



MARKETING PLAN OF

*The Fitzgerald*™

Presentation by Alba Espejo Salvador

Supervised by Diego Monferrer Tirado

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## 1. EXECUTIVE SUMMARY

The Fitzgerald Burger Company is a chain of restaurants that has been growing and increasing its popularity in the Valencian community over the years since its founding. Its fame is mainly due to the high quality of its burgers, its great customer service and also for the original designs of its restaurants, which together make an unforgettable experience for the customer and invites him to return.

In the following analysis, both the internal and external environment of The Fitzgerald has been studied. Firstly, the internal environment has been analyzed, where the mission, vision, and values of The Fitzgerald have been exposed and then, both the resources and capabilities available have been analyzed to know the weaknesses and strengths of the company.

Secondly, an analysis of the external environment was carried out, where the factors affecting the company's activity were divided into two parts. On the one hand, the macro-environment where we have focused on the elements that do not interact directly with the company but have some influence and, on the other hand, the micro-environment where we have focused on the agents that are closest to the company and that constantly interact with The Fitzgerald. This has helped us to detect the threats and opportunities that exist in the hospitality sector.

Once we knew where to go, we carried out market segmentation to find out who our target audience is. Taking into account all this information we have presented 5 objectives to be achieved in a period of 1 year.

To meet the proposed objectives, 3 strategies have been implemented by The Fitzgerald and from them, we have developed a total of 15 marketing actions to be carried out in a year to achieve the established objectives. All these actions are accompanied by a schedule and a budget, as well as a control plan, to know if they are deviating from the expected results and be in time to make changes if necessary.

## 2. SITUATION ANALYSIS

### 2.1. INTERNAL ANALYSIS

#### 2.1.1. CREATION AND DEVELOPMENT OF THE FITZGERALD

The Fitzgerald Burger Company is a burger restaurant as they define "cool" that was founded in 2013 by Mario and Carlos Gelabert, during the economic crisis that was happening in Spain at that time (The Fitzgerald, 2013).

The brothers (Illustration 1) decided to sell hamburgers since as they say they did not want to depend on any chef. They wanted their product to be their own without the need for other people's recipes and also because the hamburger is one of the most consumed and known products worldwide.

The name was chosen because they wanted to show their public the image of a typical American hamburger restaurant, due to the growing tendency of Spanish consumers to look for other types of restaurants with more international food

Illustration 1- Gelabert Brothers



Source : <https://www.noticiascv.com/the-fitzgerald-segundo-valencia/>

Besides the fact that the name "The Fitzgerald" represents great characters of history such as the former US President John Fitzgerald Kennedy, the famous singer Ella Jane Fitzgerald or even the famous American writer Francis Scott Key Fitzgerald.

In September 2013, they opened the first establishment in Torrent, Valencia, although their initial idea was to open before the summer of that same year, this delay was because they wanted to capture in their restaurant everything, they had in their mind which was very difficult and needed time.

In the beginning, they had many complications, as they had to work very hard to improve the restaurant down to the smallest detail such as meat, bread, vegetables ... But they continued with the spirit of improvement that led them after a few months to have a boom. They started to get more and more customers thanks to word of mouth and that was largely because of the good product and service they offered (La Gula Gastronomy, 2016, 03:15-05:21).

From that moment on, the concept of "The Fitz" has been growing more and the years and it is what has led them to business success, they have even managed to attract the

attention of large Spanish groups such as Tastia Group which last February 2020 acquired 50% of the company.

This acquisition favors both parties as it helps Tastia Group to increase its portfolio and Tastia Group will help The Fitzgerald with their growth strategy and brand development both in the Valencian Community and nationally in the not-too-distant future (EXPANSIÓN, 2020).

**Illustration 2- The Fitzgerald's employees**



Source : <https://valenciaplaza.com/hamburgueserias-the-fitzgerald-apertura-valencia>

Today, together with a great team (Illustration 2) of people who cook the best charcoal-grilled meat, which is always cooked on the spot. Their nonconformism and their desire to constantly improve have made the story of The Fitz and the people who accompany it grow bigger every day.

This spirit has led them to open new restaurants throughout the Valencian Community (Illustration 3) until reaching the tenth restaurant that opened this past March 2021. (The Fitzgerald, 2013).

**Illustration 3- Map of all Fitz's restaurants**



Source: Own elaboration based on <https://www.thefitzgerald.es/>

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### 2.1.1.1. THE FITZGERALD'S MISSION

**EVERYTHING WE DO WE DO IT WITH PASSION**

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### 2.1.1.2. THE FITZGERALD'S VISION

*Continue to develop our strategy of growth and brand development both in the Valencian community and nationally to increase our market. Always offering a service with top quality products, 100% fresh, and with preparation methods that make us stand out from the competition.*



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### 2.1.1.3. THE FITZGERALD'S VALUES

Table 1 - The Fitzgerald Burger's Values

	We promote art, creativity, and love.
	We believe in honesty and offering the best possible ingredients.
	Attitude, respect, and passion for everything we do
	We like to travel, learn and try to be better every day.
	We like to break with the established, quality burgers and that the details are unforgettable.

Source: Own elaboration based on <https://www.youtube.com/watch?v=X9IAWDU5I2ULa>



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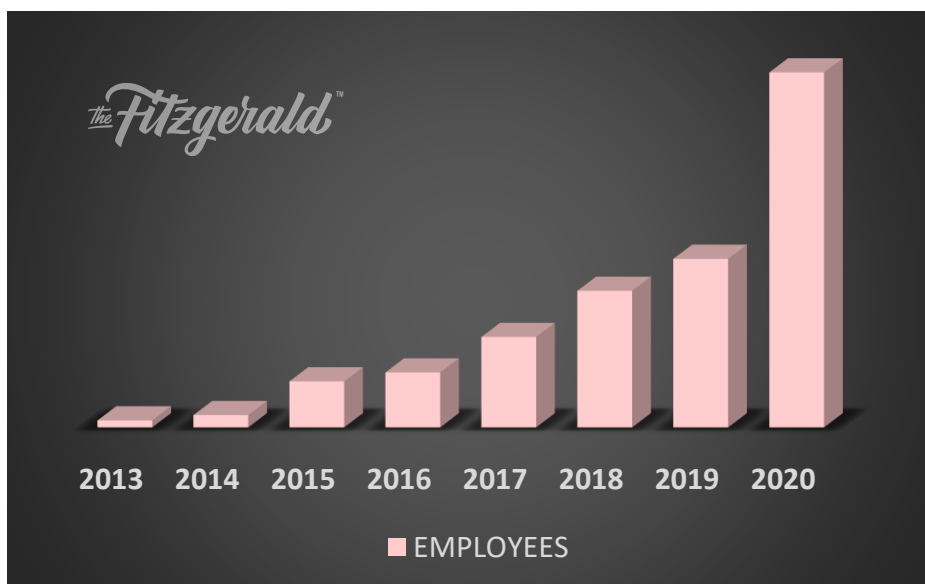
## 2.1.2. THE FITZGERLAD'S RESOURCES

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### 2.1.2.1. HUMAN RESOURCES

The Fitzgerald Burger currently has more than 200 employees including all the employees of its 10 restaurants, as well as the employees of its offices. This number has increased considerably over the years since its founding in 2013 where it started with only 2 employees, as shown in Graph 1.

Graph 1- Increase in employees from 2013 to 2020



Source: Own elaboration based on <https://sabi.bvdinfo.com>

In addition, The Fitzgerald stands out for having a great sense of responsibility for its employees, most of whom are very young, since they are between 18-30 years old.

The company is known for carrying out many activities to strengthen relationships among employees. One of the most outstanding is the Fitz Camp, which the company carries out every year where it gathers all its team in one place for several days in a fun environment where they can strengthen the bonds and Fitz spirit among all of them.

The selection process is quite different from that of any normal restaurant. At The Fitzgerald they focus a lot on people, they are looking for people that the message "The Fitz" marks them and that not only going to make hamburgers, they are looking for them to get involved, to feel identified, and to look for a change in their lives because they are also part of the company and the company lets them know it.

### 2.1.2.2. FINANCIAL RESOURCES

The Fitzgerald Burger Company is a company with a lot of potential in many areas, especially in the financial area. Since its founding in 2013, it has not stopped improving its numbers every year. In Table 2 we can see how the result for the year has improved considerably since 2013 when it was €2,764 compared to 2019 which amounts to a great amount of €118,325.

In addition, we must consider the value of assets with which they started when they only had one restaurant which was €164,481 and in 2019 the assets have increased to €2,203,955. Taking into account that the data are from 2019 and that currently they already have 10 restaurants and the headquarters, this amount should be higher.

Finally, an important fact to take into account is the equity in the case The Fitzgerald Burger Company started with a not very high amount of equity (€6,364) as they resorted to more external financing. On the other hand, at present, its equity is €387,292 thanks to the reserves from previous years and the good results obtained over the years.

**Table 2 - The Fitzgerald Burger's Financial Results**

	2013	2019
<i>OPERATING INCOME</i>	170.085 €	6.696.908 €
<i>ORDINARY RESULTS BEFORE TAX</i>	3.686 €	167.294 €
<i>RESULTS FOR THE YEAR</i>	2.764 €	118.325 €
<i>TOTAL ASSETS</i>	164.481 €	2.203.955 €
<i>OWN FUNDS</i>	6.364 €	387.292 €

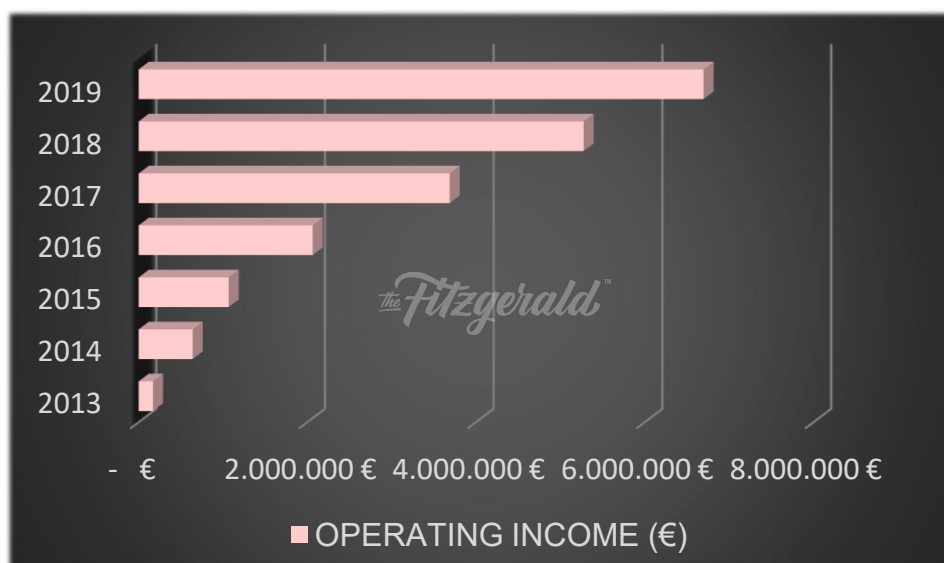
Source: Own elaboration based on <https://sabi.bvdinfo.com>

Regarding the income in Graph 2 we can see how in 2013 its operating income was 170.085€ and today according to the latest data published in 2019 the income has grown by almost 40 times more than in its first year and that has been in just 7 years of activity.

In order to carry out a more complete analysis of financial resources, a series of ratios and indicators have also been analyzed (Table 3). First, both economic and financial profitability were calculated.

This means that for every €100 invested, The Fitzgerald obtains €7.59 in earnings before interest and taxes. One way in which The Fitzgerald could improve this economic profitability would be to increase its sales turnover, but we will discuss this later (MyTriplea, n. d.).

Graph 2 - Operating income from 2013 to 2019



Source: Own elaboration based on <https://sabi.bvdinfo.com>

On the other hand, we have the financial profitability of The Fitzgerald which is 43.20%, a high percentage, which means that the company's investments are very profitable for the owners and shareholders, which makes The Fitzgerald very attractive for future investors (VEIGLER BUSINESS SCHOOL, 2020).

In addition, we have evaluated the average collection period, which is only 2 days. This data informs us that customer investments have been increasing since it is a short period and every company's objective is to reduce this period as much as possible (Ucha, 2020).

And finally, we have a solvency ratio of 1.54, which is a very positive figure. Since it informs us that The Fitzgerald has sufficient solvency to meet all its short-term debts and that it does not have too many current assets that may depreciate over time (Infoautónomos, 2016).

Table 3 - The Fitzgerald Burger's Financial Highlights

<b>7,59%</b>	<b>43,20%</b>	<b>2</b>	<b>1,54</b>
RETURN OF INVESTMENT	RETURN ON EQUITY	COLLECTION PERIOD (DAYS)	SOLVENCY RATIO

Source: Own elaboration based on <https://sabi.bvdinfo.com>

2.1.2.3. PHYSICAL RESOURCES

The Fitzgerald Burger Company is composed of central offices located in Torrente. And by the 10 restaurants spread throughout the Valencian Community. One in the province of Castellón, 7 in the province of Valencia, and 2 in the province of Alicante.

All of them are decorated differently but always following the same aesthetics and maintaining the essence that characterizes them, but each with a different personality. What they do have in common, however, is a wall full of books, which has been present in all the stores from day one (Illustration 4).

Illustration 4 - The Fitzgerald's Restaurants



1. Torrent



3. Valencia Alfahuir



5. Valencia Gran Vía



7. Alicante



9. Malilla



2. Gandia



4. Castellón



6. Valencia Bélgica



8. La Eliana



10. San Vicente del Raspeig

Source: Own elaboration based on <https://www.thefitzgerald.es/>

In addition, a tangible element that stands out in all the restaurants and that differentiates them from the competition is the JOSPER oven, since all the burgers are cooked on the grill, which is a very differentiating feature from the rest of the competition (Illustration 5).

Illustration 5 - Jospers Oven



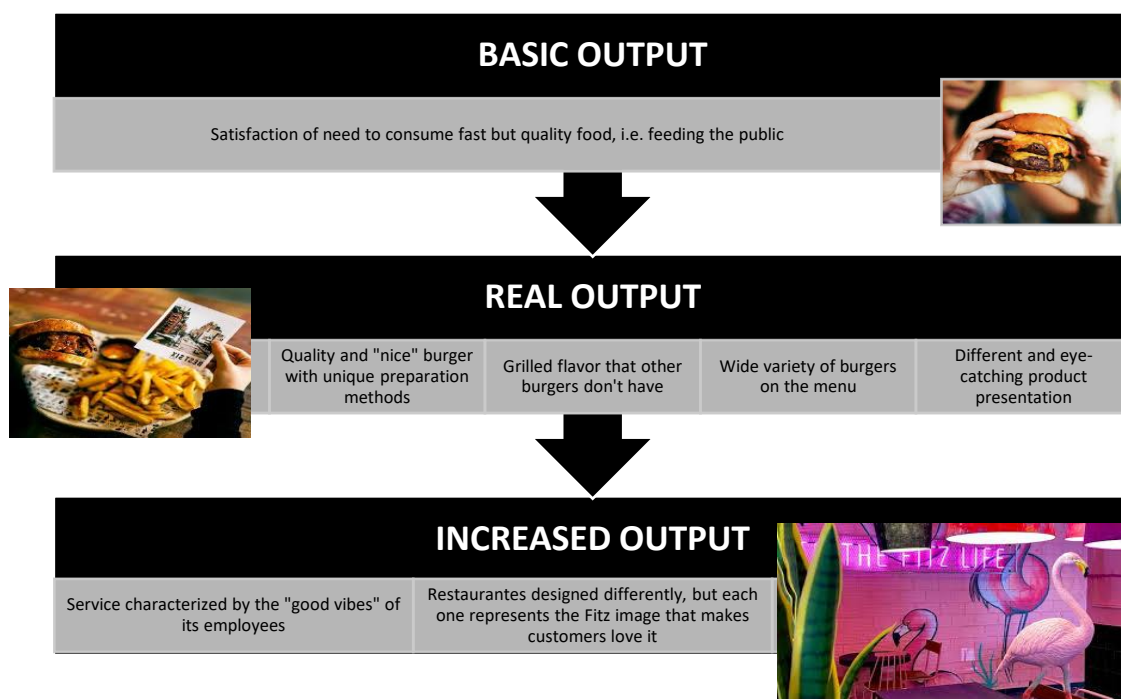
Source : <https://jospergrill.com/es/>

2.1.2.4. MARKETING RESOURCES

1. PRODUCT

The product offered by The Fitzgerald Burger as its name says is burgers, but The Fitzgerald not only offers burgers. But the Fitzgerald Burger offers high-quality burgers, which makes them stand out from the rest and also thanks to its design both as the premises, as the treatment of staff, as the packaging .... These burgers have an added value that consumers value very positively and makes it always one of their first choices when consuming a product such as a burger. (Illustration 6).

Illustration 6 - Product dimensions of The Fitzgerald



Source: Own elaboration based on <https://www.thefitzgerald.es/>

In The Fitzgerald Burger, they care a lot about the quality of their burgers and the rest of the products they offer. At The Fitz, they seek to combine the best meat with fresh vegetables, great cheeses, and artisan brioche bread to show customers the way they understand this classic dish that is a Burger (Illustration 7).

**"A QUALITY BURGER CAN ONLY BE ACHIEVED WITH QUALITY PRODUCTS"**

#FITZLIFE 🍷🍔❤️

Illustration 7 - The Fitzgerald's raw materials



### *MEAT*

Always top quality, as it comes from cattle raised on 100% vegetable feed. The meat is hand-chopped daily and never frozen, to preserve its flavor and tenderness



### *EMBERS*

Every day, charcoal embers are lit to cook the meats in a Josper oven. Charcoal gives the meat an unequaled taste, smell, and juiciness to the palate



### *VEGETABLES*

They come from a local supplier who selects them daily to maintain all their properties. Vegetables are cut and prepared for each service guaranteeing all their freshness and flavor



### *BREAD*

All brioche loaves of bread are handmade with natural ingredients, without preservatives or artificial additives, which guarantees a fresh and reliable dough

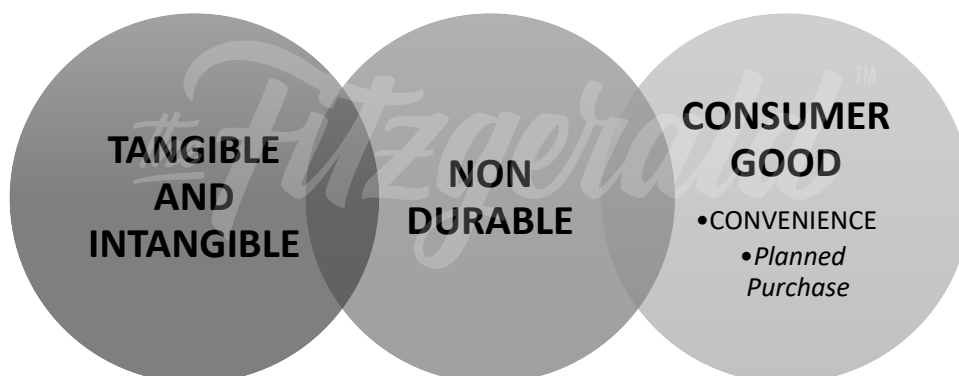
Source: Own elaboration based on <https://www.thefitzgerald.es/>

The entire range of products and services offered by The Fitzgerald Burger would be classified as tangible and intangible goods since the restaurant not only offers burgers, fries, shakes... but also offers intangible services that are not visible to the naked eye, such as the service offered by employees, the ambiance and design of the premises, home delivery service...

In addition, they are classified as non-durable goods, because the period between the acquisition of the burgers and their consumption is very short since most of them are consumed in the restaurant itself.

And the last classification takes into account the type of user, therefore it is classified as a consumer good because thanks to them, customers satisfy their need to consume food without having to cook it. Within this classification, they should be considered as convenience goods and planned purchases, since they are products, whose purchase does not involve any effort on the part of consumers and, in addition, when going to a restaurant, they are usually planned, even with little advance notice; they are not impulsive purchases (Illustration 8).

**Illustration 8 - Classification of The Fitzgerald's products**



Source: Own elaboration based on <https://www.thefitzgerald.es/>

## **BRAND**

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The name of the unique brand "The Fitzgerald" represents that American-style image that every hamburger restaurant always tries to achieve since hamburgers are the most recognized and consumed dish in this country.

In addition, this name refers to great historical figures of the United States such as former U.S. President John Fitzgerald Kennedy or the famous American writer Francis Scott Key Fitzgerald.

And like any brand name, it must be catchy and must attract the attention of consumers. The Fitzgerald with this name achieves it to perfection as it manages to capture that curiosity both for the name and the feeling that it is not a national product but a product of the United States.

The name is composed of the words "The Fitzgerald Burger Company", however, it is more commonly referred to as "The Fitzgerald". In addition, the same chain uses the anagram "The Fitz" to shorten its name and simplify it for customers, thus achieving a much more agile and effective impact on consumers.

Illustration 9 - The Fitzgerald's Brand

*The Fitzgerald*<sup>™</sup>

**BRAND NAME**



**ANAGRAM**



**SLOGAN**

Source : <https://www.thefitzgerald.es/>

Finally, they also have a slogan which is "WE ARE THE FITZ" through this slogan they want to show as they say their way of seeing the world. And in a slightly different way, it simplifies the values that any person who is part of this "Fitz Family" represents (Illustration 9).

The corporate colors that predominate are black and white, these colors are not chosen at random, but have a meaning. On the one hand, black represents prestige, nobility, value, and above all, it is used to emphasize the quality of what is offered. On the other hand, white conveys simplicity, respect, humility, to communicate the simplicity and professionalism of the company.

*PACKAGING*

Regarding Fitzgerald's packaging, we can classify two types of packaging used when delivering the final product to consumers.

On the one hand, we have the "packaging" inside the restaurant. Inside the restaurant, all burgers are presented on a black, individual plate, except the Dry Aged burgers, which are presented on a yellow plate and are larger in size because the potatoes are added to the plate. In addition, the children's menu and the wraps are presented in a cardboard box, to facilitate their consumption (Illustration 10).

Illustration 10 - Packaging in restaurants (I)



Source: Own elaboration based on <https://www.thefitzgerald.es/>



On the other hand, we have the sides, which are all presented in a paper cone, with The Fitz's design, and all of them include a sauce, except for the Ignacios with guacamole, which is presented in a small basket without sauce. The drink, if the customer demands it, is delivered with the popular skull-shaped glass, which can also be purchased if the customer wishes (Illustration 11).

Illustration 11 - Packaging in restaurants (II)



Source : <https://www.thefitzgerald.es/>

Finally, we have the desserts, all milkshakes, ice creams, and coffees are presented with their respective plastic or cardboard cups, since each one has a different size, and all of them must have a protective dome and straw, except for coffees. There are also brownies, which are presented on a white ceramic plate with a spoon (Illustration 12).

Illustration 12 - Packaging in restaurants (III)



Source : <https://www.thefitzgerald.es/>

All the products are delivered in the tray so characteristic of The Fitzgerald and in a way that everything is aesthetically pleasing and easy to carry to the table for the customer.

This type of packaging is used in the restaurant, rather than to protect, except for some cases such as wraps and some desserts that are used to protect. They are used to attract

the customer's attention, facilitating the sale to end consumers and to project the brand value, facilitating the differentiation and identification of the product concerning competitors.

On the other hand, we have the packaging used for "Take Away" or "Delivery", in this case, there is a smaller variety of options since all the burgers are packed in their respective boxes as well as all the sides and desserts.

There are three types of packaging: burgers, sides, and Ignacios with guacamole. All boxes follow the same design that characterizes The Fitzgerald's, with all black and white, and each one has a message so that consumers can differentiate each product (Illustration 13).

Illustration 13 - Take-away or Delivery packaging



Source : <https://www.thefitzgerald.es/>

It should be added that when preparing each order to take away, all the boxes are identified, i.e., the name of each burger is written on the packaging to avoid any type of error both in the kitchen and when it reaches the end consumer.

In addition, once all the products are in their respective containers, which would be their primary packaging, they are then placed in a paper bag (Illustration 14), which is their packaging, also with the same characteristic design of the restaurant.

Illustration 14 - Take-away bags



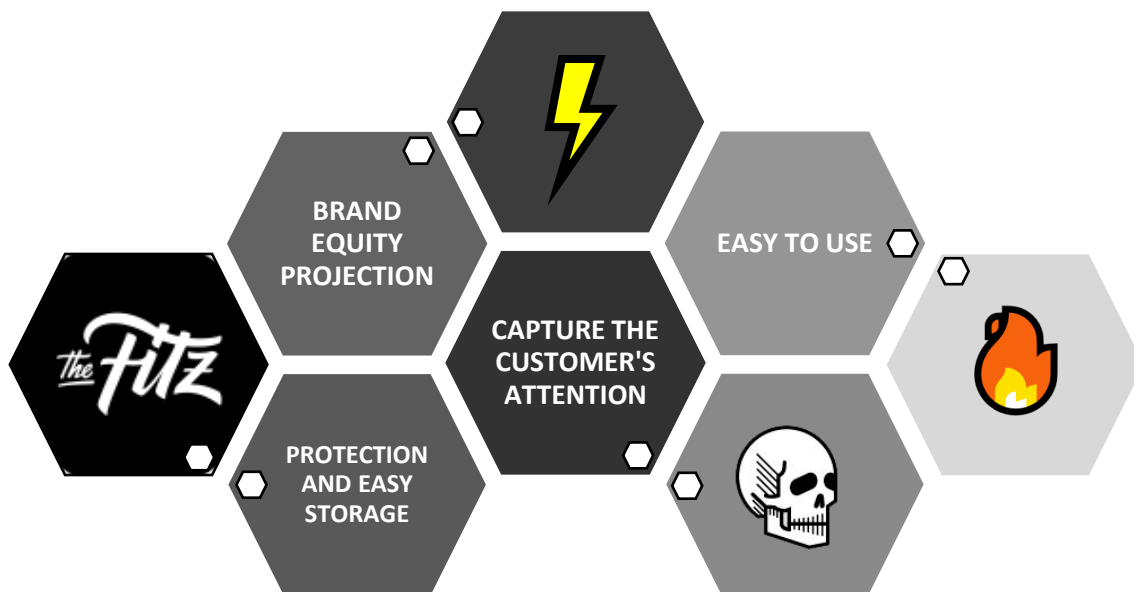
Source : <https://www.thefitzgerald.es/>

For safety reasons, all cold, hot, and gluten-free products are packaged in separate bags, to prevent a product from losing quality due to a change in temperature or cross-contamination that may occur.

In conclusion, The Fitzgerald's packaging process perfectly fulfills the basic functions that all packaging should have (Illustration 15). If you want to avoid that the Burger, sides, desserts... arrive damaged to the consumer, they also manage to optimize their packaging inside the bag since due to its rectangular shape it is much easier to store the products and avoid lost gaps.

In addition, having such an elegant and easy-to-use design, as well as being attractive, enhances the "Take Away" and "Delivery", and the design with corporate colors and eye-catching messages further enhances the differentiation and identification of Fitz products.

Illustration 15 - Basic functions of packaging



Source: Own elaboration

PRODUCT PORTFOLIO

The Fitzgerald Burger not only sells burgers, although it is their main and best-selling product. It has a wide variety of options on its menu to suit all tastes and moments, from meat and vegetarian burgers to desserts such as milkshakes, which are also a very popular product. In their menu, we can differentiate 4 different lines of products (Illustration 16) which complement each other very well. Any customer who orders at The Fitzgerald restaurant will consume at least three of the four lines that the company has because desserts are not always chosen after a heavy meal.

Therefore, we can say that The Fitzgerald has an optimal breadth within its product portfolio since all its lines complement each other and at first glance, no other line is missing.

Illustration 16 - The Fitzgerald product lines and



Source: Own elaboration based on <https://www.thefitzgerald.es/>

Regarding the depth of each line, each one has a different level, but in total The Fitzgerald Burger offers 13 different products to the market. On the one hand, there is the main product line which has the greatest depth of all the lines, an obvious aspect

since inside are the burgers along with more products which are the most prominent products of the restaurants.

On the other hand, the line with less depth is Sides, since it is a complement to the main product and the vast majority of customers, if not all, always consume this line, i.e., they have a high consistency between them. Therefore, the company prefers to focus on offering a greater variety in its main product than in the sides since consumers do not come for the sides but its main product such as its burgers.

Finally, The Fitzgerald Burger Company has a wide range of products with a total of 97 products, all of which appear on the menu except for the cold drinks, which do not appear because the customer can consult with the employees. (Illustration 17)

Illustration 17 - The Fitzgerald's Menu

Burgers		Pollo 170 gr.	Vaca Rubia 200 gr.
# ROCKEFELLER BURGER	Lechuga, tomate, cebolla roja, cheddar, bacon y nuestra salsa secreta Fitz.	8,40€	8,70€
# THE FITZGERALD BURGER	Doble queso cheddar, cebolla roja, pepinillos, bacon y nuestra salsa secreta Fitz.	8,20€	8,50€
TEXAS BURGER	Pulled Pork, queso cheddar, cebolla crujiente, bacon y salsa barbacoa.	8,80€	9,10€
# MADAME BURGER	Queso lirie, cebolla caramelizada, bacon y nuestra crema de miel y mostaza antigua.	8,40€	8,70€
CUBANO BURGER	Queso de cabra, plátano dorado, cebolla caramelizada, bacon y nuestra salsa mayo.	8,80€	9,10€
CRAZY CHEESE BURGER	Quesos (mozzarella, cheddar, cabra y azul) con tomate, cebolla crujiente y bacon.	8,70€	9,00€
RED HOT CHILI BURGER	Nuestro chili con carne picante, con bacon y doble queso cheddar.	8,70€	9,00€
HAZ TU BURGER DOBLE	Añade una carne a tu burger y disfruta el doble.	1,70€	2,70€
# Opción para personas sensibles al gluten +1€			
<b>THE TRIPLE BURGER (450gr.)</b> incluye patatas Tres burgers de 150gr con triple queso cheddar, bacon, pepinillos y salsa secreta Fitz.		12,50€	
Dry Aged Burgers			
Auténtica carne de Buey 100% del Valle del Esla, madurada durante 32 días. Unidades limitadas.			
THE CLASSIC DRY AGED BURGER (250gr.)	incluye patatas	12,70€	
Queso cheddar, bacon y salsa secreta Fitz.			
THE MINETTA DRY AGED BURGER (250gr.)	incluye patatas	12,90€	
Queso raclette, cebolla caramelizada, bacon y nuestra salsa Bourbon.			
THE BOWERY DRY AGED BURGER (250gr.)	incluye pops de queso	13,20€	
Descubre esta gran burger en la página anterior.			
		<b>Burger del mes</b> Cada mes ven a disfrutar de una nueva burger. Este mes te traemos una burger con unos ingredientes muy especiales: Burger con queso de cabra, cebolla caramelizada, bacon y nuestra crema de frutos rojos. Como siempre ¡todo a la brasa! Pollo - 8,90€ Vaca Rubia - 9,20€	



Veggie Burgers		Veggie	Heura	Beyond
Te presentamos nuestras carnes de origen 100% vegetal a base de verduras como la Veggie, de soja como la Heura o de guisantes como la Beyond.				
# ROCKYTO BURGER	Lechuga, tomate, cebolla roja, cheddar y nuestra salsa secreta Fitz.	8,50€	9,50€	9,70€
# GUACAMOLE BURGER	Nuestro guacamole, tomate, cheddar, lechuga y mayonesa de soja.	8,90€	9,70€	9,90€
AMELIE BURGER	Queso brie, lechuga, cebolla caramelizada y miel y mostaza.	8,50€	9,50€	9,70€
WOODY BURGER	Lechuga, queso de cabra, cebolla caramelizada y nuestra salsa Bourbon.	8,60€	9,60€	9,80€
# Opción para personas sensibles al gluten +1€				

That's a Wrap!		
HEALTHY WRAP	Tortita de trigo XL con guacamole, lechuga, pechuga de pollo, queso feta, tomate y cebolla morada.	8,70€
CALIFORNICATION WRAP	Tortita de trigo XL con lechuga, queso edam, nuggets de pollo, tomate, cebolla crispy, bacon y salsa secreta Fitz.	9,20€

Sides		
# PATATAS FRITAS	Nuestras patatas, perfectas para dippear con tu salsa favorita.	1,50€
CRISPY CHICKEN NUGGETS	Nuestra receta exclusiva de los clásicos nuggets. Medallones de pollo 100% nacional con salsa a elegir.	2,70€
FINGERS DE QUESO	Sticks de cremoso queso fundido. Con salsa a elegir.	2,90€
CHICKEN WINGS	Crujientes alas de pollo con una chispa picante. Con salsa a elegir.	3,80€
IGNACIOS CON GUACAMOLE	Cada día elaboramos nuestro guacamole con las verduras más frescas, al más puro estilo mexicano.	4,60€
# Opción para personas sensibles al gluten +0,5€.		



### Menú Infantil

Llévate un cono helado con tu menú por 0,5€ más!

