

**UNIVERSITAT
JAUME I**

MARKETING PLAN OF

Huhtamaki

Presented by: ANTON GRÖNHOLM

Supervised by: DIEGO MONFERRER TIRADO

GRADO EN ADMINISTRACIÓN DE EMPRESAS

AE - TRABAJO FINAL DE GRADO

CURSO 2020-21

INDEX

<u>A. INDEX TABLES</u>	6
<u>B. INDEX FIGURES</u>	7
<u>C. INDEX GRAPHS</u>	8
<u>D. INDEX IMAGES</u>	9
<u>EXECUTIVE SUMMARY</u>	10
<u>1. SITUATION ANALYSIS</u>	12
<u>1.1. Internal Analysis</u>	12
1.1.1. Presentation of the Company and its beginning	12
1.1.2. The Company essence: mission, vision and values	15
1.1.2.1. <u>Mission</u>	16
1.1.2.2. <u>Vision</u>	16
1.1.2.3. <u>Values</u>	16
1.1.3. Company Resources	17
1.1.3.1. <u>Physical and Technological Resources</u>	17
1.1.3.2. <u>Human Resources</u>	18
1.1.3.3. <u>Financial and Intangible Resources</u>	20
1.1.3.4. <u>R&D</u>	22
1.1.3.5. <u>Corporate Social Responsibility</u>	23
1.1.3.6. <u>Marketing Resources</u>	24
1.1.4. Capabilities of the Company	30
1.1.4.1. <u>Organizational Capabilities and Structure</u>	30
1.1.4.2. <u>Distinctive Capabilities</u>	31
1.1.4.3. <u>Value Chain</u>	33
<u>1.2. External analysis</u>	35
1.2.1. Macro-environment analysis	35
1.2.1.1. <u>Political Factors</u>	35
1.2.1.2. <u>Economic Factors</u>	37
1.2.1.3. <u>Social Factors</u>	38
1.2.1.4. <u>Technological Factors</u>	39
1.2.1.5. <u>Environmental Factors</u>	39
1.2.1.6. <u>Legal Factors</u>	41
1.2.2. Micro.environment analysis	42
1.2.2.1. <u>Threat of new entrants</u>	42
1.2.2.2. <u>Buyer power</u>	43

Huhtamaki

1.2.2.3. <u>Supplier power</u>	43
1.2.2.4. <u>Substitutive products</u>	44
1.2.2.5. <u>Rivalry among existing competitors</u>	44
1.2.3. Competition analysis	45
1.2.3.1. <u>Competitive levels</u>	45
1.2.3.2. <u>Main competitors</u>	46
1.2.3.3. <u>Comparative analysis</u>	51
1.2.3.4. <u>Competitor Positioning</u>	52
1.3. <u>Market and demand analysis</u>	53
1.3.1. <u>Sector evolution</u>	53
1.3.2. <u>Consumer analysis</u>	55
1.3.3. <u>Main conclusions of the analysis</u>	56
2. <u>SITUATION DIAGNOSIS</u>	58
2.1. <u>SWOT</u>	58
2.1.1. <u>Strengths</u>	58
2.1.2. <u>Weaknesses</u>	59
2.1.3. <u>Opportunities</u>	60
2.1.4. <u>Threats</u>	61
2.2. <u>Boston Consulting Group Matrix</u>	62
3. <u>DEFINITION OF PRODUCT - MARKET</u>	65
3.1. <u>Segmentation</u>	65
3.1.1. <u>Segment identification</u>	65
3.1.1.1. <u>Final consumer segmentation criteria</u>	65
3.1.1.2. <u>Organizational consumer segmentation criteria</u>	66
3.1.2. <u>Target market selection</u>	67
3.2. <u>Segmentation strategy</u>	68
3.3. <u>Positioning</u>	68
4. <u>MARKETING OBJECTIVES</u>	70
4.1. <u>Economic objectives</u>	71
4.2. <u>Marketing objectives</u>	71
4.3. <u>Relational objectives</u>	72
5. <u>MARKETING STRATEGIES</u>	74
5.1. <u>Future growth strategy</u>	74
5.2. <u>Competitive strategy</u>	75
5.3. <u>Competitive advantage strategy</u>	76
6. <u>MARKETING MIX DECISIONS</u>	77

6.1. Product decisions	78
6.1.1. Action 1. Develop final consumer attracting product design.....	78
6.1.2. Action 2. Develop next generation food delivery product solutions.....	79
6.1.3. Action 3. Substitute plastic & resin products to sustainable.....	79
6.1.4. Action 4. Change packaging to 100% plastic free and sustainable	80
6.2. Place decisions	80
6.2.1. Action 5. Negotiate strong positioning in Macro and G&M.....	80
6.2.2. Action 6. Strategic positioning online for the final consumer.....	81
6.3. Promotion decisions	81
6.3.1. Action 7. Plastic-free campaign in La Vila Vella (Brita) + other advertisements / commercials.....	81
6.3.2. Action 8. Invest in the social medias, especially LinkedIn and Instagram.....	83
6.3.3. Action 9. Cooperation with food delivery firms for visibility.....	84
6.3.4. Action 10. Direct marketing and SEO.....	84
6.3.5. Action 11. Pledge yearly charitable donations	85
6.3.6. Action 12. Design government agencies products thematically.....	85
7. BUDGET	87
8. TIMELINE	90
9. CONTROL	91
10. REFERENCES	92
11. BIBLIOGRAPHY	95
ACADEMIC	95
ONLINE	95
12. APPENDIX	99

A. INDEX TABLES

Table 1. Marketing Mix Comparative Analysis.....	51
Table 2. Summary of the SWOT analysis.....	62
Table 3. Huhtamaki’s target audience.....	67
Table 4. Objectives.....	70
Table 5. Overview of the actions.....	78
Table 6. Budgeting.....	87
Table 7. Timeline.....	90
Table 8. Action control.....	91

B. INDEX FIGURES

Figure 1. Employee segmentation.....	19
Figure 2. Michael Porter’s Value Chain.....	33
Figure 3. Plastic waste per person.....	40
Figure 4. Huhtamaki Competitive levels.....	45
Figure 5. Competitor positioning.....	53
Figure 6. Huhtamaki BCG Matrix.....	64
Figure 7. huhtamaki.com site visits (27.5.2021).....	73
Figure 8. Ansoff Matrix.....	75

