

Marketing Plan of



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1 EXECUTIVE SUMMARY.

"La Más Bonita" is a restaurant with a Mediterranean diet, which was born just 4 years ago and today is the fashion in the city of Valencia. It is known especially for its delicious homemade cakes that leave no one indifferent and by its design and ambience of Formentera. All products are homemade, with high quality ingredients, organic and fair trade, something that stands them well above their competition.

The reality is that today's society is faced with situations of continuous changes, both political, social and economic. Therefore, companies must continually adapt to those changes to be able to stay in the market and to meet the ongoing and ever-changing needs of consumers.

The objective of this project is to analyze the internal and external environment of "La Más Bonita" for a clearer view of the situation that confronts the market and thus establish recommendations and proposals so that the company can offer a few products and new services according to the customer's expectations.

First, will take place, an internal analysis of the company to learn more deeply its history and the resources you have. Secondly an external analysis will be conducted to explore business opportunities, analyzing the competition and the market.

After this analysis, several objectives will be established to meet, such as increase customer loyalty or increase the number of new customers in a year. To meet these objectives is to establish a number of strategies and action plans to improve the functioning of the company. These action plans will be structured within a budget and timetable. In addition, a control will be to measure the success of these actions.

2 INTERNAL ANALYSIS

2.1 Presentation of the company.

The company that I chose to make the marketing plan is "La Más Bonita". It is a Mediterranean restaurant, well known in Valencia and that I usually go. Despite having three different local, I have focused my study "La Mas Bonita" de la Patacona, as it is the first to be opened and the most experience.

In mid-2012, Pilar and Carlos Lazaro, two brothers from Valencia decided to open a restaurant focused on the Mediterranean diet "La Más Bonita". Pilar was a publicist and interior designer Carlos, who after losing their jobs because of the economic crisis began to think about the possibility of opening a different store in Valencia. To do so, Pilar began to receive pastry classes in order to acquire knowledge about the realization of tarts among other varieties of pastries, and Carlos was devoted to the design of the interior of the premises and the company's brand. At present, are the owners of two local in Valencia capital (Ruzafa and la Patacona) and a bar of the Valencia's Patacona beach.

The three locals are characterized by having an air of Mediterranean, and by the realization of home-cooked food and quality. These locals have the same decor, a bar where he exhibited his large home-made tarts, and follow the colors blue and white, with the combination of rustic elements (walls of solid brick, white wood slats). La Más Bonita Ruzafa located in the Rufaza district of Valencia, grew out of an old oven founded in 1933 until the retirement of its former owner. Therefore, the brothers decided that it happened to work like worker of both restaurants, since the great novelty of this place is the rotary kiln 3.5 meters in diameter. Framed by blue wood and located behind a glass window where you can observe at all times how your wonderful homemade tarts are made.

On the other hand, the bar La Más Bonita is located in the sand of the beach of la Patacona, just in front of the Paseo La Más Bonita restaurant. Its opening hours are from 11:00 h to 23:00 during the months between May and October. In it you'll find a variety of soft drinks, juices and frappes, a variety of snacks, salads and their homemade tarts.

Finally, La Más Bonita Patacona is located on the promenade by the beach in Alboraya, Valencia. This is a local fashion with a unique atmosphere for breakfast, lunch or dinner in Valencia, i.e., is the place that most reflects the Mediterranean atmosphere, the spaces are inspired in the Mediterranean, in the typical houses rustic, with imperfect walls, high ceilings and antique, blue and white colors. In this symbolic restaurant, cooking homemade, organic and fair trade food. The owners try to convey quality in its products and services, i.e., to make customers feel as if they were in their own home, giving all the comforts the customer needs as sofas to make the evening more comfortable, free wifi for customers, Park for children (includes toboggan, lawn and different toys), service for pets on the terrace (serving bowls so that the animals can drink), buy takeout service and even make orders for whole pies. It is an ideal place to go after a walk along the beach and a good bath, since it is located in first-line of beach, where from its large terrace you can enjoy the wonderful view of the sea. La Más Bonita, is strategically located near the port of Valencia and its beaches. (La Malvarrosa and Las Arenas beach of Alboraya), and has good communication with public transport. It can be reached through the bus 20, 21, 22, 23, 31, 32 lines. The opening hours are from 8 am in the morning at 1:30 in the morning from Monday to Sunday 365 days a year.

2.2 Mission.

The mission of La Más Bonita is to offer its customers a variety of homemade products with high quality and make them feel in a comfortable environment as if they were at home.

2.3 Vision.

The vision is to improve the position in the ranking of the Top 10 restaurants with better presence in social networks in Spain. As well as continuing to provide a differentiated and innovative service to its customers

2.4 Values.

La Más Bonita from your business based on strong and well-established values. The main values of this company are:

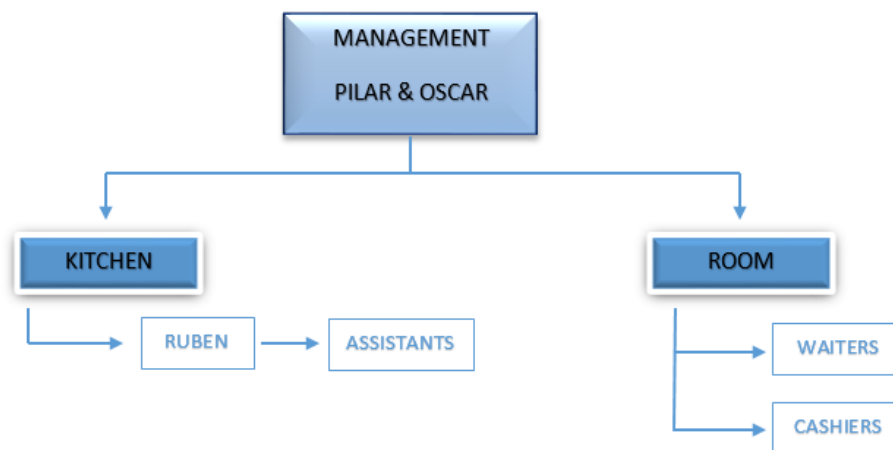
- Establish personal relationships based on trust and respect. These relationships need to find workers as a fundamental key to understanding work on computers and thus to achieve business success.
- Teamwork. This is a fundamental pillar for achieving business success.
- Continuous improvement towards excellence. A core value is the requirement that has with themselves given always the best and continuously work to be the best in everything what they offer.
- Make a difference. It is a company that will always strive to differentiate themselves from the competition. They try to innovate both products and service offered always trying to be different.
- Maximum satisfaction of the customers. The customer is the most important and so they should feel every time you come to this place.

2.5 Resources of the company.

2.5.1 Human resources.

“La Más Bonita” was created in 2012 with only five employees, and they were gradually growing. Nowadays, the owners have 3 venues with more than 25 employees between fixed and temporary. La Más Bonita is owned by brothers Pilar and Oscar, who are responsible for directing and managing the company. As you can see in Figure 1, the kitchen Department consists of the main chef who is Ruben, in addition to a team of kitchen assistants responsible for developing the entire menu. The department consists of cashiers, dependents and responsible staff rooms. Cashiers are responsible for cashing at any time customers, so there is always a fixed cashier. Dependent employees are the persons responsible for awarding the free tables. This is a local that has a great stream of customers by what normal is and that clerks manage client list and awarded the tables by order of arrival. Responsible for the room employees are responsible for serving customers, take note, give part to the kitchen and serve the dishes.

Figure 1: Organization chart



Source: Own elaboration

2.5.2 Marketing resources.

Product

The products offered by La Más Bonita are part of the economic assets that are acquired by paying a market price.

Within these are consumer products, the foods that offer is in a condition of use or consumption without any additional processing. At the same time, are non-durable goods because the final consumption is immediate.

According to the frequency of purchase, it is property of preference since the effort to purchase is minimal because there is a preference for the brand or product. In this case customer do not perform an effort on your purchase, since they opt for high quality products, based on a completely homemade and ecological development together with fast service.

The charter of products which offer La Más Bonita for your clients is extensive and varied so you can enjoy different products according to the time of consumption. In all locals there is a broad portfolio of products where there is a range of 21 product lines:

1. DRINKS
2. NATURAL FRUIT HAKES
3. LIQUEFIED
4. FRAPPES
5. BREAD WITH BREAD
6. FRUIT & CEREALS
7. EGGS & TORTILLA
8. CALENTITO
9. SPECIAL BRUNCH
- 10.SWEETS CAPRICIOUS
- 11.TOAST
- 12.SPECIAL ORGANIC TEAS
- 13.SPECIAL BREAKFASTS
- 14.SHARE OR NOT
- 15.SALAD
- 16.CREAM AND MORE
- 17.MENUS FOR CHILDREN
- 18.PECKING
- 19.CAKES
- 20.SPIRITS AND COMBINED
- 21.WINES & CAVES

According to Kotler (2012) the longitude of the portfolio is the total number of items for each line, therefore, in this case there is a total length of 205 products divided into its different lines:

1.DRINKS:

Water 1l.
Water ½l
Soda
Refreshments
Caña
Double
Third
A.K. Damm
Alcohol-free beer
Voll-Dam
Turia
Tyris
Gluten-free beer
Cup of tinto de verano
Cup of sangría
Pitcher of sangría
Pitcher of sangría de cava
Pitcher of water from Valencia

2.SMOOTHIES NATURAL FRUIT

Red youth: Berries and yogurt
Petit Suisse: Banana, strawberry and yogurt.
Fiber: Kiwi, apple, yogurt and oatmeal.
Pineapple Colada: Pineapple and coco.

3.LIQUEFIED

Liquefied Natural fruit
Liquefied natural orange.
Classic
Green vitamin
Red vitamin
Lime, apple, ginger and mint
Liquefied 3 ingredients to taste.

4.FRAPPES

Coffee Mocha.	Coffee Latte.
Coffee Candy.	Chocolate
Vanilla whit cookies.	White chocolate.
Coco	Oreo cookie.
Spice Chai: Blend of black tea with spices.	

5.BREAD WHIT BREAD

Omelette sandwich.
Ham sandwich.
Iberian ham sandwich.
Sandwich La Más Bonita
sandwich Club
Special Club Sandwich
American
Vegetable
Nina Sandwich

6.FRUIT & CEREALS

Seasonal fruit salad.
Natural yogurt.
Fruit salad with yogurt and honey.
Homemade granola with yogurt or milk.
Homemade granola with yogurt and fruit.
Porridge with walnuts, raisins and red berries.

7.EGGS & TORTILLA

Skewer omelette La Más Bonita
Bacon scrambled or fried with eggs.
scrambled eggs with salmon and avocado.

8.CALENTIO

Expreso
Cortado
Bombón
Coffee and milk
Americano
Cappuccino
Café Latte
Vienés
Coffee white Mocha
Chai Latte LMB

9.ESPECIAL BRUNCH

Patacona beach
English breakfast
Spanish breakfast

10. SWEETS CAPRICIOUS

Butter croissant.
Croissant black or white chocolate.
Croissant cereal.
Mini butter croissant.
Mini croissant white chocolate,
Black or brown grain.
Cookies.
Muffins.
Cinnamon roll or chocolate with hazelnuts.
Homemade pancakes with cream.
Homemade pancakes with Nutella, whipped cream and nuts

11.TOAST

Artisan bread with butter and jam.
Bread with tomato and oil.
Selection of breads
Toast with cream cheese and jam.
Nutella toast with strawberries and bananas.
Toast cream cheese, honey, red fruits and nuts.
Toast with turkey breast, cheese and tomato.
Toast with ham and tomato.
Toast with ham and tomato.
Toasted spicy sausage, cured cheese and caramelized onions.
Hummus toast, arugula and sun dried tomatoes.
Toast cream cheese, salmon and avocado.
Toast spinach, goat cheese and mango jam with ginger.

12.SPECIAL ORGANIC TEAS

Chamomile	Mint
Earl Grey	Darjeeling
Pu Erh (red)	Cinnamon
Gen Mai Cha	Berries
Moorish con peppermint	Assam
Rooibos range	Pai Mu Tan (white)
Sencha Mandarin (green)	

13.SPECIAL BREAKFAST

Coffee or tea + toast.
traditional breakfast
Continental breakfast
Rich in fiber
Extra energy
Patacona beach
Porridge
English breakfast
Spanish breakfast
Worker

14.SHARE OR NOT

Table of artisan cheeses with bread, peppers confit and Kalamata olives.
Table of Iberian ham with bread, tomato and Kalamata olives.
Varied table cheese and ham.

15.SALAD

Green
Cease
Pesto pasta
Tomatoes
Taboulé
Quinoa
La Más Bonita
Mango chutney
Burrata salad

16.CREAM AND MORE

Gazpacho
Cream of carrot and apple.
Vichyssoise
Chicken curry with wild rice.
Shopping special breads.