✦ KIDZ BURGER MEAL .....	6,40€
<small>Classic burger + refresco + patatas + juguete!</small>	
✦ KIDZ CHEESE BURGER MEAL .....	6,90€
<small>Classic burger + refresco + patatas + juguete!</small>	
KIDZ CHICKEN NUGGETS MEAL .....	5,70€
<small>Chicken Nuggets + refresco + patatas + juguete!</small>	

✦ Opción para personas sensibles al gluten +1,5€



### Fresh Fruit Juices

VITAMIN: FRESA + MANZANA + ZANAHORIA .....	2,90€
ENERGIZER: MANZANA + PLÁTANO + FRESAS .....	2,90€
SWEET HEART: ZANAHORIA + MANZANA + JENGIBRE .....	2,70€
FOREVER YOUNG: FRESA + MANZANA + JENGIBRE .....	2,90€
VEGAN SHAKE: BEBIDA DE AVENA + FRESA + PLÁTANO .....	2,90€
PROTEIN SHAKE: PROTEÍNA DE VAINILLA + BEBIDA DE AVENA + FRESA + PLÁTANO .....	3,40€



### Milkshakes

✦ Opción para personas sensibles al gluten.

✦ CLASSIC: Elige entre helado de Fresa, Vainilla o Chocolate, con leche, nata y sirope .....	3,00€
Oreo: Elige entre Oreo + Vainilla / Oreo + Chocolate .....	3,10€
KIT KAT: Helado de Vainilla con KIT KAT, leche, sirope de choco y nata .....	3,20€
✦ NUTELLA: Helado de Vainilla con auténtica Nutella, leche, sirope de choco y nata .....	3,30€
FILIPINOS: Helado de Vainilla con Filipinos, leche, sirope de choco y nata .....	3,30€



### Milkshake del mes

Como cada mes, te traemos una nueva receta:  
COOKIES CON CHOCOLATE.

Helado de vainilla, cookies con chocolate, leche, nata y sirope de chocolate.

Milkshake del mes - 3,30€



### Ice - Creams

CONO .....	1,00€
BASIC CUP: Elige 2 toppings y personaliza tu helado .....	2,50€
CHOCO CUP: Chocolate, helado de chocolate, virutas de cacao, nata soft, chocolate blanco y más cacao .....	2,90€
VANILA CUP: Toffe, helado de vainilla, cookies, nata soft, más cookies y más toffe .....	2,90€
OREO CUP: Chocolate, helado de vainilla, Oreo, nata soft, más chocolate y más Oreo .....	2,90€



### The Fitzgerald Brownies

AVELLANAS: Nuestro Brownie más clásico, con toffe, cookies y helado a elegir .....	3,90€
CHOCOLATE: Si te flipa el chocolate este es tu brownie! Con chocolate blanco, cacao y helado a elegir .....	3,90€
QUESO : Impresionante! Brownie de queso y chocolate, con chocolate blanco, cookies y helado a elegir .....	3,90€
OREO: Para Oreo Lovers! Brownie con mucho Oreo, chocolate blanco y helado a elegir .....	3,90€



### The Fitz Bar

ESPRESSO .....	1,20€
CORTADO .....	1,40€
LATTE .....	1,60€
CAPUCCINO CREAM: Con nata montada .....	1,80€
CARAMEL LATTE: Café, leche, caramelo, cookies y nata .....	1,90€
MOKACCINO: Café, leche, chocolate, cacao y nata .....	1,90€
COFFEE MAVERICK: Café con helado de vainilla, nata soft y toffe .....	2,80€
ICE LATTE: Café con leche y hielo .....	1,70€

✦ No se garantiza la ausencia de trazas.

Source : <https://www.thefitzgerald.es/>

As previously mentioned, the star products and the reason for the constant success of The Fitzgerald Burger Company are its burgers; there are 46 different burgers out of the 97 products it offers; practically half of them are burgers (Illustration 18).

Each one of them is different from the rest, none of them has characteristics that another one has. On the one hand, we have the cow or chicken burgers, which are a total of 14 burgers, except for the triple, which is only cow burgers. And every month a new "Burger of the month" is included, which increases the different options to 16, since you can choose from both cow and chicken. Another option that the restaurant includes is to make these double burgers for a small additional price.

On the other hand, there are the Dry Aged Burgers for meat lovers as it is authentic 100% beef from the Esla Valley, matured for 32 days, where there are a total of 3 options as one is a promotion, they have been doing every two months with a new Dry-Aged Burger.

In addition, there are Veggie Burgers, which are very important as they cover the need of many consumers not to consume meat. There is also a wide variety of Veggie Burgers, which is very important for this segment of the population, as they often do not have a vegetarian option. There are a total of 12 different burgers, taking into account that each Burger chosen has 3 "meat" options (Veggie, Beyond, or Heura).

And finally, The Fitzgerald also has a gluten-free option as it is another segment of the population very discriminated, that yes for an additional price. It offers a total of 12 burgers, three meat burgers (Cow or Chicken) the Rockefeller, The Fitzgerald, and the Madame, and two vegetarian burgers (Veggie, Beyond, or Heura) the Rockyto and the Guacamole.

Illustration 18 -Burgers always available on the menu



Source : <https://www.thefitzgerald.es/>

## 2. SERVICE

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The Fitzgerald Burger not only sells tangible goods (burgers, milkshakes, fries...) but all these tangible goods are accompanied by intangible goods which we call services. The services provided by The Fitzgerald have a series of characteristics that stand out to a greater or lesser extent, but which every company that provides them must have to make them as tangible as possible.



First of all, as we have said above, all services are intangible, but The Fitzgerald, thanks to the ambiance and decoration of all its stores, manages to reduce the uncertainty that any new customer may have about its products.

Both the premises and the service offered by the employees are well cared for down to the smallest detail. On the one hand, the stores follow a very careful decoration, showing the rogue character of the brand, but also the taste and style that characterizes the brand. And on the other hand, any customer who enters the door of a Fitz restaurant will find a very pleasant staff, stylish because of the modern clothing they all wear and ready to help and advice as much as possible.

So, every customer just by stepping into the Fitz restaurant will expect that all the service from the entrance to the restaurant until the table is picked up will be of high quality and a very comfortable atmosphere for the whole family.

The second characteristic is the inseparable character of the services. The Fitzgerald has also known how to take advantage of this service attribute. It has done so by bringing its application (The FitzApp) to the market at a later date.



In this way, it has managed to alleviate very well the peak moments where restaurants are at the time of highest demand since thanks to the application customers can place their order from their mobile and only have to wait for it to be ready, which is when they would be notified by a notification. In this way, Fitzgerald manages to reduce the waiting times that often arise in queues and makes the service faster.





Next, we have the variability of quality, the third characteristic of the services which is very well covered by The Fitzgerald, since the company does not hire just any person, but carries out a selection process. To hire the best person for the position, not only their skills and experience are taken into account, but also their personality and goals to match the rest of the staff.

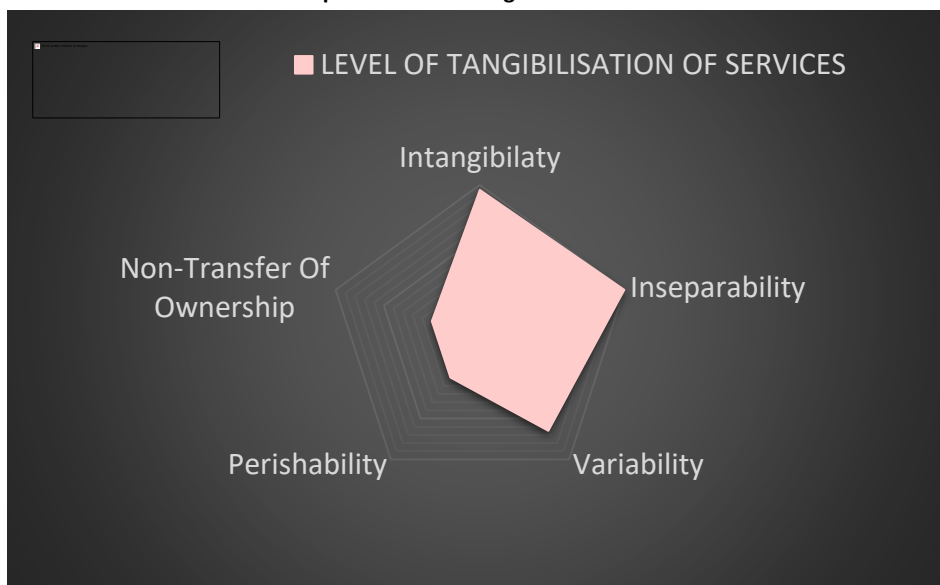
In addition, the product preparation processes are always the same and it is very difficult to deviate. In this way, preparation becomes as automated as if it were being prepared by a machine since the tasks are so mechanical that there is no possibility of change.

The fourth characteristic of services is their perishability, which refers to the impossibility of storing services for later use. In The Fitzgerald this characteristic could be improved since its demand, during the weekends increases considerably, but during the week its demand is not very high. A good way of demonstrating this is, for example, the number of weekend workers is more than double the number that you can find on a Monday night in the restaurant.



And finally, we have the transfer of ownership of the services, in The Fitzgerald once the customer has already left the restaurant, he/she no longer owns anything of the restaurant and the relationship ends. However, there are many options that the company could pursue to perpetuate the relationship for a longer period.

Graph 3 - Level of Tangibilisation of Services



Source: Own Elaboration

In conclusion, based on Graph 3, it can be said that The Fitzgerald Burger Company is doing a good job in alleviating the problems of intangibility, inseparability, and variability of its services, but it needs a small improvement in the perishability and non-transferability of the ownership of the services.

*CUSTOMER JOURNEY MAP*

Having analyzed the services offered by The Fitzgerald along with its products, it is a good idea to analyze where and when those services take place. From the moment a customer walks through the door of a restaurant, they go through a series of stages, interactions, channels, and elements.

To analyze the different experiences the customer goes through, a Customer Journey Map (Graph 4 & Table 4) will be carried out, since this way we can focus on certain parts of the process and thus better understand how customers are living the experience of coming to a The Fitzgerald restaurant.

**Table 4 - Customer Journey Map Phase-by-Phase Analysis**

	ENTRANCE TO THE RESTAURANT	TABLE SEARCH	QUEUE	SEE THE MENU	PRODUCT CHOICE	PAYMENT	WAIT	FOOD PICK-UP	EAT	ORDER DESSERT	WAIT	DESSERT PICK-UP	EAT
	⚠️ ✓	✗	-	⚠️	✓	✗	-	✗	⚠️ ✓	-	-	-	⚠️ ✓
<b>VISIBLE</b>	Attention Staff	-	-	-	Take note	Giving the bill without errors	-	Check order	-	-	-	Check order	-
<b>INVISIBLE</b>	Cleanliness and order inside the premises	-	-	Have the magazine already open for the customer	-	Review of the entire order	-	Take order to the bar and advise customer	Preparación De Comida	-	-	Take order to the bar and advise customer	Dessert preparation

Source: Own Elaboration

For this purpose, the service has been divided into its most critical phases from the moment the customer enters the restaurant until he leaves. In each of the phases, the customer's feelings at that moment have been captured.



Based on the analysis carried out, the critical points are those that have the greatest impact and that customers will remember the most once they leave the restaurant. The

first of these is the entrance to the restaurant, which is also a positive point of The Fitzgerald.

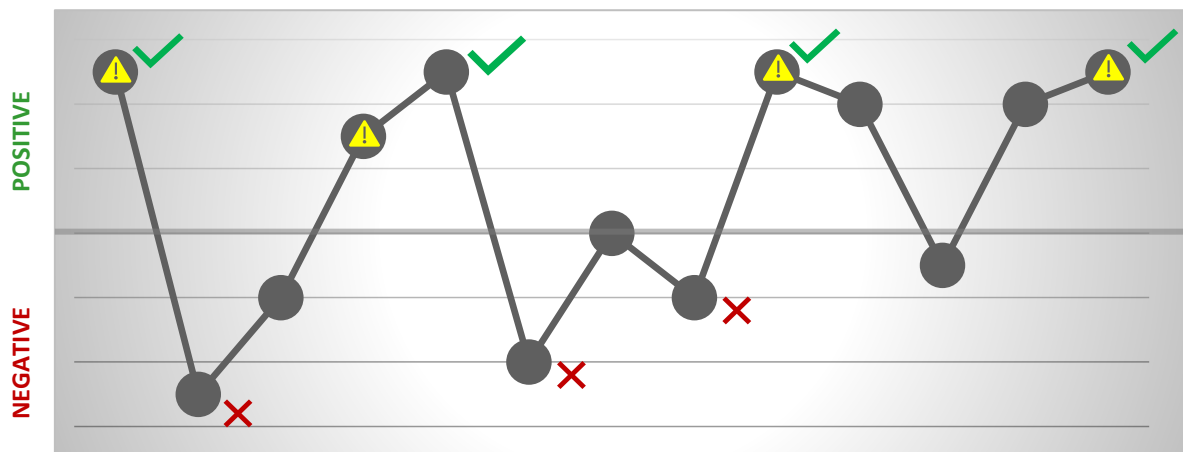
The second critical point takes place when the customer sees the menu since it is the first moment that comes into contact with the products offered by The Fitz and in many occasions, customers are guided much more by sight and the menu is a good visual element for them since they also consult the prices at the same time.

The last critical points that take place in the restaurant are the moment of eating because if the product is not to the customer's liking, he/she will not return, therefore, the care of even the smallest detail of the products is very important to take into account.



Other important points are the positive points that the restaurant has, according to customers are the entrance to the premises, either by the design of the same or by the good treatment of some staff in the room. The second positive point arises during the selection of the product due to the great variety of options offered by the restaurant.

Graph 4 – Customer Journey Map



Source: Own Elaboration

The third and last positive point arises during the moment the customer is eating the main course and dessert, due to the high quality of the products, since it exceeds the expectations of customers who have never been to the restaurant and of the regular customers.



But all business is not all positive The Fitzgerald also has some negative points in the service and these are the first in the search for a table. The Fitzgerald does not offer a reservation option so when customers come to the restaurant, they have to look for a table themselves and sometimes it can be quite complicated which generates frustration in customers.

The next negative point arises at the time of payment, this negative point is common at all times of purchase, although there are ways to alleviate these situations and not be so negative.

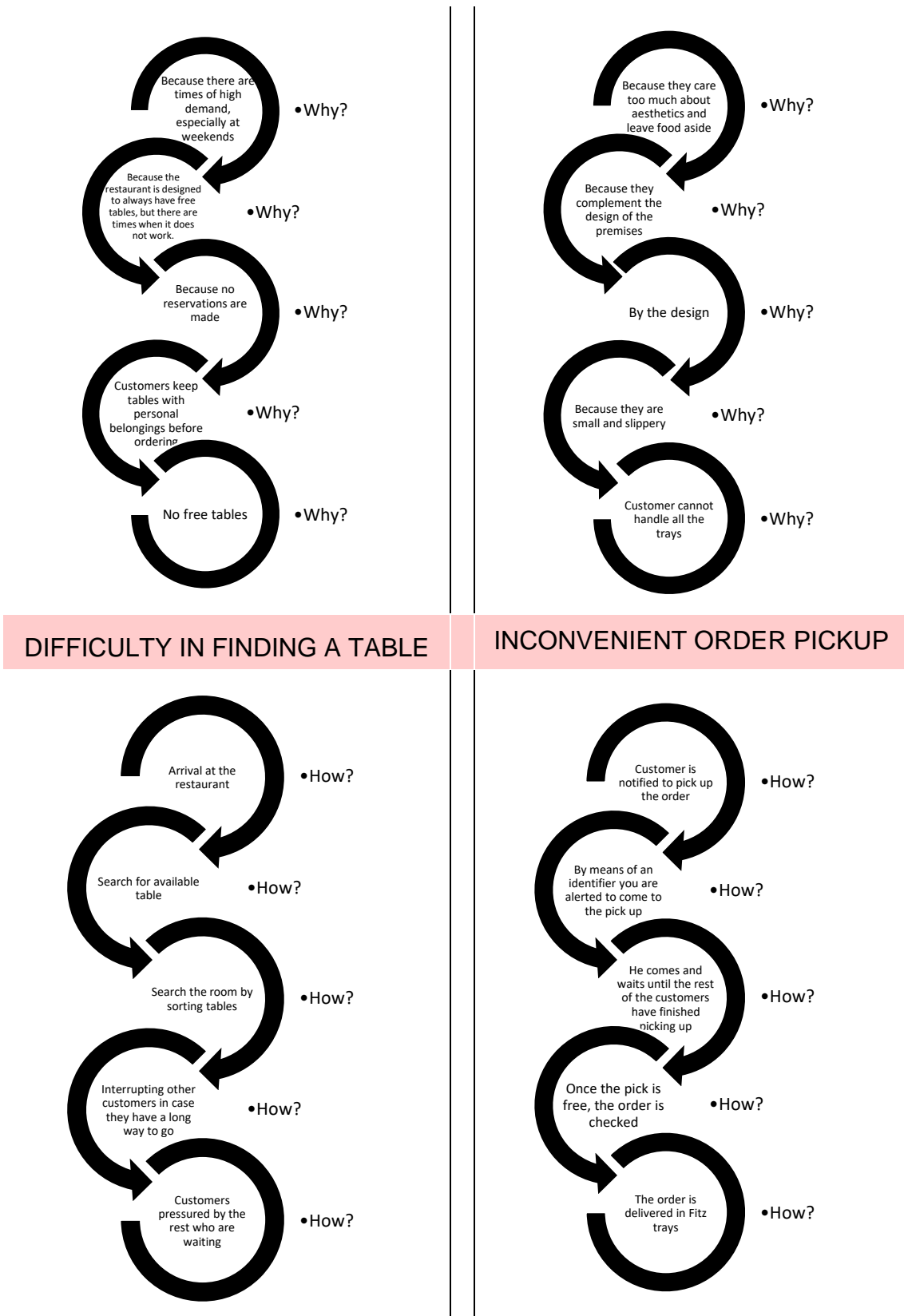
The last negative point is the moment the customer has to pick up his order because in many occasions of high demand many orders are accumulated in the bar and the customer does not know which is his 100%, besides the trays are very nice aesthetically, but uncomfortable to carry orders safely.

Thanks to the "Ladder" tool (Illustration 19), we have been able to identify the possible origins of these negative points and have applied them to the search for a free table. It has been concluded that at times of high demand, which are the weekends, the design of the premises so that they can work without reservation does not work 100%.

This tool has also been used for the negative point of uncomfortable picking up the order and the origin of this problem is that the trays are very nice, but not comfortable to carry food.

However, for the negative point of payment, this tool has not been used since this point is present in all restaurants, as it is not pleasant at the time of payment for anyone. However, there are many ways to improve this moment that should be taken into account.

Illustration 19 -The Ladder Tool



Source: Own Elaboration

### 3. PRICE

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The Fitz has very competitive prices in the market because it wants to be the market leader, offering quality products, that is to say, products that follow the price-quality relationship so desired by all consumers. When setting its prices, The Fitzgerald Burger uses two different methods that complement each other very well.

First, it uses the cost-based method as it is the most objective and fair method. For this, they use the cost-plus margin method, i.e., they calculate the cost of producing a burger, for example, and from there they calculate the selling price. To this unit cost, they add the profit they want to obtain for each sale, which could be 25%.

Thanks to this pricing method, consumers can access products with high perceived quality, design, and status, but with a price not high enough to be out of their reach.

Secondly, it also uses the competition-based pricing method, since The Fitzgerald is in a very competitive market in which the actions of the competition are very important because it affects us both positively and negatively.

Therefore, The Fitzgerald has set its prices based on the current price level of the competition and on how the competition may act in the event of a change in our prices. In this method, The Fitzgerald can consider many different scenarios, such as that the competition will follow them in their prices or however, they continue with the same price level and then they decide what to do.



Moreover, it is important to consider what type of pricing strategy The Fitzgerald uses. The strategy they have chosen is based on the way consumers perceive prices and how they associate them with the product's attributes, for which they use psychological prices.

These psychological prices, as we can see in their chart, are rounded prices in Illustration 17, since this type of price gives the consumer the feeling that the products are of high quality and prestige.

To analyze prices a little more in real life, a kind of hypothetical case has been made (Illustration 20) where two people go to the restaurant for dinner. In it, you can see the prices rounded up, and at the same time, you can see that the prices are quite competitive concerning the competition in their sector of premium hamburgers.

Illustration 20 - Price of dinner for two people

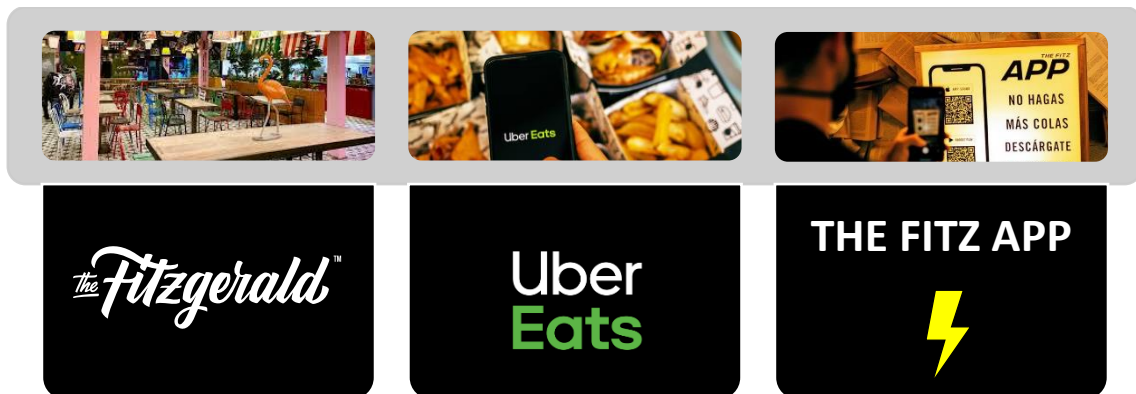


Source: Own Elaboration based on <https://www.thefitzgerald.es/>

#### 4. DISTRIBUTION

The Fitzgerald distributes its products through its 10 physical stores with a schedule of 12:00-00:00 during the 365 days of the year (except for some specific days in which the schedule is reduced) distributed throughout the Valencian Community, however, the final consumer has three different ways to place an order (Illustration 21).

Illustration 21 - How the Fitzgerald distributes its products



Source: Own Elaboration based on <https://www.thefitzgerald.es/>

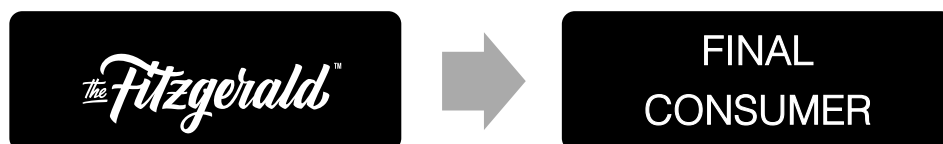
The first is the most typical way and has always been used until today when new ways of doing it have been appearing. It is to physically go to the store and ask an employee at the cash register, once the order is placed the customer can choose whether to consume it in the store or take it home.

All the premises are located in strategic points where there is a greater possibility of potential customers at the same time that you can have good infrastructure such as a terrace and thus be able to have more tables available taking advantage of the good weather that is on the Mediterranean coast.

The second way is THE FitzAPP, this new way had been developing for some time, but with the appearance of the world pandemic of COVID-19 was the right time to launch it to the market because customers can place their orders with 0 contacts, and pick them up at the time they have specified.

These two channels stand out because there is no middleman during the distribution period, which is called the ultra-short channel. Since The Fitzgerald prepares all orders and they are delivered directly to customers (Illustration 22).

Illustration 22 - Ultra-short distribution channel



Source: Own Elaboration

The last way that has been introduced is the "Delivery" through a subcontract by The Fitzgerald of UberEats, since thanks to them The Fitzgerald can deliver their orders to the homes of their customers.

Although by subcontracting a company to do the home delivery The Fitzgerald loses all power to control what happens to the orders from the moment the order leaves the restaurant until the delivery person delivers the order to the customer. This can lead to problems on some occasions such as lost orders, delivery delays... affecting very negatively to the image of The Fitzgerald.

This way is not like the previous ones since in this case there is an intermediary and it is UberEats. Therefore, The Fitzgerald prepares the order, it is delivered to a delivery person and this person delivers it to the customer. We call this channel a short indirect



channel since there is only one intermediary between The Fitzgerald and the end consumer (Illustration 23).

Illustration 23 - Short distribution channel



Source: Own Elaboration

## 5.COMMUNICATION

### PROMOTION

The Fitzgerald Burger uses various communication tools, one of which is sales promotion. In this way, they encourage consumers to make purchases that without this incentive on many occasions would not have been made.

### SCRATCHCARDS

This tool is used through coupons or "scratch cards" which offer customers discounts on the purchase of a product or even offer free products. And also through sweepstakes through social networks in which they offer a variety of prizes from free dinners to The Fitzgerald merchandising.

On the one hand, the scratch cards that The Fitzgerald has given away (Illustration 24) to customers are with promotion together with UberEats, wherein every order is placed through the UberEats app, from Monday to Friday and during meal times (13h-19h), a gift was included. This gift was a discount coupon on an order or a free product. However, this promotion has a fixed duration and lasted for one month.

Illustration 24 - Promotion of scratch cards



Source : @thefitzgeraldco

With these "scratch-offs" The Fitzgerald tries to meet a series of objectives, which otherwise would be much more difficult to achieve. These include increasing sales of a given product and thus stimulating demand for it in the short term, reducing the accumulated stock that needs to be sold.

Another objective is to improve the brand image since thanks to these promotions The Fitzgerald manages to capture the attention of consumers and get them to make a purchase. This helps brand awareness because, if a customer has a discount coupon from The Fitz, he will have in mind to use this coupon either for the discount or for the gift.

In addition, they improve their loyalty, since by giving a product as a gift with this coupon they are generating that the consumer stops buying that product from the competition and in this way he/she gets used to Fitz products.

Finally, the benefits of the coupons given as gifts are always intended to be motivating and to please consumers, since the effect sought is that customers like both the incentive and The Fitzgerald as a result.



**DRAWINGS**

On the other hand, there are also draws conducted through social networks. These sweepstakes that The Fitzgerald organizes (Illustration 25), are done with a specific objective and it is not only to give gifts to the followers of its social networks.

Thanks to these sweepstakes, The Fitzgerald improves its brand image by helping consumers to keep the brand more in mind (brand awareness).

In addition, it encourages consumer interaction with the brand, i.e., it is a way for consumers to interact with The Fitzgerald in a much more entertaining and motivating way.

The main benefit that The Fitzgerald obtains is that to participate in its sweepstakes, there are always certain requirements to be able to participate.


Illustration 25 - Parachute jump raffle cards





Source: @thefitzgeraldco

These requirements (Table 5) are generally always the same unless the sweepstakes are carried out in collaboration with another brand, in which case the requirements also influence the other brand.

Table 5 - Requirements for participation in a prize draw

- 

Follow your account on the social media indicated in this case is; @thefitzgeraldco
- 

Mention a friend in the comments
- 

An extra entry, if the user shares the post in their stories mentioning The Fitzgerald account for more chances to win the prize draw

Source: Own elaboration based on @thefitzgeraldco

Thanks to these requirements to be eligible for the prize draw, The Fitzgerald manages to increase its followers on social networks, as it is a claim to capture the attention of users.

The engagement of The Fitzgerald account when it publishes a draw increases considerably since according to Instagram algorithms a like and comment are no longer important enough to appear first in the feed of a follower.

Currently one of the most important actions and that creates more engagement are the stories, hence they offer extra participation if the user shares the publication of the sweepstakes in their stories (Alonso García, 2020).

*PUBLIC RELATIONS*

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The public relations tool, also known as publicity in The Fitzgerald, is used through two different means.

**THE FITZGERALD MAGAZINE**

On the one hand, through publications, in their case, it is a monthly magazine, which they call "RENEGADE" The Fitzgerald Magazine (Illustration 26).

The Fitz Magazine follows the same structure each month with very similar content and the same subject matter (Table 6).

Table 6 - Main themes of the RENEGADE



Source: Own elaboration based on <https://www.thefitzgerald.es/>

Illustration 26 - The Fitzgerald Magazine "RENEGADE"



Source : <https://www.thefitzgerald.es/>

The main benefits of The Fitzgerald Magazine "RENEGADE" are that it supports the marketing department in corporate or product promotion and corporate image building. The magazine captures the public's attention at a fraction of the cost of advertising and with greater credibility than other communication tools.

#### INFLUENCERS

On the other hand, there are the new prescribers who have come to be called "influencers". Social networks have led to a new interest in so-called influencer marketing. The new generations do not see influencers like celebrities, but accept them as one of their group, accepting their advice, ideas...

The Fitzgerald Burger Company eventually works with a certain number of influencers (Illustration 27) as they are a perfect ally for its digital marketing strategies, because they are communicating beyond and not only to sell but also comes into play the brand image (El poder de los influencers para tu estrategia de marketing digital, 2017).

Illustration 27 - Instagram stories of Influencers advertising The Fitzgerald



Source: @thefitzgeraldco/

The main benefits that The Fitzgerald obtains when working with an influencer (Table 7) previously analyzed, since in case an influencer with a bad reputation promotes its Burger can affect very negatively, are:

Table 7 - Advantages of working with Influencers

The Fitzgerald's positive messages are amplified
There is a lot of online conversation about burgers or services
Traffic is increased to the social network used or to the landing page where an order can be placed
Influencers are widely followed by a target audience with a high purchasing power and very consumerist: the millennial generation

Source: Own elaboration



DIGITAL MARKETING

The Fitzgerald Burger Company uses many different digital marketing tools.

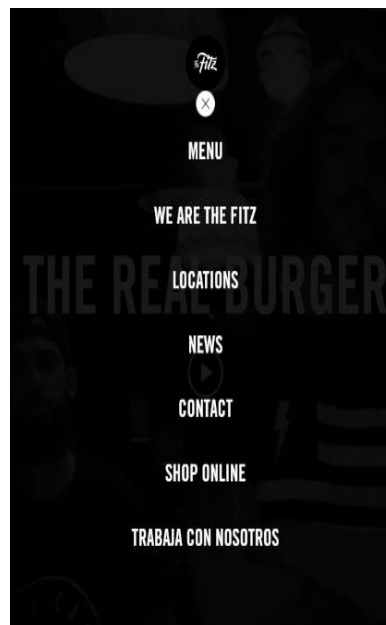
WEBPAGE

First of all, The Fitzgerald has a web page, where it incorporates all the most relevant information that they consider that a user will need when searching on the Internet about the restaurant.

As can be seen in Illustration 28, the index on the web page is divided into several very well-differentiated groups, to search for information much faster and offer a better user experience.

The frequency of publication of The Fitzgerald can be separated into three groups. In the first one would be the NEWS section where they publish all the news of the company such as a new burger, the new monthly magazine "RENEGADE", therefore it can be said that they have a good frequency of publication.

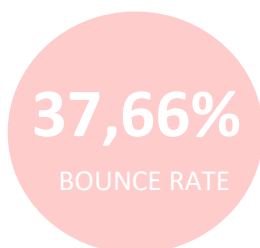
Illustration 28 - Main menu of the website



Source : <https://www.thefitzgerald.es/>

However, in the second group, we will include the MENU section, which could be optimized in different aspects both visually as it is not displayed correctly. This negatively

affects the user experience and also in terms of content, since it is not updated with the new monthly products or with the new Dry Aged products of "The Best Six" promotion.



The last group is the largest and is composed of the rest of the sections, as they do not need as much updating as the previous ones since they provide "more fixed" information except for the "SHOP ONLINE" that once it is available will need constant work, to control stocks and new merchandising products.



In terms of the relevance of the website, it can be seen that it has a bounce rate of 37.66%, this data is very good. The users enter the website and stay for quite a long time, there is an average duration of visit 6:44 min. So the website is very relevant to users because when they visit it they stay for a long time inside it.



The Fitzgerald's website has very high traffic taking into account that it is a restaurant, on average it has about 26k searches per year of which 25k are with the name of the brand. That is to say that 25k user searches are with the word Fitzgerald included. Therefore, The Fitzgerald is positioned in search engines mainly with the name of its brand, since users search for the name of the restaurant and not for the burgers. (SEMRUSH, 2021).

Regarding the web design of The Fitzgerald (Illustration 29), it follows its aesthetics with black and white tones, but that characterizes them and makes them stand out from their competition. The website has a nice and careful design with many images and videos to capture the attention of users. Also when designing it has been taken into account both the design for computers and for cell phones that currently searches through smartphones is booming.

Illustration 29 – Homepage of The Fitzgerald’s website



Source : <https://www.thefitzgerald.es/>

By having this website, The Fitzgerald achieves a greater reach as it can reach potential customers who have never seen a restaurant. The investment needed for the website is not very high compared to other tools and at the same time simple, therefore there is a cost reduction.

Through the website, The Fitzgerald not only reaches potential customers but also potential collaborators, who in the future will consider working with The Fitzgerald, invest in the brand ... Having a website The Fitzgerald transmits much more confidence, as they give a much more professional image and greater credibility.