C. INDEX GRAPHS

Graph 1. Spanish GDP Variation.....	37
Graph 2. Unemployment in Spain.....	38
Graph 3. Molded Fiber Market.....	55

D. INDEX IMAGES

Image 1. First stone barn factory opened in 1920.....	13
Image 2. Leiras Pharmaceuticals.....	14
Image 3. Huhtamaki, site in Nules province of Castellón.....	17
Image 4. Product line “Beverages”.....	25
Image 5. Bioware® Hot Drink Cup Range.....	26
Image 6. Tiendavasospapel.....	29
Image 7. Aerial picture of the municipality of La Vila Vella.....	82

EXECUTIVE SUMMARY

Huhtamaki as a global market leader and an innovative brand bore fruit to the idea of this marketing plan to be developed in the Spanish market which has a high degree of opportunities and a low level of competition. Thus, Huhtamaki Spain S.L will administer the following marketing plan as its own initiative to align its activities and objectives with that of the parent company for the betterment of the community and the environment. The marketing plan will commence as of the beginning of the third quarter of the year 2021 or 1.7.2021 and the last set marketing objective term ends 2.5 years after the initial date.

This marketing plan follows the traditional structure and theoretical framework for its development. The first section is the internal and external situation analysis of the company in the Spanish market. Highlighting company resources and experience to serve as a key factor when executing the marketing plan actions. Another key variable is that of social and environmental awareness and the willingness as a company to do the right thing while exploiting the company's technological resources and sector know-how.

In the following section of situational analysis the research concludes through the different models the company's strengths and weaknesses among other relevant factors concerning the competitive factors. High importance is given to the threats the company and sector in general faces discussing some possible outcomes and product and market development opportunities. Note to the lector, this marketing plan has been elaborated with extensive market research and analysis, limited to the sector specific information available. In the absence of relevant data one of two things has taken place. One, similar information of the Group has been presented with argumentative explanations as to why it is relevant or, two, the author has proposed assumptions or calculations with supportive reasoning.

The next part of this marketing plan, after the situation analysis and diagnosis is that of identifying the target segment and subsequently the elected segmentation strategies to be followed. The research of each section determines the outcome of the next section making the point of a properly executed marketing plan. This means that everything is based on prior research, analysis and the utilization of marketing tools, which is the reason behind this chosen marketing plan structure.

Huhtamaki

The later sections set the objectives, strategies and marketing mix decisions based on the previous analysis. These 5 established objectives will get the company closer to its corporate goal, social responsibilities and finally its vision. The “how” these objectives will be reached is by choosing the right strategy combinations and effective actions implemented in a timely manner. These steps are explained and portrayed clearly at a later stage of this marketing plan.

Concluding sections of this marketing plan is the presentation of the proposed budget, timeline and lastly the control measures taken to guarantee the continuous control over the course of the elaboration process of this marketing plan.

The Spanish company has been in business for decades and in some of the actions it relies partly on the collaboration of the Group to guarantee best results of this marketing plan. Additionally, being the market leader does not free Huhtamaki from unexpected changes or complications which is why this is accounted for in the budgeting. Huhtamaki Spain S.L seeks to position itself so that it is perceived as a responsible company giving the stakeholders increasingly a chance to co-develop business activities and give back to the community.

1. SITUATION ANALYSIS

1.1 Internal analysis

A brief description of the internal analysis gives a better understanding of its objective and function in the making of this marketing plan. The objective is to thoroughly analyze the company from within, giving a clear oversight to the reader of the company's origin, company essence or culture, resources and capabilities. The function of the explanation of these previously mentioned parts is to have a viable and realistic base to continue formulating the marketing plan in its next section, the external analysis, so that the objectives, strategies and actions set are of the kind that realistically correspond with the best interest of the company.

The Internal Analysis will mainly be focused on Huhtamäki Oyj. This means that the resources and capabilities are not specified to "Huhtamäki Spain SL", but will also contain relevant information about the Spanish subdivision with which the remainder of the marketing plan is built upon. Huhtamäki Spain S.L prior denominations were Feplasa and Huhtamäki Spain S.A. It was constituted in 1976, but became a part of Huhtamäki first in 1985 when it acquired Feplasa, a Vila-Real based family business.

1.1.1 Presentation of the company and its beginnings

The story began with Mr. Heikki Huhtamäki in 1920, at the time only 20 years of age, when he founded Huhtamäki Industries in Kokkola, Finland. The company celebrated its 100 years of business in 2020. As a founder he was adventure-oriented, constantly seeking out new opportunities and endeavours on a global scale. "O/Y Huhtamäen Tehtaat" was the founding name starting out as a candy manufacturer and at the time saw reason to produce its own packaging for the 46 varieties of candy. These containers were mainly wooden boxes crafted by hand.

From a strong and steady start of hiring 61 workers during the first year of business (Image 1), the company continued growing until the economic effects of the Great Depression affected Huhtamäki. The solution was the merger of 1932 with another Finnish confectionery manufacturer, Hellas. During this merger, Heikki Huhtamäki had a plan to broaden his knowledge and expertise. This plan consisted of him resigning as CEO and selling his ownings of Huhtamäki. He went on to mentor an industrial bakery, Ipnos, and he pursued them to diversify to compete with then Huhtamäki-Hellas. He also performed other strategic moves which later provided him with great leverage in

Huhtamäki

the industry. During the later part of the 1930s, Heikki Huhtamäki managed to wholly buy back Huhtamäki-Hellas and thus benefited from the new areas of interest and diversification of food products whilst keeping the packaging a key activity. The 1936 founded grocery firm Jalostaja wished to offer nationally cultivated vegetables, berries and fruit year round and so came into play with Huhtamäki.

Image 1. First stone barn factory opened in 1920.



Source: Annual Report 2020.

In the 1940s Huhtamäki-yhtymä Oy consisted of Ipnos, Jalostaja and Huhtamäki-Hellas and a further expansion of Leiras founded 1948, a pharmaceutical company focused on health care products and the development of new medicines (Image 2). Furthermore, this was the decade of the second world war and the Huhtamäki-yhtymä Oy as a whole played an important role supporting the Finnish nation in separate areas to fight the war. To reposition and secure the continuation of the company, Huhtamäki decided two things. One, to donate the majority of the company shares to the “Finnish Cultural Foundation” and two, to improve, among other things, the maternity and retirement benefits. The latter took a strong stance on the type of leader Huhtamäki was and the type of company culture he stood behind.