17.MENUS FOR CHILDREN

Chicken kid
Burger kid

18.PECKING

Cooked croquettes, goat cheese or pumpkin with walnuts and Parmesan.
Homemade nachos with guacamole, pico de gallo and Cheddar cheese.
Eggplant and tomato strudel with goat cheese pesto.
Potatoes style La Más Bonita.
Hummus with pita bread.
Cover homemade salad.
Falafel salad with homemade yogurt and lentil pate and miso.
The Nicest nuggets with barbecue sauce.
Ajoarriero traditional bread.

19.TARTS

Berries
Apple pie
chococookie
Chocorgasmo
BNF
Oreo cake
Pineapple, coconut, apple
Carrot cake
Pumpkin Cheesecake
Baileys Cheesecake
Nutella Cheesecake
Classic cheesecake
Blueberry Cheesecake

20.SPIRITS & COMBINED

SPIRITS
Pacharan
Bloody Mary
María Brizard
Martini Blanco o Rosso
Baileys
Orujo de Hierbas o Blanco
Mistela
Chupitos
Vaquerito

COMBINED

Cutty Sark
J&B
Negrita
Brugal
Absolut
Beefeater
Seagram's
Martín Miller's
Tanqueray
Hendrick's
Bombay Sapphire
Ginself (Valenciana)
Mojito
Valencia' water
Bloody Mary

21.WINES & CAVES

WHITES

COSECHERO (Rías Baixas):
ENTREFLORES (Rueda)
REBEL.LIA (Utiel-Requena)
ALMA DE BLANCO (D.O Monterrel)
ALBARÍN (León)
MIRIADE (Montes de Toledo)
CUCÚ (Valladolid)

PINK

CARE (Cariñena)
MIRADE (Montes de Toledo)

FRIZZANTES

BORNOS ROSADO (Rueda)
BORNOS VERDEJO (Rueda)

REDS

REBEL.LIA BARRICA (Utiel-Requena)
LOS PINOS BARRICA (Valencia)
SENTADO SOBRE LA BESTIA (Valencia)
BILOGÍA (Valencia)
RIOJA VEGA CRIANZA (Rioja)
VIZCARRA SENDA DEL ORO
PEDRA ROJA (Priorat)
TÍO UCO (Castilla y León)
FINCA TERRERAZO (D.P.O. El Terrerazo)

CAVES

BOCHORIS ROSADO BRUT NATURE
CARLOTA SURIA BRUT NATURE
LAIETÁ GRAN RESERVA BRUT NATURE

With respect to depth, according to Kotler, p. (2006), This refers to the number of variants of each product, which will depend on the type of product. There are variations in the lines of the natural fruit, frappes and natural orange juice smoothies, the warm and, finally, the wines and caves. First of all, in the line of natural fruit, frappes and natural orange juice smoothies, presenting two sizes: normal and XXL size. Secondly, in the warm line also offers several products (express, American, cappuccino, Café latte) in three different sizes with their corresponding prices: normal, medium, large. Finally, in the line of wines and caves some of them are available in glass or whole bottle. The same applies to tarts offered by parts or complete cake. In summary, to have all these variables, there is a total depth of 92 variants.

Finally, should highlight that the product mix is very consistent because all the products that are offered are consumer goods. Are all food products that go through the same distribution channels and manufacturing, and also give the same service to consumers.

Price

The price is a short-term instrument and it is the most competitive. It is the one that will provide income and therefore must be clearly defined.

The products of La Más Bonita tend to be considered as "expensive", since they oscillate between the 0.60 cents by a mini croissant up to 30 euros for a bottle of red wine. However, should consider that products are homemade and of high quality. In addition, the average price of a lunch or dinner per person may be around 20€ approximately.

To make the offer more attractive the company uses promotional prices, which consists in the reduction of prices of a package of products, such as special breakfasts or children's menus. Then the list of prices per product.

1. DRINKS:

Water 1l.	2.50€
Water ½l	1.90€
Soda	1.90€
Refreshments	3.00€
Caña	1.80€
Double	3.00€
Third	2.40€
A.K. Damm	3.00€
Alcohol-free beer	2.00€
Voll-Dam	3.50€
Turia	3.50€
Tyris	4.00€
Gluten-free beer	4.00€
Cup of tinto de verano	3.50€
Cup of sangría	4.50€
Pitcher of sangria	17.00€
Pitcher of sangría de cava	20.00€
Pitcher of water from Valencia	20.00€

2. SMOOTHIES NATURAL FRUIT NORMAL 5.40 XXL 6.60

Red youth: Berries and yogurt
Petit Suisse: Banana, strawberry and yogurt.
Fiber: Kiwi, apple, yogurt and oatmeal.
Pineapple Colada: Pineapple and coco.

3. LIQUEFIED

Liquefied Natural fruit	3.60€
Liquefied natural orange.	3€ / 4.20€
Classic	4.80€
Green vitamin	4.80€
Red vitamin	4.80€
Lime, apple, ginger and mint	4.80€
Liquefied 3 ingredients to taste.	4.80€

4. FRAPPES NORMAL 4.50 XXL 6.00

Coffee Mocha.	Coffee Latte.
Coffee Candy.	Chocolate
Vanilla whit cookies.	White chocolate.
Coco	Oreo cookie.

Spice Chai: Blend of black tea with spices.

5. BREAD WHIT BREAD

Omelette sandwich.	5.00€
Ham sandwich.	4.50€
Iberian ham sandwich.	6.50€
Sandwich La Más Bonita	8.50€
Sandwich Club	8.80€
Special Club Sandwich	8.80€
American	9.90€
Vegetable	9.70€
Nina Sandwich	8.50€

6. FRUIT & CEREALS

Seasonal fruit salad.	5.50€
Natural yogurt.	1.90€
Fruit salad with yogurt and honey.	5.90€
Homemade granola with yogurt or milk.	4.50€
Homemade granola with yogurt and fruit.	7.40€
Porridge with walnuts, raisins and red berries.	5.00€

7. EGGS & TORTILLA

Skewer omelette La Más Bonita	5.00€
Bacon scrambled or fried with eggs.	6.00€
scrambled eggs with salmon and avocado.	7.90€

8. CALENTIO

Expreso	1.30€	2.00€	
Cortado		1.50€	
Bombón		1.60€	
Coffee and milk		1.90€	
Americano	1.55€	2.30€	2.65€
Cappuccino	2.15€	3.10€	3.50€
Café Latte	2.15€	3.10€	3.50€
Vienés		2.80€	
Coffee white Mocha		4.80€	
Chai Latte LMB		3.50€	

9. ESPECIAL BRUNCH

Patacona beach	10.50€
English breakfast	9.00€
Spanish breakfast	8.00€

10. SWEETS CAPRICIOUS

Butter croissant.	1.20€
Croissant black or white chocolate.	1.50€
Croissant cereal.	1.50€
Mini butter croissant.	0.60€
Mini croissant white chocolate, Black or brown grain.	0.70€
Cookies.	1.10€
Muffins.	2.40€
Cinnamon roll or chocolate with hazelnuts.	2.50€
Homemade pancakes with cream.	5.60€
Homemade pancakes with Nutella, whipped cream and nuts.	6.60€

11. TOAST

Artisan bread with butter and jam.	2.00€
Bread with tomato and oil.	2.00€
Selection of breads.	6.90€
Toast with cream cheese and jam.	3.50€
Nutella toast with strawberries and bananas.	4.00€
Toast cream cheese, honey, red fruits and nuts.	5.50€
Toast with turkey breast, cheese and tomato.	4.50€
Toast with ham and tomato.	4.00€
Toast with Iberia ham and tomato.	6.50€
Toasted spicy sausage, cured cheese and caramelized onions.	5.00€
Hummus toast, arugula and sun dried tomatoes.	5.00€
Toast cream cheese, salmon and avocado.	6.00€
Toast spinach, goat cheese and mango jam with ginger.	6.50€

12. SPECIAL ORGANIC TEAS

	2.20€
Chamomile	Mint
Earl Grey	Darjeeling
Pu Erh (red)	Cinnamon
Gen Mai Cha	Berries
Moorish con peppermint	Assam
Rooibos range	Pai Mu Tan (white)
Sencha Mandarina (green)	

13.SPECIAL BREAKFAST

Coffee or tea + toast.	3.30€
Traditional breakfast	5.50€
Continental breakfast	6.90€
Rich in fiber	11.90€
Extra energy	12.70€
Patacona beach	14.50€
Porridge	10€
English breakfast	9€
Spanish breakfast	8€
Worker	12€

14.SHARE OR NOT

Table of artisan cheeses with bread, peppers confit and Kalamata olives.	16.50€
Table of Iberian ham with bread, tomato and Kalamata olives.	18.00€
Varied table cheese and ham.	19.50€

15.SALAD

Green	10.70€
Cease	11.80€
Pesto pasta	11.80€
Tomatoes	9.70€
Taboulé	9.80€
Quinoa	10.70€
La Más Bonita	11.90€
Mango chutney	12.00€
Burrata salad	13.00€

16.CREAM AND MORE

Gazpacho	5.50€
Cream of carrot and apple.	5.50€
Vichyssoise	5.50€
Chicken curry with wild rice.	9.90€
Shopping special breads.	3.50€

17.MENUS FOR CHILDREN

Chicken kid	6.50€
Burguer kid	6.50€

18.PECKING

Cooked croquettes, goat cheese or pumpkin with walnuts and Parmesan.	3.00€
Homemade nachos with guacamole, pico de gallo and Cheddar cheese.	6.50€
Eggplant and tomato strudel with goat cheese pesto.	9.60€
Potatoes style La Más Bonita.	6.90€
Hummus with pita bread.	4.80€
Cover homemade salad.	4.80€
Falafel salad with homemade yogurt and lentil pate and miso.	6.00€
The Nicest nuggets with barbecue sauce.	7.00€
Ajoarriero traditional bread.	6.50€

19.TARTS

	tart	portion
Berries	44.00€	4.50€
Apple pie	49.00€	5.50€
chococookie	49.00€	5.00€
Chocorgasmo	49.00€	5.50€
BNF	52.00€	5.90€
Oreo cake	52.00€	5.90€
Pineapple, coconut, apple	49.00€	5.50€
Carrot cake	49.00€	5.50€
Pumpkin Cheesecake	46.00€	5.50€
Baileys Cheesecake	49.00€	5.90€
Nutella Cheesecake	49.00€	5.90€
Classic cheesecake	44.00€	4.90€
Blueberry Cheesecake	49.00€	5.90€

20.SPIRITS & COMBINED

SPIRITS

Pacharan	4.50€
Bloody Mary	3.00€
María Brizard	4.50€
Martini Blanco o Rosso	4.50€
Baileys	5.00€
Orujo de Hierbas o Blanco	4.50€
Mistela	4.50€
Chupitos	2.00€
Vaquerito	3.00€

COMBINED

Cutty Sark	7.00€
J&B	7.00€
Negrita	7.00€
Brugal	8.00€
Absolut	8.00€
Beefeater	7.00€
Seagram's	7.00€
Martín Miller's	10.00€
Tanqueray	9.00€
Hendrick's	10.00€
Bombay Sapphire	9.00€
Ginself (Valenciana)	10.00€
Mojito	7.00€
Valencia'water	6.00€
Bloody Mary	6.00€

21.WINES & CAVES

	CUP	BOTTLES
WHITES		
COSECHERO (Rías Baixas):	2.50€	11.00€
ENTREFLORES (Rueda)	3.00€	12.00€
REBEL.LIA (Utiel-Requena)	3.50€	15.00€
ALMA DE BLANCO (D.O Monterrel)		15.00€
ALBARÍN (León)		18.00€
MIRIADE (Montes de Toledo)		19.00€
CUCÚ (Valladolid)		22.00€
PINK		
CARE (Cariñena)	2.50€	12.00€
MIRADE (Montes de Toledo)		25.00€
FRIZZANTES		
BORNOS ROSADO (Rueda)		18.00€
BORNOS VERDEJO (Rueda)		18.00€
REDS		
REBEL.LIA BARRICA (Utiel-Requena)	3.00€	15.00€
LOS PINOS BARRICA (Valencia)	3.00€	15.00€
SENTADO SOBRE LA BESTIA (Valencia)	4.00€	18.00€
BILOGÍA (Valencia)	3.50€	16.00€
RIOJA VEGA CRIANZA (Rioja)	4.00€	19.00€
VIZCARRA SENDA DEL ORO	3.50€	19.00€
PEDRA ROJA (Priorat)		20.00€
TÍO UCO (Castilla y León)		20.00€
FINCA TERRERAZO (D.P.O. El Terrerazo)		30.00€
CAVES		
BOCHORIS ROSADO BRUT NATURE	4.00€	16.00€
CARLOTA SURIA BRUT NATURE	4.50€	18.00€
LAIETÁ GRAN RESERVA BRUT NATURE		30.00€

Distribution.

Regarding distribution, La Más Bonita uses the distribution channel which in this case would be level 1.

The food offered is prepared in the restaurant's own kitchen. Therefore, this channel consists of:

1. Ingredients or raw material required for the preparation of food is acquired from an external manufacturer.
2. Once the kitchen has these elements uses them in the preparation of the final product.
3. Finally, once the final products are ready, these are offered to consumers for immediate consumption.