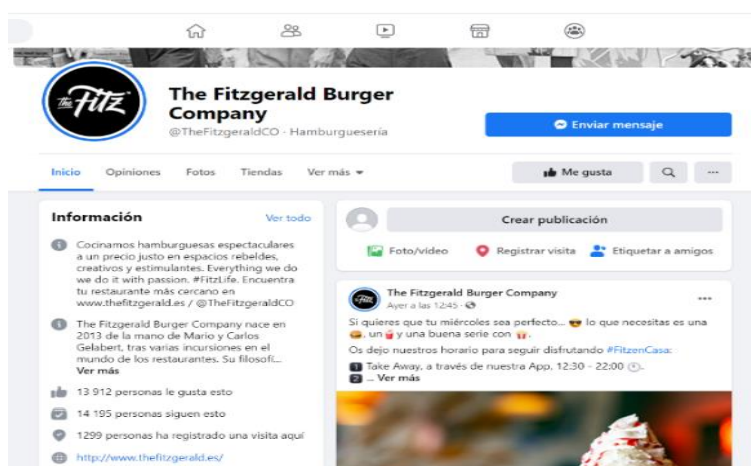
Lastly, and most importantly it shows the Fitz image that they always try to convey, as the website has that same essence that the restaurants have. It captures so well in a visual way from the vision of the company, values, products, employees... that it makes users stay on the site and become more interested. And being available 24 hours a day, users can contact The Fitzgerald at any time, such as to consult the menu or its location.

## SOCIAL MEDIA

Social media has become a major force in both business-to-consumer (B2C) and business-to-business (B2B) marketing. The Fitzgerald Burger Company is present on a wide variety of social networks, although it is more active on some than others.

Firstly, it has a profile on Facebook (Illustration 30), which can be called the social network par excellence and currently has a large number of active users. It is a great way to connect with potential customers because it is where users show their most personal side and show their most specific tastes.

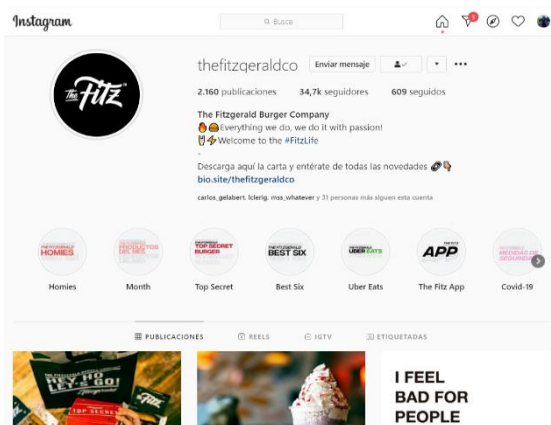
Illustration 30 – The Fitzgerald’s Facebook



Source : <https://www.thefitzgerald.es/>



**Illustration 31 – The Fitzgerald’s Instagram profile**

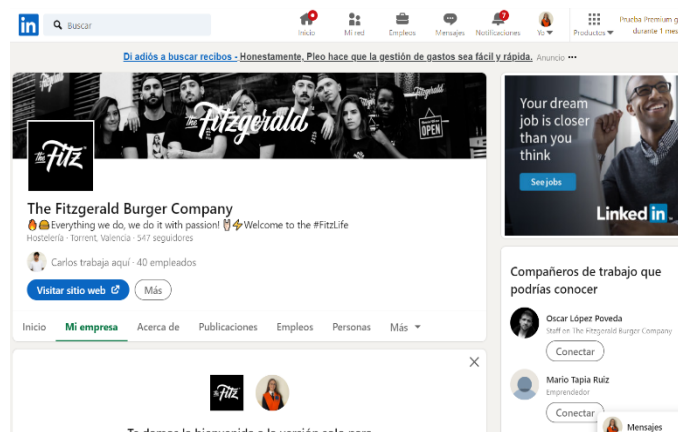


Source : <https://www.thefitzgerald.es/>

A The Fitzgerald could not miss an account on the fashion social network Instagram (Illustration 31), since it is the most used this past 2020. It currently has a large network of active users and is constantly growing. It is a great communication tool for the high rate of interaction it has, in it The Fitzgerald works very well the Brand awareness through the constant publications both in the feed and in the stories.

In addition, it has a profile on LinkedIn (Illustration 32), which can be classified as a social network different from the previous two as it is more oriented to professionals. LinkedIn is a good bet for The Fitzgerald to keep abreast of new trends or the actions of its competitors.

**Illustration 32 – The Fitzgerald’s LinkedIn profile**



Source: on <https://www.thefitzgerald.es/>

The Fitzgerald has a Twitter account (Illustration 33) which is a great social network due to its great speed, content is very volatile and happens very fast. Therefore, The Fitzgerald should be much more active on it as it has not been posted since 2018. It is a great tool to foster communication, because of the great dynamism that allows a fast and direct conversation. A great advantage for customer service and that The Fitzgerald is missing out on.

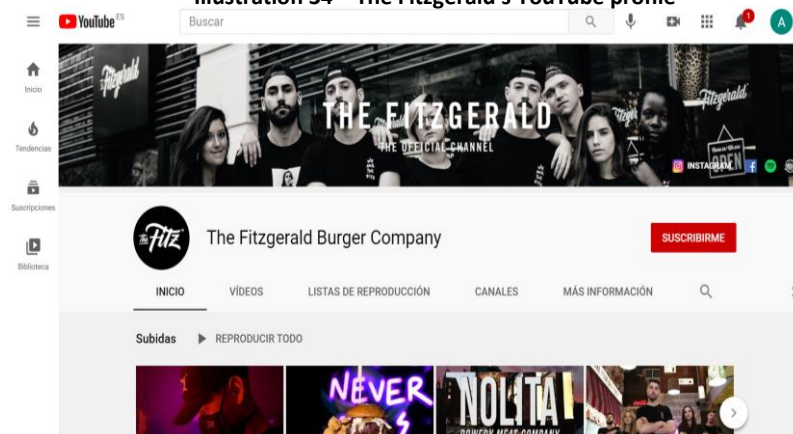
Illustration 33 – The Fitzgerald’s Twitter profile



Source : <https://www.thefitzgerald.es/>

On the other hand, The Fitzgerald is also present in other social networks not so common for a restaurant, such as YouTube (Illustration 34). Here the company uploads all its content in video format, unlike other networks that upload video content, but in static form. The Fitzgerald's videos are quite varied, ranging from the promotion of a new Burger, collaborations with UberEats, or even videos dedicated to its employees focused on storytelling.

Illustration 34 – The Fitzgerald’s YouTube profile

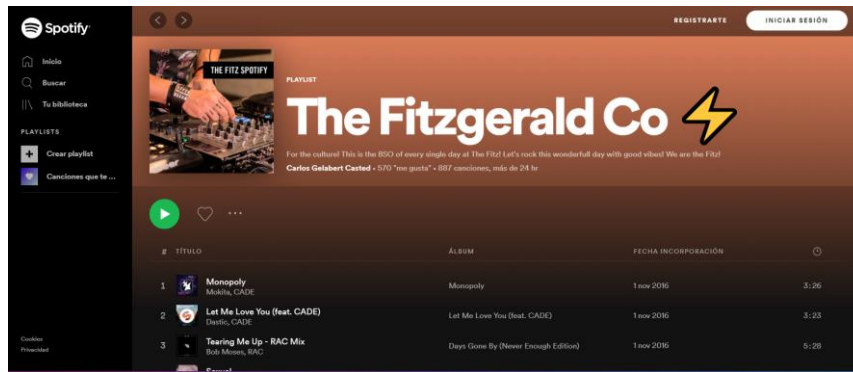


Source : <https://www.thefitzgerald.es/>

Where the company shows its most sensitive side and tries to offer a more emotional experience instead of just selling a product to consumers, as is done in Marketing 2.0. The technique they are starting to use more and more in Marketing 3.0, as they focus more and more on the values that characterize the spirit of The Fitz.

Finally, The Fitzgerald has a Spotify account (Illustration 35), although strictly speaking it is not a social network, but rather a music service. The Fitzgerald offers its customers the possibility of following the playlist played in all the restaurants. This tool is a good way to encourage feedback and provide an additional element of quality that few businesses think about.

Illustration 35 – The Fitzgerald’s Spotify profile



Source : <https://www.thefitzgerald.es/>

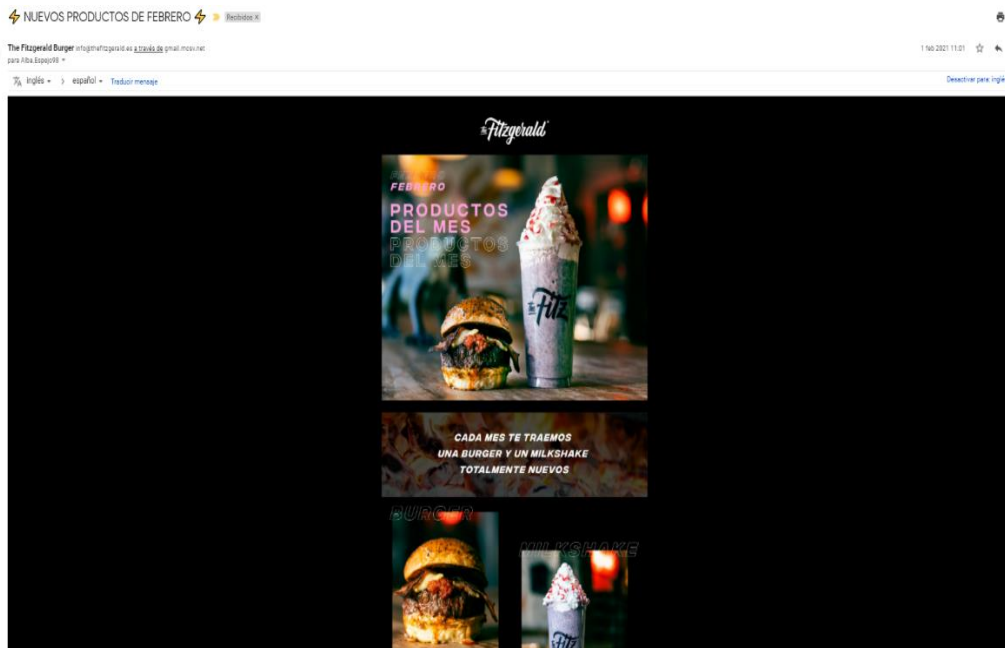
**E-MAIL**

The Fitzgerald Burger also uses the classic e-mail tool to inform customers of news or offers, but at a much lower cost than would be involved with another type of campaign.

The mass mailing that The Fitzgerald Burger carries out with subscribers offers the possibility of talking directly to customers. In addition, it increases sales because they can introduce products that existing customers were unaware of or did not need to try.

It keeps them in the minds of consumers because they can forget about The Fitzgerald's and with the arrival of an email in their inbox, they need to go for a burger is created. And finally, emails allow you to reach a wide and different audience, who may not be as attuned to social media (Illustration 36).

Illustration 36 – Emailing from The Fitzgerald



Source: Own elaboration

## *WORD-OF-MOUTH*

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Lastly, we have one of the most important communication tools that cannot be 100% controlled by The Fitzgerald. This type of advertising is highly effective, as consumers trust a recommendation from someone close to them more than the advertising they can see on social networks.



Thanks to this tool The Fitzgerald has managed to get to where it is right now because they went from being not known at all to get the fame that people from Valencia went to Torrente where they located their first location, because of the good recommendations they had received from acquaintances.



This success is mainly due to the high quality of the products and services they offer, which makes customers always prefer The Fitzgerald when they want to eat because a friend, family member, or co-worker has recommended it to them.



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### *2.1.3. THE FITZGERLAD'S CAPABILITIES*

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#### *2.1.3.1. ORGANISATIONAL CAPABILITIES*

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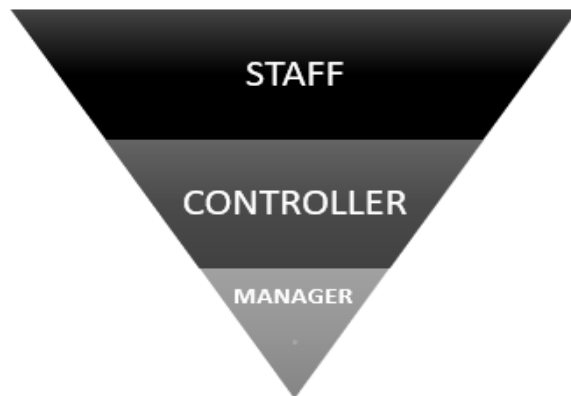
Fitzgerald's organizational capacity is organized differently from what we are used to in a company where the CEO is at the top of the organizational pyramid. At The Fitzgerald, they believe that the CEO is one of the "least" important figures in the company.

They define their organizational structure within the restaurant as an inverted pyramid, i.e., at the base is the Manager, who has the most power within a restaurant, followed by the Controllers or, to call them differently, the people in charge.

These are a figure with less power than the Manager, however, when the Manager is not present in the restaurant, they have the maximum authority. Finally, at the top of the pyramid is the Staff of the restaurant.

Staff is at the top of the pyramid because, as the CEOs say, without them it would not be possible to run a restaurant. A company can have a boss, but if it does not have employees to carry out the more technical tasks, it is impossible to move a business forward (Graph 5).

Graph 5 - Organizational structure in a restaurant



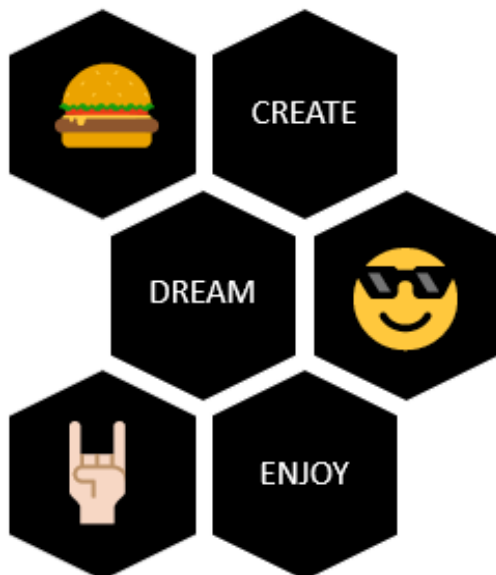
Source: Own elaboration

### 2.1.3.2. DISTINCTIVE CAPABILITIES

The distinctive capabilities of The Fitzgerald are very clear, they have managed to carry out a production method different from all their competitors, which they have called "The Fitzgerald Method".

This method is unique because it combines top-quality meat, charcoal embers, fresh vegetables, and bread made by hand with natural ingredients. But that's not all.

Graph 6 – Some distinctive capabilities

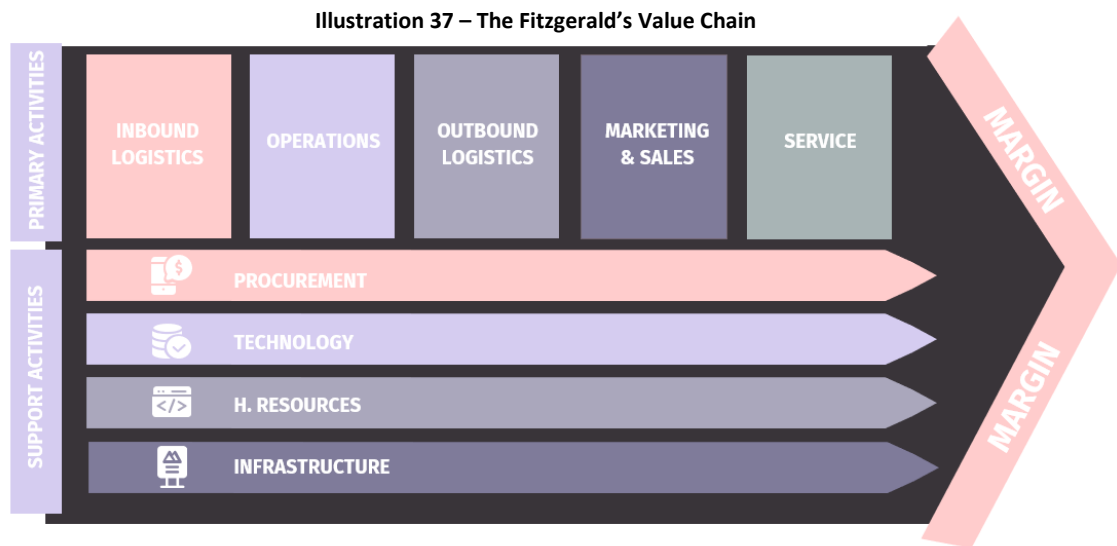


Source: Own elaboration

This method together with their way of living life and working which is based on creating, dreaming, laughing, enjoying, and always looking for new experiences has made them reach what they are and what they do. And this is one of the best Burger throughout the Valencian community and that many restaurants would dream of achieving and a team of employees who enjoy what they do (Graph 6).

2.1.3.3. VALUE CHAIN

The Fitzgerald Burger covers the entire value chain process, from inbound logistics to after-sales service, i.e., from receipt and storage of raw materials to direct contact with the end customer (Illustration 37).



Source: Own elaboration based on <https://slidesgo.com/es/tema/cadenas-de-valor#search-cadena+de+valor&position-0&results-2>

1. PRIMARY ACTIVITIES

- INBOUND LOGISTICS**

This includes the raw material reception section at The Fitzgerald restaurants for the subsequent preparation of the burgers and the rest of the products on the menu and the storage of the same, as well as the rest of the supplies acquired.

**OPERATIONS**

It includes the activities of food preparation, transforming them into dishes. This includes the processes of preparation, presentation, cleaning, maintenance, and quality control. At The Fitzgerald, production processes are highly standardized so that they are always the fastest and the same.

**OUTBOUND LOGISTICS**

This includes activities related to the service and delivery of the final product to the customer. In all the restaurants the products are delivered in the same way both in design and procedure so that the customer always identifies the restaurant by the same service. Since all of them using the same trays or glasses, and always carry the same packaging of the brand.

### MARKETING & SALES

It is part of the visibility of the product to customers and strategies to invite them to consume your products. It includes all the necessary means to promote the restaurant. The most used in The Fitzgerald are social networks, although it also uses others such as sales promotion.

### SERVICE

It consists of obtaining means to raise or maintain the added value. The Fitz is in a continuous process of improvement and is always looking for new ideas to implement in the restaurants to improve customer satisfaction.

## 2. SUPPORT ACTIVITIES

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### PROCUREMENT

They comprise the support activities of the process: expense control, production planning, accounting, etc. The Fitzgerald has an accounting department where they control all the expenses and revenues of their restaurants.



### TECHNOLOGY

Within the restaurants, thanks to a software, each employee can write down the tasks performed during the working day, so that the offices know if all tasks are being performed optimally.



### H. RESOURCES

The Fitzgerald is a company that is very involved with its employees. It stands out for implementing very good human resources policies at all levels of the company. In addition, each new employee must pass a personal interview and is trained at the headquarters and restaurant.



### INFRASTRUCTURE

In each restaurant, the Manager or Controller is in charge of preparing all the orders for the suppliers to have all the necessary stock for the service.

## 2.2. EXTERNAL ANALYSIS

### 2.2.1. MACROENVIRONMENT - PESTEL ANALYSIS

#### 2.2.1.1. POLITICAL FACTORS



Following the November 2019 elections, the Spanish Socialist Workers' Party (PSOE) of Pedro Sánchez and the United We Can alliance led by Pablo Iglesias reached a coalition agreement, approved by Parliament with a series of investiture votes. The Popular Party (PP) won 89 seats in the House, gaining 23 compared to the previous election in April 2019, and also won almost half of the Senate seats it had lost; while the populist right-wing party Vox doubled its seats in the House (58 in total) (ESPAÑA: POLÍTICA Y ECONOMÍA, 2021).

In addition, as power is so decentralized in the autonomous communities, they have a high level of legislative, executive, and fiscal autonomy. Therefore, The Fitzgerald is also very conditioned to the political decisions of the Generalitat Valenciana, since so far, they only have restaurants in the Valencian Community.

2020 has been a tough year for the Botànic (autonomous government pact by the Socialist Party of the Valencian Country (PSPV-PSOE) and Coalició Compromís (Compromís), with the support of Podemos (Podem) to form a joint government). Not only because of the effects of the COVID-19 pandemic, which have forced the parties that manage the Generalitat Valenciana to face an unprecedented crisis, with obvious overexertion of management not exempt from criticism from the opposition.

The management of the pandemic has allowed Ximo Puig (President of the Generalitat Valenciana) to establish himself as an autonomic leader committed to management. He has managed to position himself as the most notorious reference of Spanish socialism. He has generated close complicity with Pedro Sánchez (president of the Spanish government) on issues such as the territorial debate, tax harmonization, rebuilding bridges with Catalonia, and denouncing the privileges of Madrid's capital status.

One of the toughest decisions taken by Ximo Puig and which has most affected The Fitzgerald has been the total closure of the hotel and catering business, as a consequence of the increased incidence of the virus. This very unpopular measure, adopted by the president, has been made to improve the situation of the Valencian community and to be able to reach normality as soon as possible, although with consequences that will be decisive in the Valencian political life in 2021.



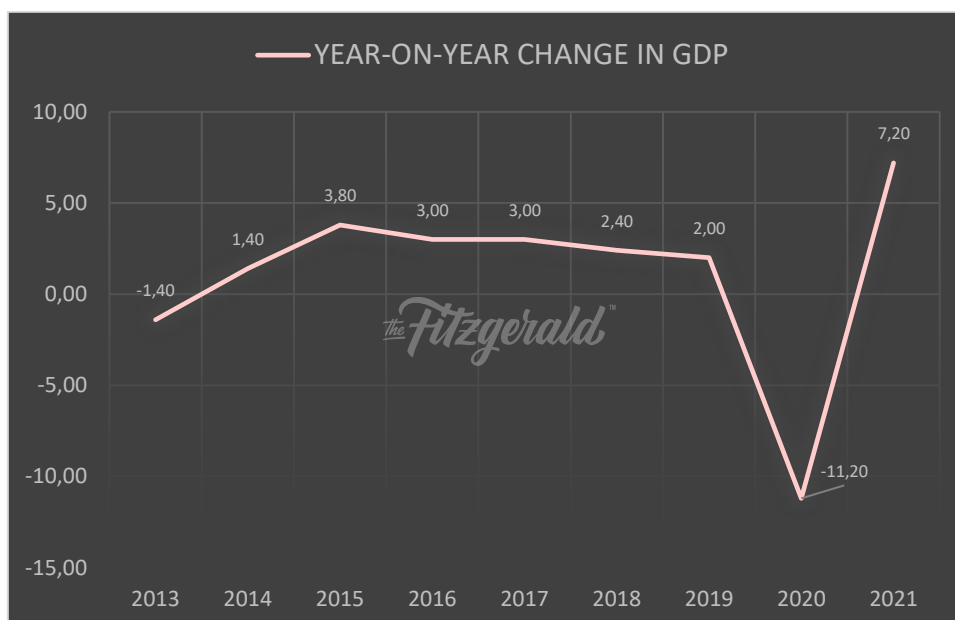
2.2.1.2. ECONOMIC FACTORS



The Spanish Government has been worsening its economic forecasts for Spain during the last months and has ruled out an early recovery during 2020 and foresees that the economy in Spain is going to register a fall to 11.2 percent.

On the other hand, during 2021 the Bank of Spain forecasts that the evolution of the Spanish economy will stand at 7.2 percent, worse forecasts than had been estimated a few months ago, as can be seen in the following graph 7 the evolution of GDP and forecast 2020-2021 (EpData, 2020).

Graph 7 – Year-On-Year Change In GDP



Source: Own elaboration based on <https://www.epdata.es/datos/datos-macroeconomia-espana/124/espana/106>

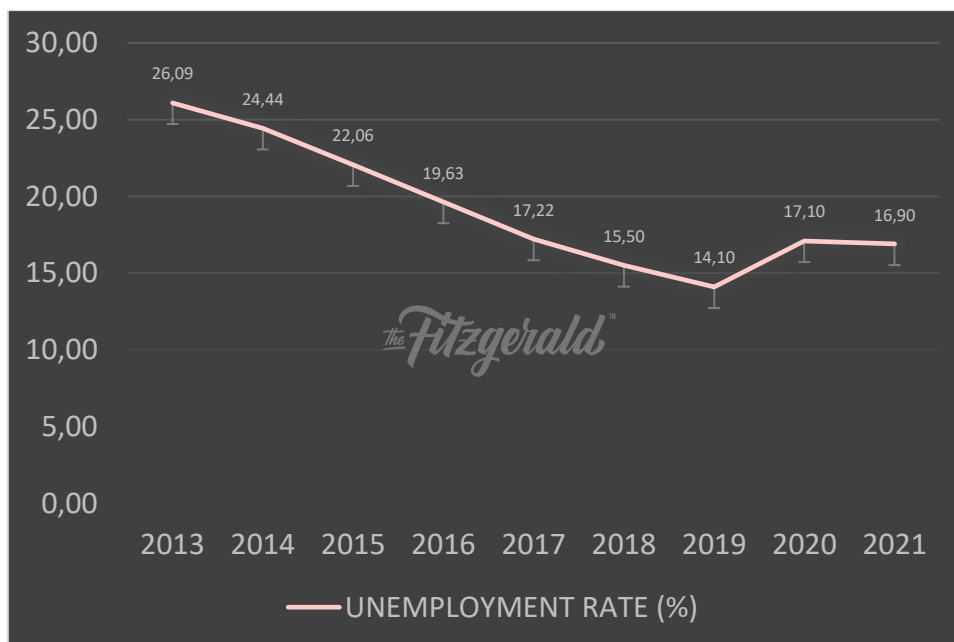
The Spanish hospitality industry is a very important pillar for the GDP, since the Spanish hospitality sector exceeds 300,000 businesses (including restaurants and hotels), with more than 1.2 million direct jobs and a turnover of close to 94,000 million euros, which implies a contribution of 4.7% to the national GDP (Guadaño, 2020).

Concerning unemployment, unemployment in Spain is expected to rise to 17.1% in 2020 (Graph 8). These levels are much lower than those recorded during the 2008 financial crisis.

Although for 2021 an improvement in the unemployment rate is forecast to reach 16.9 percent, which had not reached this level of unemployment since 2017, which reached 17.22 percent, as can be seen in the following graph "Evolution of the unemployment rate and Government forecast (2020 and 2021)":

The total number of unemployed in Spain is 3.72 million people in quarter 4 of 2020, which is -0.08% compared to the previous quarter. According to the Labour Force Survey prepared by the National Statistics Institute (INE), the unemployment rate is 16.13% (Maestre, 2020).

**Graph 8 – Unemployment Rate in Spain**

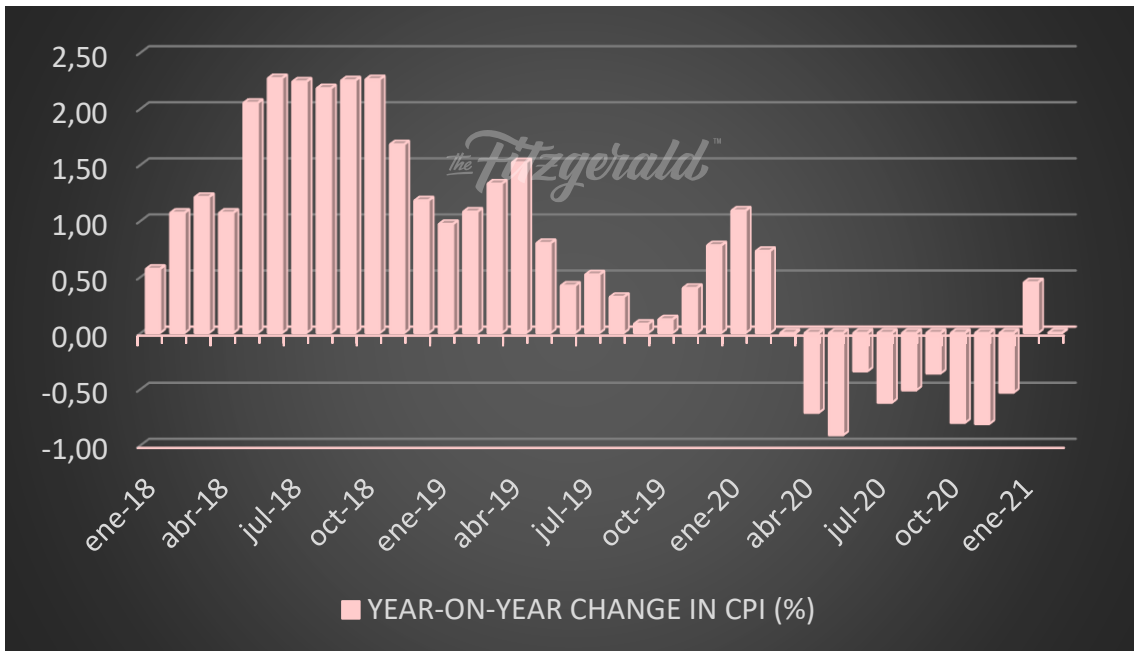


Source: Own elaboration based on <https://www.elblogsalmon.com/economia/siete-graficos-que-explican-evolucion-macroeconomica-espana>

Another important indicator to take into account is the CPI variations. The annual variation rate of the CPI in Spain in February 2021 was 5 tenths of a percentage point lower than that of the previous month. The monthly variation of the CPI (Consumer Price Index) has been -0.6% so that the accumulated inflation in 2021 is -0.6%.

It is worth highlighting the 0.1% rise in the prices of food and non-alcoholic beverages, to place its interannual rate at 1.6% (Graph 9). In other words, there is a generalized decrease in prices in Spain, one of the causes of this drop being the decrease in demand due to the exceptional situation that the country is currently experiencing, such as the COVID-19 pandemic (EpData, 2021).

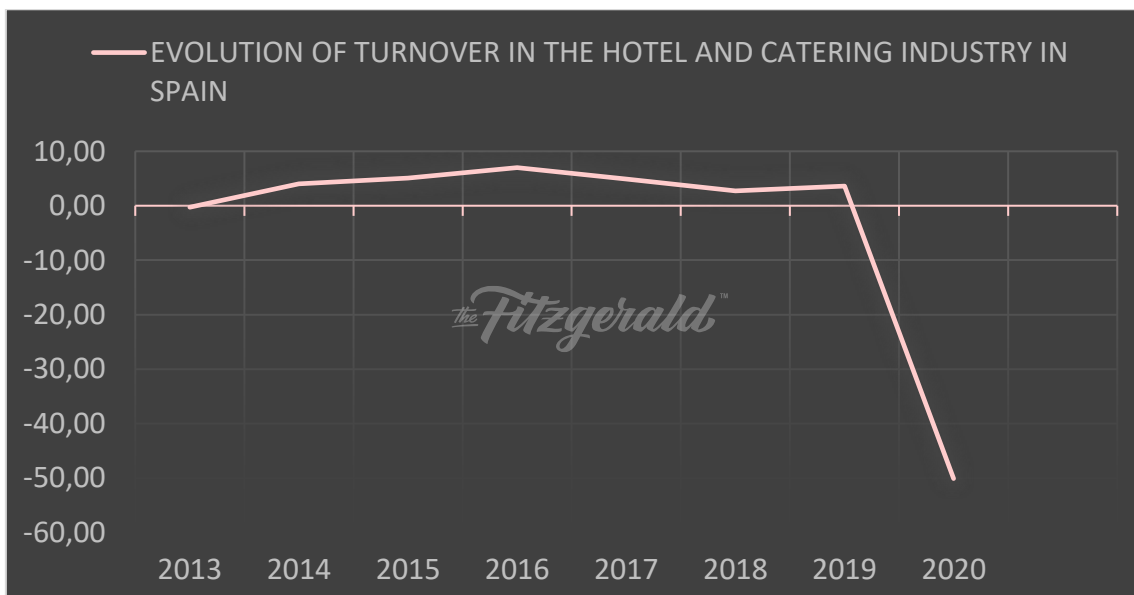
Graph 9 – Year-On-Year Change in CPI



Source: Own elaboration based on <https://www.epdata.es/datos/ipc-datos-graficos/71/espana/106>

Finally, one of the most worrying data for The Fitzgerald is the fall of the hospitality sector, as a consequence of COVID-19. The Spanish Hotel and Catering Association put the sector's decline in 2020 at 70 billion euros, around 50% of its sales, and the definitive closure of 85,000 bars and restaurants (Graph 10).

Graph 10 – Evolution of Turnover in The Hotel and



Source: Own elaboration based on <https://www.economista.es/economia/noticias/11040037/02/21/Graficos-de-pandemia-asi-asfisia-el-virus-a-hosteleria-y-restauracion.html>

Looking at employment, the Active Population Survey (EPA) for the fourth quarter of 2020 reflected that the number of unemployed in the hospitality sector amounted to 367,000 people, 35% more than in the same period of 2019.

The economic crisis derived from healthcare has also increased the number of insolvency proceedings in the sector. Compared to the 103 proceedings recorded by the INE in the fourth quarter of 2019, 197 insolvencies had been recorded in the hospitality industry by the end of 2020 (eEconomista.es & Europa Press, 2021).

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### 2.2.1.3. SOCIOCULTURAL FACTORS



The resident population in Spain has experienced the highest growth since 2008 and in 2020 stood at 47,351,567 inhabitants. But facing the end of 2021 it is expected that this data will change and decrease due to the COVID-19 pandemic, which has severely affected the population causing a large population decline worldwide not only in Spain. (EIPais, 2020)

This population variation affects The Fitzgerald since the less population there is the fewer customers or potential customers they will have. Although we must also take into account the aging of the population last 2019 people over 65 years old represented almost 20% of the population. The majority of The Fitzgerald's customers are young people or families, with this aging of the population the group of young people is increasingly reduced (EIPais, 2020a).