Huhtamäki

Image 2. Leiras Pharmaceuticals.



Source: *Huhtamäki.com*.

During the time of 1950-1980, several determining phases occurred. First, Huhtamäki got listed in the Helsinki Stock exchange in 1959. The second significant phase was when Huhtamäki acquired Mensa, a food processor with its own canning line and with the corresponding breakthroughs of Leiras and Marli, a berry wine, juice and liquor producer. As a last crucial step was that the now 20 strong unrelated businesses conglomerate decided to shorten its name to Huhtamäki Oy in 1975 and the redefinition of the company purpose took place, changing from “satisfying consumer needs” to “competitive return on invested capital”. The founder passed away on September 14th 1970.

In 1983 the company brought forward its new strategy of internationalization and concentration. The same year Huhtamäki's daughter company “Leaf” acquired multiple US based confectionery brands and export was soaring. So came the 1990s depression and Huhtamäki Oy encountered itself once again in a situation of difficulty. No drastic moves were made this time as during the Great Depression. One reason was that Finland became a member of the European Union in 1995 presenting the conglomerate with new avenues of business. Before this however, the main business areas were packaging, pharmaceuticals and the original industry: confectionaries. Then it was time to find its current focus, packaging. In the 1992 Barcelona Olympics, Huhtamäki was present on behalf of Polarcup which was used by Coca-Cola. New innovations were also introduced and tested in the Finnish government-owned railway company, VR.

Huhtamäki

This was the definite point of realization, Huhtamäki was to solely focus on packaging as it was at the time the global market leader in food packaging and manufacturer of disposable tableware in the markets of Europe and Asia Pacific. Sequentially, other areas of business were to be divested and the firm acquired 14 leading and strategic packaging competitor companies. Two most significant of these were Sealright in 1998 and Van Leer in 1999 which then gave reason for the firm to change its name again to Huhtamäki Van Leer.

The beginning of the new millennium with a strong economic situation at the firm symbolized decades of hardwork and success. However, the Van Leer industrial acquisition was dispensed and what was left was, yet again after a name change, Huhtamäki Oyj solely serving the consumer packaging sector with growing concerns for environmental factors. In 2008 came a decision stating that rigid plastic based products were terminated, paving way for more biodegradable alternatives. At this time production capacity was increased internationally.

In 2012 the company expanded with the following acquisitions: Chinese foodservice packaging supplier “Josco” in 2012 and Indian flexible packaging company “Positive Packaging” in 2015. A new strategy came in 2014 wanting to focus on food and brand refreshing. The firm strengthened its position in emerging markets continually focusing on more recyclable and renewable products in its product portfolio to meet the expectations of its 2018 launched corporate responsibility program: “Packaging for Good”. Huhtamäki’s last acquisition of the assets and operations of Mohan Mutha Polytech Private Limited (MMPPL) in 2019, with the aim to accelerate growth in the Indian market. “Huhtamäki Oyj” is the official name of the company (parent company), but from now on it will be referred to and written as Huhtamäki.

1.1.2 The Company essence: mission, vision and values

The company essence reflects the core of the enterprise. It is the current how and reason for existence today = mission. It is the dream, the final objective and the why = vision. To keep these two previous concepts in harmony with each other, company ethics and guidelines are implemented in the form of values. This means that these values are the way of doing things, it is basically the important adjectives a firm defines to describe itself and promises to abide by. This creates a sense of purpose, focus and

Huhtamaki

direction. So, all in all, the company essence is about uniqueness, honesty and the appeal to higher expectations.

1.1.2.1 Mission

The reason for existence and the current “how” of how things are done. The mission can be updated at times to better describe the prevalent situation and surrounding of the company. Here, the latest mission of Huhtamaki:

“We are for shaping the sustainable future of everyday life to offer wellbeing convenience and responsible lifestyle to billions of people everywhere.”

1.1.2.2 Vision

The vision means the end goal, and it will be reached by fulfilling the mission, adding the core values and having implemented a series of actions to support set strategies. The vision is simple and clear, leaving no doubt in its meaning and purpose for the observer.

“To be the first choice in sustainable food packaging”

1.1.2.3 Values

Care, Dare and Deliver are the core values of Huhtamaki. These values reflect well on the company. Care is for the environment and consumer and the dare and deliver relate to the embarking of new missions whilst fulfilling the expectations of a publicly listed for-profit company. The adjectives on their own might not be meaningful, hence, the company definition to each adjective:

“Care - We care for each other, our customers, partners and communities. We care for the future of our planet embedding sustainability in everything we do”

“Dare - We dare to innovate, grow and have an impact. We are diverse and entrepreneurial team seeking new opportunities with our customers”

Huhtamaki

“Deliver - We commit and deliver solutions to our customers, with integrity and as a team. We are ambitious and strive for high performance”

1.1.3 Company resources

1.1.3.1 Physical and Technological Resources

Huhtamaki Oyj's head office is located at Revotulenkatu 1 in Espoo, Finland, from where it governs the operations of all of its subsidiaries (the 62 most significant ones are listed on the Annual Report 2020) and their offices. Together Huhtamaki has 81 manufacturing units spread across 35 countries (2020) and 24 offices. The whole Group is divided into 3 businesses. These are “Fiber Foodservice EAO (Europe-Asia-Oceania)”, “North America” and “Flexible Packaging”.

The Fiber Foodservice EAO holds 34 manufacturing units in 28 countries managed by their respective subsidiaries. One of these sites is located in Nules, a province of Castellón, Spain. Huhtamaki Spain S.L inaugurated in 1985, the current facilities were acquired in 1991 (Image 3). This business' focus is QSR (stands for quick service restaurant), FMCG (stands for fast moving consumer goods), egg and fruit protective packaging and lastly other agile models.

Image 3. Huhtamaki, site in Nules province of Castellón.



Source: Huhtamaki Spain.

The second business Huhtamaki is involved in is the North America category. Here 18 manufacturing sites are divided between the United States and Mexico. The focus of this business is retail, foodservice and consumer goods.