Figure 2: Level distribution



Source: Own elaboration

In relation to the tarts, all are prepared by Pilar in the rotary kiln Ruzafa. Once made, are necessary to the restaurant of La Patacona.

Communication.

The tools of communication that uses La Más Bonita are the direct marketing and sales promotion.

The first means of communication is *direct marketing*. It uses different media such as social networks, websites and magazines.

First of all, is present in social networks like Facebook, Twitter, Instagram, YouTube, Issue, Spotify and Foursquare.



Facebook and twitter

In terms of social networks, Facebook and Twitter are platforms for greater prominence since report 24 hours of everything that happens. Information about the location, as well as the opening hours can be found on Facebook and Twitter. In addition, in these social networks every day they products published photos, news, opening times and many news more than the followers of the following page can go all day and even comment on the news. So 24 hours a day, local customers and are in constant contact and interact with each other.

Instagram and YouTube

The pictures of the place and their products as on the YouTube channel are displayed via Instagram.

Spotify and Foursquare

Through Spotify is shared all the music ID and own the restaurant and through the Foursquare collect all the opinions of the customers. The presence on these social networks was a test project to see where they were able to come. Within four months of starting this project La Más Bonita stood at Top 10 restaurants with better presence on social networks in Spain. With this project he wanted to take care up to the last detail, creating a space for service 24-hour network.

Web page

In addition to these social platforms La Más Bonita also offers web page, where you can find information about the company, the premises boasts, a letter from carved of all its products, the store, which offers custom made cakes, as well as accessories. Thirdly, it has a section of the magazine. This section publishes all monthly magazines that the restaurant takes out. News section, where you can know all the articles published in relation to the restaurant, as well as all the news related to the prettier is located on their website. And, finally, and included in this website, also have an online shop where to take your orders for tarts and accessories (T-shirts, backpacks, beach bedding, sunglasses)

The second communication tool is the *sales promotion*. La Más Bonita uses this tool to attract customers and increase your sales. Their main platforms to communicate is Instagram, Facebook and twitter. Through these social networks put launch a series of promotions such as:



With this breakfast, take a cup of gift.

In this way get increase your sales in time for breakfast.



Valentine's day, they offered cookies gift to all who gone to dinner.



In addition, on special dates such as Valentine's day, Christmas, Halloween, La Más Bonita more launches special limited edition products. As the tarts's Valentine that appears in the picture.



Finally, on his Facebook, blog, they find a contest they did to reach 50,000 fans. Fans had to share a photo taking something in one of the premises of La Más Bonita, putting the hashtag #mimemomentoenLMB and labeling the local. The best photo was rewarded with a breakfast for two people.

The ultimate tool of communication, and, in addition, the most important is the word of mouth. It is free and most effective advertising that have. In Valencia there isn't another similar location. La Más Bonita noted for decoration and so welcoming of a local design, so that every customer who walks past is attracted to his image. This image along with a great product and a special service make all customers who leave satisfied, will talk to acquaintances about the product, the service received and of course by the image of La Más Bonita. At the same time this voice will run mouth in mouth to other many potential customers.

3 EXTERNAL ANALYSIS

3.1 PESTEL analysis

Political factors

Currently, Spain is a political instability that affects all citizens and especially to the country's economic prospects. The problems that exist to form a government are affecting the confidence of many companies and of course consumers.

Despite the economic growth that has suffered Spain in recent years, politically is at a standstill, a tremendous political instability that goes back to the year 2015. In the last elections, a clear political change was. The Popular Party (PP) was far away win by an absolute majority as it has been doing the past few years. Two new faces such as Podemos and Ciudadanos have gained a major foothold in politics. But despite these changes and the Spanish development, negotiations remain stalled.

Despite the positive growth forecasts that are estimated for 2016, these political changes will directly influence the development of the economy. On the one hand, economic instability that can break the investor confidence in the country and slow down the economic recovery that has been seen in recent data are created. On the other hand, this instability and this inability to form a Government are causing a stagnation in the achievement of the fiscal and social reforms were carried out.

In addition to the political instability that suffers from 2015, faced also with tax developments that occur by 2016. VAT It has not undergone significant changes, since 2016 the general type will continue to be 21%. However, and according to the changes reflected in the law organic 37/1992 of 28 December (Official Bulletin of the State, 312 on 29 December 1992) from January, this type of change will be free from the services provided to the transient and consignees, and export-related services. Imports intended for duty free shops will also be exempt. In addition, another amendment establishing organic law 37/1992 of 28 December (Official Bulletin of the State, 312 of 29 December 1992), is that all civil societies which, since January 1, 2016, go to pay taxes through tax, ceasing in the special scheme for equivalency surcharge, they may deduct the resulting fee apply the acquisition value of your holdings inventoried at the date of cessation excluding VAT and the equivalency surcharge, in the auto liquidation which corresponds to the period in which this occurs will cease.

Far as tax is concerned, there is a reduction in rates of assessment for 2016. The general rate will be 25%. Newly created entities will pay tribute to 15% during the first 2 periods. On the other hand, reduces the rate of 35% to 30% for those companies whose activity is the exploration, research and exploitation of deposits and the underground storage of hydrocarbons. In addition civil societies that have legal personality and business object they will become taxpayers subject to the tax. And finally the partially exempt associations, such as professional associations, associations or employers waged declare only if their total income does not exceed the 75,000 euros, corresponding to exempt income does not exceed 2,000 euros and if all income not exempt to obtain are subject to withholding.

For personal income tax also lower tax rates: the sections are as shown in table 1.

Table 1: IRPF 2016

TAXABLE	2015	2015 RD-L	2016
Until 12.450 euros	20%	19,50%	19%
12.450 – 20.200 euros	25%	24,50 %	24%
20.200 – 35.200 euros	31%	30,50%	30%
35.200 – 60.000 euros	39%	38%	37%
Since 60.000 euros	47%	46%	45%

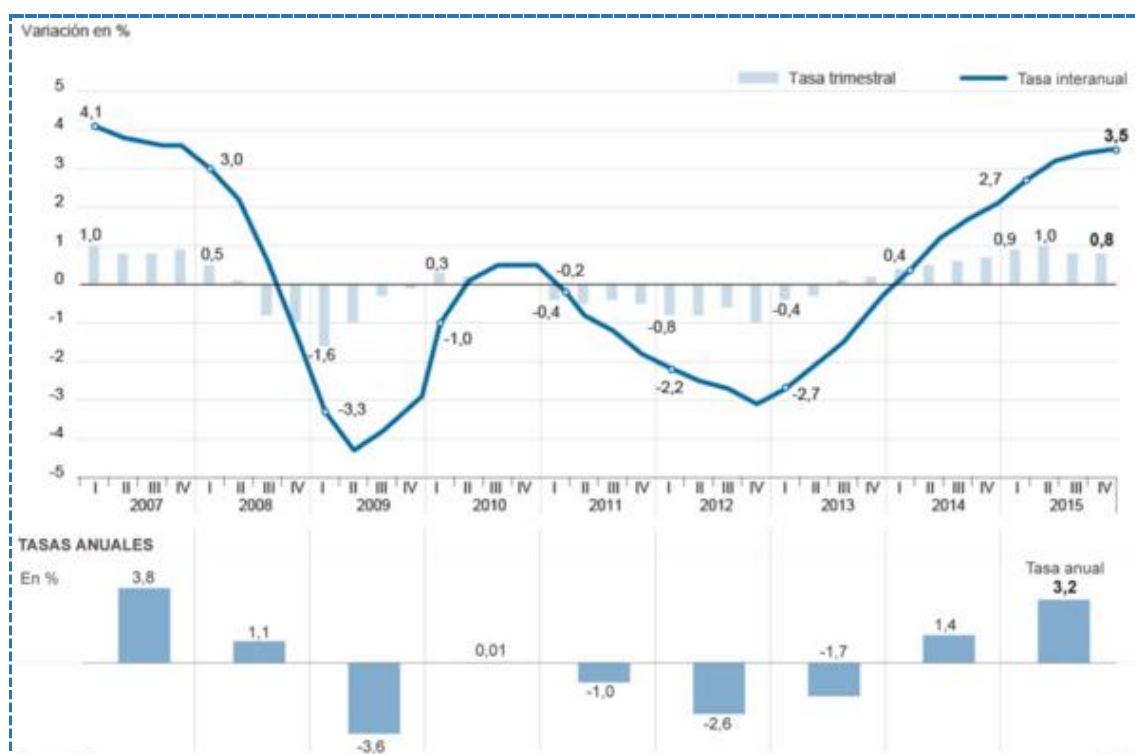
Source: Own elaboration

Economics factors

The economic progress of a country is influential on the future of the businesses. For this reason, should be continuously discussed trends in the main economic variables.

First, GDP, (a value that measures the monetary value of the production of final goods and services of a country for a year), is which we can say that the Spanish economy closed the year 2015 with a breakthrough. Last year the Spanish GDP grew 3.2%, "the largest rise since the onset of the crisis" so it says INE. Spain managed to achieve this growth with a 0.8% quarterly progress as shown in Figure 1. With the progress of the 2015 the Spanish economy is at almost 4% below the level of activity that you had before the crisis, although the recession of recent years is beginning to see offset.

Graph 1: Evolution of Spanish PIB



Source: INE

The evolution of the GDP of the past 2015 located Spain as one of the economies with greater growth in 2015. In 2015 the figure of GDP was 1.081.190, so Spain is situated at number 13 in the rankings, since the absolute value grew 40.030 billion euros from 2014. In table 2, and according to data collected by the INE, you can see the evolution of GDP in 2015. Shows GDP per capita of Spain in 2015 was €23.300, evolution seen if compared with the €21,300 in 2005.

Table 3 details the quarterly evolution of GDP in Spain and GDP per capita.

Table 2: Spain PIB annual

Evolución anual PIB España			Evolución anual PIB per cápita España		
Fecha	PIB Mill. €	Var. Anual	Fecha	PIB Per C.	Var. Anual
2015	1.081.190	3,2%	2015	23.300	2.2%
2014	1.041.160	1,4%	2014	22.780	1.2%
2013	1.031.272	-1,7%	2013	22.518	-0.2%
2012	1.042.872	-2,6%	2012	22.562	-1.9%
2011	1.070.415	-1.0%	2011	22.900	-0.9%
2010	1.080.913	0.0%	2010	23.200	-0.2%
2009	1.079.034	-3.6%	2009	23.300	-4.1%
2008	1.116.207	1.1%	2008	24.300	1.6%

Source: INE

Table 3: Spain PIB

PIB ESPANA 2015: EVOLUCION TRIMESTRAL				PIB PER CAPITA TRIMESTRAL 2015			
Fecha	PIB Mill. €	Var. Trim.	Var. Anual	Fecha	PIB Per C.	Var. Trim.	Var. Anual
IV Trim 2015	274.220€	0,8%	3,5%	IV Trim 2015	5.904€	0,9%	4,3%
III Trim 2015	271.762€	0,8%	3,4%	III Trim 2015	5.851€	1,2%	4,4%
II Trim 2015	268.988€	1,0%	3,2%	II Trim 2015	5.791€	1,2%	5,3%
I Trim 2015	266.220€	0,9%	2,7%	I Trim 2015	5.731€	1,6%	4,0%

Source: INE

For 2016 is expected to continue this growth around 2.7%, according to the INE as shown in table 4.

Table 4: PIB growth

	2016	2017
<i>Gobierno</i>	2.7	2.40
<i>Banco de España</i>	2.7	2.30
<i>FMI</i>	2.6	2.30
<i>Comisión Europea</i>	2.80	2.5

Source: INE

If we focus the study in the Valencian Community, and according to INE data, GDP has grown by 2015 a €3.6 compared to the previous year. Table 5, details the evolution of annual and annual GDP per capita. The figure of GDP in 2015 was 101.604 m €, this data puts Valencia in fourth position in the ranking of GDP by regions, thus making it one of the most important regions by GDP volume. With regard to GDP per capita (wealth of the citizens), the Valencian Community is placed as number 11 in the ranking of autonomous communities.

Table 5: PIB growth Comunidad Valenciana

Evolución anual PIB Comunidad Valenciana			Evolución anual PIB per cápita Comunidad Valenciana		
Fecha	PIB Mill. €	Var. Anual	Fecha	PIB Per C.	Var. Anual
2015	101.604	3.6%	2015	20.586	4.5%
2014	97.430	1.9%	2014	19.693	2.9%
2013	95.884	-1.3%	2013	19.304	0.1%
2012	96.731	-3.6%	2012	19.349	-1.9%
2011	100.665	-1.9%	2011	20.124	-1.2%
2010	102.329	-0.6%	2010	20.511	-0.3%
2009	102.781	-5.6%	2009	20.621	-7.1%
2008	108.508	0.9%	2008	21.878	4.0%

Source: INE

Another variable to consider in economic development is the CPI (general price index). According to INE reflected in table 6, data from March 2016, in consumer prices there is a monthly variation of the CPI of 0.6%. In table 7 and chart 2 you can see the evolution of the CPI by groups.