But on the other hand, thanks to customer loyalty, it is very possible that in the future this profile could change, since customers, even if they are older, will continue to want to consume at The Fitzgerald.

On the other hand, The Fitzgerald Burger Company defines itself as a chain of gourmet hamburger restaurants, but at an affordable price. Either for the quality of their products or the added value of the restaurants, service, employees...

Currently, the perception of Spaniards about a hamburger is changing because when they think of a burger dinner in their minds appear a large number of options and not only the typical multinationals such as McDonald's or Burger King. In other words, a change of trend is emerging and Spanish consumers are increasingly looking for other attributes in a burger.

According to Hellmann's study on hamburger consumption habits in Spain outside the home, 70 percent of Spanish consumers are looking for other attributes in a burger. 70 percent of Spaniards perceive the hamburger as a 'gourmet' dish and no longer as a

fast-food dish, this change in perception is mainly due to the variety of meats with which a burger can be made, and with the improvement in quality across the board (La Vanguardia, 2015).

An important fact is that consumers are increasingly demanding higher quality not only for the meat but also for the rest of the ingredients, product appearance, and service.

This aspect attribute is due to the unstoppable growth of social networks where people post everything they do during a day. Therefore, businesses must adapt to this change of trend in society and take care of even the smallest detail, since any post on the Internet with a rating together with a bad photo of a product can have a great impact on the brand.

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#### 2.2.1.4. TECHNOLOGICAL FACTORS



One of the keys that make The Fitzgerald a very competitive restaurant in the market, leaving aside the products they offer, is the use of technology.

The revolution brought about by the emergence of the Internet has meant that all sectors have had to renew themselves, including the hotel and catering industry. If a restaurant wants to become competitive, it must apply ICT to its internal production processes to be more efficient.

The Fitzgerald in this sense applies them quite well as it has a lot of tools such as WIFI inside the restaurant and in this way can accept orders that are made from the FitzAPP or the APP of UberEats.

Another very important tool that greatly reduces the preparation time is the order printers that are throughout the restaurant, which as a command is made each product appears by the preset printer that is in each work area so that preparation times are much lower.

Although there are other options such as digital screens where orders appear as they are being made, which would reduce the cost of printer paper and would avoid that sometimes orders are lost.

A tool that many self-service restaurants do not have is the pagers, which are delivered to customers once the order is placed and once it is done, they are notified by this device avoiding that the product remains cold because you cannot contact the customer and also improves customer satisfaction. After all, the service is much faster.

And finally, another of the tools that The Fitzgerald has is a proprietary software where each employee records all the tasks that have been performed during his shift, so you know at all times what each employee is doing and what task is unfinished.

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#### 2.2.1.5. ECOLOGICAL FACTORS



The concern for the care of the environment is a very topical issue, as we are increasing more and more pollution, regardless of the consequences.

For this reason, governments are beginning to implement regulations to reduce the production of waste in all businesses and at the same time, all businesses should morally have a social responsibility to the environment as it is a limited source of resources.

The Fitzgerald generates a large amount of waste daily, due to the consumption of raw materials, water, and energy. Although no regulation obliges the restaurant to recycle, The Fitzgerald does have a moral obligation.

In all the restaurants, drinks are served bottled in glass bottles, which are then kept to be returned to the supplier so that they can be recycled. In addition, there is a weekly stock control to avoid large amounts of waste.

Almost all packaging is made of paper or cardboard except for the ice cream and milkshake cups. The fact that they are made of paper makes them much more environmentally friendly, although they could be much more environmentally friendly if the packaging material were recycled. Although there are recycling stations inside restaurants, customers often do not separate packaging.

In addition, the vast majority of raw materials used by The Fitzgerald are from local suppliers, which use smaller amounts of chemicals to keep the food longer, which makes them less aggressive with the environment by reducing the consumption of these chemicals.

And finally, one of the most striking actions with the commitment to care for the environment is the decoration of the restaurants, the vast majority of elements that make up the restaurant is reconditioned furniture, that is, they are giving it a second use instead of being thrown away. Besides the fact that it is something that thanks to this decoration with such different elements that makes them so different and at the same time attractive to customers, is its differentiating feature.

2.2.1.6. LEGAL FACTORS



With regard to the legal framework, The Fitzgerald must follow regulations at the European, Spanish, regional and municipal levels.

EUROPE
<p><b>REGULATION 1169/2011 OF THE EUROPEAN PARLIAMENT ON THE PROVISION OF FOOD INFORMATION TO CONSUMERS (RIAC 1169/2011).</b> To control their illness, consumers should be fully informed about the nature and composition of the food they are buying, i.e. there is a clear need to label allergenic ingredients and to identify possible cross-contamination with allergens to enable consumers to make choices.</p>

SPAIN
<p><b>Law 42/2010, of December 30, 2010, which amends Law 28/2005, of December 26, 2005, which regulates health measures against smoking, regulating the sale, supply, consumption, and advertising of tobacco products.</b></p>
<p><b>Law 31/1995, of November 8, 1995, promotes the measures to be taken in the prevention of occupational risks.</b></p>
<p><b>Royal Decree 486/1997, of April 14, 1997, establishes the minimum health and safety provisions for workplaces.</b></p>
<p><b>Royal Decree 1215/1997, of July 18, 1997, and that which affects health and safety for the use of work equipment by workers.</b></p>

VALENCIAN COMMUNITY
<p><b>The regulations to be followed by The Fitzgerald are stipulated in Decree 7/2009, of January 9, 2009, of the Consell, which regulates catering establishments in the Valencian Community.</b></p>

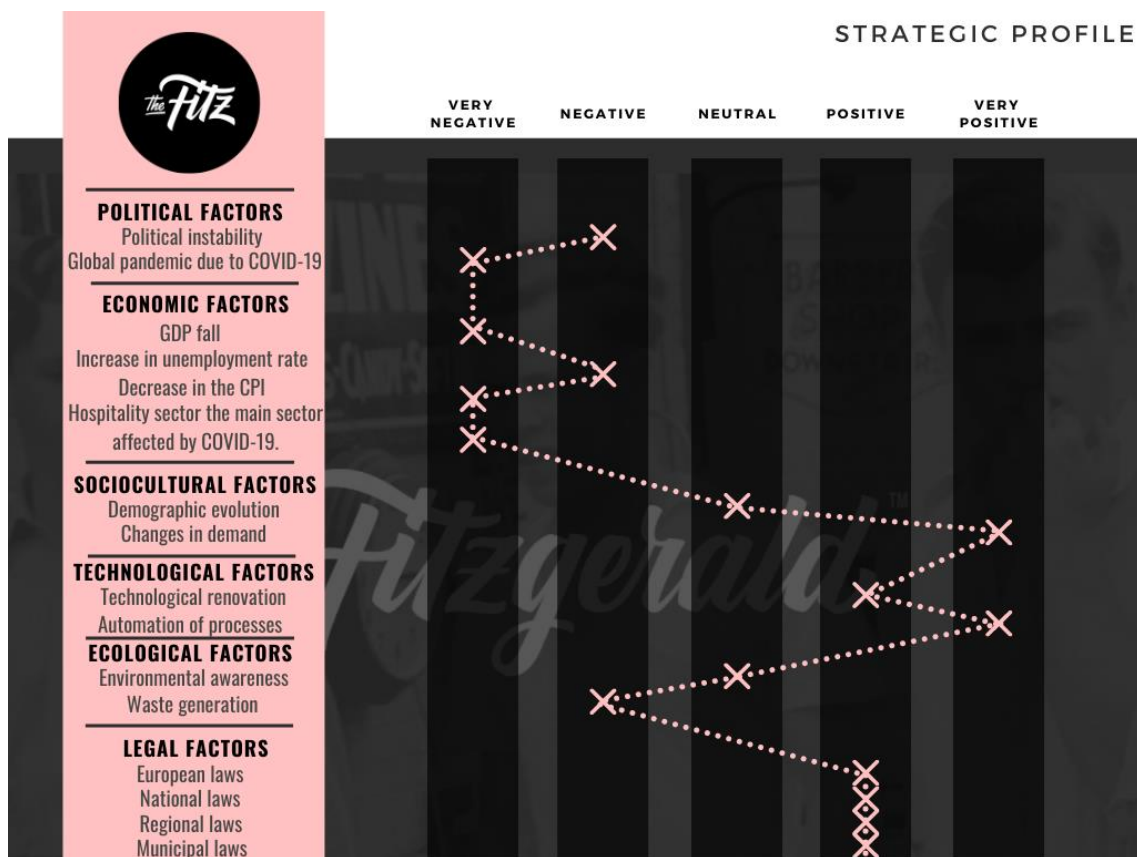
**MUNICIPALITY**

**In addition, in each municipality, several laws may be different in each location so The Fitzgerald should be informed about what can and cannot be done depending on where each restaurant is located.**

In conclusion, as we can see in Illustration 38 of The Fitzgerald's strategic profile, we can see that the factors that most negatively affect and could be considered as threats are: the current situation due to the global pandemic of COVID-19, the fall in GDP, the fall in the CPI and how much the hospitality sector has been affected this past year.

On the other hand, other factors have a positive influence on The Fitzgerald and that we could consider as market opportunities such as the changes in demand due to the change in consumer trends and the automation of production processes.

Illustration 38 – The Fitzgerald’s Strategic Profile



Source: Own Elaboration



2.2.2. MICROENVIRONMENT – THE PORTER’S FIVE FORCES MODEL

Illustration 39 – Representation of Porter’s Five Forces

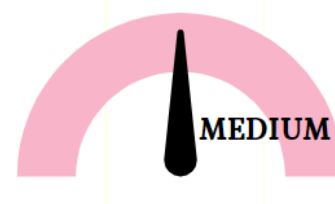


Source: Own Elaboration

2.2.2.1. BARGAINING POWER OF CUSTOMERS

The bargaining power of The Fitzgerald's consumers could be said to be high on the one hand because The Fitzgerald competes in a very competitive sector, so customers can switch restaurants or other options to satisfy the need for food very easily.

However, this would mean that customers have a lot of bargaining power, but this is not the case, because the power is medium. This is because the purchase volumes of the customers are small and many customers make the purchases, therefore, on that side, they do not have so much power. If The Fitzgerald had a limited number of customers, they would have a lot of power, but since it has a large number of small customers, the bargaining power is low. To this must be added the differentiation of the products, which give it greater prestige, giving it much more power over customers.



Therefore, since on the one hand, there are many different options for customers to choose from, giving them a lot of power, but on the other hand, their purchase volumes are small and there are many of them, the power is medium.

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#### 2.2.2.2. BARGAINING POWER OF SUPPLIERS

The Fitzgerald works with a large number of suppliers, as it needs to have a large number of different raw materials. But since these are very common raw materials such as meat, bread, vegetables, potatoes... there are many different options of suppliers.

The Fitzgerald is a company with a good market share in the catering sector, so any supplier would be willing to work with them. So, there is strong competition to get The Fitzgerald as a customer, which means they have very low



bargaining power. Because it is The Fitzgerald who decides what he wants, how he wants it, and can even force to establish at what price he wants it because of the good turnover it will generate for the supplier.

However, some "exceptions" suppliers do have strong bargaining power over The Fitzgerald. Because they offer products that The Fitzgerald can only get via them and that customers place a high value on. An example would be the suppliers of Coca-Cola or Oreo since they are products in high demand and can only be obtained through the producing company itself. The Fitzgerald could switch to another supplier such as Pepsi or a private label, but this could negatively affect customer satisfaction.

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#### 2.2.2.3. THREAT OF NEW ENTRANTS

The Fitzgerald is in a market where it is very easy to establish itself, with low financial risk, and as a result, rapid customer growth. Therefore, new competitors tend to appear very easily and quickly. So, you have to take into account the barriers that exist for new competitors seeking a niche in the same sector as The Fitzgerald.

One of the most important barriers to entry is the initial investments, to get a restaurant like The Fitzgerald restaurant with the latest equipment to be more efficient, unique design, size of the premises, production capacity ... requires a strong investment, however, there are restaurants that with very little investment in all these attributes get a great turnover.

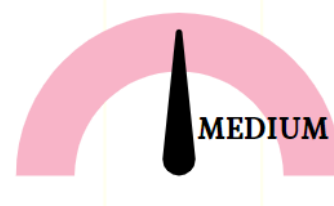
Another barrier that a new restaurant faces when competing with The Fitzgerald is economies of scale, which was also an obstacle for The Fitzgerald in its beginnings. But it is now working with economies of scale because of the large number of sales it achieves.

The Fitzgerald has standardized production processes, with the philosophy of becoming increasingly productive and efficient. In addition, it has alliances with suppliers and market agents, which guarantee lower costs.

Overcoming this barrier for new restaurants is a challenge, as it requires a lot of investment and finding good suppliers in terms of both cost and quality.

The last barrier that a new competitor has to overcome is the brand value that The Fitzgerald has achieved over the years. The Fitzgerald has become well recognized and highly valued by customers, which means that customers are often not receptive to trying new options that are not as well known.

Therefore, the threat of new competitors is moderate because it is very easy to enter the hospitality sector, but it is more complicated for them to compete with The Fitzgerald because of all the barriers they have to overcome.



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#### 2.2.2.4. THREAT OF SUBSTITUTE PRODUCTS

The threat of substitute products is very high. Because the supply to satisfy the need for food is very wide, as citizens can satisfy it by going to another restaurant or simply cooking themselves at home.

Consumers have a very high propensity to substitute Fitz products. Even if they have loyal customers, this relationship can be broken very easily for different reasons such as the level of disposable income or other fashions that give more prominence to other products such as the new popularity of sushi.

On the other hand, the prices of substitute products are mostly low. For example, it is much cheaper to prepare a burger at home than to go to a Thr Fitzgerald restaurant, however, in this case, the consumer is losing the added value of going to the physical restaurant.

The switching cost for customers is very low because if one day they decide to go to McDonald's instead of The Fitzgerald's restaurant, it will not cost them anymore unless the restaurant is further away, which would mean a higher cost, for example, of gasoline for the car.

However, The Fitzgerald does have a positive point concerning the substitute products that threaten it, and that is its high differentiation of both products and restaurants. This makes consumers often choose The Fitzgerald's restaurant over a different one, although this positive point does not offset the other negative points that affect the threat of substitute products, which is still very high.



2.2.2.5. RIVALRY BETWEEN COMPETITORS

The Fitzgerald Burger competes in an increasingly competitive market for gourmet burgers, but with a fast-food service.

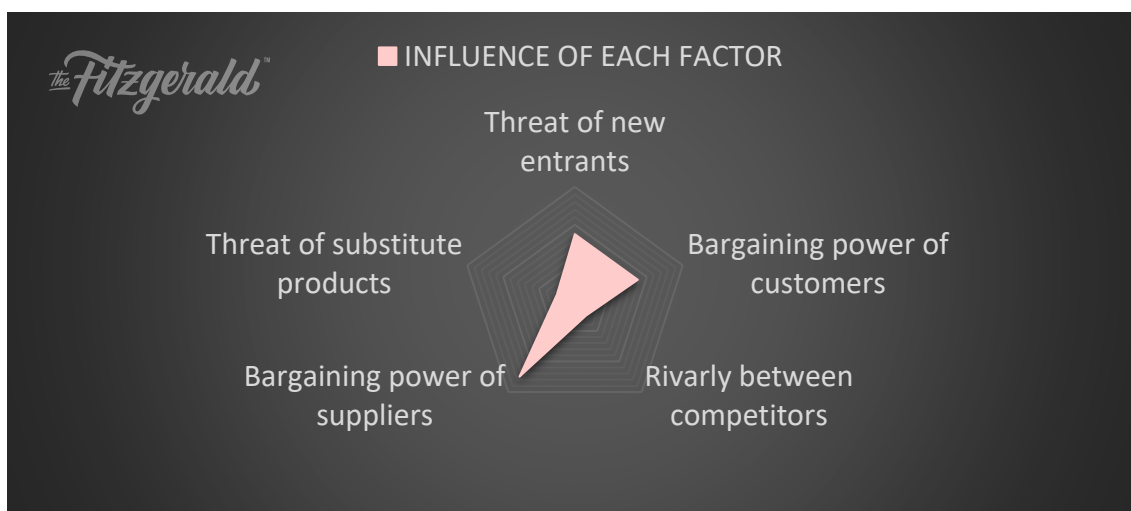
As time goes by, new restaurants are appearing that offer more gourmet burgers due to the growing trend of consumers who are more concerned about the quality of the products and their appearance.

With this change of trend and the increase of competitors, the rivalry in this market is very strong, with all restaurants seeking to get the maximum market share, with a more striking burger and with very tight prices.



It should be added that even the large fast-food chains are being renewed and even they are beginning to offer gourmet burgers. This makes the rivalry much greater and more aggressive since they have the capital to invest in new recipes, advertising, and premises that a The Fitzgerald restaurant cannot compete with for the moment, although it is necessary to rely on the differentiation of their products, which is what most attracts their customers.

Graph 11 – Influence of Each Factor of The Five Forces



Source: Own Elaboration

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### 2.2.3. COMPETITIVE ANALYSIS

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#### 2.2.3.1. LEVELS OF COMPETENCE

The Fitzgerald Burger does not operate alone in the hospitality sector, there are hundreds of competitors, some with more power and some with less, but all of them are competitors as they cover the same needs as The Fitzgerald.

There are 4 levels of competition (Illustration 40) from the consumer's perspective and all of them must be taken into account since within them there are competitors that have a market share that The Fitzgerald could be having if that competitor were not there.

- Competition in the form of product, within this segment we include all the competition that offers gourmet burgers and services, with very similar attributes to The Fitzgerald's Burger and that also target the same segment of the population. A clear example of competition in the form of product would be the Hundred Burgers or Goiko Grill restaurant since they offer gourmet burgers, have the added value of premises with their design, and also target the same segment of the population. Here we locate The Fitzgerald's strongest competition.
- Competition in the product category, here we find that competition that offers burgers with similar attributes, but with different presence in them. This means restaurants that offer burgers but are not gourmet, a clear example would be multinationals such as Burger King or McDonald's since these multinationals offer burgers but their attributes such as quality, service, food appearance are not the same as The Fitzgerald. Moreover, they do not target the same segment of the population that The Fitzgerald's does. In other words, they are competitors with the same technological alternative.
- Generic competition, in this segment we could say that we include products that are substitutes to The Fitzgerald since we consider the competition that solves the same need as The Fitzgerald. Some examples would be gourmet pizzerias such as Il Cortile located in Valencia, restaurants with gourmet snacks such as L'institut Ribarroja, or Mexican food restaurants such as La Cantina Mariachi, both in Valencia as well. All these substitutes belong to the same reference market as The Fitzgerald.
- Competition at the budget level, finally, we include all restaurants and other different products or services that compete in the market at the same price level as The Fitzgerald, adjusting to the same consumer budget. Here The Fitzgerald must convince consumers that they are the best option for that budget. Such as going to the movies, having a barbecue at home, buying new clothes...

Illustration 40 – The Fitzgerald’s Levels of Competence



Source: Own Elaboration

### 2.2.3.2. MAIN COMPETITORS

#### 1- HUNDRED BURGERS



Hundred Burgers was born from the passion of two friends for quality meat and burgers. They currently have one restaurant but are planning a new opening soon. They want to express that they deliver what they promise, offering a burger to remember.

The burgers they offer are of a quality that is not very common in the burger industry as they bake the brioche bread in the restaurant itself and knead the burgers there as well.

The menu is very similar to The Fitzgerald, with a total of 9 different burgers (apart from the children's menu), including the vegetarian one. But with a very important difference, all their meats are Dry Aged, something that differentiates it from many restaurants as they do not offer the possibility of other types of meat such as chicken or beef.

Another thing that characterizes them is for its variety, since it has a total of 9 and also the quality of starters, well for its elaboration and raw material. In addition, they offer the possibility of gluten-free nachos, which is a good idea to take into account in a restaurant, as more and more people are diagnosed with this intolerance.

They also give the possibility for customers to choose a salad instead of a burger and they have three different ones on the menu. On the other hand, the desserts do not stand out as much as the burgers do. They do not have a wide variety and according to TripAdvisor comments, many customers think that the quality of the burgers is at another level than the desserts.

As for the drinks, one of the main differences with The Fitzgerald is that they offer a wider variety of alcoholic beverages such as wine and mixed drinks with higher alcohol content.

Regarding the prices, they follow the line of The Fitzgerald and one could even say that they have somewhat lower prices since they offer Dry Aged burgers and they are around 8,5€-11,5€ and in The Fitzgerald, the Dry Aged burgers are priced between 12,70€-13,20€. Therefore, a dinner for two people at the Hundred Burger restaurant would cost around 25€-40€ (Illustration 41).

Illustration 41 – Hundred Burgers’ Menu

## HUNDRED

### BURGERS

¡HONDEAMOS EL PAN CADA MAÑANA, ¡CAMAMOS LA CARNE A DIARIO, ¡HICIMOSLOS SIN INTERMEDARIOS!

- **SINGULAR** 9,5  
(MEJOR BURGER DE ESPAÑA 2018) 200gr DRY AGED BURGER, CHEDDAR, BACON, BBQ DE MAMA, CEBOLLA CARAMELIZADA, CREMA CAMEMBERT
- HUNDRED** 8,5  
200gr DRY AGED BURGER, CHEDDAR, ICEBERG, TOMATE, CEBOLLA RELISH, PICKLES, HUNDRED SECRET MAYO
- SATISFACTION** 10,5  
2x120gr DRY AGED BURGER, DOBLE CHEDDAR, DOBLE BACON, SMOKEY MAYO
- ANIMAL STYLE** 9,5  
200gr DRY AGED BURGER, CHEDDAR, BACON, PULLED PORK, BBQ DE MAMA, CEBOLLA ROSA
- LA MADRE DE STIFLER** 11,5  
2x120gr DRY AGED BURGER, DOBLE CHEDDAR, BBQ DE MAMA, BACON AHUMADO EN 2 TEXTURAS (FAT & THIN), PICKLES
- CARLTON BANKS** 8,5  
CRISPY CHICKEN, CHEDDAR, ICEBERG, BACON, SMOKEY MAYO
- LOSER** 9,5  
200gr DRY AGED BURGER, CHEDDAR, CEBOLLA CARAMELIZADA, SALSAS COREANA GOCHUJANG LIGERAMENTE PICANTE
- VEGGIE BURGER** 10,5  
BEYOND BURGER, GUACAMOLE, TOMATE, CHEDDAR, CEBOLLA RELISH, ICEBERG, VEGAN MAYO  
MAKE IT VEGAN (QUESO Y PAN VEGANOS)  
BURGER DE VERDURAS Y QUINOA
- BURGER DEL MES** 10,5  
PREGUNTA A NUESTRO EQUIPO

EXTRA BACON +1€, EXTRA BURGER +3,5€, BEYOND BURGER +1€, PAN SIN GLUTEN +1€

### BAKERY & SWEETS

- BANOFFEE 4
- CHEESECAKE 4
- OREO CAKE 4
- KINDER CAKE 4
- SALTED CARAMEL BROWNIE 4
- LEMON PIE 4

### COFFEE

DISPONIBLES HASTA LAS 20:30H

- ESPRESSO 1,1
- CORTADO 1,3
- LATTE 1,5
- BOMBÓN 1,5
- AMERICANO 1,3
- CAPUCCINO 1,5
- EXTRA SHOT +0,5
- LECHE: SOJA, AVENA, SIN LACTOSA +0,2
- TÉS/INFUSIONES 1,5  
TE ROJO, TE NEGRO, TE VERDE, ROOIBOS, MANZANILLA, POLEO
- CHAI LATTE 2,5
- ICED COFFEE 3  
ELIGE TU CAFÉ Y LE AÑADIMOS HIELO, NATA, Y EL SIROPE QUE QUIERAS
- ZUMO DE NARANJA 2,5

### SIDE ORDERS

- PATATAS FRITAS / SWEET POTATOES 2,5 / 3,5
- BACON CHEESE FRIES 5
- PULLED PORK FRIES 6
- VEGAN NACHOS 5  
CON GUACAMOLE Y PICO DE GALLO (SIN GLUTEN +H)
- ALL IN NACHOS 8,5  
(SIN GLUTEN +H)
- BBQ CORNFLAKE NUGGETS 5
- BBQ RIBS 7
- CROQUETAS DE PULLED CHICKEN 6
- HUMMUS CON VEGGIE CHIPS 6

### SALADS

- BURRACADO 7,5  
BROTOS, BURRATA, TOMATE CHERRY, AGUACATE, PESTO, CROUTONS
- RACHEL GREEN 7,5  
BROTOS, PECHUGA DE POLLO REBOZADA, BACON, PARMESANO, TOMATE CHERRY, CROUTONS, HIERBAS
- VEGAN SALAD 7,5  
BROTOS, TOMATE CHERRY, FRESAS, AGUACATE, NUECES, VINAGRETA DE FRUTA

### KIDS

- BURGER MENU 8  
CHEESEBURGER, KETCHUP, PATATAS FRITAS
- CHICKEN MENU 7,5  
CORNFLAKE CHICKEN NUGGETS, KETCHUP, PATATAS FRITAS

### DRINKS

- AGUA 1,6
- REFRESCOS 2  
COCA COLA, COCA COLA ZERO, AGUA CON GAS, FANTA NARANJA, FANTA LIMÓN, NESTLE, SPRITE, AGUARIUS NARANJA, TONICA
- CAÑA 1,8
- DOBLE 2,5
- TERCIOS 2  
LATA 0,0 // RADLER 2,9  
100% RESERVA ESPECIAL (ESTRELLA GALICIA) 2,9  
AGUILAR SIN FILTRAR 2,9  
ALHAMBRA RESERVA 1925 2,5  
TURIA 3,9 / 2,5  
IMPORTACIÓN: FRANZISKANER / BUDWEISER 3,5  
ARTESANAL HUNDRED BEER 3,5
- COPA DE VINO 16  
TINTO (LEGARIS, D.O. RIBERA DE DUERO), BLANCO (RAYOS Y TRUENOS, D.O. RUEDA)
- BOTELLA DE VINO 7  
TINTO (LEGARIS, D.O. RIBERA DE DUERO), BLANCO (RAYOS Y TRUENOS, D.O. RUEDA)
- COMBINADOS 7  
SEAGRAMS, JOHNNIE WALKER, BRUGAL, ABSOLUT

#### LISTA ALÉRGENOS

1 CONTIENE GLUTEN	6 SOJA	11 GRANOS DE SÉSAMO
2 CRUSTÁCEOS	7 LÁCTEOS	12 DÍOXIDO DE
3 HUEVOS	8 FRUTOS DE CÁSCARA	AZUFRE Y SULFITOS
4 PESCADO	9 APIO	13 MOLUSCOS
5 CACAHUETES	10 MOSTAZA	14 ALTRAMUCES

Source : <https://www.hundredburgers.com/>

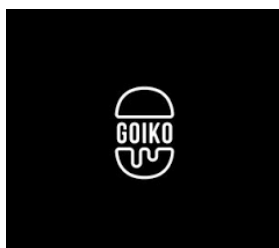
Regarding the Hundred distribution, they mainly do it in their restaurant physically. They give the option of Take Away for customers who prefer to order to take home and not eat in the restaurant. And they also offer Delivery through two options: they deliver themselves with their own delivery drivers and they also have subcontracted UberEats, in order to be able to cover all the demand.

Finally, regarding the promotion they do it entirely via social networks where they publish daily news, Burger of the month, new openings..., in Instagram they accumulate a total of almost 32k followers. It also has a website, but it can be said that it is very basic but functional as it only has the menu and gives the option to book a table and place orders for Take away or Delivery. It is not the typical corporate website where they show their values, blog, news... it is rather functional.

In addition, nowadays food influencers have also emerged, unlike in the past when they were more common in the fashion world. Hundred Burgers has managed to capture the attention and many influencers advertise their burgers when they go to the restaurant.

## 2- GOIKO GRILL

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The founder of the Goiko Grill restaurant chain defines his restaurants as a place where customers can indulge in the pleasure of the most irresistible and best quality burgers, where you can give in to your impulses and enjoy the grill without worrying about getting your hands dirty. Goiko's culture as they say "we put heart in everything we do and we fight every day to feed the desire to excel and prove that everything is possible by doing things right".

The product offered by Goiko Grill is very good and because of its great success, it is having throughout the country. The menu is not excessively extensive, but it does offer greater freedom and variety to customers. First of all, it offers starters very similar to The Fitzgerald, but there is a greater variety.

In terms of burgers, there are 12 different burgers and a children's menu. Customers can choose between beef, pork ribs, chicken breast, crispy chicken, and vegan meat, which makes it more attractive because there are more options, plus all of them include potatoes.



The most important difference is that they offer the option of salads, with 3 different varieties. And one of the highlights is that they give customers the option to create their Burger with a price list of each ingredient. In addition, it also has 6 different desserts on the menu, although in illustration 42.

And finally, as for drinks, it has a very similar offer, but also offers the possibility of alcoholic drinks with higher alcohol content such as wine, summer red wine, mojito, daiquiri...

Illustration 42 – Goiko Grill’s Desserts



Source : <https://www.goiko.com/>

As for the price, it has very competitive prices within the segment of gourmet burgers, since the price of the burgers ranges between 9.9 €- 15 €. Therefore, a dinner for 2 people can cost around €25-€50 (Illustration 43).

Illustration 43 – Goiko Grill’s Menu

MENÚ DEL DÍA		HAMBURGUESAS				PREGUNTA POR NUESTRA SELECCIÓN DE CERVEZAS IMPORTADAS Y ESPECIALES	
<b>11,5 DURANTE LA COMIDA LUNES - VIERNES EXCEPTO FESTIVOS</b> <b>BURGER DEL DÍA Y PAPAYAS O UGÉRITOS</b> <b>BEBIDA POSTRE O CAFÉ</b>		<b>LA CARNE DE TU HAMBURGUESA*</b> 100% VACA ESPAÑOLA (190g) FREIDA PICADA A DADO+HUEVO CONSOLIDADA. POCO MEDIDA VAL PUNTO+HUEVO VALU MEDIDA POLLO PRODUJA DE POLLO AL GRILL O POLLO CRISTY EL PAN SIEMPRE CALIENTE, TOSTADO Y DORADO. PATATAS RÚSTICAS CASERA, NUNCA CONSOLIDADA, ESPÁRAGOS Y TOMATESE EN SALSA.				<b>BEBIDAS FRÍAS</b>	
<b>ENTRANTES</b>		<b>AGREGA EXTRAS A CUALQUIER HAMBURGUESA O CREA TU PROPIA BURGER</b>				<b>HAVING FUN?</b>	
<b>CHAMPIBACON QUESADILLA</b> 6,9 Tortilla de trigo rellena de queso fundido, champiñones y bacon. Acompañada de nuestro delicioso guacamole hecho en casa y nata agria. <b>AROS DE CEBOLLA</b> 6,5 Crujientes aros de cebolla, acompañados de salsa Barbacoa Goiko. <b>NACHOS DE DANIELA</b> 11,5 Nachos bañados con chili con carne, nata agria, queso fundido, guacamole, tomate picado y jalapeños. Perfectos para compartir. <b>AGREGALE BACON +1</b> <b>TEQUES</b> 7,5 Palitos de queso envueltos en masa fina y fritos. Acompañados de salsa de pepillito o de maracuy. <b>CRISPY POLLO WINGS</b> 7,5 Alitas de pollo rebozadas a la perfección, acompañadas de salsa Barbacoa Goiko. <b>CHICKEN TENDERS</b> 9,9 Jugosas tiras de pollo empanadas y fritas, acompañadas de Barbacoa Goiko o mostaza dulce de la casa.		<b>THREELER</b> 11,5 Tres niveles de carne de 10g c/u, 4 lonchas de queso americano, trozos de pepillito y cebolla, coronada con bacon. <b>BOMBA SEXY</b> 11,5 Pontabito empanado relleno de queso fundido, bacon crujiente, queso americano, salsa mayonesa ahumada y lechuga batavia. <b>YANKEE</b> 15 Carne de vaca, costillas de cerdo desmenuzadas en salsa Barbacoa Goiko, dos niveles de queso americano, cebolla a la plancha y lechuga batavia. <b>KEVIN BACON</b> 11,5 Carne picada en la plancha y mezclada con trozos de bacon, cebolla crujiente y queso americano. <b>CAMBURGER*</b> 12,5 Pitana dorada, simulación de ron Santa Teresa (D.D.) y rodaja de queso de cabra al grill. <b>AITA</b> 12,5 Queso añejo, tras depurados de pepillito y aceite trufado. <b>BABY YANKEE*</b> 12 Costillas de cerdo desmenuzadas en salsa Barbacoa Goiko, queso americano, cebolla a la plancha y lechuga batavia. <b>BROKENEGGER*</b> 12,5 Carne picada en la plancha y mezclada con crumble de batatas, patata picada, queso americano, cebolla caramelizada y coronada con huevo frito. <b>CHIPOTLE</b> 10,9 Guacamole casero, fresco y rústico con salsa Chipote Goiko. <b>PUCHI*</b> 10,9 Queso americano, champiñones en su salsa, bacon y salsa Barbacoa Goiko. <b>PIGMA</b> 10,9 Huevo frito, bacon, queso americano y salsa Mayo Goiko. <b>M-30</b> 9,9 Queso de cabra al grill y cebolla caramelizada.				<b>LIMONADA GOIKO FRESH</b> 3,5 Refrescante limonada granulada con hierbabuena fresca. <b>SMOOTHIE FRESA BANANA</b> 3,9 Granizado refrescante de frutas tropicales. <b>CHOIKO SHAKE</b> 4,5 Batido de helado de vainilla con galleta de chocolate, tropez de chocolate y un toque secreto de Goiko. <b>EL MAGO COFFEE SHAKE</b> 4,5 Delicioso batido de café frío con helado de vainilla y nata montada. <b>REFRESCOS 33CL</b> 2,5 <b>AGUA 50CL</b> 1,5 <b>AGUA CON GAS 50CL</b> 1,5	
<b>LIGERITOS</b>		<b>PARA PEQUES</b>				<b>MOJITO</b> 7,5 Ron Santa Teresa, lima, hierbabuena, azúcar moreno y refresco de limón. <b>DAIQUIRI</b> 7,5 Ron Santa Teresa y zumo de fresa frozen. <b>SIN RON</b> 4,9 <b>GOIKOPITA*</b> 5,9 Cóctel del Caribe con zumo de naranja, ron Santa Teresa, licor de plátano, jarabe de jengibre y guindilla. <b>JARRA PARA COMPARTIR</b> 15,9 <b>CASA / DOBLE / JARRA</b> 1,5 / 2,5 / 3,5 <b>TERCIO MAHOU</b> 3,9 <b>COPA DE VINO</b> 3 <b>BOT. VINO TINTO</b> 15-17 <b>BOT. VINO BLANCO</b> 12 <b>TINTO DE VERANO</b> 2,5 <b>JARRA DE TINTO DE VERANO</b> 8,5	
<b>GOIKO KIDS BURGER</b> 7,9 110g de carne de vaca con queso americano. <b>PEQUE TENDERS</b> 5,9 Jugosas tiras de pollo empanadas y fritas, acompañadas de Barbacoa Goiko o mostaza dulce de la casa.		<b>TOPPINGS</b> Lechuga batavia 0,3 Tomate 0,3 Aguacate 1,5 Plátano dorado 1,5 Tiras de pepillito 1,5 Guacamole 2 Champiñones 1 Pepinillos 1 Jalapeños 1 Patatas paja 1 Cebolla natural 0,3 Cebolla caramelizada 1 Cebolla crujiente 1 Aros de cebolla 1 Cebolla a la plancha 1 Bacon 1 Crumble de 2 Distorra 1 Huevo frito 1				<b>JARRA PARA COMPARTIR</b> 15,9 <b>PREGUNTA A NUESTRO STAFF POR COCTELES Y OTRAS COPAS</b> <b>#JARRITAGOIKO</b> ¡Tú eres el chef! Añade los ingredientes y sábase extras que quieras. <b>LLEVALA A TU CASA POR 5,9€</b>	

Source : <https://www.goiko.com/>

Goiko Grill distributes its products in 3 ways as The Fitzgerald, the first of them in the physical restaurant both to take there or Take away. The second way online customers can place orders and even book a table if they want to eat at the restaurant. The last one

is Delivery and Goiko Grill works with two of the most important delivery companies; UberEats and Glovo.