Huhtamaki

The third and last business is the Flexible Packaging with 29 manufacturing units in 16 countries. Mainly in Asia, but also in Africa, Europe and South America. The focus here is FMCG products, such as packaging for soups, ready meals and confectionery. Another product category produced is tube laminates for beauty and oral care.

This short introduction of the business segments will serve to better understand the physical and technological resources and production requirements in each of these areas. Anyhow, the physical and technological resources are not specified to these areas. Nevertheless, the total assets for these segments are € million 3,116.9, with € million 6.5 in other activities and lastly unallocated assets are valued at € million 472.4 totaling the Group's total assets at € million 3,595.8 (see Appendix 1. Consolidated statement of financial position). This sum therefore contains non-current-, current assets and other intangibles that are not to be confused with physical and technological assets. The total tangible assets (non-current) held in 2020, were € million 1,365.3 (€ million 1,398.1 in 2019), not including inventory nor financial assets. This is divided in two parts: owned property, plant and equipment € million 1,219.8 and right-of-use assets € million 145.6. The Spanish subsidiary had total assets of € million 57.3 in the financial year of 2019.

Subcategorization of the total tangible assets allows for a more in depth view of asset localization (see Appendix 2. Tangible assets). Buildings and constructions had a book value of € million 247.6 and machinery and equipment a book value of € million 734.7 on December 31.2020.

A huge importance for Huhtamaki is the performance of its production processes and how well this is regarding the competition. Apart from this reason, innovation and sustainability goals require Huhtamaki to have the highest grade of industrial working facilities and machinery. The year 2020 confronted everyone with new dilemmas and problems and one solution at Huhtamaki was to convert some of its facilities into face mask and visor production sites to help fight the Covid-19 caused pandemic.

1.1.3.2 Human Resources

Since the first year's 61 workers, Huhtamaki has come far, by having a 18,227 big workforce in 2020 working in numerous countries and different sites and areas of

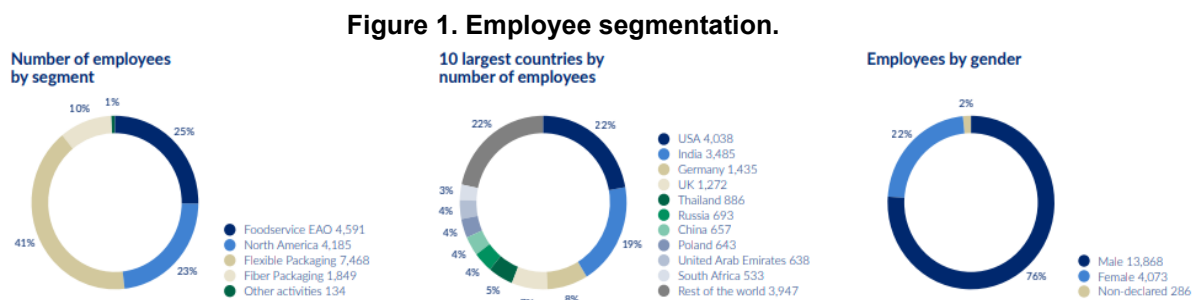
business. From the very beginning, one of the most important pillars for the company has been employee wellbeing, co-creation and care.

This is proven by different efforts by the company, for example the Speak up-channel exists to give workers a secure and effective way to bring forward important messages about any concern for it to be addressed accordingly. In the United States this channel is called Alertline. Programs such as this one are justified by on-going investigations and positive feedback given by the employees. The aim is to create transparency so that everyone can truly make a difference and bring their true potential to the problem solving and coexistence. This is reflected in the values, specifically the first one being Care and supported in one of the core ambitions to be reached up till 2030 is health and safety, with the aim of reducing incidents and accidents as much as possible.

Fiber Foodservice EAO had a total of 6,440 employees, North America 4,185 employees and the last business category Flexible Packaging 7,468 employees at the end of the year 2020. The remaining 134 employees are assigned to other activities, such as global functions in Finland.

As of Huhtamaki Spain S.L , the subsidiary counted 353 employees in 2019, a 3.52% increase to the previous year. The year 2018 saw a 20.07% increase in employees to the year 2017 going hand in hand with the growing sales. Here, the management body consists of 5 members, one being the president and 4 others. The gender of this administrative body is 100% male. One core concept understood by the company is that any single company or person can not know everything and because of that know-how and knowledge is shared across the company and its subsidiaries.

The following Figure 1, shows the employee structure apart from the age division, which can be found in the Annual Report 2020.



Source: Annual Report 2020.

Huhtamaki's policies regarding personnel, human rights and social matters:

- *Huhtamaki Code of Conduct*
- *OHSAS 18001 / ISO 45001*
- *Global Employment Guidelines*
- *Huhtamaki Working Conditions Requirements*
- *Group Performance Management Policy*
- *Performance Review Guidelines*
- *Code of Conduct for Huhtamaki Suppliers*
- *Group Compensation and Benefits Policy*
- *Huhtamaki Human Trafficking and Modern Slavery Statement*
- *Global Human Rights Policy*
- *Global Occupational Health and Safety Policy*

According to the Annual Report 2020, some subsidiaries manufacturing sites started producing at lower quantities or solely a narrower range of products to meet the new demand caused by the pandemic. Depending on the area, some market's demands were focused on consumer goods and other's on food delivery services. This adaptation led to some workers working less hours or being furloughed temporarily. Not much later, due to the quick response of Huhtamaki and the setting up of a crisis management team, the workers were called back to fulfill new functions of the production of face masks and face visors. Employees were highly content, encouraged and motivated to learn their now new responsibilities. Similar adaptations were promoted and supported across the Group's locations.

Of all the employment contracts 94.5% are regular workers, whereas 5.5% are fixed term contracts. The total personnel expenses in 2020 rose to € million 721.4 (see Appendix 3. Personnel expenses). The table presents salaries and benefits.

1.1.3.3 Financial and Intangible Resources

Financial resources are the easily available resources of a company in a given year. These include cash and cash equivalents, bank deposits and financial investments. At the end of the financial year 2020, Huhtamaki held € million 293.6 in cash and bank, € million 21.9 in liquid marketable securities or cash equivalents, € million 520.5 in trade

Huhtamaki

and other current receivables, € million 16.3 in current tax assets, € million 7.4 in interest-bearing receivables and € million 473.4 in inventory. This totals € million 1,333.0.