Table 6: IPC 2016

	<i>Variación mensual</i>	<i>Variación acumulada</i>	<i>Variación anual</i>
<i>Marzo 2016</i>	0.6	-1.6	-0.8

Source: INE

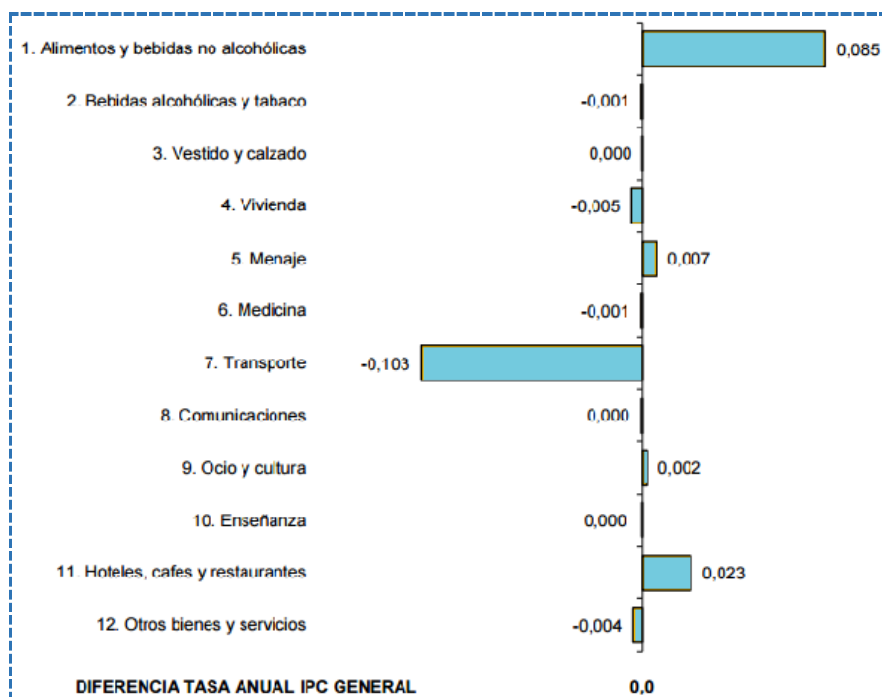
As seen in table 7, the annual rate of the general CPI in the month of March is of -0.8%. The group with greater negative influence on this month is transport that decreases its rate to -5.3 due mostly to in March prices of fuels and lubricants have risen less. On the other hand, group with greater positive influence is that of food and non-alcoholic beverages, with an annual variation of 1.7%.

Table 7: Evolution IPC

<i>ÍNDICES NACIONALES: GENERAL Y DE GRUPOS</i>						
<i>Grupo</i>	<i>INDICE</i>	<i>VARIACION</i>			<i>REPERCUSION</i>	
		<i>MENSUAL</i>	<i>EN LO QUE VA DE AÑO</i>	<i>ANUAL</i>	<i>MENSUAL</i>	<i>EN LO QUE VA DE AÑO</i>
<i>ÍNDICE GENERAL</i>	101,8	0.6	-1.6	-0.8		
<i>1. Alimentos y bebidas no alcohólicas</i>	106.9	0.0	0.0	1.7	-0.008	-0.008
<i>2. Bebidas alcohólicas y tabaco</i>	116	0.1	0.4	0.4	0.002	0.010
<i>3. Vestido y calzado</i>	95.6	4.3	-13.2	0.4	0.276	-0.999
<i>4. Vivienda</i>	98.9	-0.1	-5.1	-6.3	-0.009	-0.636
<i>5. Menaje</i>	101.1	0.3	-0.4	0.3	0.017	-0.026
<i>6. Medicina</i>	110.4	0.1	-0.7	-0.5	0.003	-0.022
<i>7. Transporte</i>	95.4	1.5	-1.0	-5.3	0.236	-0.156
<i>8. Comunicaciones</i>	86.8	0.0	1.7	2.7	0.000	0.060
<i>9. Ocio y cultura</i>	99.3	0.8	-0.6	0.0	0.060	-0.040
<i>10. Enseñanza</i>	116.9	0.0	0.0	0.5	0.000	0.000
<i>11. Hoteles, cafés y restaurantes</i>	103.5	0.5	0.9	16	0.062	0.100

Source: INE

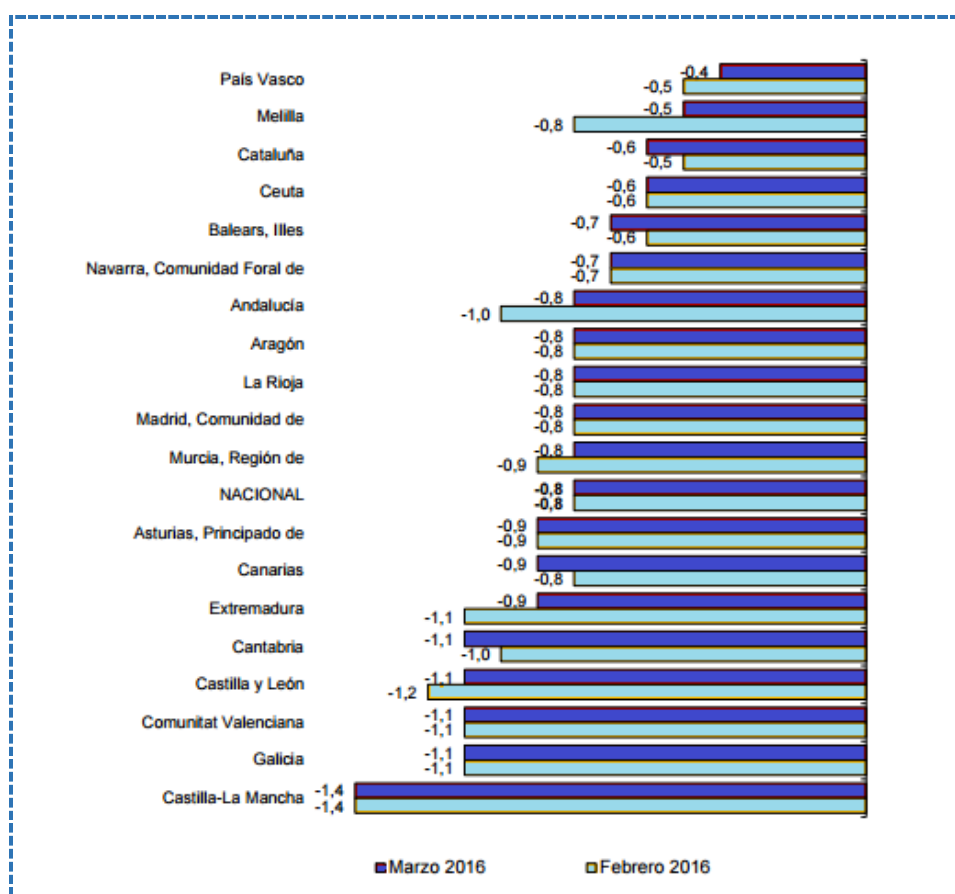
Graph 2: IPC groups



Source: INE

Regarding the annual rate by autonomous communities, in graphic 4 is that it remains in negative values in all communities. Valencia is located in a - 1.1% in March as well as the previous month.

Graph 3: IPC annual rates Communities and autonomous cities



Source: INE

Table 8: Board index and group Comunidad Valenciana

<i>Comunidad Valenciana</i>				
INDICE GENERAL	101,4	0,6	-1,9	-1,1
1. Alimentos y bebidas no alcohólicas	107,1	0,2	-0,1	1,3
2. Bebidas alcohólicas y tabaco	116,3	0,0	0,2	0,3
3. Vestido y calzado	94,6	3,4	-13,2	0,5
4. Vivienda	99,5	-0,2	-5,9	-6,7
5. Menaje	100,2	0,3	-0,5	0,0
6. Medicina	104,7	-0,3	-5,8	-5,3
7. Transporte	95,2	1,6	-0,9	-5,0
8. Comunicaciones	86,6	0,0	1,7	2,6
9. Ocio y cultura	100,1	0,5	-0,9	0,0
10. Enseñanza	114,0	0,0	0,0	0,4
11. Hoteles, cafés y restaurantes	103,2	0,6	0,9	1,5
12. Otros	106,7	0,0	0,7	1,3

Source: INE

Finally, the unemployment rate, as shown by the EPA reports unemployment in the Valencia region in January 2016 reached 6,931 people leaving a total number of 468,921 unemployed. However, in 2015 it decreased by 49,000 people. As seen in Table 9 2015 closed with an unemployment rate of 21.5%. Of this total they were 20.3 and 22.8 are women. If analyzed by sectors, the largest number of the unemployed are in the service sector with a total of 308,559 unemployed.

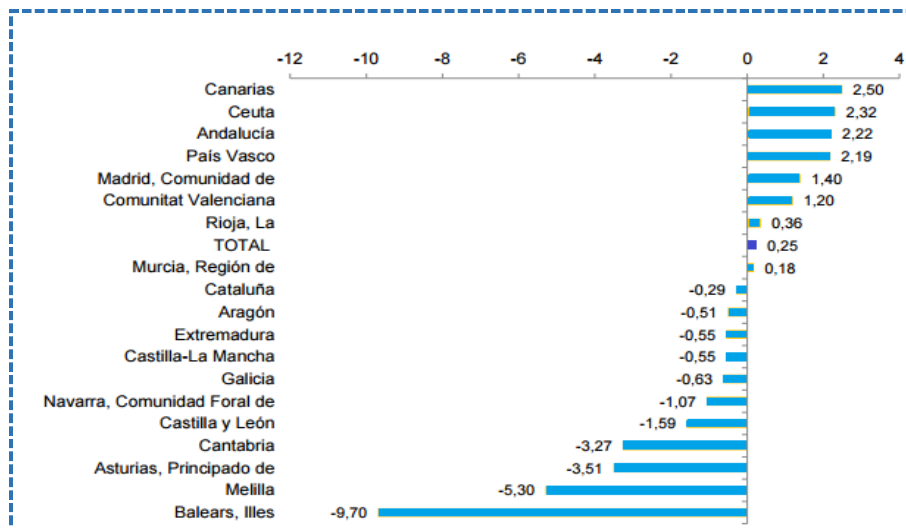
Table 9: EPA Comunidad Valenciana

	2015	2014
<i>Tasa de paro (EPA)</i>	21.5%	23.5%
<i>Tasa de paro hombres</i>	20.3%	22.6%
<i>Tasa de paro mujeres</i>	22.8%	24.5%
<i>Paro menores de 25 años</i>	46.4%	50.2%
<i>Paro hombres menores de 25</i>	43.8%	47.5%

Source: EPA

As seen in Figure 4, Valencia was the sixth largest economy where employment grew most in 2015. Go behind the Canary Islands, Ceuta, Andalusia, the Basque Country and Madrid.

Graph 4: Quarterly rate of occupation by autonomous communities



Source: EPA

In what is referred to national level, unemployment in Spain fell by 12.4% over the previous year. In 2015 as shown in table 10 stops closed with a rate of 20.8%

Table 10: Spain unemployment

	2015	2014
<i>Paro</i>	20.8%	23.6%
<i>Paro hombres</i>	19.3%	22.7%
<i>Paro mujeres</i>	22.5%	24.7%
<i>Paro menores de 25 años</i>	46.0%	50.2%
<i>Paro hombres menores de 25</i>	45.3%	51.7%
<i>Paro mujeres menores de 25</i>	46.9%	51.1%
<i>Paro de 25 años o más</i>	19.0%	21.5%
<i>Paro hombres de 25 años o más</i>	17.4%	20.6%
<i>Paro mujeres de 25 años o más</i>	20.8%	22.7%

Source: EPA

Socio-cultural factors

Demographic variables

According to the EPA's 2016, Spain end of 2015 with a significant number of inhabitants compared with other countries. This is reflected in their 92 inhabitants per Km². This population is divided by 23.623.019 women, representing 50,86% versus 22.826.546 men representing 40.14%. In terms of regions, we must emphasize that according to the INE 2016 the Comunidad Valenciana has 4.939.674 inhabitants, so it can be considered the 4th most inhabited communities in Spain, 8.96% birth rate and the mortality rate of the 8,405 placing in this way a life expectancy in the 82 years.

Changes in consumer habits

Due to the crisis and the lower purchasing power of consumers approximately 35% of Spanish consumers has been a change in its consumption habits. The Spaniards have become more rational and intelligent individuals who know where to buy to pay a good price. Spaniards continue to flock to the outlets, but 60% of them recognize that spend much less. Also, it notes that 70% of purchases are necessities.

In addition, if analyzed the population now, there are several types of consumers, on the one hand, those who remain faithful to their brands, but who now choose to buy a less number of articles, and, on the other hand, consumers who now prefer to consume cheaper brands and purchase a high volume of articles. Either way, both groups buy less or have had to change their habits of consumption with respect to former times.