Finally, the Goiko promotion is promoted through its website and social networks where it publishes news of the company both regarding products, offers, new launches. In addition, it carries out a sales promotion technique which is to offer a menu of the day with a different Burger every day, to stimulate demand during the week, which is when demand is at its lowest.

It also collaborates with other brands such as Deliveroo, with which they have made a TV commercial where both are promoted. On the other hand, there are also the influencers that, although on many occasions they are not collaborations hired by Goiko, there are many who advertise on social networks.

And as a novelty, Goiko Grill, to diversify, has launched the option of buying the beef for its burgers in certain supermarkets, to offer its customers the possibility of preparing a Goiko Burger at home.

### 3- EL TARANTÍN CHIFLADO

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They define themselves as much more than a place where they make brutal burgers and #Foodporn, they are an explosive combination of fun, joy, and flavor. And just as they say because eating well when you have a good time, is something better than just eating well.

Their culture is based on striving every day to make customers feel like family. They feel that the person who serves you is more than a waiter, he/she is your colleague, your friend, your buddy, your friend, your friend, you're whatever you want.

Regarding their products, they follow the same line of products as The Fitzgerald with burgers, sides, dessert, and drink. They offer 9 different burgers, apart from the children's menu, although without the possibility of choosing between beef or chicken. These burgers could be defined with a more South American style by the ingredients that compose them, something that differentiates them from the rest.

It should be noted that they offer some "packs" where they include several burgers or several starters. These packs are more economical for customers and for the Tarantín Chiflado increase sales of products that are usually less popular, these packs are called "Triple Box" and "Start Box".

One thing to note is the lack of a vegetarian/vegan menu, as shown in Illustration 44 - there is no possibility of such a choice. Regarding the starters, they could be defined as more elaborate and more variety than in The Fitzgerald, since they have 8 different possibilities as opposed to The Fitzgerald which has 5 different ones.

As for the desserts, they are also more elaborate, simply for the aesthetics and that they are to take in a restaurant rather than for Take Away. One of the most outstanding and famous is the "Freak Shake" which is priced at almost 10 € and as they define it is a sweet bomb.

Finally, the menu includes drinks and you can say that they are very similar to The Fitzgerald but with a small difference, they offer a wider range of alcoholic beverages such as wine, more varieties of beers, sangria...

Illustration 44 – El Tarantín Chiflado’s Menu

The image shows a screenshot of the El Tarantín Chiflado menu, divided into several sections. The sections include: 'Nuestros Mejores Comensales' (Our Best Diners), 'Para empezar. Para picar. Para compartir.' (To start. To nibble. To share.), 'Un Final Dulce y Feliz' (A Sweet and Happy End), 'Bebidas Frijas Sin Alcohol' (Non-Alcoholic Beans Drinks), and 'Cervezas' (Beers). The menu lists various items such as Nachos Chiflados (10.95€), Mini Nachos (6.50€), Tequeños (1.90€/6.00€/7.80€/11.2...), Pulled Pork (8.50€), Chiri Repas (7.95€), Bombones de Pernil (1.50€/6.95€), Crunchy Wings Alitas (7.80€/11.20€/17.20€), Pechugas de Pollo (6.50€), and various drinks like Coca Cola (2.50€), Agua Tónica (1.90€), and Cervezas (1.50€ to 2.50€).

Source : <https://www.eltarantinchiflado.es/>

Another point to consider is the price, the prices are very similar to The Fitzgerald the average price of a burger is between 9,95€ - 12,95€, leaving aside the premium burger they offer that amounts to almost 20€. The starters do have a higher price but it is simply because of the greater elaboration and ingredients they need, as well as the desserts. Therefore a dinner for two people on average would cost around 20€-45€.

The distribution that they carry out is in the restaurant itself located in Valencia, near the town hall, which can only be eaten there by reservation. It also has the Take Away service, which can be ordered through their website.

And they also offer the option of Delivery, but in this case, they have their own service, i.e. they place the orders themselves with their riders and also have subcontracted the company Glovo, to provide greater coverage to their customers.

Finally, regarding the promotion El Tarantín Chiflado is promoted through their website where they publish their menu, give the option of reservations ... and also through social networks especially via Instagram where they have almost 20k followers.

They constantly post about their products, news, give the option of reservations and even answer questions from users, thus further improving customer service. And it is worth adding the publicity done by the influencers who go in search of the best burger and then show it to all their followers.

#### 4- PLATERO UTOPIC FOOD

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Platero Utopic Food is a restaurant that was born in October 2017, in the neighborhood of Campanar, within the Muladhara group, of which the restaurants Come&Calla and SAOR are part, to create a quality street food gastronomic concept.

They characterize themselves as a restaurant in continuous search of quality suppliers since their only intention is that customers come to enjoy their food without thinking about anything else.

They look for hedonism in the form of hamburgers thanks to fantastic meats (beef, chicken, or pork) and high-quality complements such as fantastic cheeses or handmade bacon that is bursting with flavor.

In their culture, they say "We are dreamers, we pursue a dream and, with hard work and dedication, we will fight for it".

Platero Utopic Food has an extensive menu, with the same product lines as The Fitzgerald, however, these product lines are broader i.e. they offer a wider variety of different products especially burgers, they also have ribs available and in addition sides, there is a wider range of different opportunities. Within the menu, there is also a list of products with their respective products that customers can add as extras as shown in Illustration 45 - where the complete menu can be seen. This does not mean that they are better or worse than The Fitzgerald, only that they offer a broader menu.

It should be added that Platero Utopic Food has just launched a new brand extension, Platero Utopic Food pizzas, to target other market segments, also expanding its competition, but covering more needs than the generic competition was covering.

Regarding prices, as can be seen in the menu, prices are generally higher than in The Fitzgerald since on average in The Fitzgerald a burger is priced from 8,5€- 12,90 and in Platero Utopic Food from 12€-25€ per Burger, although here they do include the fries with the Burger, unlike The Fitzgerald. Therefore, an average dinner for two people at Platero Utopic Food would be around 25€-70€.

Illustration 45 – Platero Utopic Food’s Menu


MÉJIC AQUÍ Y FRIE W

**¡DISFRUTA COMIENDO CON LAS MANOS!**

- **Nuestro HIT:** Nachos con crema de queso cheddar, queso cheddar fundido, pisco de gallo, jalapeños, guacamole y pulled pork. 14€ Media/10€
- **Nachos Edición especial Boliviana Chipotle:** Nachos, bolonera de carne con chile Chipotle, crema de queso cheddar, queso cheddar fundido, pisco de gallo, jalapeños, guacamole y pulled pork. 15€/Media 11€
- Aros de cebolla. 7€
- Cajas de langostinos congelados. 9€/3 unidades
- Chili cheddar Negrita. 8€
- Croquetas de Buey Valles del Esla. 4€/3 unidades
- Croquette de queso y mermelada de jalapeño. 4€/2 unidades
- Alitas de pollo ahumadas con salsa barbacoa, maíz Frito y Lima. 8€ (nivel de picante 1)
- Pollo Karage con salsa sweet chili. 8€ /Taza de pollo ahumado y frito con sabor Thai
- Queso Provolone al horno, salsa brava, pulled Pork, salsa barbacoa, pisco de gallo y topos de maíz. 10€ (nivel de picante 1)
- Hogaza de pan rellena de queso brava, cebolla pochada, mozzarella fusa de leche y aceite de tartado. 10€ (recomendado compartir 3-4 personas)
- Mavaca de Maíz gratinada, salsa Fajita, pimientos y cebollitas. 5,5€ (nivel de picante 1)
- Tequiles: Tradicionales, maíz o plátano. 4€/unidad Los dos unidades han de ser iguales.

**A FUEGO LENTO...**

- **Costillar de cerdo barbacoa.** 6€ Costillas de cerdo, nuestra mezcla de especias y salsa BBQ. Para chuparse los dedos.
- **Costillar de Buey Valles del Esla 11€:** Peca de costillar de Buey Valles del Esla de 800 a 1000gr. cocinado a baja temperatura con nuestra mezcla secreta de especias y glaseado con salsa barbacoa. BRUTAL!!!



**BURGERS & MAS:**

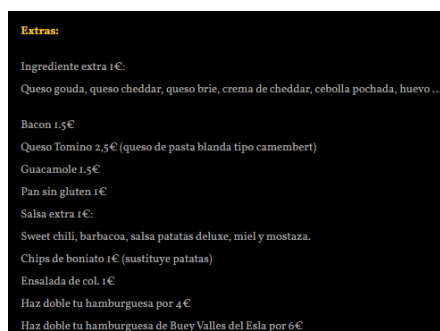
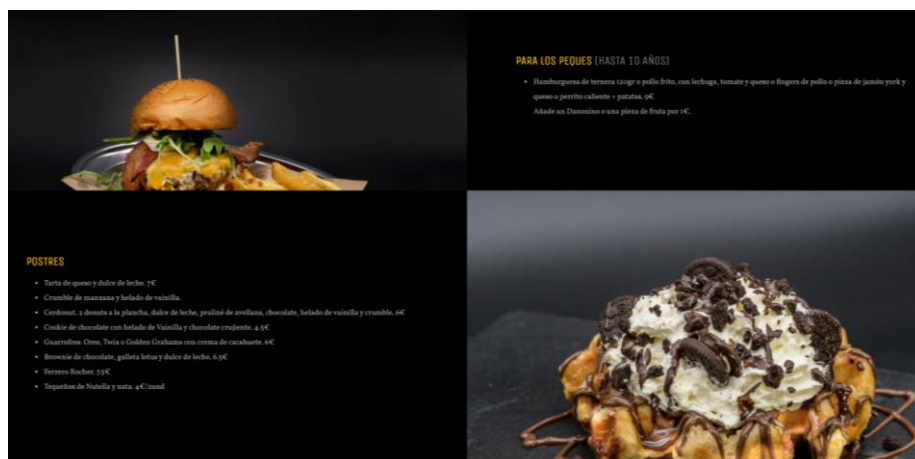
- **Utopic:** Hamburguesa de vaca especiada, doble queso cheddar, bacón ahumado artesano, cebolla pochada, cebolla crujiente, salsa barbacoa y nuestra salsa Utopic. 14€ *Compañero de Espinas con The Champagne Burger!*
- **Clasicas:** Hamburguesa de vaca especiada, lechuga, tomate, queso gouda, bacón ahumado y huevo. 12€
- **Finche Wey:** Hamburguesa de vaca, cochinita pibil, guacamole, topos, cilantro, cebolla morada y lima, salsa de queso chedar y añadide tu todo lo picante que quieras. 15€ (nivel de picante 1)
- **Pollo-pica:** Muslo de Pollo de corral especiado y ahumado, salsa tartara, lechuga y cebolla fresca. 12€
- **La más Bellota:** Hamburguesa de vaca especiada, cebolla pochada, queso brava, panceta ahumada, rúcula y mayonesa de mostaza antigua. 14€
- **All Smoke:** Hamburguesa de vaca especiada y ahumada, salsa bourbon, cebolla pochada, queso ahumado, panceta ahumada, rúcula, salsa barbacoa y pepinillo agri dulce. 14€
- **Griinga:** hamburguesa de vaca, salsa Burger casera, pepinillo, queso chedar, bacon ahumado y aros de cebolla con salsa barbacoa. 15€
- **Pulled Pork:** 200gr de Carne de cerdo asada y ahumada con nuestro aliño secreto, salsa tartara, cebolla crujiente, Bbq y pepinillo agri dulce. 12€ (Mejor Tapa Meat Carnival 2019)
- **Pastrami:** 200gr Terresa especiada con un ligero toque ahumado, salsa tartara, queso cheddar, rúcula y pepinillo. 14€
- **(V)Beyond-C:** Hamburguesa Beyond Meat (La hamburguesa Vegana que sabe a carne), salsa tartara, lechuga, cebolla morada, tomate y queso. 15€
- **Vegeta:** Hamburguesa vegetariana de zanahoria, pesto rojo, caponata de berenjena y rúcula. 10,90€
- **More Cheese bacon Burger:** hamburguesa de vaca, queso gorgonzola, queso brava, queso gouda y queso chedar, bacon, cebolla morada, rúcula, nueces picadas y salsa César. 16€
- **Pulled Pork Cheese Burger:** Hamburguesa de vaca especiada, emalada de col, cheddar, gouda, crujientes de queso, pulled pork, cebolla crujiente y mayonesa de mostaza. 16€

**HAMBURGUESAS DE BUEY VALLES DEL ESLA CON MADURACIÓN DE 45 DÍAS**

- **Utopic Dry Age:** Hamburguesa de 200gr, doble queso cheddar, bacón ahumado artesano, cebolla pochada, cebolla crujiente, salsa barbacoa y nuestra salsa Utopic. 16€
- **Morro Fino Dry Age:** Pan Bretzel, hamburguesa de 200gr, dcaste de bolotas, queso gouda, cebolla crujiente y mayonesa de tartudo y cocina. 16€
- **Dick Burger Dry Age:** Hamburguesa de 200gr, iceberg, cebolla tierna picada, salsa Burger casera, chedar y pepinillo. 16€
- **Doña Emilia Dry Age:** Pan Bretzel, cebolla morada, hamburguesa de 200gr, cebolla pochada, doble queso edam, queso chedar curado, pepinillos caseros y salsa Emmy. 17,5€ (nivel de picante 2)
- **Doble Bacon Cheese Burger Dry Age:** Doble hamburguesa de 120gr buey, queso chedar, bacon ahumado, pepinillo, cebolla crujiente, salsa barbacoa y mayonesa ahumada de bacon. 16€
- **Hy Dry Age Valles del Esla:** Triple hamburguesa de 120gr, triple de queso chedar, triple de bacon ahumado, cebolla crujiente, salsa Burger casera y pepinillo agri dulce. 18,90€ hamburguesa para Valientes!!!!
- **La Zamarrá Dry Age:** Triple hamburguesa de 200gr, triple de queso chedar, triple de bacon ahumado, cebolla crujiente, mayonesa ahumada de bacon, pepinillo y salsa barbacoa. 15€ hamburguesa para Valientes!!!!

Las hamburguesas de carne madurada las cocinamos poco hechas para mantener su jugosidad, no la recomendamos muy cocinada porque pierde todos sus jugos resultando una carne seca y con menos sabor.

*“El Buey Pastoreo es el producto estrella de la ganadería de Valles del Esla. Su cuidada alimentación y su crianza al aire libre le confieren un sabor inigualable. Todas nuestras burras, de raza Parda de Montaña, se alimentan de leche materna durante 6 meses para después pastar en las montañas explotándose a más de 1500 metros de altura. Finalmente, permanecen estabuladas durante un periodo de 6 meses para conseguir el engorde y la inflección adecuados. Más de cuatro años de espera que nos permite llevar hasta su mesa un producto de la más alta calidad.*”



Source : <https://plateroutopicfood.com/>

As for Platero Utopic Food's distribution, the company has a physical location where customers can go and eat physically, but they have to make a reservation or they can use the Take Away service. In addition, it has subcontracted delivery companies such as UberEats, Deliveroo, and Just Eat. In addition, it also offers the option for customers to place orders by phone (WhatsApp or by calling) and even via Instagram.

Finally, the promotion they do is through their website and the vast majority via social networks where they advertise the restaurant and its offers, in addition to influencers who also make them known every time they make a post about their burgers. What does stand out is that they perform a very attractive sales promotion action for customers.

Every Tuesday when sales are usually lower, they make a 3X2 offer on two types of burgers to increase their sales and thus reduce stock or to make them known among customers, and thus also increase their share of sales.

## 5- BEAK AND TROTTER



At Beak&Trotter restaurant they are obsessed with street food and American barbecue, mixed with only the best products of the province. With this combination of gastronomic cultures, they seek to create a unique experience for customers.

As for the product they offer, at Beak&Trotter they have a total of 11 burgers for sale, of which one of them is different every month. A point to take into account is that they do not have the possibility of a vegetarian menu, all the burgers are beef. In addition, they give the option of 7 different side dishes to accompany all the burgers. On the other hand, they have a line with 5 starters to share, they are different products to the side dishes as these are recommended for more than one person.

They also have two different options for the little ones, a hamburger, and a Nugget. Regarding the desserts, they also have several options available, but in the online menu, they do not appear reflected. And finally, the beverages offer the most typical beverages of restaurants, although, with a difference, they have craft beers which are in high demand by many customers who value this type of beverages (Illustration 46).

Illustration 46 – Beak&Trotter’s Menu

### BURGERS

HAMBURGUESAS 100% AMERICANAS

**\*ALL BURGERS COME WITH PICKLES, CHEESE, MAYONNAISE, SHREDDED CHICKEN, FRESH CUCUMBER OR BACON BITES / \*TODAS LAS BURGERS VIENEN CON MOSTAZA FRESCA, QUESO, MAYONNESA, PULGONES, POLLO PICADO O BACON BITES\***

**PULLED PORK** - (1,2,3,5,7) €10  
Brioche bun, classic Smoked Pulled Pork & southern style slaw - Pan brioche, cerdo ahumado y deshidratado & ensalada de col suelta

**CLASSIC CHEESEBURGER** - (1,3,5,7) €12  
Brioche bun, Cheddar, caramelised onion, pickles & burger sauce - Pan brioche, cheddar, pepinillos, cebolla caramelizada y salsa burger

**BIG BLOODY** - (1,3,5,7) €12  
Brioche bun, Smash Chuck patties, Cheddar, burger sauce, pulled pork, Texas BBQ sauce - Pan brioche, carne Aguja Smash, Cheddar, salsa burger, pulled pork, salsa Texas BBQ

**BIG SMOKER** - (1,3,5,7) €14  
Brioche Bun, smoked Cheddar & Gouda, caramelised onion, pickles, burger sauce - Pan brioche, queso Cheddar y Gouda ahumado, cebolla caramelizada pepinillos y salsa burger

**LAKE LOTUS** - (1,3,5,6) €14  
Brioche bun, Cheddar, Lotus cream, crunchy Lotus and maple caramelised bacon - Pan brioche, Cheddar, crema de Lotus, Lotus crujiente y bacon caramelizado en sirope de arce

**SOBER** - (1,3,4,5) €14  
Brioche bun, Cheddar, peanut butter, forest fruit jelly Pan brioche, Cheddar, crema de cacahuete y mermelada de frutas del bosque

**VALENCIA** - (1,3,5) €14  
Brioche bun, mature Cheddar, bacon jam, spicy Korean burger sauce - Pan brioche, queso Cheddar madurado, mermelada de bacon, salsa burger picante coreana

**SANTA FE** - (1,3,5) €14  
Brioche bun, smoked Cheddar, chipotle mayo, jalapeño jam Pan brioche, cheddar ahumado, mayonesa de chipotle, mermelada de jalapeño

### BURGERS

HAMBURGUESAS 100% AMERICANAS

**BIG BLOODY** - (1,3,5) €15  
Brioche bun, 2x Smash Chuck patties, cheddar, 8g jam, deep fried brie - Pan brioche, 2x carnes aguja smash, Cheddar, mermelada de higos, brie frito

**THE KNICK OFF** - (1,3,5,7) €15  
Brioche bun, 2x Smash Chuck patties, Aged white cheddar, caramelised onion, spicy Nuyjen sauce - Pan Pretzel, 2x carnes Aguja Smash, Cheddar blanco madurado, cebolla caramelizada, salsa Nuyjen picante

**EXTRAS**

GLUTEN & LACTOSE FREE BUN \* PAN SIN GLUTEN & LACTOSA €1  
GLUTEN & LACTOSE FREE DONUT \* DONUT SIN GLUTEN €2  
DONUT - (1,3,5) €2  
CRUNCHY BACON \* BACON CRUJIENTE €3  
CHEESE BOMB \* BOMBA DE QUESO - (1,3,5) €3

### SIDES

GUARNICIONES

**FRENCH FRIES** - (1,3,5,7) €2,50  
Hand pressed, triple cooked French Fries with burger sauce Patatas fritas tres veces con salsa burger

**COLSLAW** - (1,3,5) €2,50  
Classic Coleslaw Ensalada de col clásica

**SMOKED CORN** - (5) €3  
Smoked corn on the cob with Cheddar and citrus & herb butter Mazorca de maíz ahumada con cheddar, mantequilla especiada

**MAC 'N' CHEESE** - (1,3,5) €2,50  
Creamy Mac 'n' Cheese with crunchy Panko topping Cremoso macarones con queso con crujiente de Panko

**GARLIC PARM FRIES** - (1,3,5) €4  
French Fries bathed in creamy Garlic & Parmesan sauce Patatas fritas bañadas en salsa cremosa de ajo & queso parmesano

**BACON CHEESE FRIES** - (1,2,5) €5  
French Fries bathed in Texas BBQ sauce, bacon, manchego cheese, crispy onion and citrus Patatas fritas bañadas en salsa Texas BBQ, bacon, queso manchego, cebolla crujiente y cebollino

**PULLED PORK FRIES** - (1,2,5) €6  
French Fries bathed in Texas BBQ sauce, Pulled Pork, bacon, manchego cheese, crispy onion and citrus Patatas fritas bañadas en salsa Texas BBQ con Pulled Pork, queso manchego, cebolla crujiente y cebollino

### For Sharing

PARA COMPARTIR

**JALAPEÑO POPPERS** €6  
Filled with cheese and bacon with crunchy Panko topping rellenos de queso y bacon con crujiente de Panko  
JALAPEÑO POPPERS - (5)

**CHEESE FINGERS** €6  
Crunchy smoked Mozzarella Cheese Fingers with your choice of sauce - Crujientes dedos de queso Mozzarella ahumada con tu elección de salsa

**HONEY MUSTARD** - (1,3,5,6,7) €6  
TEXAS BBQ - (1,2,3,5)  
CAROLINA BBQ - (1,2,3,5)  
GARLIC PARM - (1,3,5)

**CHICKEN WINGS** €8  
Slow Cooked & Deep Fried with your choice of sauce Cocinadas a baja temperatura y fritas, con tu elección de salsa

**HONEY MUSTARD** - (1,6,7)  
TEXAS BBQ - (1,7)

**CAROLINA BBQ** - (1,2)  
GARLIC PARM - (1,3,5)  
KOREAN BBQ - (1,6,7)

**FORK BELLY BITES** €8  
Crunchy 24h pork belly bites with your choice of sauce Crujientes mordisacos de Pancetta de cerdo de 24 horas, con tu elección de salsa

**HONEY MUSTARD** - (1,6,7)  
TEXAS BBQ - (1,2)  
CAROLINA BBQ - (1,2)  
GARLIC PARM - (1,3,5)  
KOREAN BBQ - (1,6,7)

**NACHOS** €11  
Cora Nachos, Smoked cheese, jalapeños, tomato salsa, sour cream, chives - Nachos de maíz, queso ahumado, jalapeños, salsa de tomate, nata agria, cebollino

**SMOKED PULLED PORK** - (5)  
SMOKED BEEFSTEAK - (5)

### Kids

NIÑOS

**KIDS CHEESEBURGER** - (1,3,5) €9  
Single Cheeseburger (120g) with brioche bun, Cheddar and French Fries. Comes with Ketchup and Mayo served on the side Cheeseburger clásico de un nivel de carne (120g), pan brioche, Cheddar, y patatas fritas. Viene con Ketchup y Mayonesa aparte

**KIDS CHICKEN BITES** - (1,3) €9  
Large crunchy Chicken Nuggets with French Fries. Comes with Ketchup and Mayo served on the side Nuggets grandes de pollo crujiente y patatas fritas. Viene con Ketchup y Mayonesa aparte

### DRINKS

BEBIDAS

**SOFT DRINKS**

**AGUA** €1,5  
Still Water - Agua Sin gas  
Sparkling Water - Agua Con Gas

**REFRESCOS** €2,25  
Coca Cola - Coca Cola Zero - Sprite  
Fanta Limón - Fanta naranja - Naranja Limón  
Aguaritas Limón - Aguaritas naranja

**BEER**

33cl CRISTAL / SOCL LATA €3  
1/2 PINT €3  
PINT €5  
SOCL LATA €5

**WINE**

**WINE BY THE GLASS OR BOTTLE**

TIPO DE VINO €4  
HOUSE WHITE €3/€10  
Juan de Jaimes (Macabeo Chardonnay) €3/€10  
HOUSE RED  
Juan de Jaimes (Garnacha Tempranillo Syrah)

ASK YOUR SERVER FOR INFO ON MORE WINES AVAILABLE  
PREGUNTAR A TU CAMARERO PARA INFORMACION SOBRE OTROS VINOS

**COFFEE**

DISPONIBLE HASTA LAS 20:30

ESPRESSO €1,25  
CAPACAO €1,25  
MELTED €1,50  
LATTE €1,50

Source : <https://beakandtrotter.com/>

The price of the burgers ranges from 10 € to 15 €, some users indicate that it is somewhat high for the product they offer, often emphasize the quality, although many others are very happy with the value for money. Therefore, an average dinner for two people would cost €25-40, a little higher than in The Fitzgerald.

As for the distribution, it is done via their physical restaurant located in the center of Valencia. In their restaurant, they offer the possibility of ordering to take away since on many occasions there may not be room to eat in the restaurant. And they also offer the possibility of delivery, Beak&Trotter works with several home delivery companies and they are all these: UberEats, Glovo and JustEat.

Finally, regarding the promotion Beak&Trotter promotes itself with its social networks especially Instagram where it accumulates a total of almost 22k followers plus it is very popular among Burger influencers. It also has a website, although it only serves to view the menu, book a table, or place orders, therefore, its function is not to promote but rather to provide a service to customers.

Beak&Trotter does carry out many sales promotion activities to increase its share of sales on days when sales are normally lower (Illustration 47). These promotions are very attractive to customers, such as the lunch menu with a free extra or, every midweek, when there are fewer sales in the dinner service, they offer an incentive such as a free starter for only 1€ or a free taste of craft beers.

Also, one of the most striking and different is the "Rain Game" in which they offer a 2x1 if it is raining, it is a great action to take because on rainy days customers tend to stay at home instead of going out to dinner at a restaurant.

Illustration 47 – Beak&Trotter’s Offers




Source: <https://beakandtrotter.com/>

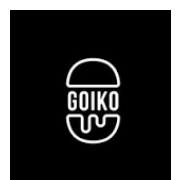



2.2.3.3. MAIN COMPETITORS SUMMARY


Table 8 – The Fitzgerald’s Main Competitors

COMPETITOR	PRODUCT	PRICE	DISTRIBUTION	COMMUNICATION	DIFFERENCES WITH
					

	<p>Burgers (9 different)</p> <p>Sides (9 different)</p> <p>Salads (3 different)</p> <p>Kid’s menu (2 different)</p> <p>Desserts (6 different)</p> <p>Coffee (10 different)</p> <p>Drinks (8 different)</p>	25€-40€	<p>Physical location (1 restaurant)</p> <p>Take away</p> <p>Delivery (Own delivery drivers &amp; UberEats)</p>	<p>Digital Marketing (Social media &amp; Webpage)</p> <p>Promotion (Burger of the month)</p> <p>Public relation (Influencers)</p>	<p>Own delivery drivers</p> <p>Possibility to reserve a table</p> <p>Salads on the menu</p> <p>Higher alcoholic beverages (wine, mixed drinks...)</p>
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	<p>Burgers (12 different)</p> <p>Sides (6 different)</p> <p>Salads (3 different)</p> <p>Kid’s menu (2 different)</p> <p>Desserts (6 different)</p> <p>Drinks (12 different)</p> <p>Coffee (no info in the menu)</p>	25€-50€	<p>Physical location (70 restaurants nationwide 4 of them located in Valencia)</p> <p>Take away</p> <p>Delivery (Glovo &amp; UberEats)</p>	<p>Digital Marketing (Social media &amp; Webpage)</p> <p>Promotion (Daily menu)</p> <p>Advertising (TV ads)</p> <p>Public relation (Influencers)</p>	<p>Possibility to reserve a table</p> <p>Largest number of restaurants</p> <p>Daily menu</p> <p>Create your own Burger</p> <p>Wide variety of meats</p> <p>Higher alcoholic beverages (wine, mixed drinks...)</p>
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	<p>Burgers (10 different) Sides (8 different) Kid's menu (1 option) Desserts (7 different) Drinks (8 different) Coffee (no info in the menu) Drinks (no info in the menu)</p>	<p>20€-45€</p>	<p>Physical location (1 restaurant) Take away Delivery (Own delivery drivers &amp; Glovo)</p>	<p>Digital Marketing (Social media &amp; Webpage) Promotion (Triple Box &amp; Start Box) Public relation (Influencers)</p>	<p>Possibility to reserve a table No vegetarian menu Packs with several burgers or starters More elaborate starters Dessert very attractive for customers Higher alcoholic beverages (wine, mixed drinks...)</p>
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	<p>Burgers (20 different) Sides (13 different) Ribs (2 different) Kid's menu (4 different) Desserts (8 different) Coffee (no info in the menu) Drinks (no info in the menu)</p>	<p>25€-70€</p>	<p>Physical location (1 restaurant) Take away Delivery (UberEats, Deliveroo &amp; JustEat)</p>	<p>Digital Marketing (Social media &amp; WebPage) Promotion (Every Tuesday 3X2) Public relation (Influencers)</p>	<p>Not so much aimed at a very young public More premium food, seen in the starters It offers ribs Diversify with pizzas Offers to increase share of sales during the week Higher alcoholic beverages (wine, mixed drinks...)</p>
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<p><b>BEAK&amp;TROTTER</b></p>	<p>Burgers (10 different)          Ribs (no info in the menu)          Individual sides (7 different)          Sides to share (5 different)          Kid's menu (2 different)          Desserts (no info in the menu)          Coffee (4 different)          Drinks (5 different)</p>	<p>25€-40€</p>	<p>Physical location (1 restaurant)          Take away          Delivery (UberEats, Glovo &amp; JustEat)</p>	<p>Digital Marketing (Social Media &amp; Webpage)          Promotion (Burger of the month, Daily menu, Lunch Mad, Tyris Tuesdays, Wild Wednesday &amp; Rain Game)          Public relations (Influencers)</p>	<p>Very attractive promotions for customers          Craft beer</p>
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Source: Own Elaboration

## 2.3. MARKET ANALYSIS

### 2.3.1. SECTOR ANALYSIS

The sector where The Fitzgerald Burger Company competes in the hospitality sector. This sector is formed according to 2019 data by 315,940 establishments, but this sector is divided into two large groups the accommodation which weighs about 10-15%, and catering which weighs 85%-90%, in the catering sector.