As explained in the section of physical and technological resources, the quantity for tangible non-current assets was € million 1,365.5 which means that in the case of Huhtamaki there are some assets non-disclosed. Firstly, € million 769.7 in intangibles, € million 61.3 in deferred income taxes and € million 66.3 in other long-term assets. This totals the non-current assets at € million 2,262.8 and total assets at € million 3,595.8.

The intangibles are divided into goodwill and other intangible assets. The first valued at € million 732.4 and the latter € million 37.4 consisting of customer relations, software and other intangible rights (Appendix 1. Consolidated statement of financial position). This goodwill is further divided into North America € million 215.2, total Flexible Packaging € million 258.4, Foodservice EAO Global € million 93.4 and the remaining smaller units with goodwill € million 165.2.

Net sales for the whole Group in 2020 was € million 3,301.8 which is approximately 2.9% lower to the previous year. For the income statement see Appendix 4. Consolidated statement of income. As of Huhtamaki Spain S.L, the subsidiary generated sales of € million 75.8 in 2019, meaning a 6.52% increase from the year prior. The yearly increase of sales between 2017 and 2018 was a substantial 18.14% for the subsidiary. On a side note, the subsidiary is held 100% by the parent company, Huhtamaki Oyj. The social capital for the Spanish subsidiary totaled € million 23.3 in 2019.

Total stockholder's equity was € million 1,284.1 and total liabilities € million 2,231.3 (Appendix 1. Consolidated statement of financial position). The consolidated financial statements include only those subsidiaries where Huhtamaki Oyj has 50% or more of each subsidiary's voting rights. The weighted average number of shares outstanding was 104,350,000 (2020) and the total number of shares was 107,760,385 in 2020 (see Appendix 5. Shareholder's equity). Of these shares the company owns 3.2% and the GET (global executive team) owns 66,351 shares in total (31.12.2020). The shareholder structure is as follows, 36% is owned by Finnish institutions, companies

Huhtamaki

and organizations, 14% by households and the remaining 50% by foreign nominee-registered shareholders (Annual Report 2020).

Basic earnings per share € 1.69 and the dividends paid in 2020 were 0.89 per share, meaning a total sum of dividends paid of € million 92.9. Net income that is related to the equity holders of the parent company, in millions of euros, € 176.8.

Huhtamaki Spain S.L possesses the following certifications: ISO 9001, BRC/IOP Technical Standard, FDA/IMS (partial certificate), ISO 14001, OHSAS 18001 and Chain of Custody of Forest Products (PEFC and FSC), apart from this, it is a member of SEDEX. For more information, see Appendix 7.

1.1.3.4 R&D

Huhtamaki, with its economic and sustainable ambitions and numerous business activities rely highly on the performance of research and development activities. The current global 2030 sustainability ambition (see Appendix 6. 2030 sustainability ambitions) requires together with R&D innovation and determination to reach the related goals. Depending on the subsidiary and manufacturing site, there are many processes to be improved or rather entirely changed and new functions implemented. Digitalization is favoured as it eases functions and improves customer satisfaction due to easier and more wholesome experiences and inquiries when doing business with Huhtamaki.

One key ambition and more constantly spoken of is the topic of circular economy. This means using recycled materials as much as possible at least so that the amount of new materials required minimizes. Artistically, the flow of materials is circular and they will be reused in the economy anew. As such, the R&D is required to figure out how the product design, partnerships and other variables are to be structured to meet the ambition of having 100% of the products recyclable, compostable or reusable. Another less challenging area of concern is certified fiber, due to it already being almost in every site 100% certified.

The R&D team is looking for innovative efforts to substitute plastics in products with other materials or come up with solutions to reduce the use and generally increase the percentage of recycled materials. Some of Huhtamaki's products are coated with a thin

plastic layer which now has become a concern for the company, due to the rising topic of discussion in the EU committee of products containing even the slightest amounts of plastic. Below is presented a paradox on the topic by Huhtamaki (Annual Report 2020):

“On the one hand, society wants to see fewer materials used, less packaging waste and less litter. On the other hand, it also wants safer products, less food waste and a longer shelf life. The debate should not be about more or less packaging. It should be about how we make packaging smarter and more sustainable with better end-of-life management; packaging that considers the full environmental, social and governance impacts.”

The total expenses of all research and development activities in 2020 were € million 20.7, € million 1.3 lower than the previous year despite huge efforts and impromptu activities due to Covid-19 (see Appendix 4). Depreciation and impairment of R&D establishments and assets counted € million 0.4 in 2020.

According to the 04/11/2020 financial data published (Cabrerizo, 2020), Huhtamaki Spain S.L has invested € million 25 in new top of the line manufacturing lines in the period of 2018-2020 and is expected to invest over € million 15 in the subsequent financial year (2021).

1.1.3.5 Corporate Social Responsibility

The Annual Report 2020 claims that “as a part of strengthening its supply chain due diligence processes, Huhtamaki will start utilizing more third-party corporate responsibility audits in supplier assessments.” and that these will be chosen to be audited based on geographical location and supplier category while focusing on main suppliers. As a global company, Huhtamaki works with more than 20,000 suppliers. Currently, these audits are postponed for health reasons as a measure to help prevent the spread of the virus.

Furthermore, Huhtamaki’s policies regarding personnel, human rights and social matters-list in the section of Human Resources, presents policies that have been implemented to ensure fair and just treatment of Huhtamaki’s stakeholders. These policies and codes of conduct can be viewed on the Annual Report 2020. Below a

citation from the “Overview of internal control” of the Annual Report 2020 stating how corporate social responsibility among other things are treated across the company:

“Group policies, standards and guidelines are deployed in all business segments and business units. Policies, standards and guidelines on financial, human resources, corporate responsibility, environmental, legal and compliance as well as risk management related matters have been issued in the Group. In addition to the Group policies, there are more specific local policies in the business segments and their business units.”

In Spain, the company had contributed 650,000 units of face visors to the society in 2020 (Cabrerizo, 2020).