According to data from the portal of the merchant, after a survey of Spanish consumers in the wake of the crisis, 47% of Spaniards have reduced their fixed costs. On the other hand, 54% had dramatically reduced one-off purchases as gifts to third parties, own whims, etc. In addition, a 10% has reduced costs and the frequency in clothing and footwear. Another 26% has reduced spending on hobbies or leisure activities. 25% of the population now opt to buy cheaper brands. In fact, 60% expected at the time of the large discounts or rebates.

In conclusion, all this analysis leads to say that due to the crisis eating more at home by what are greatly reduced meals outside the home. In hours of offices, jobs and studies are reduced consumption in bars and more and more becoming to the tradition of the lunchboxes. On the other hand, consumed much less leisure and if not, you opt

for one that is more cheaply. Purchases are much reduced impulse that the white mark and second hand products are gaining confidence. And finally, have been considerably reduced the consumption of appropriations.

However, the last year has shown that Spanish households are recovering confidence in the consumption. In fact, 2015 has closed the year with a growth of 16% of the average expenditure per consumer, where out benefit dental health and the reforms of the home (according to the conclusions of the Observatory Cetelem 2015).

Technological factors

Technological advances increasingly are growing more and are becoming a key in order to satisfy the needs of customers. They exist since advances to control at all times the conservation of foods, especially the perishable, as well as applications to be able to control the costs of each type of dish that can be offered.

No doubt technological advancements are continuously facilitating the tasks of management and control of the restaurants so they can be more productive and efficient. The automation of many actions allows the reduction of time in unnecessary tasks and focusing more attention on improving the quality of services. An organization concerned are advances in computers and cash registers, which allow the automation of activities, reduction of idle time, the centralization of information, and of course improving the quality of services.

The main advance is the internet, with which we have been living many years and that never ceases to amaze. This great platform and with the help of the Smartphone and Tablets allows for: contact wholesalers and place orders without moving from your business to applications for customers that allows them to ask for the menu before you even get to the restaurant, as well as pay through mobile phones without credit cards.

In addition, in this kind of business social networks. They are becoming the main platform of advertising and communications, a method that allows the interaction between restaurants and customers 24 hours a day.

Ecological factors

Environmental and ecological factors are becoming topics of great interest and concern for everyone. The planet in general is changing and is continually forcing companies to take measures against these changes.

One of the changes that are taking place are the emergence of sustainable restaurants. It arises due to satisfy all customers who claim, based on sustainable and healthy food habits of life which do not have a strong impact on the environment. These businesses are trying to offer organic, seasonal products, trade fair in addition to using products and sustainable processes that do not harm the environment.

Other changes that have occurred in recent years by the Spanish gastronomy are the reduction in energy consumption: purchase of renewable energy, energy management systems, use of solar panels, automatic shut off taps, cisterns of dual-flush, etc. And waste management: reduce waste generated, use reusable packaging materials, use of recycled paper, reducing the use of plastic bags, etc.

Legal factors

With regard to legislation which regulates bars, restaurants and cafes, typically regional character, and failing that, will regulate the rules of the State.

Therefore, at the State level are the following regulations:

- Order of 17 March 1965 (BOE of 29 March 1965), tourist management of restaurants, Ministry of information and tourism.
- Order of 18 March 1965 (BOE of 29 March 1965) of tourist management of Cafeterias, Ministry of information and tourism.

These two laws are repealed by the following: order of 29 July 1978 (BOE of 19 July 1978), the Ministry of trade and tourism, by which modify the rules on menus and letters of restaurants and cafes.

- The Royal Decree 3484/2000 of 29 December (BOE of 12 January 2001) establishes standards of hygiene for the preparation, distribution and trade of prepared foods.
- Anti-tobacco law: in the law 42/2010, of 30 December, amending the law 28/2005, of 26 December, sanitary measures against smoking and regulating the sale, supply, consumption and advertising of tobacco products.

At the regional level:

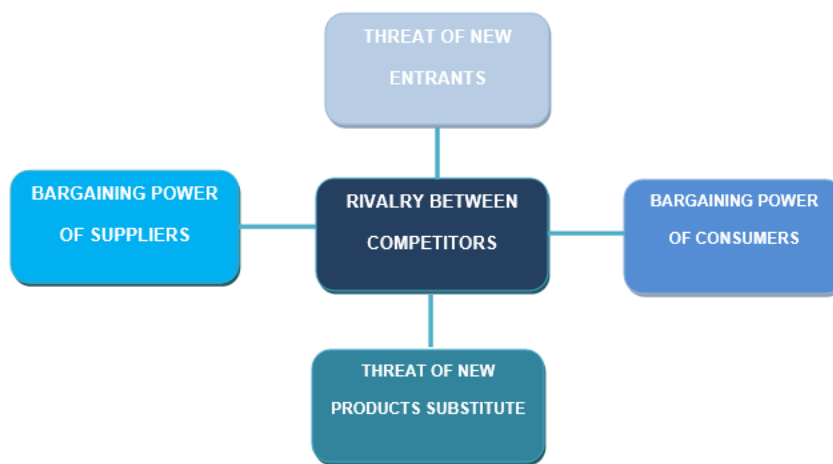
- LAW 3/1998, of 21 may, the Generalitat Valenciana, de Turismo de la Comunidad Valenciana. [1998/4195]
- 2009/155 Decree 7/2009, of 9 January, Council, controller of the establishments of restoration of the Valencian Community. [2009/155]
- Decree 54/2010, of 31 March, the Council, amending the Decree 7/2009, of 9 January, controller of the establishments of restoration of the Valencian Community. [2010/3770]

DECREE 21/2015, of 22 December, the President of the Generalitat, which regulates the schedules of public entertainment, recreation and public establishments for the year 2016. [2015/10369]: this Decree is intended to regulate the opening and closing times.

3.2 Analysis of the competitive environment

The Porter model is used to carry out an analysis of the factors of the external environment and that will allow to know the situation in the competitive framework. It is based on 5 competitive forces that later, after its analysis will allow to develop more suitable strategies of success for the business

Figure 3: Porter's five forces



Source: Own elaboration

1. Threat of new entrants

Opening a restaurant requires a very high initial capital needed a local place where business, furniture, reforms, raw materials, licenses, etc. So, in the time of crisis at the moment, this is a large barrier to entry that not everyone can afford. On the other hand, this is a sector with high returns and a very attractive, so the threat of entry is very high since these businesses are very much in demand and are very common.

Valencia is also a place of great tourist attraction, especially for its coasts. The location of local creates much interest for new entrepreneurs who choose the Mediterranean Sea as a suitable place to mount a business.

2. The bargaining power of the different providers.

As we have said, this is a very abundant sector. So there are all kinds of suppliers, with more or less high prices, with conditions more or less flexible. For this reason, the bargaining power they have is not very high. The offer in this sector is very high so that you can always choose the provider that best suits your needs.

3. Bargaining power of consumers.

Although customers can not directly influence prices, discounts, promotions, etc. Their bargaining power is very high, since, due to the wide range of restaurants, customers will be much more careful in their choices. So at the slightest carelessness or error on our part they will change quickly locally.

4. Threat of new substitute products.

Despite the existence in this sector of a wide variety of products, and the ease to make visible new products or services that replace some of the needs of the customers, this threat is not very high for La Más Bonita, because products offer this, they are totally homemade, organic and fair trade so finding substitutes with these characteristics is more difficult.

5. The rivalry between competitors.

In this case, despite the large number of restaurants, bars, existing cafes in Valencia because it is a very touristy town especially in summer, the rivalry with the competition is not very high, since it is very difficult to find places with the same Prettiest features. This has an atmosphere and unique design not to mention the high quality of home products it offers.

3.3 Competitive analysis

3.3.1 Levels of competence.

The competition of La Más Bonita are all those companies dedicated to the catering sector, which offer home service, Mediterranean cuisine and quality as cafes offering homemade cakes and pastries.

We can distinguish among several levels:

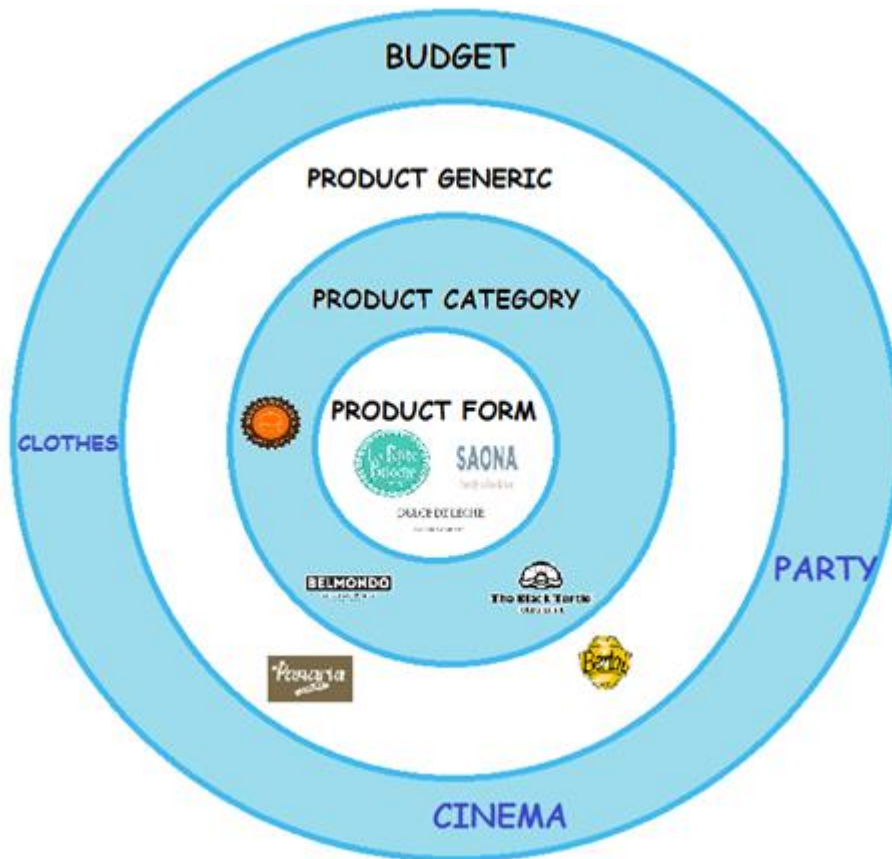
- ✓ **Competition at the level of product:** in this level is where the highest degree of rivalry since all companies are offering similar levels and attributes. Dulce de Leche, La Petite Brioche and Saona are located on this level. These locals are the primary competition of La Más Bonita more since they offer completely homemade products, produced at the same location. At this level La Más Bonita must compete to convince the public that their product is better.

- ✓ **Competition at the level of product category:** in this level are those companies that offer products with similar attributes, but with different degree of presence. We find Mediterranean hamburgers, Belmondo, and The Black Turtle. These are restaurants that offer gourmet, 100% incoming and homemade burgers very in common with La Más Bonita.

- ✓ **Competition at the generic level:** in this level is substitute products, those covering the same basic need than the product itself. At this level are bakeries and ovens neighborhood that also produce all kinds of pastries, cakes, savory, etc. As Panaria and Bertal. They are not products of the same quality, but they satisfy the need basic covering La Más Bonita and at more affordable prices.

- ✓ **Competition at the level of budget:** in this level are all those venues that compete with the same budget. Here are entertainment venues such as cinemas, discos, shopping malls, etc.

Figure 4 : Levels of competence



Source: Own elaboration

3.3.2 Main competitors.

In the catering sector, there is very high competition since it is a very broad sector, encompassing a wide variety of products. La Más Bonita is a restaurant of the Mediterranean diet, which offers a wide variety of products, but the high quality of their products are homemade, and organic and trade fair considerably reduces its competition. For this reason, the main competitors in terms of quality and products are:



LA PETITE BRIOCHE: is a bakery located in the Centre of Valencia created in 2013, in particular in the street Sorní. It is one of the most fashionable places to snack. It is a pastry shop and Cafe that offers breakfast, lunch and snacks. Offers freshly baked breads all pastries and homemade pastries (croissants stuffed, crepes, quiches, savory delight, muffins, cupcakes and shakes). This place also stands out for its delicious tarts (lemon, banana, caramel, chocolate and strawberry and carrot). Your daily menu of food is around 8 euros. Another highlight of this place is its decoration. It is decorated in a very classy way with wood and metal, they are also often found exhibitions of pictures and small works of art. This great design will be added so cozy and familiar environment offering.



DULCE DE LECHE: very special place of Argentine origin created in 2012. It has two locations in Valencia, both with an ambient rustic, one located in the Jesus Street, near the city of Valencia railway station. The second branch is located in the Ruzafa district of Valencia. Stands out for its completely home-made products and it specialized in Argentine candy. This venue can be found from the brunch offering weekends for 5 euros, up to all kinds of cakes, tarts and completely homemade pastries, where its main and ingredient star is the sweet of milk. They also offer teas, smoothies, juices and coffees. In addition to products to be able to take home.