The catering group is composed of three subgroups: bars, restaurants and collectivities, and catering. In 2019, the largest group within the catering sector was barred, although with a decrease in the number of establishments. On the other hand, restaurants, where we would locate The Fitzgerald, experienced a clear growth, and finally the group of collectivities and catering, which experienced a large growth of almost 6% (Illustration 48).

Illustration 48 – Hospitality sector in 2019



Source: Own Elaboration based on <https://www.cehe.es/publicaciones-hosteleria.html>

In 2019 the evolution was very favorable, there was a positive trend. Turnover was still growing compared to previous years and employment figures were breaking records. The entire hospitality sector was generating 6.2% of the national GDP.

However, in 2020, the declaration of the state of alarm on March 14, together with the set of restrictions, had a very significant negative impact on the hospitality sector.

The impact, translated into numbers, meant the disappearance of 400,000 jobs and 900,000 of them went through an ERTE, in a sector made up of almost 2,000,000

employees. This situation caused a drop in production of more than 90%, as the vast majority of employers had to close down their businesses completely.

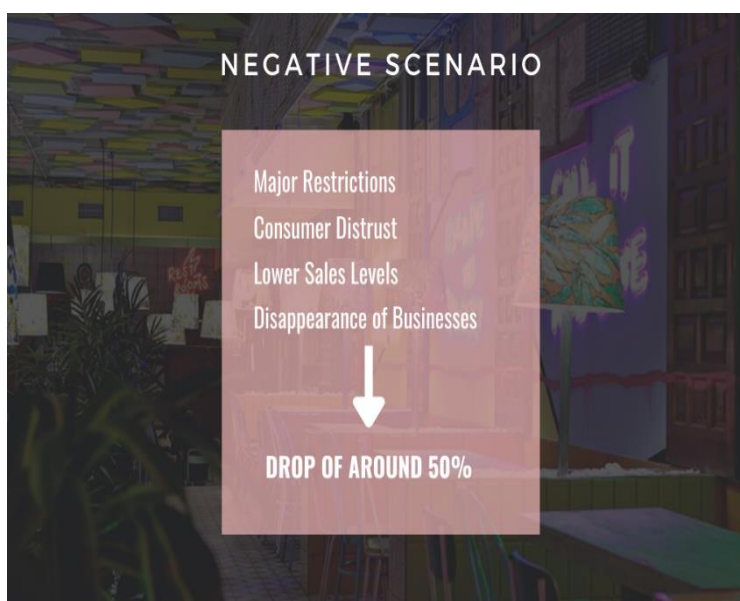
Once the restrictive measures imposed by the government were relaxed, many businesses reported reopening their doors, but many others could not cope with a new opening, due to the lack of income in recent months. Those who could not cope with all the debts, accounted for up to a third of the sector, to which must be added the fall in turnover, influenced above all by the measures still in force, such as gauges, curfews...

The trend expected for 2021 according to the Spanish hospitality club, they are betting on two very different scenarios. The first scenario is a negative one (Illustration 49) where the epidemiological situation continues to worsen and there is no sign of improvement. This would lead to a greater number of restrictions and as a consequence a fall in consumer confidence.

This drop-in confidence would cause consumption to fall, leading to lower revenues for businesses, which would lead to closure. In conclusion, 2021 would maintain the 50% drop in turnover of 2020.

However, they are positive and also pose a more favorable scenario where a clear recovery of the sector is seen (Illustration 50), starting in the summer

**Illustration 49 – “Negative Scenario” Prediction**

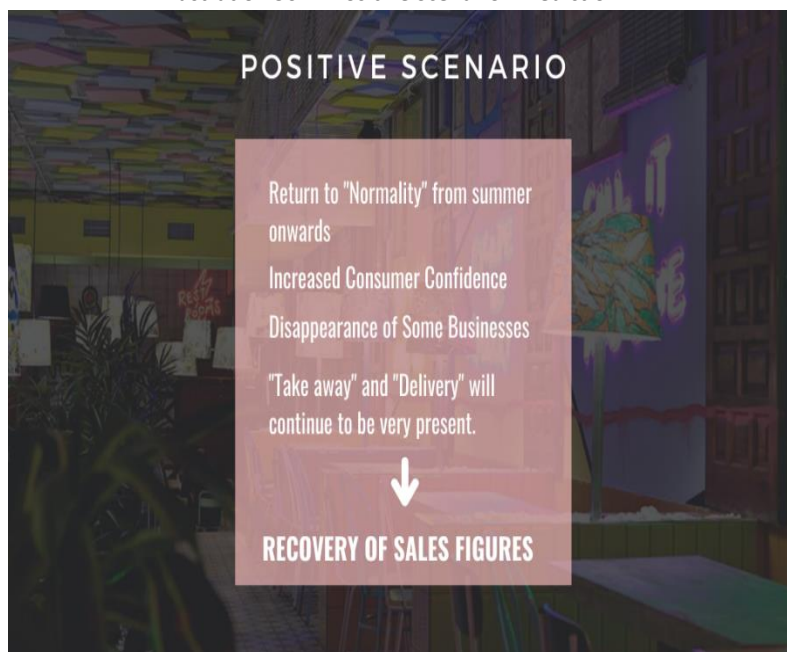


*Source: Own Elaboration based on <https://www.cehe.es/publicaciones-hosteleria.html>*

months thanks to the arrival of vaccines. Thanks to them, the confidence of both national and international consumers will increase, leading to a clear increase in demand.

This increase in demand influenced by the change in consumer habits derived by the COVID as now many more telework, therefore, home consumption has increased, this is a great opportunity for Delivery and Take Away services which will continue to be two very important elements in the restoration, since thanks to them the sales figures of the businesses have managed to recover.

Illustration 50 – “Positive Scenario” Prediction



Source: Own Elaboration based on <https://www.cehe.es/publicaciones-hosteleria.html>

It should be added that with the drop in turnover in the months of confinement and as a consequence many businesses have had to close permanently, there will also be less competition. For all these reasons, there would be a clear improvement compared to 2020 but they estimate that the sales figures will still be far from reaching the same levels of 2019 where the sector was booming. Those figures are expected to reach the end of 2021 early 2022 («Publicaciones | HOSTELERÍA DE ESPAÑA», 2020).

### 2.3.2. CONSUMER ANALYSIS

#### 2.3.2.1. WHAT DO THEY BUY?

The habits of consumers are changing a lot in recent years, the new trends go through the commitment to health and sustainability in products where an increasingly young market bets for healthy and organic ingredients that allow them to combine their visit to a restaurant with their lifestyle.

1

They are looking for a healthier diet, about a quarter of the restaurant-going population tries to control their diet even outside the home. The percentage is even higher among younger consumers, with 45% of those under 25 believing that the best way to avoid falling ill is to eat foods high in fat or sugar, favoring natural products of known origin.

Transparency in food information, nowadays there is a lot of information about the composition of the products. But most restaurants do not offer the option on the menu to add the nutritional contribution, caloric contribution...

2

3

They prefer eco-responsible, sustainable and local products, this trend is booming in areas of higher purchasing power, as people living in these areas are more willing to pay a higher amount for products if they are grown sustainably.

Special menus for children, there is a growing concern for the diet of children. For this reason, products free of allergens (gluten, or legumes) have experienced a growth in demand in the restaurant industry and are expected to continue to rise.

4

5

Alcohol-free and sugar-free drinks, more and more young people are consuming fewer alcoholic beverages in restaurants, as well as sugar-free drinks. They are now opting more for smoothies, cocktails made with juices, fruits and spices, and even water.

Vegetarian and vegan options, social concerns linked to animal welfare, and the negative effects of large livestock farms on the natural environment are the order of the day. Spain already has more than 4 million vegetarians. This makes this niche market a great opportunity for growth.

6

7

The quality of the food and the execution of the dishes, when it comes to choosing a restaurant, the most important attribute for consumers is the quality of the food, although other attributes are also important to them, although to a lesser extent, such as ambiance, location, service, and price.

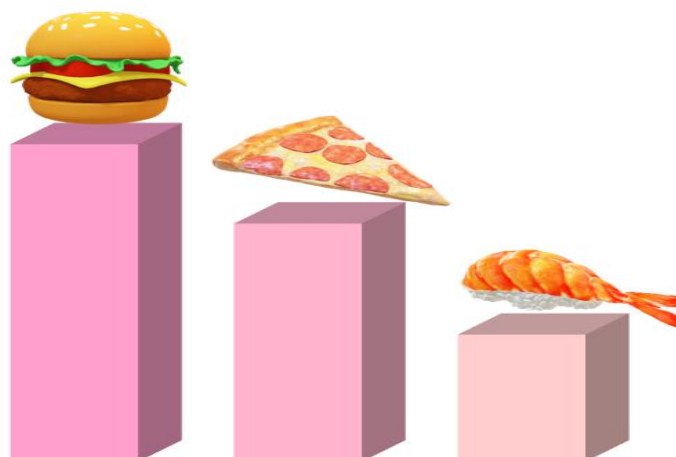
Experiences susceptible to being shared on social networks, the potential of social networks (Twitter, Facebook, and especially Instagram) to gain new clientele is immense. For them, the presentation of the dishes, lighting of the dining room, or decoration of the restaurant can invite visitors to photograph and share their stay on the premises. This causes the reach of the business on the internet to increase organically (DiegoCoquillat.com., 2019).

8

Although these are trends that are emerging and picking up steam as time goes by, however, the quintessential classic food like a beef burger or pepperoni pizza are still some of the star dishes among consumers. The 3 most popular products for consumers

are (Graph 12) firstly hamburgers, secondly Italian food, especially pizzas, and thirdly Japanese food with sushi (Cintas, 2020).

Graph 12 – Most popular products in the catering industry



Source: Own Elaboration

#### 2.3.2.2. WHO BUYS?

The restaurant sector is very broad, so we are going to focus on the public to which The Fitzgerald's hamburgers are directed. This public is generally characterized by a wide age range from very young children (5 years old) to older people (over 70 years old).

Regarding sex is an indifferent attribute in this sector since the burgers are consumed by men and women in a very equal way and regarding the labor situation, it is very disparate since they are aimed at both students and workers with higher incomes. The classification would be as follows, also based on the products consumed by each group.

Children between 5-12 years old who are accompanied by their parents to restaurants, who demand children's menus and are often very conditioned to one restaurant or another by the promotional gift that is given with the children's menu or the leisure area that many restaurants have.



Teenagers between 12-18 years old, this group is composed of young people, but with certain independence to not be accompanied by their parents. They tend to go to restaurants on weekends at snack time to consume mostly milkshakes or complements such as chips, Nuggets..., since the amount of money they have is limited to what their parents give them, in addition to the fact that these are the most popular products for them.





Young people between 19-30 years old are the most frequent consumers at The Fitzgerald, regardless of gender and the purchasing power of these people is low because most of them study, are unemployed, or have reduced salaries, they spend an average of 10 €-15 € every time they go to the restaurant.



Adults over 30 years old, here we find both young and older couples and families with children. These people have a higher purchasing power than the previous group since most of them are working or retired.

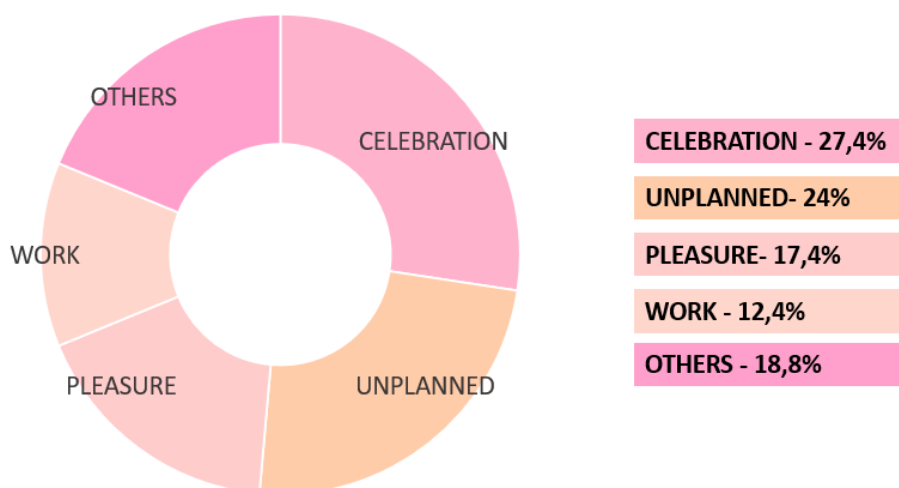


2.3.2.3. WHY DO THEY BUY?

There are various reasons why people go out to lunch or dinner or simply to have a drink in a restaurant. When people do not eat at home, they usually do so with their family in 30.7% of cases, with friends in 27.1%, alone on 17% of occasions, and with work colleagues on 8.4% of occasions.

But all these times that people go out to eat/dinner accompanied or alone are for various reasons (Figure 13). These reasons that lead them to eat/dine out are, in 27.4% of the cases, for the celebration of a party; in 24% of the cases, it is done without planning, for the simple fact of being hungry and satisfying that need; in 17% of the cases for pleasure and in 12.4% of the cases for being at work (Redacción, 2019).

Graph 13 – The reasons why people go to a restaurant



Source: Own Elaboration based on <https://www.hosteleriamadrid.com/blog/la-hosteleria-concentra-el-743-del-consumo-fuera-del-hogar-en-espana/>

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#### 2.3.2.4. HOW DO THEY BUY?

Consumers have traditionally gone out to eat in a restaurant and consumed the product in the restaurant itself, although, with the emergence of new technologies and the current situation caused by the COVID-19 pandemic, sales of Take Away and Delivery services have skyrocketed.

Delivery has enabled the sector to mitigate the negative effects of the closure of premises by increasing take-away services by between 40% and 50%.

The food delivery market contributed 2,418 million euros to the Spanish economy in 2019, of which 740 million came from online orders.

This represents 31% concerning total orders (by phone and online) and an increase of 23% over the previous year (when the figure amounted to €600 million), which shows that online platforms are gaining increasing weight in the home-delivery food market, according to data from delivery company Just Eat (Just Eat, 2020).



In addition, there is also the growth of Take Away due to changes in the habits of Spanish consumers. These eat at home six times a month prepared food from a grocery store or restaurant 'Take Away'.

+ 50%

The rise of Take Away has made it available in two out of every ten restaurants in Spain, which allows them to increase their sales by 50% during prime time, which is a weekday between 19.00 and 23.00 hours, compared to another restaurant without this service. (Europa Press, 2019).

### 3. SWOT ANALYSIS

STRENGTHS		WEAKNESSES	
S1 - Young team and involved with the company	S8 - Wide variety of vegetarian options	W1 - High employee turnover	W8 - No reservation option
S2 - Sustained growth in turnover, despite COVID-19	S9 - Service highly valued by customers	W2 - Perishable raw materials	W9 - Problems when picking up an order
S3 - Unique in cooking in a JOSPERS	S10 - The FitzApp	W3 - Non-recycled packaging	W10 - Problems with UberEats orders
S4 - Restaurants with unique designs	S11 - Very competitive prices	W4 - No vegan option	W11 - Some social networks should be updated
S5 - High-quality burgers	S12 - Offers several ways to order.	W5 - Very generic children's menu gift	W12 - Website outdated and with technical failures
S6 - Good corporate image	S13 - Great advertising work	W6 - No option to create a burger to taste	W13 - Lack of promotions that increase sales
S7 - Wide variety of products on the menu	S14 - Excellent word-of-mouth advertising	W7 - No high-proof alcoholic beverages	
OPPORTUNITIES		THREATS	
O1 - Changes in demand	O5 - Decrease in competition	T1 - Economic crisis as a consequence of COVID-19	T2 - Decrease in CPI
O2 - Technological renovation	O6 - Growth of "Take Away" and "Delivery" services	T3 - Strong restrictive measures imposed on the restaurant industry	T4 - Strong competition
O3 - Greater concern for sustainability	O7 - Social networks with a lot of influence		
O4 - Importance of the restaurant sector	O8 - Burgers is the most consumed product in Spain		
O5 - Decrease in competition			

**Table 9 – SWOT analysis**

Source: Own Elaboration

### 3.1. STRENGTHS

**S1 - Young team and involved with the company:** most of the employees are very young people between 18-30 years old and are very involved with The Fitzgerald. The team often has no experience in the sector, but thanks to their non-conformism and desire to improve they have managed to get where they are, cooking the best-grilled meat at the moment.

**S2 - Sustained growth in turnover, despite COVID19:** The Fitzgerald's is a company with very good profitability indexes since while the competition closed restaurants during the pandemic, they have managed to open new restaurants. This has been possible thanks to the high turnover they have achieved over the years, generating high profits and with the opening of new restaurants, they expect to continue to increase turnover even more.

**S3 - Unique in cooking in a JOSPER oven:** Most of the competition specialized in burgers, cook on griddles, but in The Fitzgerald, they have managed to differentiate themselves by cooking in a Josper oven. This oven is a differentiating feature, because of the great flavor it brings to the meat, which in other restaurants is impossible to achieve with a griddle.

**S4 - Restaurants with unique designs:** All of The Fitzgerald's restaurants are unique environments, which represent Fitz's spirit and make them different from the competition. Thanks to these designs, The Fitzgerald captures the attention of customers just because they want to see what the restaurant looks like and share it on social networks.

**S5 - High-quality burgers:** The burgers offered are highly valued by the public due to the high quality of its materials such as fresh meat that comes from cattle with 100% feed, vegetables that come from local suppliers and are washed and cut the same day, and brioche bread without preservatives or artificial additives. In addition, the preparation methods are a very positive point since few restaurants cook on the grill and give the flavor and juiciness of The Fitzgerald.

**S6 - Good corporate image:** The Fitzgerald, thanks to all its work, has managed to become a well-known chain in the Valencian community that makes people want to dine at its restaurants, even if they are not in their city. This is largely due to the good corporate image that has managed to build customer loyalty, gives credibility to both customers and suppliers, and helps to attract new customers thanks to the differentiation that is achieved.

**S7 - Wide variety of products on the menu:** The menu of The Fitzgerald is very wide and with a variety of options for all tastes, for example, they offer different types of meats for the burgers, as well as for the children's menus, they also have vegetarian burgers which are becoming more and more important and even offer a variety of desserts from milkshakes, ice cream to brownies.

**S8 - Wide variety of vegetarian options:** Currently the Spanish society is much more aware of animal welfare and the effects of consuming animal products, which makes it a very important niche market and we must give it the prominence it has today. The Fitzgerald's offers three different "types" of meat "veggie", "beyond" and "heura", which makes them the chosen ones in many occasions due to the great variety of vegetarian options they offer in contrast to their competitors.

**S9 - Service highly valued by customers:** The service offered at The Fitzgerald restaurants is highly valued by customers. Both for the product they offer, for the atmosphere of the place, and for the treatment of employees who often emphasize that they are very close people and willing to help the customer as much as possible. Which makes it an added value for customers when choosing which restaurant to go to if The Fitzgerald or one of the competition.

**S10 – The FitzApp:** The Fitzgerald as a result of the situation caused by COVID-19 developed a proprietary application through which customers can place orders to take on the premises or to pick up. The benefit of this application is that at times of high demand it helps to streamline the service offered by reducing waiting times in queues and avoids crowds of people inside the premises.

**S11 - Very competitive prices:** Thanks to the competitive analysis carried out earlier, Fitz's products are very competitively priced because of the quality-price ratio they offer. These are high-quality products that in other competing stores have higher prices and sometimes customers do not believe that the attributes of these products are comparable to those of The Fitzgerald.

**S12 - Offers several ways to order:** They give several options to place an order according to the needs of the customer, either in the restaurant itself attended by an employee, through the FitzApp, or through the UberEats application so that the order is delivered to the customer's home.

**S13 - Great advertising work:** The Fitzgerald's does an excellent job of both branding and creative advertising on social media. Since it does a great job to attract customers

and get a great Brand awareness through influencer marketing, storytelling, promotions, sweepstakes, mentions in social networks...

**S14 - Excellent word-of-mouth advertising:** This type of advertising The Fitzgerald cannot control it 100% as it depends on customer satisfaction and to what degree they recommend going to a The Fitzgerald restaurant. But thanks to the great work they do continuously that satisfaction in most cases is positive which makes the customers themselves promote The Fitzgerald to their closest circle such as family, friends, co-workers...

### 3.2. WEAKNESSES

**W1 - High employee turnover:** The staff, especially in restaurants, are students looking for a little help to cover the costs of their studies, which makes them a temporary job. This means that they are not workers who stay for the long term, which means that they are constantly looking for new employees and have to start training again.

**W2 - Perishable raw materials:** As the vast majority of raw materials are perishable, they do not last over time, so it is necessary to keep a constant stock control to avoid unnecessary waste because these products are no longer suitable for sale.

**W3 - Non-recycled packaging:** Sustainability is one of society's major concerns, but in the wake of the pandemic, consumer commitment to the environment has skyrocketed. Society is now much more concerned about waste production, so not using recycled packaging creates a bad image with environmentally conscious customers.

**W4 - No vegan option:** The Fitzgerald offers a vegetarian menu, but not a vegan one, which leaves an increasingly large niche market out of The Fitzgerald's market. With nearly 10% of the population claiming to be vegan, it is a small but growing percentage.

**W5 - Very generic children's menu gift:** The gift offered with children's menus does not represent anything of the Fitz brand or make customers feel attracted to the gift. Unlike other competitors which give gifts that encourage consumption of the children's products, which otherwise would not be an option for customers.

**W6 - No option to create a burger to taste:** On many occasions, the offer of the menu is not adapted to the tastes of the customers and they would prefer to choose the ingredients of the burgers themselves as long as they are 100% adapted to their demand. Instead of having to modify a burger or having to choose a burger that does not quite match what they would like to order.

**W7 - No high-proof alcoholic beverages:** At The Fitzgerald restaurants the highest strength beverages are beers, unlike other competitors who do have other beverages available such as red wine, white wine, summer red, combined... Not having this type of beverage is not a decisive attribute for customers, but they do have relevance to provide a more complete service by having a greater variety of beverages.

**W8 - No reservation option:** At The Fitzgerald, they do not give the possibility to reserve a table to eat on the premises, which is sometimes annoying for customers. At times of high demand, customers have to wait for a table and do not know how long they will wait and if they will get a table at the desired time, causing a bad experience for the customer.

**W9 - Problems when picking up an order:** When customers place large orders to eat on the premises, picking up the order is sometimes inconvenient. This is because the trays are somewhat small and slippery, causing customers to make several trips.

**W10 - Problems with UberEats orders:** With the outsourcing of UberEats some problems arise that affect customer satisfaction such as: at times of high demand there are no delivery drivers available which makes them unable to place the order, orders take time to arrive because the delivery drivers sometimes take a long time to pick up and deliver the order and sometimes there are delivery drivers who indicate that the order is delivered, but it is not. In all these cases from the restaurant cannot give almost solutions since all these claims are made via UberEats, but also negatively affects the brand image of The Fitzgerald.

**W11 - Some social networks should be updated:** Specifically, the account they have on Twitter since it is not updated since 2018. Although this social network is one of the best places to detect market trends, it serves as a support for customer service in addition to being a platform to promote the brand, but without ads, rather with tweets that arouse the interest of Internet users, and thus build loyalty.

**W12 - Website outdated and with technical failures:** The website should be updated as there are old burgers that are no longer available on the menu, leading to customer disappointment when they are not available. As well as having technical glitches with some pages giving 404 errors when accessing or loading very slow.

**W13 - Lack of promotions that increase sales:** The Fitzgerald's sales are concentrated on weekends, but during the week there is almost no demand, which could be alleviated with attractive promotions to attract customers during the week as do many of its competitors.

### 3.3. OPPORTUNITIES

**O1 - Changes in demand:** Society is increasingly concerned about its food, food transparency, eco-responsible products, and the restaurant experience. This is a great opportunity for The Fitzgerald because of the high quality of raw materials they already have, unlike other competitors, and also because of the execution of the dishes and the unique ambiance of the place that they offer, typical of the Fitz brand.

**O2 - Technological renovation:** With the increasing importance of technological advances and the Internet, the restaurant industry must adapt its operations and services to the new trends to be more efficient and effective. At The Fitzgerald, several changes are already underway, but there are still many more to be made to optimize tasks even more and be more competitive in the sector.

**O3 - Greater concern for sustainability:** With the passing of the COVID-19 pandemic, Spaniards are increasingly aware of the sustainable origin of the products they buy, making them among the most conscientious Europeans. Therefore, The Fitzgerald can continue to gain popularity thanks to the origin of its raw materials and the recycling carried out in the restaurants.

**O4 - Importance of the restaurant sector:** The restaurant industry is one of the most important sectors of the Spanish economy due to its large contribution to the national GDP unlike other countries and is one of the sectors that generate the most employment. This is due to the Spanish society where a restaurant is more than a place to go to eat, it is a meeting point for friends, for business, for families... Although we must take into account the current situation that has been the most damaged sector, it is expected to be reactivated little by little again.

**O5 - Decrease in competition:** Due to COVID-19 the level of competition has decreased a little as many restaurants and bars have had to close since they have not been able to cover all the expenses involved in the business if they had no income. This has caused competitors of The Fitzgerald, both direct and indirect, to disappear and The Fitzgerald must take advantage and take those market shares that used to belong to the competition.

**O6 - Growth of "Take Away" and "Delivery" services:** In recent months, due to the restrictions and the inability to go to a restaurant, the popularity of these two services has grown and it seems that they will continue with this popularity, as much of society



has adapted to this new lifestyle of ordering food to take away from home instead of being in a restaurant.

**O7 - Social networks with a lot of influence:** They have become a business channel for companies, in which to attract new customers, but also allows you to do many more things such as recruit staff, communicate with employees and others, make yourself known and create brand value, gain a reputation, establish professional and other networks.

**O8 - Burgers is the most consumed product in Spain:** The sale of hamburgers continues to grow with the passage of time being around more than 600 million units in a year. And it is a product that increasingly attracts the attention of large investors.

#### 3.4. THREATS

**T1 - Economic crisis as a consequence of COVID-19:** The pandemic has caused a sharp drop in the Spanish GDP as all sectors have been affected, leading to the closure of hundreds of businesses and as a consequence to an increase in unemployment as there are not enough economic resources to keep those businesses in the market.

**T2 - Decrease in CPI:** The country has suffered a drop in the CPI as a result of the pandemic which has led to a decrease in demand due to the uncertainty of what will happen in the future. Consumer confidence has been severely affected leading to a decrease in consumer spending, which has a negative effect on businesses that have survived the pandemic.

**T3 - Strong restrictive measures imposed on the restaurant industry:** The measures implemented in order to contain the virus have severely affected the catering industry. So much so that turnover has fallen by 20%, with historic drops in sales, after years of sustained growth.

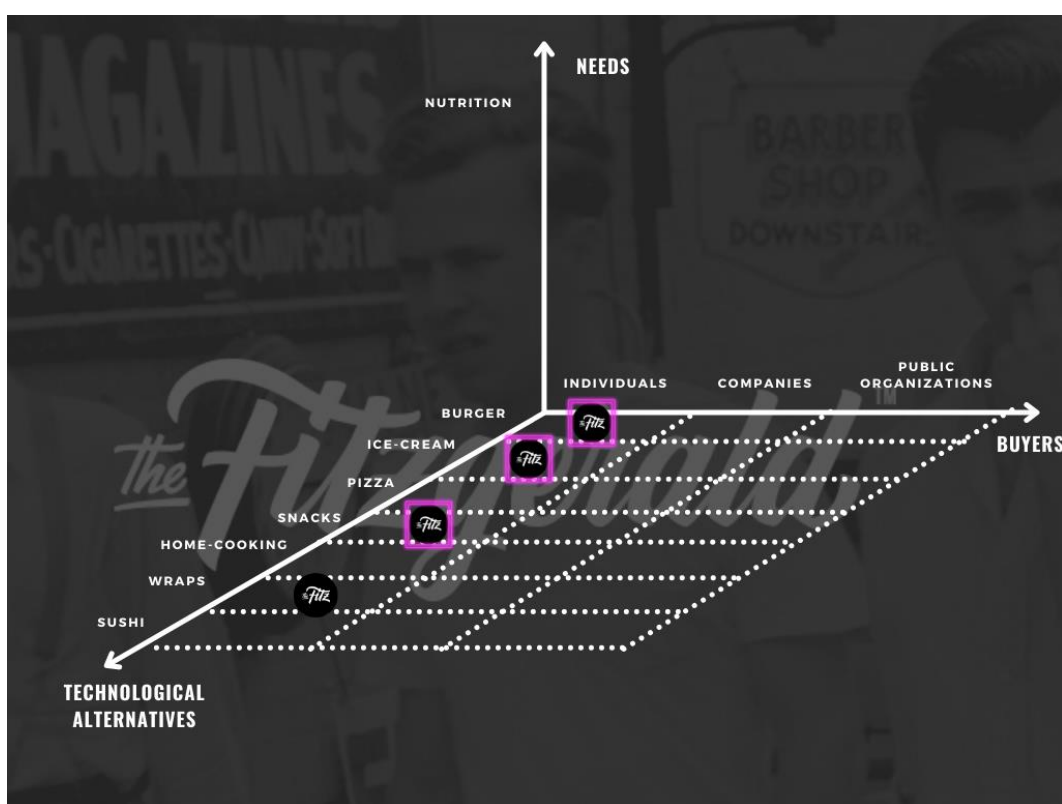
**T4 - Strong competition:** There is a strong rivalry between competitors to capture the maximum market share through flashy promotions, constantly new products, or even different services. In addition, burgers are a product that is very easy to copy, so they need a continuous work of differentiation to remain chosen by consumers.

## 4. MARKET SEGMENTATION

In order to carry out the segmentation of The Fitzgerald's market, it is necessary to know based on which relevant market the segmentation should be carried out. In the first graph (Graph 14) the need for *NUTRITION* has been established as it is one of the main reasons why consumers, in this case, *INDIVIDUALS*, choose The Fitzgerald.

This need can be covered with many different options (*TECHNOLOGIES*), as shown in the graph, but The Fitzgerald does it with burgers, ice cream, snacks, and wraps. What we will call The Fitzgerald's product market.

Graph 14 – Relevant market, need for nutrition



Source: Own elaboration

However, these 4 product markets are not the relevant market for the company since it is a competitive reference in the technological alternatives of burgers, ice cream, and snacks.

Wraps would not be part of the relevant market for our segmentation because it is a product intended for a very small group of customers, who are not regular consumers of burgers. These customers either come to The Fitzgerald because of pressure from a friend/partner or because it may be their only option at that moment and wraps are the

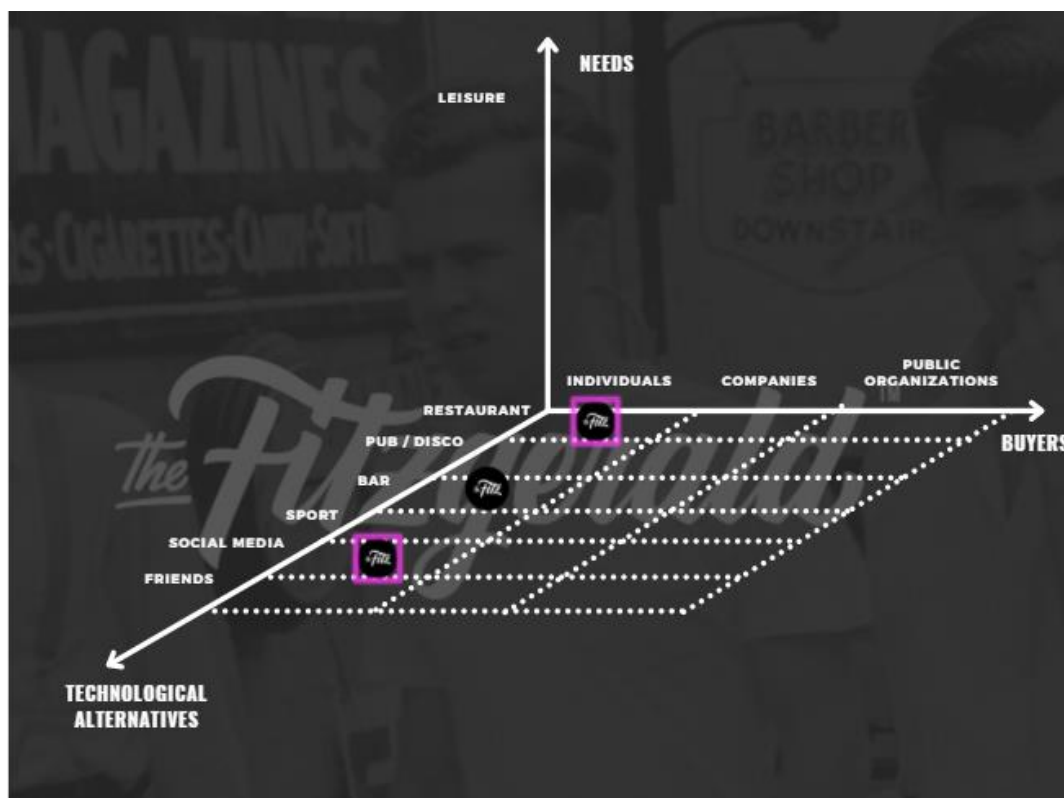
best-suited product on the menu instead of a Burger. This is why their sales are not as significant as those of the other technological alternatives.