1.1.3.6 Marketing Mix & resources

This part of the company's resources will focus on Huhtamaki Spain S.L to be more coherent and specific with the rest of the analysis. Also related to this is the reason to avoid a too in depth explanation of product lines and categories not relevant for the marketing plan in question. Globally, the company spent € million 81.4 in sales and marketing. The amount is relevant because internal knowledge of consumer behavior is within the same public objective, easily transferable and thus used to some extent by other subsidiaries.

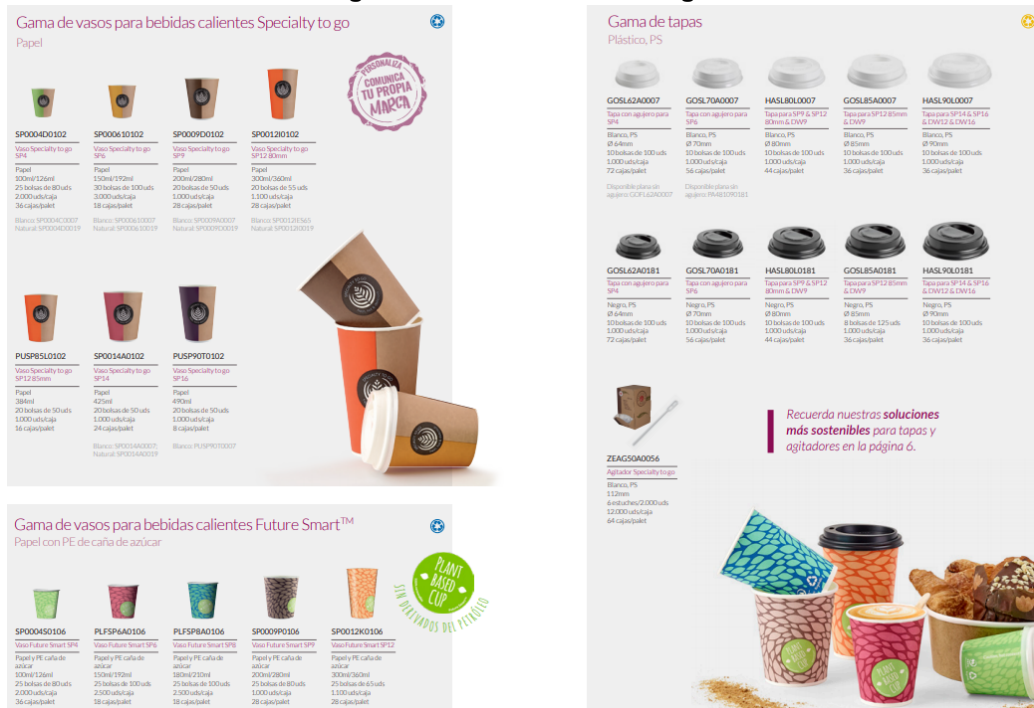
Product

Explaining the product as a part of the marketing mix will start with going through the product portfolio to give a wholesome picture of the Huhtamaki Spain S.L offering, not explaining other subsidiary's product ranges. As a reminder, the business area in question is the Fiber Foodservice EAO (Image 4).

The product lines are 5 (6), consisting of compostable products, beverages, food solutions, vending and lastly personalized products. The division is based on augmented elements and customer type, not directly on the product and its core elements such as all cups and plates. The product lines are the following, with the total number of products within each product line:

- Compostable products, 61
- Beverages, 73
- Food Solutions, 82
- Vending, 31
- Personalized, in theory unlimited
- A sixth temporary product line Face Visors

Image 4. Product line “Beverages”.



Source: Huhtamaki “Cátalogo” Foodservice Spain.

Continuing with the length of the product line Compostable products, ranging from from cups and lids to plates and multifunctional boxes, 10 subcategories are found. These are the following together with respective subcategories’ depth:

- Bioware® Hot Drink Cup Range, 6
- Range of caps and accessories for hot drinks, 5
- Range of glasses and lids for cold drinks, 13
- Strongholder™ range of trays, 2
- Range of multifunctional hinged containers, 5
- Range of dishes/plates, 3
- Range of cutlery, 5
- Multifunctional packaging range, 6
- Chinet® Good to Go range of plates and bowls, 7
- Chinet® range of plates and bowls white, 9

From this, the Bioware® Hot Drink Cup Range, 6 cups are analyzed. These products are 100% compostable and biodegradable. The main material is paper and product quantity per pallet and box is specified for retail purposes. See Image 5 for product specifications.

Image 5. Bioware® Hot Drink Cup Range.



SP0004N0103	SP000630103	SP0008K0103	SP0009J0103	SP0012J0103	PUSB16A0103
Vaso Naturally Bioware SP4	Vaso Naturally Bioware SP6	Vaso Naturally Bioware SP8	Vaso Naturally Bioware SP9	Vaso Naturally Bioware SP12	Vaso Naturally Bioware SP16
Papel biodegradable 100ml/126ml 25 bolsas de 80 uds 2.000 uds/caja 36 cajas/palet	Papel biodegradable 160ml/192ml 30 bolsas de 100 uds 3.000 uds/caja 18 cajas/palet	Papel biodegradable 180ml/217ml 25 bolsas de 100 uds 2.500 uds/caja 18 cajas/palet	Papel biodegradable 200ml/280ml 20 bolsas de 50 uds 1.000 uds/caja 28 cajas/palet	Papel biodegradable 300ml/360ml 20 bolsas de 55 uds 1.100 uds/caja 28 cajas/palet	Papel biodegradable 490ml/515ml 20 bolsas de 50 uds 1.000 uds/caja 12 cajas/palet

Source: Huhtamaki "Cátalogo" Foodservice Spain.

Finally, the level of consistency of the product portfolio is significantly high as the Fiber Foodservice EAO subsidiary's products are highly sustainable single use foodware that principally can be said to target the same target market or very similar target markets as in the final utilization of the products. The product's functions are the same: food safety, food conservation and food availability. For a final supporting argument as to why the level of consistency is significant is the price, more of that in the section about price, which is remarkably equal to the other products taking into account cost of goods sold and similar economic target audiences. The only non-consistent product line is the now emerged product line of face visors. Many of Huhtamaki's manufacturing sites have adapted to the global situation and added a, prior to this, unrelated product. This can be considered diversification.