SAONA: with a typical decoration with natural touches Formentera boasts several premises situated in the Avenida Marqués del Turia, in the Avenida Cortes Valencianas, in the plaza de la Virgen and the Paseo de la Alameda. It offers its customers a high-quality and homemade Mediterranean diet. In his letter, we can find a variety of breakfasts, day and evening menus, featuring products such as salads, creams, fresh pasta of the day depending on the season, burgers, sandwich and sandwiches, smoothies, ice creams, juices and cocktails. Everything is prepared with fresh and seasonal to offer maximum quality. In addition, at the end of the letter you will find a wide variety of sweets home. The price of the menus around 10 euros on average.



MEDITERRÁNEA DE HAMBURGUESAS: created in 2011 has two premises, one is located in the calle Sueca, Ruzafa, Valencia district. The second branch is in calle San Fernando, near the central market of Valencia. Highlights and differs from its competition by offering quality above all. It is the first restaurant to offer gourmet burgers that are made by hand. They bite, mix, and produce their own burgers with a meat that comes from the Valley of Esla. They offer more than 14 varieties of hamburgers 100% beef. Their burgers can be served with 4 types of different breads, each made in a form and with 100% natural ingredients. In addition, offer other products, also homemade, such as, brave, nachos, chicken, salads and sandwiches. We can find these delicious foods for an average price of 8 euros.



THE BLACK TURTLE: created in 2014 with 3 open venues. One is located in the Xúquer Plaza, another in the Swedish Street and the other at the Mall. This burger is well known for its gourmet burgers, as well as its outstanding decor. All their burgers are homemade, high quality and with all kinds of ingredients from leading mango, strawberries, wheat tortillas or wrapped in pancakes. It offers the best brands of beer. A full dinner per person is around 15€.



BELMONDO: restaurant located on the street Ciscar of Valencia. It stands out for its gourmet meat, 100% beef burgers, and found in the number of top 100 on Yelp. It has a letter from more than 10 burgers. The bread covering these burgers is elaborated in neighbouring kiln (M. Martinez.) In his letter we can also find salads, wraps and a selection of recommended dishes such as for example the diced crunchy Brie with caramelized onion and salad honey and mustard. Your local also also stands out for its great design and decorated with photographs, books and old records.






PANARIA: Chain with more than 50 stores throughout Spain. Its franchises are part of the tropics group formed by Charlotte restaurant, coffee and tea. Working with more than 20 kinds of bread, also increasingly incorporate new recipes. As all good bakeries offer a wide variety of croissants, pastries, muffins, cookies and cakes. They also have sandwiches, salads and pizzas. The coffee market is 100% Arabica, from Brazil and Colombia, with natural roast and no sugars. Totally organic and fair trade. In addition to offering a wide variety of products they have a catering service by custom.



BERTAL: Founded in 1985 as an ice cream parlor grew gradually over the years to become a factory, providing quality products and by themselves and then distribute to their own locals. They have a craft bakery in the factory which also enables them to also provide services to restaurants, caterers, etc., at a very competitive cost. In addition, its long experience in the production of artisan ice cream, allows them to be able to adapt to market changes and continue to innovate with new flavors and own such as the sorbet of thyme, lavender, Wasabi or tomato with olive oil ice cream. His letter is completed with pizzas, salads, sandwiches, snacks, juices and smoothies and coffees.

3.3.3

Table competition summary.

COMPETENCE	PRODUCTS	PRICE	SERVICES	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> • Sweet pastries • Cupcakes • Cookies • Tarts • Quiches • Pasties • “Pepitos” • Nachos • Cheeses • Salt pastries • Natural juices • Smoothies 	Since 1,50€ per product	1 place located in C/ Sorní,28 Valencia	<ul style="list-style-type: none"> • Location in the center of Valencia. • Good combination of buses. 	<ul style="list-style-type: none"> • Impossible park. • High prices.
	<ul style="list-style-type: none"> • Pasties • Bread • Tarts • Snack • Toast • Crepes • Natural juices • Smoothies 	Since 1,50€ per product	2 places: C/ Jesús 71 C/ Cuba 46 Valencia	<ul style="list-style-type: none"> • Local near the city center. • Unique recipes. 	<ul style="list-style-type: none"> • Impossible park • High prices. • Little publicity.
	<ul style="list-style-type: none"> • Burger gourmet • Salads • Toast • Juices • Snacks • Sandwiches • Chicken • Potatoes • Nachos • Pasta • Pastries • Ice cream • Smoothies 	Since 1.70€ per product	Places: Gran Vía Cortes Valencianas Plaza de la Virgen Paseo Alameda	<ul style="list-style-type: none"> • Wide variety of products. • Fresh and quality products. • Presence in social networks. 	<ul style="list-style-type: none"> • High prices. • No terrace. • Areas difficult to park.

	<ul style="list-style-type: none"> • Nachos • Kitchen • Potatoes • Burger gourmet • Salads • Sandwiches 	<p>Since 4.50€ per product</p>	<p>1 place in C/ Sueca, 45 Valencia</p>	<ul style="list-style-type: none"> • Food deliveries. • Household products. • Variety of burger. • Meat and homemade breads. 	<ul style="list-style-type: none"> • High prices • No terrace. • Little publicity. • More presence in social networks.
	<ul style="list-style-type: none"> • Burger gourmet • Salads • Pecking • Other dishes 	<p>Since 4.50€ per product.</p>	<p>1 place in Valencia in C/ Ciscar.</p>	<ul style="list-style-type: none"> • Great design of the room. • Quality Products. • Homemade products. • Good communication with public transport. • Number 1 in the top 100 yelp. 	<ul style="list-style-type: none"> • Lack of presence in social networks. • Lack of advertising. • Reduced Charter. • Impossible park.
	<ul style="list-style-type: none"> • Nachos • Kitchen • Cheeses • Burger • Salads • Sandwiches • Hot dogs • Pizza 	<p>Average price per person 15€</p>	<p>3 places in Valencia: Pl. Xúquer 7 C. Sueca 51 Paseo Alameda 46</p>	<ul style="list-style-type: none"> • Good public transport communication. • Extensive menu. • Quality Meats. • Presence in social networks. • Products for celiac. 	<ul style="list-style-type: none"> • Impossible park. • No terrace. • Slow service.
	<ul style="list-style-type: none"> • Panes • Tarts • Pastries • Cookies • Muffins • Snacks • Salads • Pizzas • Juices • Beer • Coffees 	<p>Since 0.90€ per product</p>	<p>More than 50 locations throughout Spain</p>	<ul style="list-style-type: none"> • Make known soon. • Quality Products. • Low prices. • Presence in social networks. 	<ul style="list-style-type: none"> • Lack of publicity.



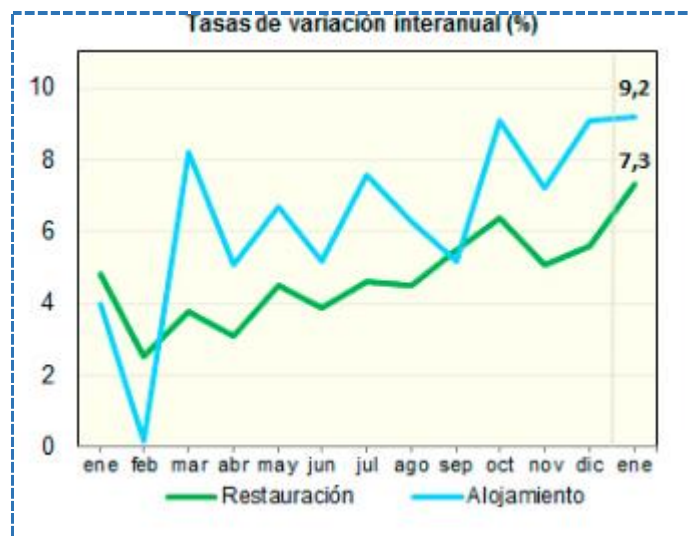
<ul style="list-style-type: none">• Ice cream• Pastries• Pizzas• Focaccias• Salads• Sandwich• Snacks• Traditional yogurt• Horchata• Smoothies• Coffee• Juices	Since 0.70€	6 places in Valencia y 1 Factory	<ul style="list-style-type: none">• Presence in social networks.• Prepared.• Own distribution.• Great experience in the sector.• Brand recognition.• Low prices.• Variety of products.	<ul style="list-style-type: none">• Lack of advertising.• Little expansion in the market.
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3.4 Market analysis.

3.4.1 Sector Analysis.

The hospitality sector has undergone many ups and downs in recent years, although there was a slight increase of sales due to the impulse given by the large chains and franchises. At present, as shown in graph 5, this sector, according to INE data is 7.3% of the Spanish GDP with 1.1 million employees and of accommodation is 9.2%.

Graph 5: Business figures 2015 - 2016

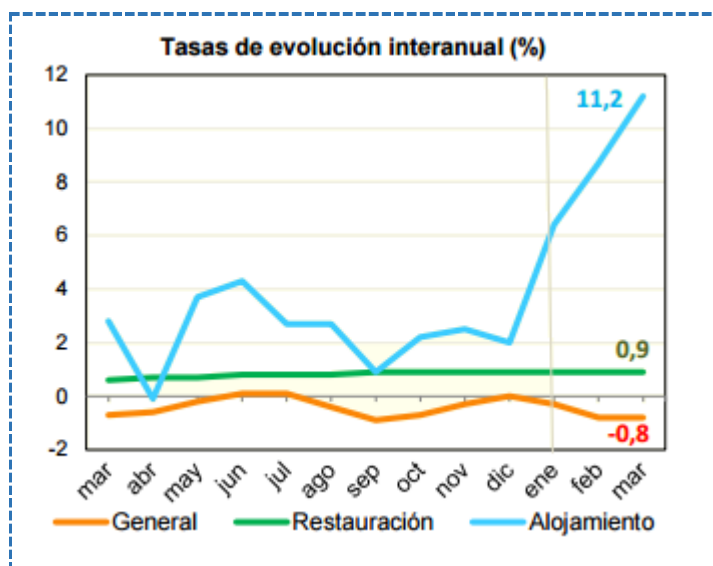


Source: INE

These two branches of the hospitality industry have had tremendous growth in recent years. According to the Spain 2016, Barbadillo and Associates franchising, guide by 2015 had 1.123 franchises in our country and 171 belong to the catering sector and hospitality. The reasons that have allowed to increase turnover in the sector of restoration have been improving employment, the economy and the available income of families that have increased consumption in recent months. In 2015 the number of premises engaged in the restoration is located in 71.748 of these 64% are franchised.

With regard to prices of the restaurants, as shown in chart 6, the prices rose by March 2016 0.9 regarding the previous year. Variation gained 2016 is located in a - 1.6 as noted in the table 11.

Graph 6: Evolution IPC 2015 - 2016



Source: INE

Table 11: Variations IPC 2016

		General	Alojamiento	Restauración
ENERO	Var. mensual	-1,9	-2,3	0,2
	Variación anual	-0,3	6,4	0,9
FEBRERO	Var. mensual	-0,4	4,2	0,1
	Variación anual	-0,8	8,7	0,9
MARZO	Var. mensual	0,6	6,4	0,1
	Variación anual	-0,8	11,2	0,9
Variación acumulada		-1,6	8,4	0,3

Source: INE

On the other hand, is the accommodation, which is a branch linked to the hospitality industry, as shown in table 12 also has undergone strong growth this year. 7.8% over the previous year with a total of 254.739. Self-employed workers for their part have also suffered a 5.3% growth.

Table 12 : EPA Hostelería 2016

MARZO	Media		Régimen General				Autónomos			
			Var. mensual		Var. interanual		Var. mensual		Var. interanual	
	General	Autónomos	Absoluta	%	Absoluta	%	Absoluta	%	Absoluta	%
Hostelería	1.084.353	323.760	57.348	5,6	85.817	8,6	3.701	1,2	350	0,1
<i>Restauración</i>	847.301	306.073	31.725	3,9	68.365	8,8	3.331	1,1	-532	-0,2
<i>Alojamiento</i>	237.052	17.687	25.623	12	17.451	7,9	369	2,1	883	5,3

Source: INE

As we have mentioned before, and according to data published by the INE 2016 the number of workers in the catering trade stands at 1.153.374 people, representing 6.2% more than in March of last year. Taking into account only to the self-employed, they return to suffer a decline by one 0.2% less than the previous year.