In the second graph (Graph 15), the need for LEISURE has been established, this is because consumers, in their free time, need to engage in activities that entertain them and make them disconnect from their daily lives.

The group of buyers has been narrowed down to INDIVIDUALS because they are the most likely to turn to The Fitzgerald to meet their leisure needs.

For this reference market, 6 different TECHNOLOGICAL ALTERNATIVES have been established, however, The Fitzgerald only carries out three; the restaurant, the bar, and the social networks, which would be the product-markets where we would delimit.

Graph 15 – Relevant market, need for leisure



Source: Own elaboration

Although these three product-markets are not part of The Fitzgerald's relevant market, since we eliminated the bar technology alternative. This is because the vast majority of customers come to the restaurant for the food and not for the drink, although there is a small segment that only comes for a drink and a snack, they are not as relevant.

In conclusion, the relevant market would be composed of the technological alternatives of restaurants and social networks. The restaurant alternative because when a person has free time for personal enjoyment, one of the first things they do is to go to a restaurant either alone or accompanied, since going out to eat is directly associated with leisure.

That of social media because The Fitzgerald does a great job on its social media especially Instagram, which is a source of leisure that is consumed daily unlike a restaurant. Consumers spend most of their time on social networks and thanks to it they achieve greater customer loyalty or even capture new ones.

This is achieved through different techniques such as influencer marketing, sweepstakes which increase engagement thanks to mentions and likes and thus appear in the first position in the feed of followers and even games with prizes. All these techniques play a very important role in covering the need for entertainment as they are a great source of entertainment for users.

#### 4.1. TARGET AUDIENCE

Taking as a reference the two relevant markets that have already been defined based on the previous analysis, a segmentation of the market can be carried out, based on demographic and behavioral criteria.

First, we find the segment of teenagers (12-18 years old), who are still in high school and who come to the restaurant with their friends for a snack every Friday and Saturday (Table 10).

This segment chooses The Fitzgerald mainly because of the price since they do not have their income and depend on their parents' allowance, which is generally not very high, €5-20 per week, depending on their age.

Another of the attributes for which they choose The Fitzgerald is the atmosphere of the place since this generation has grown up with social networks, which are necessary for them. So, the simple fact of being able to share on their profiles that they have come to a restaurant with a nice atmosphere and with products with a good and different execution that gets them a greater number of likes or visits makes it much more attractive to them.

Table 10 – Teenager’s segment

AGE	12-18 YEARS
EMPLOYMENT SITUATION	STUDENT
WITH WHOM?	FRIENDS
WHY?	CHEAP RESTAURANT ATMOSPHERE
HOW OFTEN?	WEEKLY
WHERE?	PHYSICAL RESTAURANT
WHAT?	ICE-CREAM SNACKS


Source: Own elaboration

The products most consumed by this segment are ice cream and snacks, since they are the products that best suit the time they come, which is around 18:00-19:00, and they also do not have high prices, so they can afford them.

Secondly, we have the segment of young people (18-30 years old), who are university students, unemployed or employed, but with low incomes. This segment tends to eat at The Fitzgerald with friends or as a couple. And they choose this restaurant because of the value for money, as this segment is starting to care about the quality of the products, but they do not have a large budget (Table 11).

In addition, they also choose the brand for the design of the premises and products, because like the previous segment, they have also grown practically with the influence of social networks. Therefore, many need to share on their social networks that they are eating The Fitzgerald either because of the prestige of the brand or the design of the dishes.

Table 11 – Young people segment

<p><b>YOUNG PEOPLE</b></p> 	AGE	18-30 YEARS
	EMPLOYMENT SITUATION	UNIVERSITY STUDENT UNEMPLOYED EMPLOYED
	WITH WHOM?	FRIENDS COUPLE
	WHY?	QUALITY-PRICE RESTAURANT ATMOSPHERE
	HOW OFTEN?	EVERY 15 DAYS
	WHERE?	PHYSICAL RESTAURANT UBER EATS
	WHAT?	BURGERS SNACKS

Source: Own elaboration

This segment tends to consume every 15 days as they like to try new things and not to be always going to the same product and also tend to do so by going to the physical restaurant or via delivery. The most popular products are burgers, snacks, ice cream, and beverages. Drinks refer to when this segment only comes to the restaurant to have a drink and a snack and not to have lunch/dinner.

Finally, we have the adult segment (30-65 years old), these are busy or unemployed people who come with friends, partners, or family. This segment chooses The Fitzgerald for the quality and design of the place, although they do not usually share it on social networks for their enjoyment, and in the case of families for the possibility of a children's menu (Table 12).

Table 12 – Adult’s segment

<p><b>ADULTS</b></p>	AGE	30-65 YEARS
	EMPLOYMENT SITUATION	UNEMPLOYED EMPLOYED
	WITH WHOM?	FRIENDS COUPLE FAMILY
	WHY?	CHEAP RESTAURANT ATMOSPHERE KIDS MENU
	HOW OFTEN?	EVERY 15 DAYS
	WHERE?	PHYSICAL RESTAURANT UBER EATS TAKE AWAY
	WHAT?	BURGERS SNACKS ICE-CREAM KIDS MENU

Source: Own elaboration

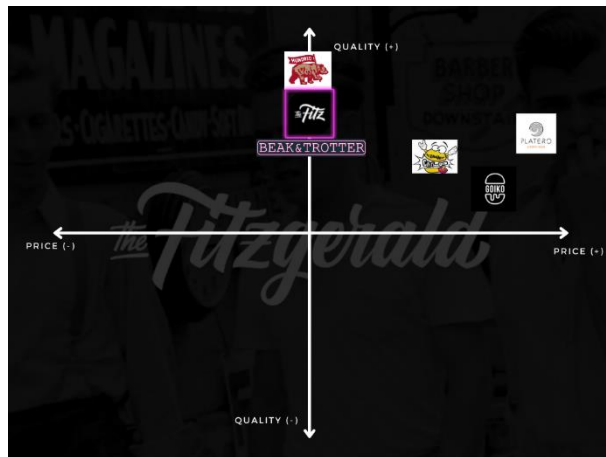
They usually consume The Fitzgerald 1-2 times/month and although they usually do it in the physical restaurant, they also opt for the Delivery or Take Away option, as they often prefer the peace of mind of being at home or because they don't feel like cooking. The most popular products in this segment are burgers, snacks, ice cream, and a children's menu for families with children.

#### 4.2. POSITIONING

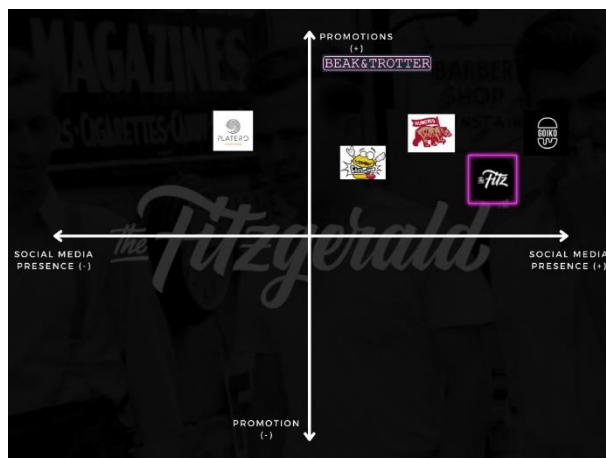
Next, we found 3 graphs (Illustration 16) on the positioning of The Fitzgerald that will help us to know where it stands concerning the competition in the consumer's mind graphically based on several key criteria for consumers when choosing one restaurant or another. Those we have detected are quality, price, promotions, presence in social networks, menu variety, and design of both the restaurant and the burgers.

In the first positioning map, we observe that in the quality attribute The Fitzgerald is a little behind Hundred Burgers, due to the fact that this competitor prepares its bread and ages its meat in the restaurant. However, concerning the price attribute, The Fitzgerald is very well positioned as customers consider it to be adequately priced.

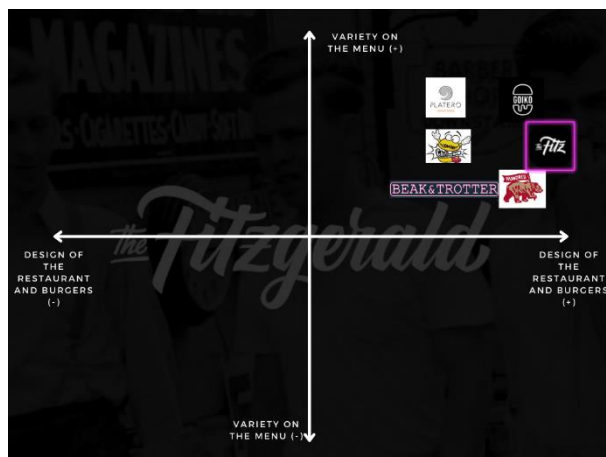
Graph 16 – Positioning maps



In the second positioning map, the attributes chosen are promotions where The Fitzgerald occupies a very low position since it hardly carries out any promotions such as a 3x2 or a menu of the day. On the other in the attribute of presence in social networks is only behind Goiko Grill in which is a great franchise with more than 100k followers on Instagram.



Finally, we have a positioning map where we take into account the variety of the menu where The Fitzgerald is behind Goiko Grill and Platero Utopic Food, which are two competitors with a very wide menu. On the other hand, regarding the attribute of restaurant and burgers design The Fitzgerald is a little ahead of competitors Goiko and Hundred Burgers which have restaurants and burgers also very good, aesthetically speaking, but the design of The Fitzgerald is unique and knows how to capture the attention of customers.



Source: Own elaboration

Burgers which have restaurants and burgers also very good, aesthetically speaking, but the design of The Fitzgerald is unique and knows how to capture the attention of customers.



## 5. MARKET OBJECTIVES

Illustration 51 – Market objectives



*Source: Own elaboration*

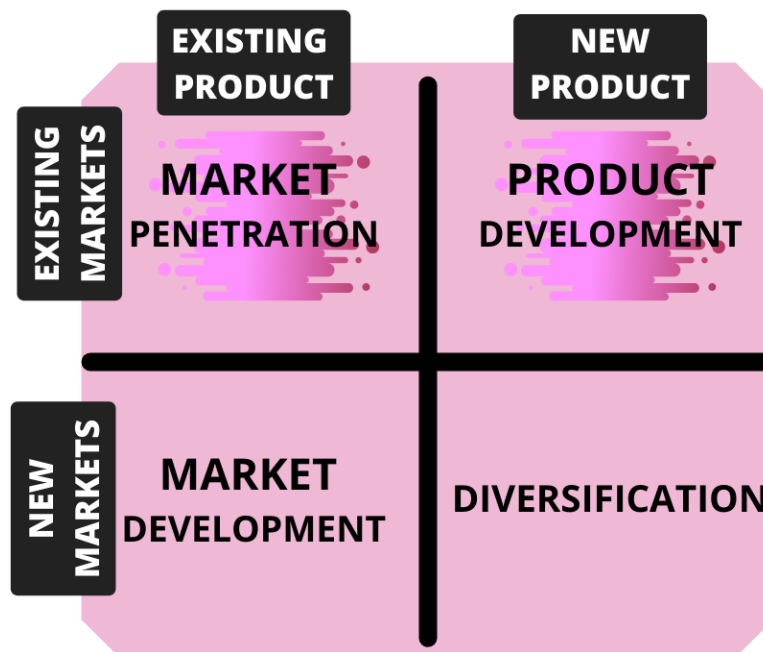
These objectives (Illustration 51) will be achieved thanks to the actions that will be carried out as explained below. All of them will be implemented based on the defined strategies to be followed by the company and that will mark the path to follow, in order to achieve the objectives expectedly.

## 6. MARKET STRATEGIES

### 6.1. MARKET PENETRATION & PRODUCT DEVELOPMENT STRATEGIES

The Fitzgerald Burger Company will follow two different growth strategies, but both will be intensive growth strategies, as it will not pursue strategies for new markets and new products (Illustration 52).

Illustration 52 – Growth strategy



Source: Own elaboration

First, a market penetration strategy will be implemented, which will not involve major changes but will increase sales of products that are already on the market, targeting either existing customers or new customers.

The main advantage of implementing this strategy is that The Fitzgerald already knows the characteristics of the market where it competes, as well as its consumers, competitors .... Therefore, it is much easier to implement, even if it closes some doors to new business opportunities.

Secondly, a product development strategy will also be implemented, to maintain The Fitzgerald's dominant and competitive position and increase sales by adapting the products on its menu to new consumer needs and trends.

## 6.2. LEADER STRATEGY

About the type of strategy to be implemented at The Fitzgerald, depending on its position concerning its competitors, it has been decided to implement a market leader strategy.

This strategy has been chosen to maximize as much as possible the privileged position The Fitzgerald enjoys over its competitors, to maintain its current market share or even improve it even more if possible.

In order to achieve success in this strategy, it will be necessary to carry out a continuous control of the actions of the competition, to know all the movements they make so as to be able to defend the position of leader that it occupies. This requires the company to be quick to respond to actions that could threaten its leadership position.



## 6.3. DIFFERENTIATION STRATEGY

Finally, the strategy to be implemented in The Fitzgerald according to its competitive advantage will be the differentiation strategy, since the attributes most emphasized by customers as analyzed above are quality, the unique design of both the restaurants, and the dishes and service.









With this strategy, The Fitzgerald will continue to operate in the entire market, not targeting a single segment, differentiating itself from the competition by taking advantage of what it does best, which is to be different in terms of both the products and the service offered to all customers.

Although it will be necessary to take into account that imitators may appear and cause confusion among customers, but the objective of the strategy is to offer products in The Fitzgerald that, although they may find similar products in other restaurants, there is something that they will always choose The Fitzgerald for all the benefits it brings them.

## 7. ACTION PROGRAMS


### 7.1. SUMMARY OF ACTIONS PLANS

Table 13 – Summary of actions plans

4Ps	ACTION 	OBJECTIVE 	STRATEGY 
<b>PRODUCT ACTIONS</b>  	<b>ACTION 1</b> New snacks on the menu.	O2   O4   O5	Product development strategy & Leader strategy
	<b>ACTION 2</b> Create your own burger to taste	O2   O4   O5	Product development strategy & Leader strategy
	<b>ACTION 3</b> FitzBox	O2   O4   O5	Market penetration & Leader strategy
	<b>ACTION 4</b> Own collection of toys for the children's menu	O2   O5	Market penetration & Differentiation strategy
	<b>ACTION 5</b> 100% recycled sustainable packaging	O1   O2	Leader strategy & Differentiation strategy
<b>DISTRIBUTION ACTIONS</b>  	<b>ACTION 6</b> Own delivery drivers with electric motorbikes	O1   O2   O3   O5	Market penetration strategy
<b>PROMOTION ACTIONS</b>  	<b>ACTION 7</b> Daily menu	O2   O5	Market penetration
	<b>ACTION 8</b> International burger day	O2   O5	Leader strategy & Differentiation strategy
	<b>ACTION 9</b> The FitzWeek	O2   O5	Leader strategy & Differentiation strategy
	<b>ACTION 10</b> The FitzGames	O1   O2   O5	Leader strategy & Differentiation strategy
	<b>ACTION 11</b> World vegetarian day	O1   O2   O5	Market penetration strategy & Leader strategy
	<b>ACTION 12</b> Create a filter for Instagram stories	O2   O5	Leader strategy & Differentiation strategy
	<b>ACTION 13</b> Boosting the twitter account	O2   O5	Market penetration strategy
	<b>ACTION 14</b> Create a videogame	O2   O5	Differentiation strategy
	<b>ACTION 15</b> Create a Tiktok profile	O2   O5	Leader strategy & Differentiation strategy

Source: Own elaboration

7.2. PRODUCT DECISIONS

 <p><b>ACTION 1</b> NEW SNACKS ON THE MENU</p>	<b>OBJECTIVE 2   4   5</b>
	<b>IMPLEMENTATION ONE YEAR</b>
	<b>BUDGET 3.754€</b>

To expand the range of products on the menu, it has been decided to offer a new appetizer and add improvements to two other appetizers, following the strategy of product development and market leadership. It has been decided to expand the appetizer options instead of the burgers, basically because it has been considered that the number of burgers on the menu is adequate since less is more.

However, in the sides line, there are only 5 different appetizer options, so it is believed that it is a great opportunity to renew this line and thus expand the range of products available.

The snack to be added is the "Onion rings" (Illustration 53), which will be battered with a spicy touch, since the demand for spicy products is high. In addition, onion rings are a classic in all hamburger restaurants, with guaranteed success, and they are also very easy to prepare, avoiding delays in the kitchen.

Illustration 53 – Example of onion rings



Source: <https://cutt.ly/AbP9CO2>

With this new addition would be a total of 5 appetizers available on the menu, however, it has been considered to improve two appetizers to offer customers more different options.

The first improvement to be made will affect potato chips, since with this action customers will be able to add bacon and cheese to their chips. This product is a star product in all the competitors that offer it and is expected to be very well received by customers (Illustration 54).

Illustration 54 – Example of bacon and cheese fries



Source: <https://cutt.ly/jbP9LHR>

Illustration 55 – Example of nachos with chili



Source: <https://cutt.ly/tbP9HiR>

The second improvement will affect the "Ignacios with guacamole", the product modification will consist of the possibility of adding chili con carne to the nachos. As with the improvement of the potatoes, this is another of the competitors' star products, which The Fitzgerald's does not currently offer with any type of meat (Illustration 55).

As for the nachos, the method of preparation will not be affected as much since the modification will be to add the chili con carne to the nachos which is the same as the one used for the "Red Hot Chili" Burger and at the time of serving it will be the same procedure.

## PRICE

The price of this new product and these new variations will be 2,50€ for the onion rings per serving and for the two new modifications customers will be able to add them to the appetizers for a supplement of 1,50€ per serving.

## WHEN

These actions will be implemented for one year as a new product or improvement will be added every two months (6 months). This is done to make customers think that The Fitzgerald is continuously creating and offering new products and thus increase their satisfaction.

Also, in order not to saturate the employees, since it is not the same to launch 3 different products with different preparation methods at the same time than to do it in a staggered way so that they can adapt. At the end of these 6 months, the three new snacks will be left on the menu for another 6 months and depending on their sales results, it will be decided whether to leave them on the menu or not (Illustration 56).

Illustration 56 – Product launch planning



Source: Own elaboration

## HOW

These new products and improvements will affect the preparation methods in the kitchen. On the one hand, the onion rings will have the same frying time as the Crispy chicken nuggets and will be portioned in 8 units, using the same packaging as for the rest of the snacks.

Regarding the upgrade from French fries to bacon cheese fries, the operational changes will be more significant. A new ingredient will be added that will come ready-made, which will be the cheese sauce, but it will have to be served hot. Therefore, it will have to be kept in a hot area so that the cheese sauce has the optimum temperature when serving and the bacon will be the same as that of the burgers, previously cut into pieces.


The presentation will be in the same tray and take away box used for the “Ignacios with guacamole”, where the potatoes will be added and the sauce will be spread evenly, and then the chopped bacon.

## COST

Table 14 – Cost of action 1

ONION RINGS SUPPLIER	3,75€/KG X 50 KG	
MORE TRAYS TO SERVE NEW NACHOS AND CHIPS	1,80€/UNIT X 30 UNITS	
HIGHER BACON COSTS	11,11€/KG X 2KG	
HIGHER CHILLI COSTS	8,11€/KG X 4KG	
SOCIAL MEDIA ADVERTISING	200€	
		<b>TOTAL</b>
		<b>496,16€/MONTHLY</b>

Source: Own elaboration



**ACTION 2**  
CREATE YOUR OWN BURGER TO TASTE

**OBJECTIVE 2 | 4 | 5**

**IMPLEMENTATION ONE MONTH**

**BUDGET 0€**

Fitzgerald Burgers has an extensive menu of burgers, but sometimes it may be that the supply of burgers does not suit the needs of a customer.

So, on many occasions, giving customers the possibility to create their burger is the solution for those customers with tastes more difficult to satisfy with the menu, but who want to enjoy a Fitzgerald's burger.

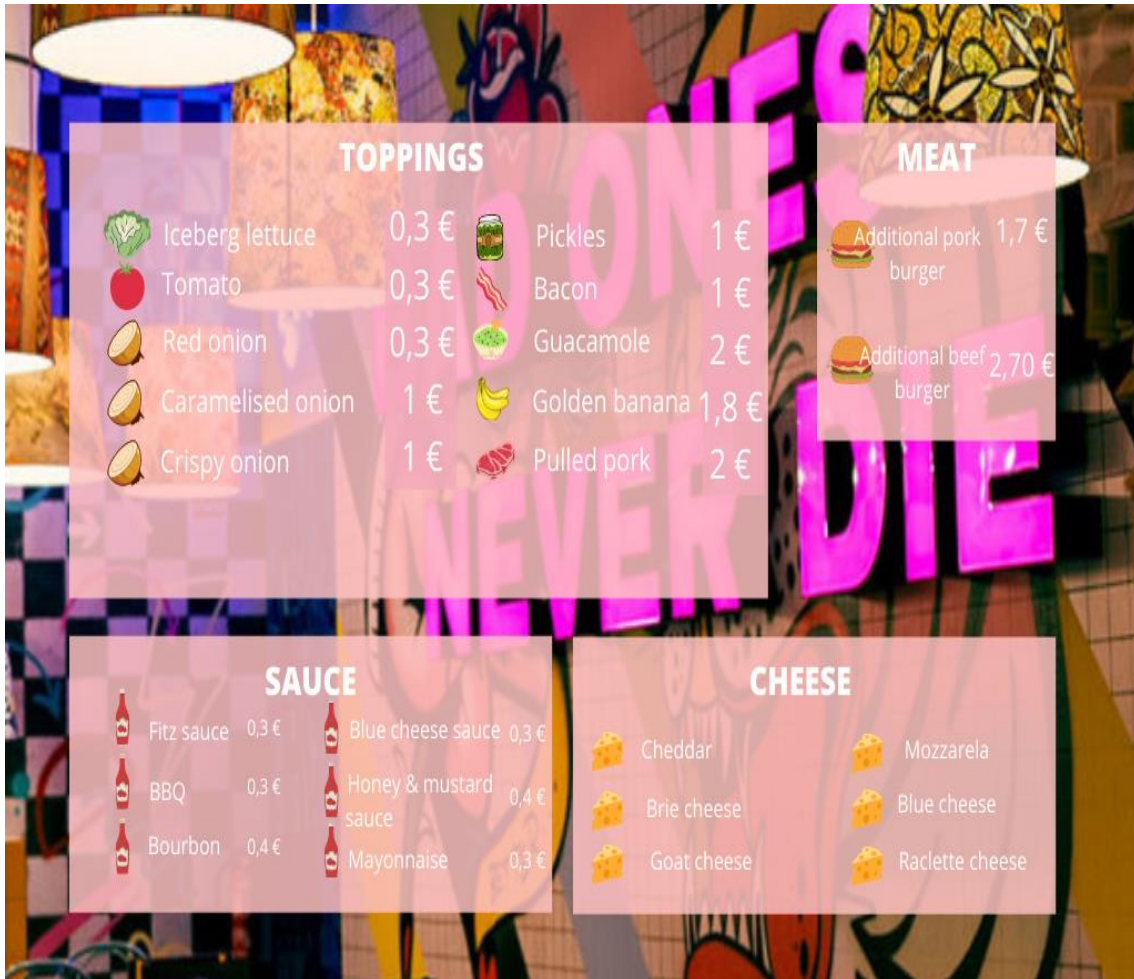
Therefore, a product development strategy and a leader strategy will be carried out, with a one-year implementation, which is just modifying the menu design and adding this option.

This design will include the price of the burgers without any ingredient only the meat and then a list of products that you can add along with their respective prices.


In addition, it will not involve any additional monetary cost for The Fitzgerald since it is only changing the design of the menu and adding the option to the restaurants' cash registers, it does not involve any major modification that affects costs (Illustration 57).



Illustration 57 – Create your own burger menu



Source: Own elaboration



**ACTION 3**

FITZBOX

OBJECTIVE 2 | 4 | 5

IMPLEMENTATION ONE MONTH

BUDGET 390€

The "FitzBox" will be launched in the market, following the market penetration and market leader strategy, which will consist of a combined box of 3 different snacks, with which the customer can buy these three for a lower price than if he/she were to buy these snacks separately.

There will be two different versions, with different prices depending on the variety of snacks that form it, as shown in Illustration 58 & 59.

Illustration 58 – Option 1 of the "Fitzbox"



Source: Own elaboration based on <https://thefitzgerald.es/>

Illustration 59 – Option 2 of the "Fitzbox"



Source: Own elaboration based on <https://thefitzgerald.es/>

At the time of delivery to the customers, it will be the same way both for take away and for the restaurant. A cardboard box of sufficient size will be used so that the three different appetizers can be introduced and inside there will be some separators so that the products do not mix between them and also the sauces, as can be seen in illustration 60 although it is from another company the idea would be that format of packaging but with all the branding and colors of The Fitzgerald.

Illustration 60 – Example of packaging



Source : <https://www.businessinsider.es/cual-es-mejor-pizza-telepizza-dominos-papa-johns-381615>

By using the same packaging for three products, preparation times will be reduced, as will packaging costs since fewer to-go boxes will be used. And implementation will take one month, which will be the time it will take to carry out the necessary advertising actions and create the need among consumers to try this new format.

### WHY

The current situation of uncertainty in the country due to the pandemic has led to a drop in consumer confidence, and spending rates have been affected, as mentioned in the market analysis.

Therefore, launching the "FitzBox" in the market is a great opportunity for The Fitzgerald since it will encourage greater consumption, increasing its sales. Because it will increase customer satisfaction because they are buying the same products, but at a lower price than if they were to buy them separately.


### COST

The costs involved in implementing this action will be merely for packaging and promotion. The "FitzBox" will need a new box, with a larger size to introduce all the products, as well as advertising on social networks during the first month to make consumers aware of this new product (Table 15).

Table 15– Cost of action 3

NEW PACKAGING	0,02€/UNIT X 1000 UNITS
SOCIAL MEDIA ADVERTISING	150€
MODIFY THE MENU	0€
<b>TOTAL (1ST MONTH)</b>	<b>390€</b>

Source: Own elaboration

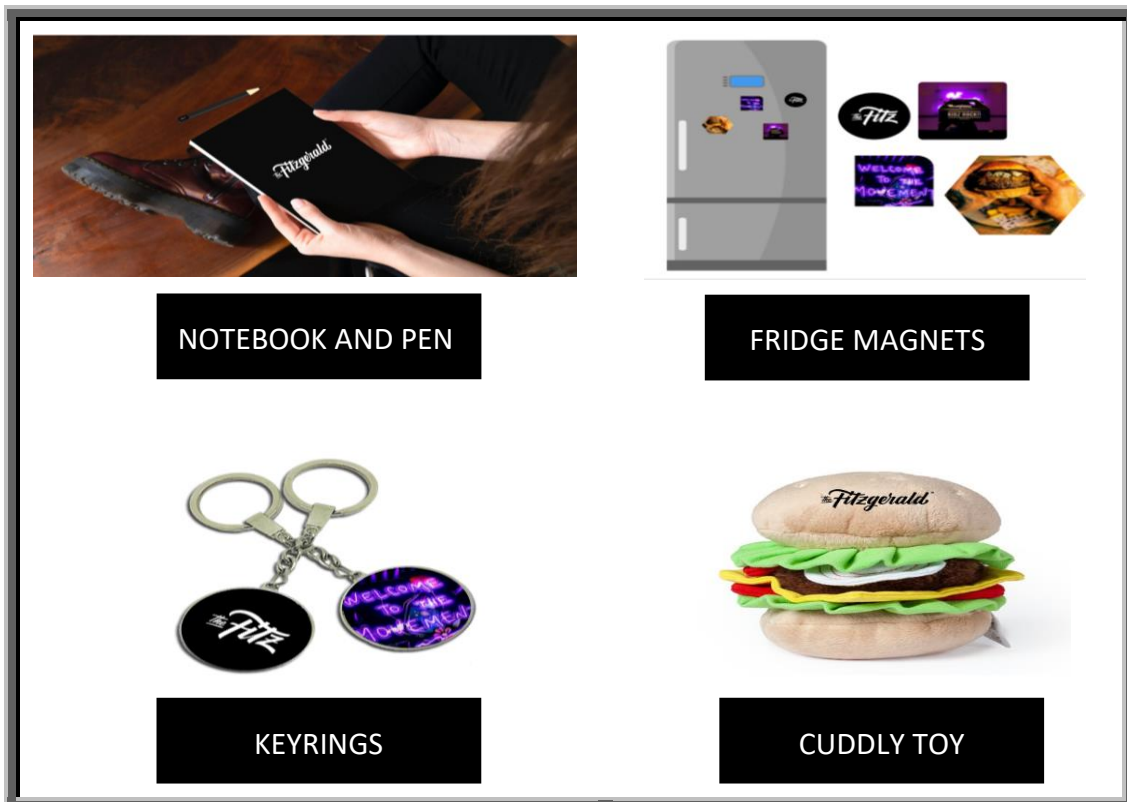
 <p><b>ACTION 4</b></p> <p>OWN COLLECTION OF TOYS FOR THE CHILDREN'S MENU</p>	<b>OBJECTIVE 2   5</b>
	<b>IMPLEMENTATION ONE YEAR</b>
	<b>BUDGET 2.500€</b>

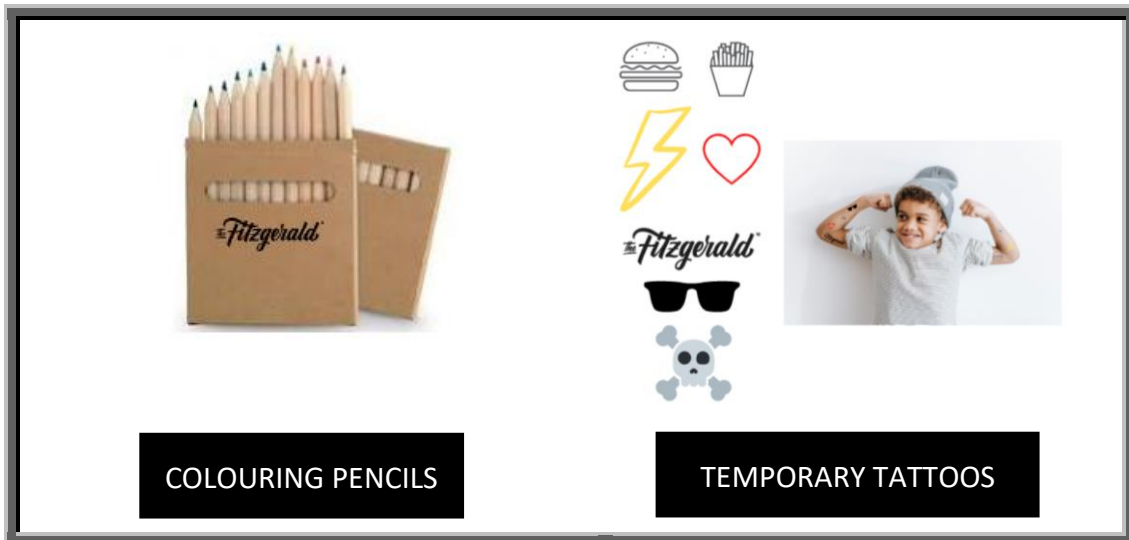
All of The Fitzgerald's competitors have in their menu the option of a children's menu, so there is no differentiating feature that sets The Fitzgerald apart from them, for that market segment which for The Fitzgerald would be families with small children.

So, it has been decided to create our line of gifts for the children's menu that differentiates us from the competition because the ones that are given at the moment are very generic gifts that do not represent anything of the brand.

These new gifts will represent The Fitzgerald's brand image as well as its essence, there will be a total of 6 gifts that will be changed every month for a total of 1 year. Although it will take a total of 6 months to develop this action, it is necessary to design the products as well as contact suppliers, compare prices to avoid unnecessary costs, and manufacture the gifts (Illustration 61).

Illustration 61 – Gifts children's menu





Source: Own elaboration


This action will be implemented through a market penetration strategy since the product is the same, but now it has an added value which is the gift, with The Fitzgerald brand image and a differentiation strategy will also be used because it is a way to offer an attribute that the competition does not offer.

## COST

Table 16 – Cost of action 4

NOTEBOOK AND PEN	0,25€ X 1000 UNITS	
FRIDGE MAGNETS	0,10€ X 1000 UNITS	
KEYRINGS	0,20€ X 1000 UNITS	
CUDDL Y TOY	0,50€ X 1000 UNITS	
COLOURING PENCILS	0,15€ X 1000 UNITS	
TEMPORARY TATTOOS	0,05€ X 1000 UNITS	
		<b>TOTAL</b>
		<b>2500€</b>

Source: Own elaboration

 <p><b>ACTION 5</b> 100% RECYCLED SUSTAINABLE PACKAGING</p>	<b>OBJECTIVE 1   2</b>
	<b>IMPLEMENTATION ONE MONTH</b>
	<b>BUDGET 4.800€</b>

The new generations of consumers, as mentioned above, are increasingly aware of the social and environmental policies of the businesses where they consume.

Therefore, The Fitzgerald is committed to making more responsible use of resources, carrying out a strategy of leadership and differentiation, this more responsible use will be achieved by betting on sustainable packaging, so it must meet some basic standards.