Levels of Product Concept

Core benefits

The core benefits of Huhtamaki Spain S.L products are food containment or usage in any of the product containers, boxes, glasses, plates and cutlery. The recommended single use foodware products present an easy way of offering companies, retailers, restaurants and customers smart and sustainable food consumption solutions. The Spanish subsidiary has closer to € million 80.0 in sales (2019) and serves some of the national market's biggest brands such as McDonald's, Burger King, KFC, Unilever and

Huhtamaki

Starbucks. Exporting activities form an important part of the business. In conclusion, it is clear that the core benefits are fulfilled by being such an important industry leader.

Formal elements

The formal elements consist of brand notoriety, packaging, labeling and quality. Huhtamaki Group is well known globally and has a position of market leader in most international markets and is considered as a very high quality brand with for profit goals while reaching ever more sustainable production solutions. A major part of the business and marketing efforts are directed to the food and service sector companies and not final consumers. This is meant in the sense that the end users might not be aware of the company albeit its strong global positioning.

As for labeling and quality, the R&D team is continuously seeking better and more sustainable ways of packaging, production methods and raw materials. An ongoing debate is whether or not to omit the thin layer of plastic coating on some of its products and find potentially less sustainable solutions due to political bans on plastic. Labeling and quality is a serious matter and something the brand works hard on. Labeling depends on the product, customer and agreement. Quality is supported by investigations, audits and reduction of resources required and obviously also the product performance. The company bares with pride its certificates of sustainability,

Augmented elements

Huhtamaki is able to adapt the order and products to its customers more effectively due to it being managed geographically and many of the agreements with local suppliers and entities are unique. This means that when it comes to the augmented elements it depends from case to case if one deal includes delivery or financing. Maintenance on the other hand is not required due to the product type and category and for it being of the single use. The same is true for guarantee, excluding the correctness of the order. Post sale service is generally not either a relevant subject. In conclusion, the augmented elements are somewhat absent, but this is due to the product type like stated before. This is not to say that Huhtamaki does not stand behind its products and brand, but that issues and criticism are treated in the negotiation phase.

Price

This marketing instrument is normally the only income generating part of the marketing mix and so proposes crucial decision making for the company to set the price right. A company can fix the prices as a whole based on some method or by product line. The fixed price impacts greatly customer purchasing decisions as the product benefits must outweigh the psychological barriers of doubt.

Now, exhaustive market analysis is conducted to establish the most significant factors that will affect the pricing of Huhtamaki's products. Among these factors is internal and external analysis. Internal analysis weighs the total associated costs of the products jointly with the production performance based on varying the cost. Other internal factors are own price strategies, financial goals and shareholder satisfaction to be taken into consideration. External analysis studies the psychological elements of a certain price observed by customers and their readiness to pay a certain price over competition's products. Different pricing strategies may also be applied based on subsidiary and local temporary price strategies and objectives.

Huhtamaki, however, sets prices based on each product's production costs as well as adds a margin which is in accordance with industry standards and Huhtamaki's premium market position. Products, due to their nature and utilization, are rarely affected by seasonality and discounts, but some pack promotions and offers are implemented in the sales strategy. However, the products' pricing are altered based on market conditions. An example of this are the new face visors that are priced relatively low to meet the sanitary needs to fight the pandemic instead of yielding high profits for the company.

- As seen in the image of Bioware® Hot Drink Cup Range, the product SP0009J0103, or big compostable cup for warm drinks is sold for € 99.04/1000 units. Unitary cost lands at 9.9 cents a cup. Packed in 20 bags, meaning 50 cups per bag. The VAT (value added tax) free price is € 81.85, resulting in a VAT of 21%.
- The product SP0012J0103 of the same product line is sold for € 116.16/1100 units. Unitary cost is € 0.1056. Packed in 20 bags and 50 cups per bag.

- Product HUPL22A0007 belonging to the same product line, this “Chinet” plate is sold for € 56.98/500 units. Unitary cost is € 0.113 per plate. Packaged in a box of 4 bags and 125 plates per bag.

These 3 products follow the rest of the pricing methodologies, but are slightly more expensive for being 100% compostable than the non-compostable items. For more information and pricing of other items see [tiendavasospapel](#).

Place

Huhtamaki Spain S.L products are sold primarily through the Spanish internet store called [Huhtamaki Tiendavasospapel](#) (Image 6). The channel offers the product portfolio with specific product descriptions, pricing and the option of contacting the company in case of doubts or other special requests.



Source: Screenshot of [Tiendavasospapel](#).

The store Gros Mercat sells some of Huhtamaki’s items and possibly also Makro. These two are wholesale channels directed to the autonomous workers or entrepreneurs in Spain. The available information is scarce as to which products exist in which stores. Other channels are trade shows and company agreed business meetings with customers. The contact and customer experience in these differ. An unofficial, or not sold by Huhtamaki Spain S.L, channel is Amazon where some products can be purchased and these products are possibly listed by the UK-based subsidiary.

For the Iberian peninsula, Huhtamaki relies mainly on the distribution of the “[distribuciónmayorista.online](#)” company and website to wholesale and deliver ordered

products. They focus on the distribution of vending restaurant sector items. The official Canary Islands distributor, since 2003, is Peconvi.es.

Promotion

In 2020, Huhtamaki took part the second time in a row in the company of the year contest hosted by El Periodico Mediterraneo (Cabrerizo, 2020) in Spain. Apart from this, and the global brand notoriety, the company publishes articles and articles are being published about significant company news, participates in trade shows and gives back to the community. It is the donations that lift the company in good light, especially in a situation of a pandemic. Huhtamaki donated globally € million 0.5 to fight the pandemic and face visors by its several subsidiaries, including Spain. These actions promote the brand image and bring visibility to the company, but are not direct products to customer promotions.

As the company directs its communication and promotion directly to companies there is not much information available apart from the previously mentioned and the fact that some pack promotions and offers exist. This might be the case, but for Huhtamaki's customers it is another story. Huhtamaki offers personalized premium products, POS (point of sale) banners, holograms and promotions on packs with unique codes to drive customer satisfaction and raise their awareness.

Social media presence is somewhat limited. A smaller Instagram account exists and there is the company Youtube and Twitter channels with 1,500 subscribers/followers. The Youtube videos are about sustainable packaging solutions, Bloc face-shield collaboration and about the circular economy. Furthermore, the company has Facebook profiles, also for the Spanish site. The most complete and serious social media profile is undoubtedly on LinkedIn. Here the profile has almost 55,000 followers who follow the publications of the firm and share captivating news.