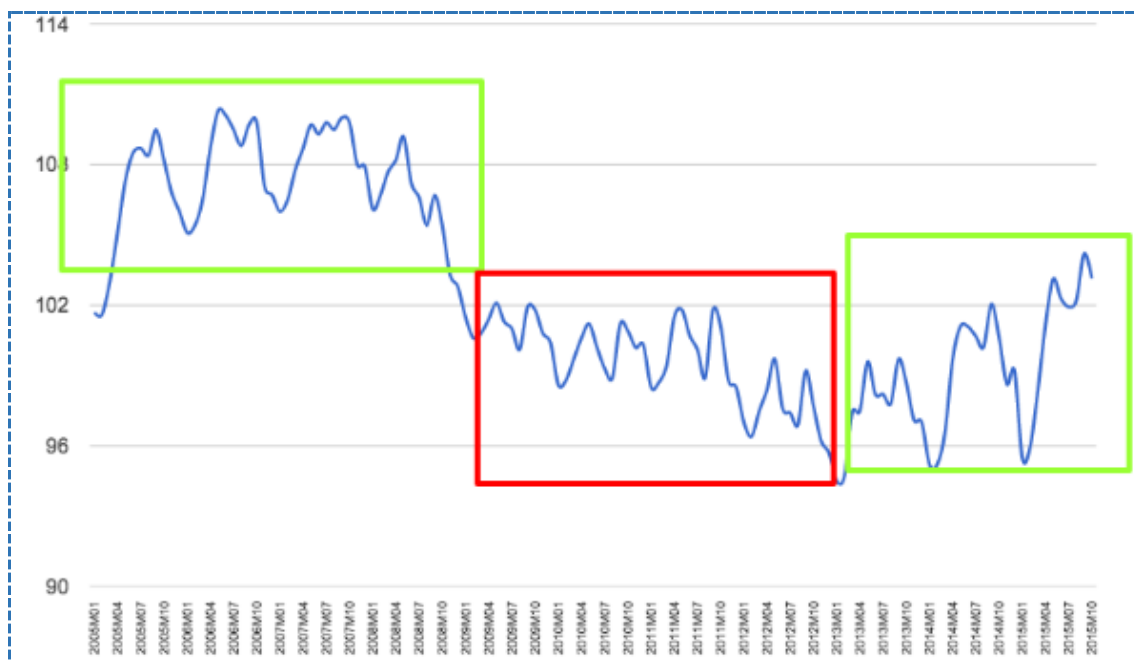
Table 13: IRPF 2016

MARZO	Totales		
	Absoluto	% intermensual	% interanual
Hostelería	1.408.113	4,5	6,5
<i>Restauración</i>	1.153.374	3,1	6,2
<i>Alojamiento</i>	254.739	11,4	7,8

Source: EPA

Studying these data in comparison with previous years shown in graph 7 that occupancy levels and the generation of employment in this sector were very high before the crisis, and that since the crisis is seen a massive reduction in employment. Starting in 2013, there is a recovery thanks to increased confidence and the new generation of jobs. Those data that existed before the economic crisis of 2008 still recovering today.

Graph 7: Occupancy rate



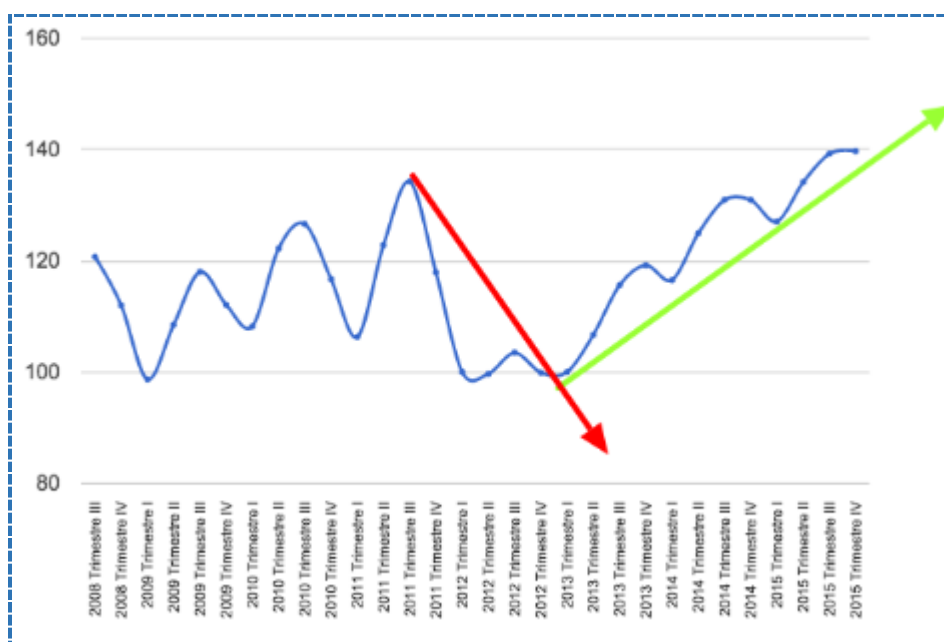
Source: INE

As far as tourism is concerned, this is very influential in Spanish cuisine. Spain is one of the most important destinations for tourists for its gastronomy. According to the study on tourism gastronomic Food Tourism 2014, a couple of travelers spent an average of 100 euros a day in restoration.

The catering sector will continue with a positive growth of 3.2% in 2016, according to estimates by the Observatory sectoral DBK of Informa D & B, due to the growing trend

of employment, as well as the increase in disposable income of households allocated to consumption. Spain expects a trend positive for 2016, since as shown in chart 8, indicators to trust catering as it ended the year 2015 is that there was no any growth until 2013, but this year has been a steady recovery.

Graph 8: Confidence index of the Spanish Hospitality



Source: INE

3.4.2 Consumer Analysis.

In recent years and due in large part to the Spanish economic crisis situation, there have been plenty of changes in the habits of Spanish consumers.

According to the report of restoration in Spain of the 2015, consumption during the morning represent 1/3 of the total number of visits to a restaurant-bar. Where greater increase has been is in the case of snacks representing 22.5%, 21.4% 16.9% and lunches dinners. Growth depends on the type of local, being those offered by fast food of higher growth, as well as those who offer food at home that represents a 17.4%

According to the latest study of Aecoc 2015 that analyzes the presence of consumers by grouping them into five groups: academics, people with children up to 14 years, workers with game day, workers retired and senior. The report confirms that students are always looking for the cheapest price, looking for promotions and discounts. They are the group that makes Internet use in the query pricing, products, discounts and information varies local. The most consumed outside the home weekday group are the middle-aged and workers over 55 years, especially in time for breakfast and lunch. As regards the weekends, the most consumed are under 45 years, schedule of meals, snacks and dinner. All groups in general are willing to pay more for products at weekends in all its slots. Consumers for breakfast are willing to pay an average of 2.16 euros and 2.54 euros weekdays weekend. For the food they are willing to pay an average of 8.26 euros and 11.63 euros weekdays weekend. And for dinner, 11.50 euros 13.36 euros on weekdays and weekends.

Another trend of the new consumer and as commented on above, the customer in recent years is becoming more demanding and moves towards healthier food. True that, is also during the current recovery, this demand is being reflected in the average expenditure by consumers, which has increased over the previous year. Today's consumers prefer to pay more for a higher quality of products.

4 SWOT ANALYSIS

STRENGTHS

- ✓ Unique recipes: La Más Bonita manufactures products with fully own recipes, homemade and high quality. This allows you to have a great point of differentiation with respect to its jurisdiction because that makes them unique in what they offer.
- ✓ Location is well located opposite the beach and have a good communication with the public transport. In addition to the style of the local that is unique and that clearly differentiates them from the rest.
- ✓ Great presence in social networks.
- ✓ Prestige brand already present in the mind of the consumer.
- ✓ Great teamwork that allows you to offer a great service to the customer.
- ✓ Variety of products and prices for all types of consumers.
- ✓ Park for children's service.
- ✓ Attention to clients' pets.

OPPORTUNITIES

- ✓ The economic recovery of the country which can allow a greater purchasing power of consumers in a way that they come back to spend more money on leisure.
- ✓ The tendency of consumers to sustainable restaurants and organic products and fair trade.
- ✓ Strategic location: located on the Beach offers a great capacity to increase revenue in the summer season due to the great increase of tourists that occur at this time.
- ✓ Valencia tourism: is a city with a large number of events per year that allows continuous tourists visit, allowing the continued attraction of clients to locals.

WEAKNESSES

- ✓ Lack of advertising.
- ✓ Short time on the market. Despite carrying 3 years on the market, this is a business for very little time, so many people can still ignore the existence of the restaurants.
- ✓ High prices mostly.
- ✓ Little experience of the partners in the catering industry.

THREATS

- ✓ The current crisis still present in our markets.
- ✓ Large number of bakeries and cafes that offer products similar to very competitive prices.
- ✓ New competitors: there is the possibility that new competitors start to open new franchises.
- ✓ More affordable products: there is a danger that some new local similar products with lower prices is around.

5 SEGMENTATION

The segmentation of the market consists of dividing the market into various fragments, which have consumers with needs, tastes and homogeneous behavior. To choose a fragment or another it should focus on a number of criteria, criteria that would then help to define the target audience of the Las Más Bonita.

- Demographic criteria:
 - o Sex: products offered will be directed both to women and to men.
 - o Age: are aimed at people of any age, from the little ones with their children's menus to the later age.
 - o Occupation: indistinct.
 - o Marital status: indistinct

In this section focus more on age criteria distinguishing between two large groups:

- 18-34 year olds: those young people who are attracted by the atmosphere, location and quality of the products. In addition, as discussed above, the more pretty has a huge social networking platform that allows you to attract many young followers of these. This group focuses more on pies and milkshakes, as well as the combined consumption.
- Adults aged 34 onwards: in this group are included on the one hand to those adults who go out to dinner in the company in search of a good service and quality products regardless of price. On the other hand, we have families, who tend to go to the restaurant on weekends since it is a place where even the little ones can enjoy the delicacies and then be able to play in the Park.
- Socio-economics criteria:
 - o Rent: the offered products range in very varied prices so initially could be purchased by anyone regardless of their income.
- Lifestyles: La Más Bonita offers varied products for all types of lifestyles: from those who decide to always enjoy good food accompanied by their families, from those who care a little more your health with products lower in fat or even those who opt for a vegetarian diet. Up to those who are always accompanied by their pets can attend this fabulous place, since waiters will be also happy to cater to the hairiest providing their own bowls where you can drink water. And

not forgetting the sweet, crazy, this is the ideal place where to enjoy wonderful homemade cakes.

- Benefit sought: benefit more to highlight is the quality of the products, since consumers who go to places like these look for homemade and quality products. Another benefit is in common service, this restaurant stands out for its facilities and amenities that are offered to customers. These are benefits that consumers are willing to pay a higher price.
- Purchase behavior: this place accepts all types of consumers, since the most frequent repeating their consumption at any time of the day, until the sporadic attending the place rarely, only when they want a special evening.

In conclusion, the target audience he addresses the prettier is very varied. It focuses on men and women of all ages of upper-middle class who want to enjoy a home cooking, organic and fair price great quality at a great Mediterranean atmosphere.

Strategic positioning: based on the income of consumers. In this way La Más Bonita is located in an upper-middle income.

Figure 5: Positioning



Source: Own elaboration

6 OBJECTIVES

GENERAL OBJECTIVES:

The General objectives of La Más Bonita, that comprise Enterprise and established a medium-long term are to attract new customers, which in turn will allow to increase sales and increase market share. In addition, to offer new products, as well as promoting the brand.

SPECIFIC OBJECTIVES

❖ Business Objectives:

1. Increase market share by 10% for the following year: this is a target for a full year (12 months). In order to achieve it the company will implement a new publicity throughout the year in order to publicize their products. The benefit expected is to increase market share in a year.
2. Capture 10% of new customers: for this purpose, in addition to attracting a new audience that can be reached with the new advertising, is also intended through home delivery, capture the attention of a new audience. The goal is to capture at least 10% of new customers within 12 months.
3. Increase the loyalty of customers by 20%: 6 months intend that fidelity is felt. Through the new advertising and improve relations and direct communication with the customer. This will establish a follow-up mechanism for the consumption of each client.

❖ Marketing objectives

4. Increase sales for the following year by 15%: this objective will be measured over the previous year, and will find success through the implementation of new advertising and communication, as well as with the new product line.

❖ Financial Objectives

5. Increase profit by 15%: in the next 12 months through new client acquisition mechanisms.

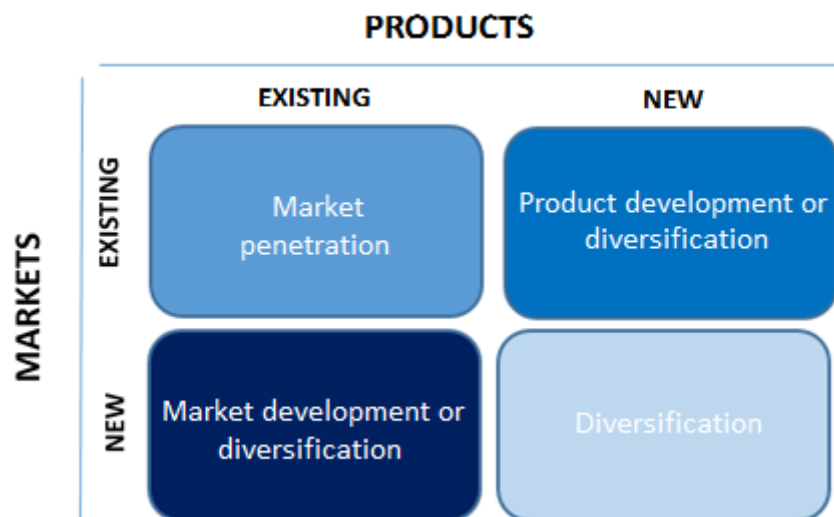
7 STRATEGIES

La Más Bonita more current strategy is to offer its customers high quality products, homemade, organic and fair trade. Provide a good service with which the client goes 100% satisfied and with a good image of the local.