### BASIC STANDARDS

**Material,** all packaging used in a restaurant must be made from 100% recycled or biodegradable materials.

For the packaging used for burgers, sides, wraps, the cardboard will be used as it is already being used today because it is a very moldable material that can have thousands of shapes and also because of its resistance. The main difference is that this new cardboard will be 100% recycled and will decompose in less than a year.

In the case of packaging that needs to be made of plastic because of the type of product it must protect, such as ice cream and milkshake cups, biodegradable containers will be used. These materials are designed in such a way that, if the packaging is deposited in the correct container and treated correctly, it will decompose in a short period, having a zero impact on the environment.

**Production,** the production of these new packaging containers, and their transportation must have a minimum CO2 impact on the atmosphere, in order to reduce pollution.

## WHY

This change of packaging material is made for several very important reasons:

1. Consumers today are looking for and trusting environmentally responsible brands.
2. Large companies, although we cannot compete in some aspects due to the number of resources they have, unlike The Fitzgerald, which is a growing company, they have already started on the road to sustainability and thus reach the public differently.
3. The Fitzgerald, as an SME, must continue to innovate and not be left behind in aspects that are increasingly important for society. By adopting this 100% recyclable packaging policy, it will be able to keep up with the changes in demand that are emerging in the market and continue to be a competitive company.

## WHEN & HOW

To avoid increased waste production and higher costs, the FIFO method will be applied to new packaging. This means that until the restaurants have zero stock of old containers, new containers produced from 100% recycled materials will not be used.

This situation of 0 stock is expected to take approximately one month from the start of the action, after which the new containers will be used, therefore, the implementation will be carried out in one month.

## DESIGN DIFFERENCES

The new packaging will have almost no design changes, the only thing that will appear on all of them as a marketing strategy is a logo next to the phrase "100% recycled". The reason for this modification is not only to reduce the emission of waste but also to show customers that we are an eco-friendly company, thus improving our brand reputation and our positioning in the minds of consumers (Illustration 62 & 63).

Illustration 62 – Logo representing 100% recycled



Source : [https://textileexchange.org/wp-content/uploads/2017/12/RCS\\_GRS-Logo-Use-and-Claims-Guide.pdf](https://textileexchange.org/wp-content/uploads/2017/12/RCS_GRS-Logo-Use-and-Claims-Guide.pdf)

Illustration 63 – Before and after merchandising



Source: Own elaboration based on <https://thefitzgerald.es/>

## COST

This action will be carried out thanks to the implementation of the product development strategy and will entail a quantitative increase in the cost of the containers, but will nevertheless generate qualitative benefits directly related to the objectives (O1 and O2) established.

The cost increase will be 0.01€ per package, which will mean a monthly cost increase of 400€ per month, resulting in a cost increase of 4800€ per year, as shown in table 17.


Table 17 – Cost of action 5

BEFORE	AFTER	INCREASE
0,01€/UNIT	0,02€/UNIT	0,01€/UNIT
400€/MONTHLY	800€/MONTHLY	400€/MONTHLY
4800€/YEAR	9600€/YEAR	4800€/YEAR

Source: Own elaboration



### 7.3. DISTRIBUTION DECISIONS

 <p><b>ACTION 6</b> OWN DELIVERY DRIVERS WITH ELECTRIC MOTORBIKES</p>	<b>OBJECTIVE 1   2   3   5</b>
	<b>IMPLEMENTATION ONE YEAR</b>
	<b>BUDGET 11.100€</b>

The Fitzgerald currently works with Uber Eats for its delivery service, however, as previously mentioned, this platform causes a series of problems that seriously affect the image of The Fitzgerald.

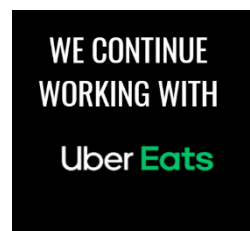
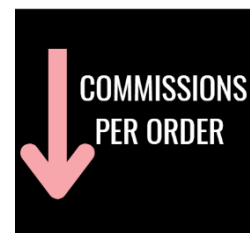
Therefore, a market penetration strategy will be carried out, which will be implemented for a year as UberEats offers the possibility of being able to use Uber's delivery drivers and Uber delivery drivers. This will bring many advantages that will solve the problems that arise on many occasions with UberEats.

#### WHY

By working with delivery drivers hired by The Fitzgerald, Uber Eats' commissions per order will be lower, as on average delivery platforms make a profit of 30% of total sales.

There will be greater control, as it will be the staff themselves who will deliver the orders. Fitzgerald's material, image, and delivery service will be controlled, as well as the shipping costs paid by the customer. As currently, shipping costs amount to €1.40 per order. However, if it is delivered with our delivery drivers, this shipping cost will be reduced to 1€ per order. In addition to the possibility of offering a much more personalized and unique experience for each customer.

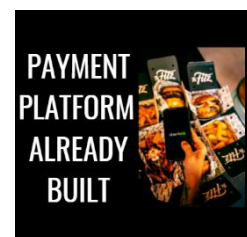
By continuing to work with Uber Eats, orders will continue to be placed with the same application so The Fitzgerald will continue to have the great visibility it has so far. Since it will be indifferent of how deliveries are made because it will continue to be promoted through the Uber Eats platform which has a wide demand.



A wider delivery zone can be established as The Fitzgerald's delivery drivers will be able to deliver orders closer and Uber's delivery drivers will be able to deliver orders further away, making deliveries more effective.

At times of high demand, a larger number of orders can be set up for Uber drivers to distribute that demand and not saturate The Fitzgerald's delivery service with orders.

The telematics payment system and large customer database are already developed, so The Fitzgerald does not have to develop a platform for customers to place orders, thus reducing costs.



## HOW

In order to carry out this action, The Fitzgerald will have to make a large investment, on the one hand, it will have to acquire its own fleet of delivery vehicles.

The Fitzgerald will opt for electric motorcycles in order to reduce its environmental impact as much as possible and gradually become an eco-friendly company. In addition, it will opt for electric motorcycles because fuel costs will be much lower, which will lead to a higher profit per order (Illustration 64).

Illustration 64 – Example of motorbikes that would be used

2kWh 5.6kWh

**Características**

clase 49cc	autonomía 149Km*	velocidad 45km/h	batería 5,6kWh
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**Características Generales**

Motor Brushless 1500 W	Velocidad máxima 45km/h
Peso máx. autorizado 170 kg	Freno Regenerativo
Marcha Atrás	3 modos de conducción: City, Eco y Sport

4.350€

<https://motoselectricasvalencia.com/silence/silence-s02-low-speed/>

The second investment you will have to make is an investment in human capital since you will need your staff of riders. But in order to be as productive as possible, these riders will be trained both for home deliveries and for serving customers, preparing orders, cleaning the premises, etc., since when there are no orders, these employees will perform the same tasks as any other restaurant employee (Illustration 65).

Illustration 65 – Number of delivery drivers to be recruited



Source: Own elaboration

## COST


The costs of this action will be quite high since initially two electric motorcycles will be acquired per restaurant, so two new employees will also have to be hired and, depending on how this new service works, the staff will be expanded to improve the delivery service until it becomes The Fitzgerald's service, without the need to subcontract from other companies (Table 18).

Table 18 – Cost of action 6

OWN DELIVERY DRIVERS	2 EMPLOYEES X 1.200€
ELECTRIC MOTORBIKES	2 MOTORBIKES X 4.350€
TOTAL	11.100€

Source: Own elaboration

7.4. PROMOTION DECISIONS



**ACTION 7**  
DAILY MENU

**OBJECTIVE 2 | 5**

**IMPLEMENTATION ONE MONTH**

**BUDGET 0€**

To increase sales in periods when demand is lower, the daily lunch menu promotion will be launched following a market penetration strategy, as is the case with competitor Goiko Grill. The menu will be available Monday through Friday (except holidays) from 12:30-16:30 (Illustration 66 & 67).

This menu will consist of a different Burger each day, a portion of fries, a drink, and a cone or coffee. Regarding the burger, it will be announced one week in advance on Instagram, which Burger will be available each day. The price would be 11,50€.

Illustration 66 – Social media advertising of the daily menu



Source: Own elaboration based on @thefitzgeraldco

Illustration 67 – Daily burger social media advertising




Source: Own elaboration based on @thefitzgeraldco

**WHY**

- ❖ There will be better control of the stock since by only giving the option of a Burger in the restaurants they will be able to make a sales forecast of that Burger and thus be able to avoid stock ruptures.
- ❖ The attraction of new customers or customers who came on weekends. Thanks to this promotion we will capture the attention of new customers who used to go to other restaurants on their lunch break, but thanks to the attractive price they will choose The Fitzgerald. In addition, there are also the already loyal customers who used to go on weekends, but because of the promotion they will prefer to go during the week, so the demand will be more spread out during the week.
- ❖ The service will be faster since the vast majority of sales of the same product during the day, the work will be automated so much that the preparation will be much faster.



 <p><b>ACTION 8</b> INTERNATIONAL BURGER DAY</p>	<b>OBJECTIVE 2   5</b>
	<b>IMPLEMENTATION ONE DAY</b>
	<b>BUDGET 1.600€</b>

World Hamburger Day is celebrated every May 28. There is a legend that says that it was precisely on May 28, 1900, when a German immigrant living in the United States served the first hamburger in his restaurant by pure chance, because a customer asked for something quick and tasty.

So, The Fitzgerald will also celebrate this day, since the product that has led them to success is the hamburger and will do so in a slightly peculiar way, following a strategy of differentiation and leadership. It will organize the first hamburger eating contest in the Valencian community (Illustration 68).

Illustration 68 – Example of an image of a similar competition



Source : <https://oceanbeachsandiego.com/forms/hodads-burger-eating-contest-signup>

The contest will consist of who is able to eat the largest number of The Fitzgerald's burgers in a time of 15 minutes. Participants will be able to register for the competition through the website, filling out a form one month before the competition, completely free of charge. The 10 participants will be chosen by a draw from among all those who have registered and another 10 will be chosen as a reserve in case any participant backs out and does not wish to participate.

Illustration 69 – Advertising to publicize international burger day



Source: Own elaboration based on @thefitzgeraldco

The competition will be held at The Fitzgerald Torrente as it was the first restaurant and because it is in an intermediate area within the Valencian community. In addition, there will be an after-movie of how the competition went and how the participants experienced it and also videos will be uploaded to social networks of how the competition is developing (Illustration 69).

On the other hand, so that all customers can enjoy the international day of the hamburger following a strategy of market penetration, a 20% discount on the entire menu will be applied through a code only applicable in the app with a minimum order of 25 €. Due to this attractive promotion, a considerable increase in demand is expected as this type of offer is not usual in The Fitzgerald.

Both the competition and the discount on the menu will be promoted on social networks, the competition will be promoted throughout the month of May, and the offer of 20% on the entire menu the same week of the competition (Illustration 70).

Illustration 70– Advertising to publicize the competition and the offer

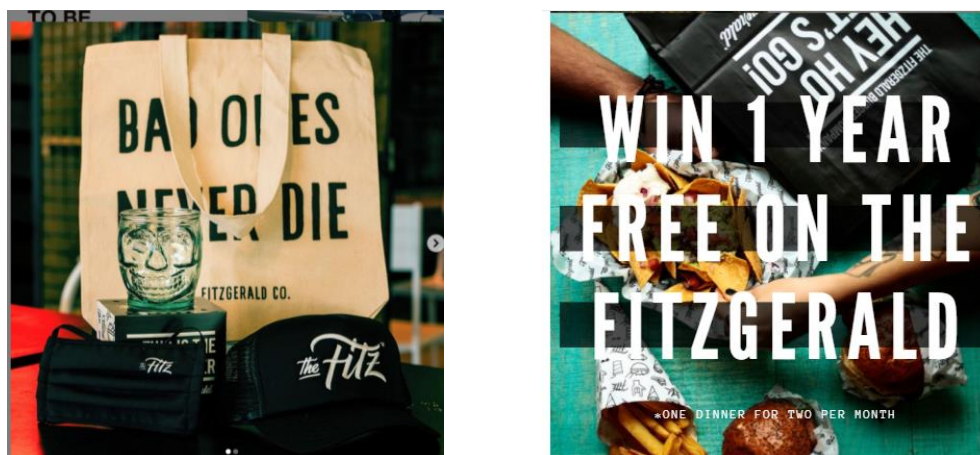


Source: Own elaboration based on @thefitzgeraldco

## PRIZES

The 10 participants will be given a pack with The Fitzgerald items (cloth bag + T-shirt + cap + mask + FITZ glass). And the winner of the competition will have the chance to enjoy a whole year of The Fitzgerald products, specifically one dinner a month for two people for a year free (Illustration 71).

Illustration 71 – Prizes for participants and winner



Source: Own elaboration based on @thefitzgeraldco


**COST**

The costs of this action will be mainly for the competition, since it will be necessary to rent a stage, loudspeakers, advertising material to decorate the event, after-movie, all the advertising to be done on social networks, to publicize both the competition and the discount on the menu and also the burgers of the competition (Table 19).

Table 19 – Cost of action 8

STAGE	500€	
SOUND EQUIPMENT	200€	
EVENT PUBLICITY MATERIAL	400€	
AFTER-MOVIE	200€	
BURGERS FOR THE COMPETITION	10 BURGERS X 10 PARTICIPANT 300€	
		<b>TOTAL</b>
		<b>1.600€</b>

Source: Own elaboration



**ACTION 9**  
THE FITZWEEK

**OBJECTIVE 2 | 5**

**IMPLEMENTATION ONE WEEK**

**BUDGET 300€**

On the occasion of The Fitzgerald's 9th anniversary, a special celebration will be held for customers, following a strategy of leadership and differentiation. For this purpose, during the week of September 00-00, very attractive discounts will be offered to customers (Illustration 72).

Illustration 72 – Advertisement advertising FitzWeek



Source: Own elaboration based on @thefitzgeraldco



Illustration 73 - Promotions of the FitzWeek



Source: Own elaboration based on @thefitzgeraldco

These discounts will consist of price reductions, gifts for minimum purchases such as; all snacks at 50% off, 2 for 1 on selected burgers, all desserts at 20% off, make your Burger double for half price, and discounts on the entire menu (Illustration 73).

These promotions are expected to increase sales in all the restaurants and also reduce the stock available, thus avoiding possible shrinkage. Fitzgerald's main objective is to differentiate itself from the competition by offering exclusive and very attractive offers those other competitors do not usually offer and that will attract new customers as well as loyal customers.


**COST**

The costs will be entirely for advertising on social networks since we will have to take pictures of the products and create the posts to upload them to social networks. In addition, we will also have to update the FitzApp to accept discount codes when a customer wants to apply them (Table 20).

Table 20 – Cost of action 9

SOCIAL MEDIA ADVERTISING	300€
TOTAL	300€

*Source: Own elaboration*

 <p><b>ACTION 10</b> THE FITZGAMES</p>	<b>OBJECTIVE 1   2   5</b>
	<b>IMPLEMENTATION ONE DAY</b>
	<b>BUDGET 8.380€</b>

On February 4, World Cancer Day, The Fitzgerald will organize a solidarity event to collaborate in the fight against cancer, following a strategy of leadership and differentiation.

The event will consist of a solidarity race in collaboration with the obstacle course organizer "Spartan Race". The objective of the event is that The Fitzgerald together with Spartan Race and several sponsors such as Coca-Cola, Red-Bull, Adidas, Vans, and Mahou. An obstacle race will be organized with two levels, one for adults and one for children so that all ages can participate and enjoy a different and fun race (Illustration 74).

Illustration 74 - Promotions of the FitzGames (I)



Source: Own elaboration

All participants must pay a registration fee of 30€ for adults and 25€ for children which will include a FitzPack consisting of a Fitz bag, along with a burger, drink, a t-shirt created especially for the event, and a medal as you have participated in the race. Thanks to this registration fee, 50% of the proceeds from the event will be donated to cancer research (Illustration 75).

Illustration 75 - Promotions of the FitzGames (II)



Source: Own elaboration

## PRIZES

There will be prizes for the two different categories, adults and children. The prizes will be concerning the registration, the prize for adults will be of a higher amount because their registration involves a higher cost. And the rest of the participants will get the FitzPack explained above so that everyone will have a great souvenir of the event (Illustration 76 & 77).

Illustration 76– Adult awards



Source: Own elaboration

Illustration 77 - Kids awards



Source: Own elaboration

## COST


The costs of this event will be quite high, but large participation is expected, which will be compensated by generating great benefits for The Fitzgerald and Spartan Race since the event will be carried out collaboratively. In addition, they will also have first-line sponsors that will help financially in the organization of the event.

The Fitzgerald will be responsible for all the advertising material, the catering service during the event with The Fitzgerald's burgers, and all the merchandising that will be given to all the participants of the event (Table 21).

Table 21 – Cost of action 10

ADVERTISING MATERIAL	3.500€
CATERING SERVICE	5€ PERSON X 500 PARTICIPANTS
MERCHANDAISING FOR PARTICIPANTS	4€ X 500 PARTICIPANTS + 380€ PRIZES
TOTAL	8.380€

Source: Own elaboration

 <p><b>ACTION 11</b></p> <p>WORLD VEGETARIAN DAY</p>	<b>OBJECTIVE 1   2   5</b>
	<b>IMPLEMENTATION ONE DAY</b>
	<b>BUDGET 0€</b>

World Vegetarian Day is an annual event that takes place on October 1 around the world. In 1977, the Vegetarian Society of America established this celebration to promote the benefits of vegetarian food and respect for animals (Illustration 78).


So, The Fitzgerald, following a strategy of market penetration and leadership, will also celebrate this day in all its restaurants. On the occasion of this day, The Fitzgerald will offer a 30% discount on all-vegetarian burgers on its menu during this day.

In this way, they will reduce the stock of vegetarian burgers as well as increase their share of sales, which is much lower than that of beef or chicken burgers. In addition, this discount on all vegetarian options will attract new customers to try vegetarian burgers and further expand your demand.

Illustration 78 – World vegetarian day Instagram posts



Source: Own elaboration based on @thefitzgeraldco

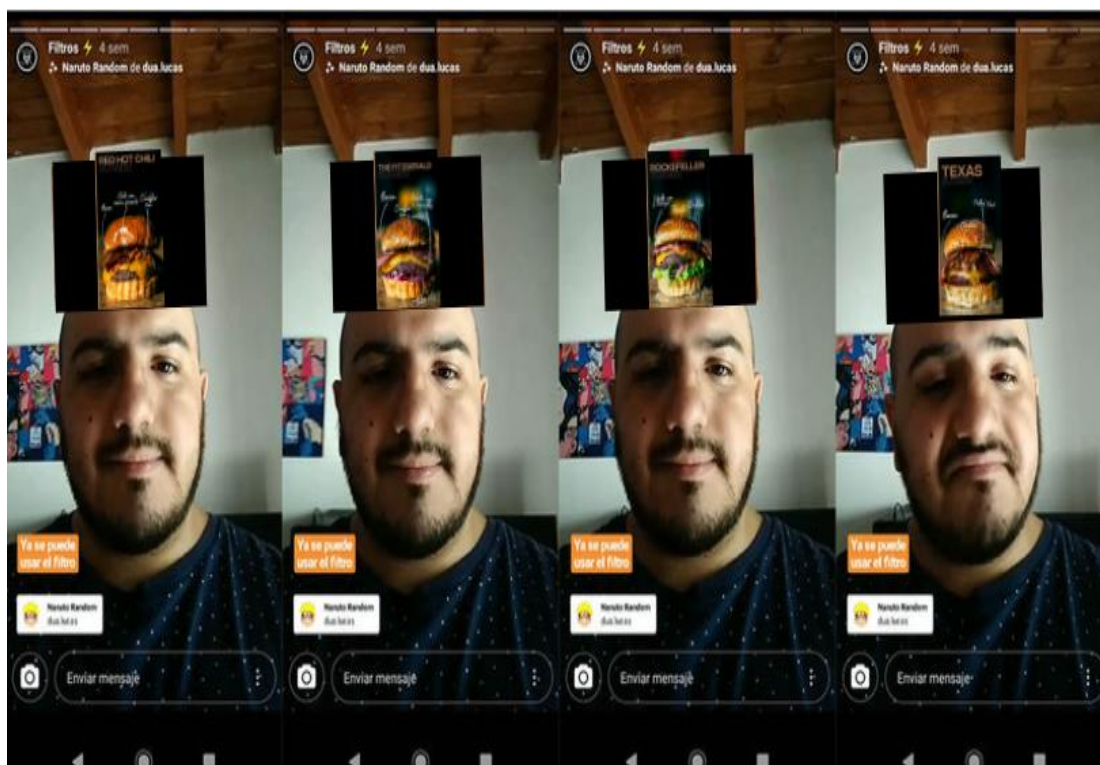
 <p><b>ACTION 12</b> CREATE A FILTER FOR INSTAGRAM STORIES</p>	<b>OBJECTIVE 2   5</b>
	<b>IMPLEMENTATION ONE MONTH</b>
	<b>BUDGET 380€</b>

In order to improve the engagement of The Fitzgerald's Instagram account, we are going to create a filter for Instagram stories, which will consist of the user being awarded a burger from The Fitzgerald's menu.

How we will improve the engagement of The Fitzgerald's account, following a strategy of leadership and differentiation, will be that the first 20 users to use the filter and upload it to their profile story, mentioning The Fitzgerald will get the burger that the Instagram filter has awarded them free.

Furthermore, by allowing users to use The Fitzgerald's filter and then have it appear on their profile with thousands of followers, it humanizes the brand, even more, generating much more trust with the brand (Illustration 79).

Illustration 79 – Instagram filter



Source: Own elaboration


**COST**

The costs involved in this action will be the web development of the filter to avoid errors and to prevent it from not providing the desired service and the cost of the burgers that will be given to the first 20 users who use the filter and upload it to their stories naming The Fitzgerald (Table 22).

Table 22 – Cost of action 12

CREATE INSTAGRAM FILTER	300€
PRIZE 20 FIRST	20 X 4€/BURGER
TOTAL	380€

Source: Own elaboration

 <p><b>ACTION 13</b> BOOSTING THE TWITTER ACCOUNT</p>	<b>OBJECTIVE 2   5</b>
	<b>IMPLEMENTATION ONE YEAR</b>
	<b>BUDGET 0€</b>

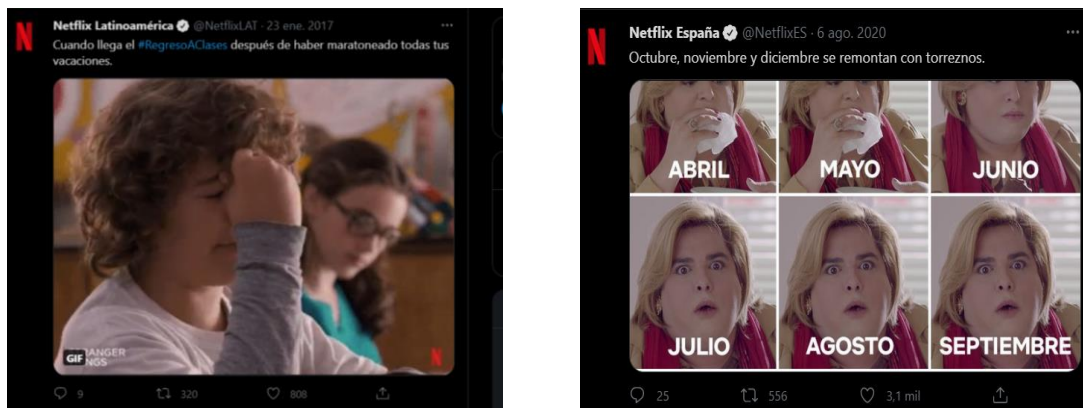
One of the weaknesses detected in the analysis carried out was that the Twitter account had not been updated since 2018, so it is a great opportunity that is being lost since it is a social network with a large number of users.

How the social network will be promoted, following a market penetration strategy, will be by creating quality content daily as it is already done on Instagram to keep all followers informed of the latest news. In addition, not only will be published internal news of The Fitzgerald as new burgers or new promotions but also will be published on external



content related to the hospitality industry either via own tweets or via retweets from other accounts that are not competitors or customers who have mentioned us.

Illustration 80 - Example of tweets that go viral because of their content



Source: @NetflixES


On the other hand, all tweets will have to add hashtags with keywords of the brand or that are trending topic, at the moment, or as seen in illustration 80 since thanks to them it will be possible to monitor conversations about The Fitzgerald, investigate what the competition is doing or even become a trending topic.

Another of the actions that will be carried out with the Twitter account is the same that is done with Instagram and will be to create links with influencers as they are a very good option for the viralization of content and to reach a wider audience through contests or collaborations.

Illustration 81– Example of tweet with hashtags of topics with high popularity



Source: Own elaboration



**ACTION 14**

CREATE A  
VIDEOGAME

**OBJECTIVE 2 | 5**

**IMPLEMENTATION ONE MONTH**

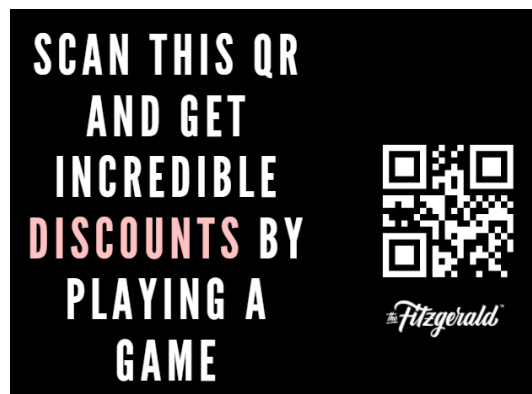
**BUDGET 4.500€**

Over the years the popularity of video games for smartphones has been growing and they have become a great opportunity to promote your brand while users have fun.

So, we will choose to develop a video game, following a differentiation strategy, which can be accessed through a QR code that will be found on all purchase tickets (Illustration 82). The game will consist of the player having to create The Fitzgerald's

burgers according to the guidelines set by the game and with a limited time. Although it seems simple, there will be certain difficulties so that it does not end up being boring for the player, so that as you advance levels, which will be a total of 10, the difficulty will be higher (Illustration 83).

Illustration 82 – Game QR code



Source: Own elaboration

Illustration 83 – Example of a game



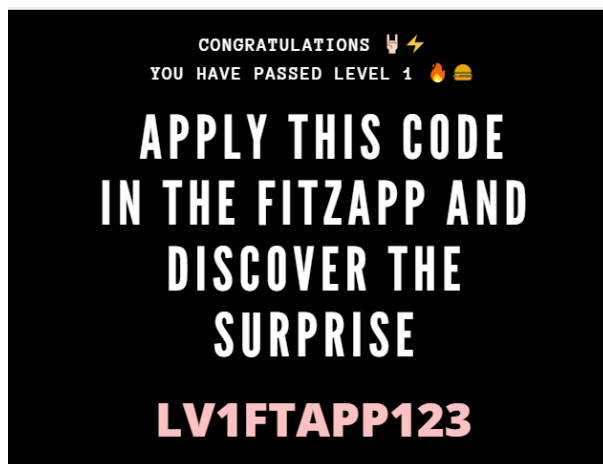
Source : <https://www.juegosjuegos.com/jugar-juego/burger-maker.html>

But to make customers want to play the game, certain incentives will be added, such as discount codes applicable only in the FitzAPP and that can only be used in a period of 48 hours, thus avoiding the accumulation of discount codes.

The purpose of this action is to increase brand awareness among customers. The Fitzgerald would be more present in the purchase decisions of customers, because of the different method of giving discount codes, since it is not usual to do it through a game.

In addition, thanks to the discount codes, restaurant sales would increase as they would incentivize the purchasing process, which at other times if the customer did not have a discount code would not consume any product (Illustration 84).

**Illustration 84 – Screenshot of the game when you have passed level 1**



*Source: Own elaboration*


## COST

The development of the game will be carried out by an external company to The Fitzgerald and the total cost of the game can be very diverse as it depends on many variables such as the complexity of the graphics, for which operating systems will be available... So, it has been estimated that it will cost about 4,500 € since it will not be launched a game that does not meet the requirements of optimal design and operation (Table 23).

**Table 23 – Cost of action 14**

VIDEO GAME DEVELOPMENT	4.500€
TOTAL	4.500€

*Source: Own elaboration*

 <p><b>ACTION 15</b></p> <p>CREATE A TIKTOK PROFILE</p>	<b>OBJECTIVE 2   5</b>
	<b>IMPLEMENTATION ONE YEAR</b>
	<b>BUDGET 0€</b>

TikTok currently has more than 500 million active users and in several periods has surpassed the downloads of consolidated social networks such as Facebook, Instagram, Twitter, and YouTube. In fact, the competition TikTok is facing is so strong that Facebook has tried, unsuccessfully, to create a similar network called Lasso.

So, it is a great business opportunity that The Fitzgerald should take advantage of. To do so, a TikTok account will be created for the company, following a leader and differentiation strategy, but it will be carried out differently and will be based on involving users with The Fitzgerald, as opposed to how it happens on Instagram, that they can generate their content related to The Fitzgerald products (Illustration 85).

Illustration 85 – Ideas for making TikTok videos



Source : <https://www.fastcompany.com/90546559/dunkin-says-its-not-charging-extra-for-the-charli-a-drink-named-after-charli-damelio>

The content that will be uploaded to the account will not be as corporate as the other social networks where The Fitzgerald already has a profile, rather it will be more creative and fun content such as videos inside the kitchen of a restaurant showing the staff working or performing a challenge or even explaining how it is or how a Burger is made, but in a different way.

## 8. TIMELINE
















Table 24 – Timeline plan by month

ACTION	1	2	3	4	5	6	7	8	9	10	11	12
<b>ACTION 1</b> New snacks on the menu	1 SNACK		1 SNACK		1 SNACK		ALL SNACKS					
<b>ACTION 2</b> Create your own burger to taste												
<b>ACTION 3</b> FitzBox												
<b>ACTION 4</b> Own collection of toys for the children's menu	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY	1 TOY
<b>ACTION 5</b> 100% recycled sustainable packaging												
<b>ACTION 6</b> Own delivery drivers with electric motorbikes												
<b>ACTION 7</b> Daily menu												
<b>ACTION 8</b> International burger day					MAY 28TH							
<b>ACTION 9</b> The FitzWeek									SECOND WEEK OF THE MONTH			
<b>ACTION 10</b> The FitzGames		FEBRUARY 4TH										
<b>ACTION 11</b> World vegetarian day										OCTOBER 1ST		
<b>ACTION 12</b> Create a filter for Instagram stories												
<b>ACTION 13</b> Boosting the twitter account												
<b>ACTION 14</b> Create a videogame												
<b>ACTION 15</b> Create a Tiktok profile												

Source: Own elaboration

## 9. BUDGET

Table 25 – Budget plan

ACTION	BUDGET	WHO DEVELOPS?
<b>ACTION 1</b> New snacks on the menu	3.754€ per restaurant	
<b>ACTION 2</b> Create your own burger to taste	0€	
<b>ACTION 3</b> FitzBox	390€ per restaurant	
<b>ACTION 4</b> Own collection of toys for the children's menu	2.500€ per restaurant	
<b>ACTION 5</b> 100% recycled sustainable packaging	4.800€ per restaurant	
<b>ACTION 6</b> Own delivery drivers with electric motorbikes	11.100€ per restaurant	
<b>ACTION 7</b> Daily menu	0€	
<b>ACTION 8</b> International burger day	1.600€	
<b>ACTION 9</b> The FitzWeek	300€	
<b>ACTION 10</b> The FitzGames	8.380€	 
<b>ACTION 11</b> World vegetarian day	0€	
<b>ACTION 12</b> Create a filter for Instagram stories	380€	
<b>ACTION 13</b> Boosting the twitter account	0€	
<b>ACTION 14</b> Create a videogame	4.500€	EXTERNAL COMPANY
<b>ACTION 15</b> Create a Tiktok profile	0€	

**TOTAL BUDGET FOR 10  
RESTAURANTS**

**240.600€**

Source: Own elaboration

## 10. CONTROL

Table 26 – Control plan

OBJECTIVES	MEASURING PERIODICITY	CONTROL METHOD
O1 – IMPROVE BRAND IMAGE BY ENHANCING THE FITZGERALD'S CSR WITHIN 12 MONTHS	AT THE END OF THE PERIOD	A comparative study of the financial strength of the products offered under the brand, the importance at the time of purchase decision and a competitive analysis of the brand would be carried out
O2 - INCREASE CUSTOMER SATISFACTION BY 50% IN 12 MONTHS	QUATERLY	Conducting online surveys on product and service satisfaction, as well as reviewing all forum reviews
O3 – INCREASE DELIVERY SALES BY 20% OVER 12 MONTHS	MONTHLY	Comparing the current year's delivery sales with the sales of the month in the previous year
O4 – INCREASE PRODUCT OFFERINGS BY 5 NEW/IMPROVED PRODUCTS IN 12 MONTHS	AT THE END OF THE PERIOD	Controlling that all products that were expected to be launched for sale have been launched correctly and on schedule
O5 – INCREASE COMPANY PROFITS BY 15% IN 12 MONTHS	MONTHLY	Comparing current year's earnings with those of the previous year in the same month

Source: Own elaboration

## 11. ANNEX OF ILLUSTRATIONS, TABLES & GRAPHS

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