Growth strategy.

According to Kotler, p. (2011) from the Ansoff growth matrix, the company can identify new opportunities for growth and future development. From its four combinations can collect information about what would be the best strategy to use.

Figure 6: Ansoff's matrix



Source: Own elaboration

After analyzing combinations of matrix, the strategy to be followed by La Mas Bonita is the *market penetration*: this consists of increasing the share of the market with current products on the market today. According to the objectives has established for the next 12 months, La Más Bonita will follow in the same market and will offer the same products, since these are very broad and high quality, but through strengthening its channels of communication with the customer and through the launch of advertising will get to increase their market share.

Strategy as a competitive advantage

In this case, the more pretty must use the *differentiation strategy*. The company must focus on maintaining a product that consumers perceive as unique, thanks to the personal service they provide. Your product is the first strong point that differentiates them from the competition by offering unique, quality, organic products and fair trade. For those new products marketed must maintain these characteristics. In addition, it has a design of the location and a unique brand that makes them special and easy to maintain in the thought of consumers. This differentiation enables you to keep up with a big advantage over the competition.

Competitive strategy in relation to the environment.

In this case La Más Bonita must use *analyzer strategy*. This company knows what its position on the market and knows that it is what he does best, so all actions you make should be to maintain its position and defend their business. In addition, it must always be attentive to new innovations and trends to suit your business.

Competitive strategy in relation to the competition.

Currently, and then analyze the competition, La Más Bonita is in a situation of leader. It is the best at what he does and how he does. It occupies a prominent position and must maintain it without losing sight of the developments and changes in the market. To keep leader, you must attract a new audience and increase the loyalty of existing ones. In addition, you must always defend and protect its market of potential challengers.

Segmentation strategy

La Más Bonita is characterized by go to a very large audience (of all ages, both men and women and different walks of life), in order to be able to satisfy the needs of all.

Therefore, you must perform a differentiating character segmentation strategy for adapting its offer and its services to the characteristics of different customers. With this strategy what is intended is to opt for total market coverage.

For example, in the case of promotions offer will go to a segment with an average income.

8 ACTION PROGRAMS

8.1 Summary actions

ACTIONS	OBJECTIVES
<i>Action 1. New product line: line of home-made ice cream</i>	<p>Objective 1: increase market share by 10% for the following year.</p> <p>Objective 2: capture 10% of new customers.</p> <p>Objective 4: increase sales by 15%.</p> <p>Objective 5: increase the profit by 15% during the year</p>
<i>Action 2. Large product line: new burgers</i>	<p>Objective 1: increase market share by 10% for the following year.</p> <p>Objective 2: capture 10% of new customers.</p> <p>Objective 3: increase customer loyalty.</p> <p>Objective 4: increase sales by 15%.</p> <p>Objective 5: increase the profit by 15% during the year</p>
<i>Action 3. Promotions: special days</i>	<p>Objective 1: increase market share by 10% for the following year.</p> <p>Objective 2: capture 10% of new customers.</p> <p>Objective 3: increase customer loyalty.</p> <p>Objective 4: increase sales by 15%.</p> <p>Objective 5: increase the profit by 15% during the year.</p>
<i>Action 4. Advertising: promotional flyer</i>	<p>Objective 1: increase market share by 10% for the following year.</p> <p>Objective 2: capture 10% of new customers.</p> <p>Objective 3: increase customer loyalty.</p> <p>Objective 4: increase sales by 15%.</p>
<i>Action 5: Card consumptions</i>	<p>Objective 3: increase customer loyalty.</p>
<i>Action 6: Mobile application</i>	<p>Objective 1: increase market share by 10% for the following year.</p> <p>Objective 2: capture 10% of new customers.</p> <p>Objective 3: increase customer loyalty.</p> <p>Objective 4: increase sales by 15%.</p> <p>Objective 5: increase the profit by 15% during the year.</p>
<i>Action 7. Distribution: food delivery</i>	<p>Objective 2: capture 10% of new customers.</p>

8.2 Product decisions

Action 1. New product line: line of home-made ice cream

Objective that meets:

- ✓ Objective 1: increase market share by 10% for the following year.
- ✓ Objective 2: capture 10% of new customers.
- ✓ Objective 4: increase sales by 15%.
- ✓ Objective 5: increase the profit by 15% during the year.

Period of application: 12 months

Description: Creation of a line completely homemade ice cream and prepared by the restaurant. They will be of great quality, ecological and fair trade as well as the entire menu of La Más Bonita.

This new line of ice cream will be composed of fruits and cream ice cream. To start and till you see the success that this new line will begin with a small letter that last 6 months, if this is successful, will be extended.

FRUIT ICE

Strawberry
Peach
Banana
Apple
Kiwi
Combination
More yogurt

ICE CREAMS

Oreo
Kinder
Yogurt
Nutella
Chocolate
Cream
Cheesecake

Action 2. Large product line: new burgers

Objective that meets:

- ✓ Objective 1: increase market share by 10% for the following year.
- ✓ Objective 2: capture 10% of new customers.
- ✓ Objective 3: increase customer loyalty.
- ✓ Objective 4: increase sales by 15%.
- ✓ Objective 5: increase the profit by 15% during the year.

Period of application: 12 months.

Description: the number of varieties of burgers in La Más Bonita is very limited, so will expand the number of prescriptions in order to satisfy the tastes of a greater number of customers. In addition, it is also a good way to gain territory to the competition.

5 new recipes will be created and its impact on the market over 12 months will analyze.

These new burgers are:

- Chicken crunchy: chicken with crunchy cereal, tomato, rocket it, and the house special sauce.
- Burger light: vegetables, cured cheese and tomato.
- Burger XL: frayed roast 100% beef, homemade sauce, tomato and Bacon.
- Beautiful Burger: 150g 100% beef, tomato, egg, caramelized onions and homemade sauce.
- Extra Burger: tomato, lettuce, asparagus, roasted chicken breast, homemade sauce.

8.3 Price decisions

Action 3. Promotions: special days

Objective that meets:

- ✓ Objective 1: increase market share by 10% for the following year.
- ✓ Objective 2: capture 10% of new customers.
- ✓ Objective 3: increase customer loyalty.
- ✓ Objective 4: increase sales by 15%.
- ✓ Objective 5: increase the profit by 15% during the year.

Period of application: 12 months.

Description: The prettier is not a place that stands out for its cheap prices. As mentioned in the target audience, it is mainly intended for an audience with a medium-high income. Therefore, to reach an audience with lower purchasing power, is a good choice to make promotions to those items that stand out more.

It's created a day where products are more economical. This action will take place for 12 months.

New day and a new week ahead. How are Mondays less Monday? La Más Bonita makes it easy. Monday is the day that all products will be 20% cheaper.

Figure 7: Promotion: special day



Source: Own elaboration

8.4 Communication decisions

Action 4. Advertising: promotional flyer

Objective that meets:

- ✓ Objective 1: increase market share by 10% for the following year.
- ✓ Objective 2: capture 10% of new customers.
- ✓ Objective 3: increase customer loyalty.
- ✓ Objective 4: increase sales by 15%.

Period of application: 4 months.

Description: La Más Bonita is a local that advertising has never been used since its inception. Facing the summer months is a good opportunity to promote local to attract the large number of tourist's characteristic of these dates.

The launch of flyers will begin in the month of July until September. They will be distributed in areas near the beach in order to learn about the restaurant.

Delivery will be done in two time slots. From 10 to 14 h and from 16 h to 20 h.

Figure 8: Flyer



Source: Own elaboration

Action 5: Card consumptions

Objective that meets:

- ✓ Objective 3: increase customer loyalty.

Period of application: 6 months.

Description: In order to increase the loyalty of our customers we are going to throw some business cards. It consists of a card, for every 6 euros consumption than the card is marked. Arriving at 5 drinks marked the sixth will have a gift. This gift will be a piece of pie to choose or choose frappe.

This action will have an initial duration of 6 months to see the economic impact. Once analyzed the benefits be expanded 6 months more.

Figure 9 : Card consumptions



Source: Own elaboration

Action 6: Mobile application

Objective that meets:

- ✓ Objective 1: increase market share by 10% for the following year.
- ✓ Objective 2: capture 10% of new customers.
- ✓ Objective 3: increase customer loyalty.
- ✓ Objective 4: increase sales by 15%.
- ✓ Objective 5: increase the profit by 15% during the year.

Period of application: 12 months.

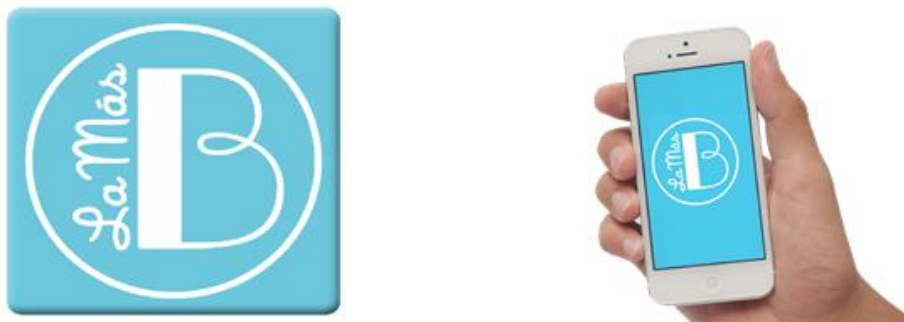
Description: Is a mobile application that all customers or not of La Más Bonita can download it. Each customer can create a profile in order to be registered and perform any management. Through this mobile application you can be contacted 24 hours a day with La Más Bonita. The action will last 12 months initially.

This application will enable clients to:

- ❖ See the day's events.
- ❖ View news published.
- ❖ Reservations.
- ❖ Pay via mobile phone.
- ❖ Food delivery.

Moreover, by downloading the application, each client will have a discount of 10 euros in the following consumption.

Figure 10: APP



Source: Own elaboration

8.5 Distribution decisions

Action 7. Distribution: food delivery

Objective that meets:

- ✓ Objective 2: capture 10% of new customers.

Period of application: 12 months.

Description: In order to reach more customers and even make them more easy to the already existing service, creates a food home delivery service. The phone number of the restaurant or through the application for mobile, customers may request your preferred in-home meal. This order will be delivered within a maximum of one hour.

9 TIMELINE

In order to meet the objectives, the strategies that are going to take place will have the following duration:

Action	1	2	3	4	5	6	7	8	9	10	11	12
<i>Action 1. New product line: line of home-made ice cream</i>												
<i>Action 2. Large product line: new burgers</i>												
<i>Action 3. Promotions: special days</i>												
<i>Action 4. Advertising: promotional flyer</i>												
<i>Action 5: Card consumptions</i>												
<i>Action 6: Mobile application</i>												
<i>Action 7. Distribution: food delivery</i>												

10 BUDGET

This budget is set for the local La Más Bonita more located in Valencia, Alboraya, la Patacona beach.

Action	Description	Budget
<i>Action 1. New product line: line of home-made ice cream</i>	Line ice cream	200 units = 130 € monthly 130*12 = 1560 € annual
<i>Action 2. Large product line: new burgers</i>	5 new burgers	100 units = 500€ monthly 500*12= 6000€ annual
<i>Action 3. Promotions: special days</i>		Free
<i>Action 4. Advertising: promotional flyer</i>	Creating and printing flyers	5.000 flyers = 34.95 € monthly 34.95 x = 139.80 € (4 months)
<i>Action 5: Card consumptions</i>	Creating and printing cards	500 units = 18.95€ 18.95 x 6 = 113.70 € (6 months)
<i>Action 6: Mobile application</i>	APP own creation	27.600 €
<i>Action 7. Distribution: food delivery</i>	Salary deliverer	1020 * 14 = 14.280 € annuals
	Salary employee	860 * 14 = 12.040 € annuals
	Containers	1000 u = 93.42 €
	Transport	Vehicle: 2800€ Petrol: 100 € month 100*12 = 1200€
TOTAL		11960.84€

11 CONTROL

Objective	Frequency	Method
<i>Objective 1: increase market share by 10% for the following year.</i>	Biannual	Compare the performance of the company regarding the data of the previous year. Studying the increase in sales compared to the entire market.
<i>Objective 2: capture 10% of new customers.</i>	Quarterly	Review increase in sales compared with previous year's data. Register control and operations of new customers.
<i>Objective 3: increase customer loyalty.</i>	Biannual	Launch survey every 6 months on customer satisfaction through the app. Control operations per customer through the app.
<i>Objective 4: increase sales by 15%.</i>	Biannual	Compare sales with those recorded the previous year.
<i>Objective 5: increase the profit by 15% during the year</i>	Annual	Compare with the profit recorded in the previous year end.

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