1.1.4 Capabilities of the Company

1.1.4.1 Organizational Capabilities and Structure

For a company the size of Huhtamaki, to be successful in all of its business areas and numerous value-creating activities whilst generating globally € million 183.7 profit for the period, necessitates an organizational structure, management and organizational capabilities to direct the focus, resources and means to fulfill the objectives at any

given time. It is also the organizational capabilities, the joint collection of intangible assets that are unique to the organization, in other words not duplicable capabilities which lay the foundation for a competitive advantage and is the key pillar for strategy execution.

Huhtamaki's organizational structure is geographical as each subsidiary is situated in one country, whether with one or multiple subsidiaries in each market. Huhtamaki Oyj, the parent company, holds in the majority of these 100% or close to that and as stated in the section of Corporate Social Responsibility, policies, standards, guidelines, values and ambitions are shared throughout Huhtamaki Group. This is crucial when it comes to explaining the capabilities and structure of the company. It is to be understood that Huhtamaki as a whole, seeks to share information, know-how and provide necessary resources to each of its global sites, as well as to collaborate with other institutions and governments, with the objective of growing together, becoming more sustainable and yielding higher return for shareholders. The GET (Global Executive Team) together with other programs and channels directed towards the empowerment of employees is where the true value and capabilities lie.

Huhtamaki Spain S.L was inaugurated in 1985 and since then, a lot has changed in the sector and it has technologically laid the foundation for the Spanish operations. Nevertheless, the experience gained, the site has shared and received company relevant information with its other counterparts. The legal form is a limited society with Sami Pauni as the president. The owning company is Huhtamaki Finance B.V, with Huhtamaki Oyj as its parent company. The subsidiary is not listed on the stock exchange.

As for the corporate structure, Huhtamaki Spain S.L management body consists of 5 members, Sami Pauni being the president, 2 advisors and 2 non-disclosed members. The current auditor is KPMG Auditores S.L. The subsidiary has 5 active attorneys, 11 functional directors and 63 non-active members.

1.1.4.2 Distinctive Capabilities

The organizational capabilities are the foundation to the competitive advantages in most cases and are therefore required as a basis for the real distinctive capabilities.

Huhtamaki

This means that depending on the organization and competitive advantage in question both are not required.

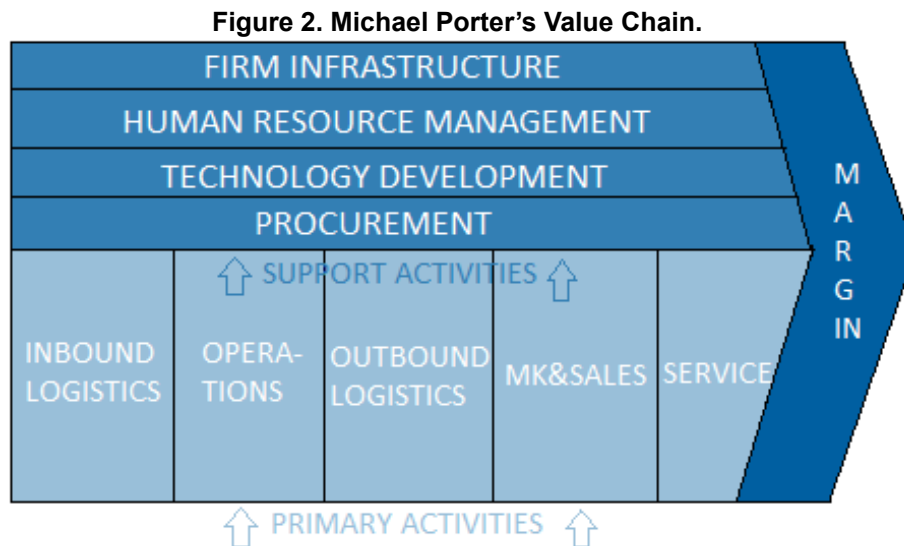
Anyhow, in the case of Huhtamaki, based on previous and subsequent analysis of the Group as a whole and its product portfolio it is clear that the company has the right organizational capabilities to maximize the value of its distinctive capabilities.

The Group's distinctive capabilities consist of global multisectorial experience of being the leader in the sector, adaptive technological innovation and R&D and a truthful and transparent company which highlights its values and ambitions meaning that according to the company it is not just a PR stunt, but an honest for-profit seeking firm's statement. This means that Huhtamaki is wholly invested and committed to its ambitions and claims as each of these areas are indispensable for success and in the fulfillment of the company essence.

Elaborating the capabilities, first about the experience and being a leader in the sector it is worth mentioning that it is not just about running its own business, but to take care of its stakeholders also government, collaborate and give back to the community as Huhtamaki did in the form of donations when the pandemic began. For the second capability, it is understood and accepted as something imperative, Huhtamaki persistently seeks to deploy newest and most effective technology to not only stay ahead of competition but get closer to a fully circular economy. The innovative 3 business segments, paperboard conversion packaging, molded fiber packaging and flexible packaging offer customers a high level of convenience, safety, availability and food waste reduction. The last capability, the truthfulness and transparency, combines partly the 2 previous ones in the sense that it understands the importance of taking care of stakeholders, in this case the environment and employees through multiple programs and tools like the Speak-up (or US Alertline) channel and the newly launched, November 2020, Huhtamaki app to keep approximately 18,000 manufacturing workers connected. Adding to this, the current 2030 ambitions are voluntarily set and costly and challenging to reach. It is therefore unlikely to believe that return is awaited immediately, but instead the ambitions are set based on company forecasts and embarking on said journey ahead of time, is seen as being the industry pioneer positioning the company robustly for the future.

1.1.4.3 Value Chain

Professor Michael Eugene Porter’s model of Value Chain explains the “Interrelated operating activities businesses perform during the process of converting raw materials into finished products” (Figure 2). Simplistically put, the goal is adding value and reducing costs, as much as possible and so reach maximum benefits.



Source: Prepared by the author based on the model of the Value Chain.

- Huhtamaki Spain S.L's Primary Activities
 - Inbound logistics, refers to the planning of all the raw materials and external resources required at the manufacturing site. This means the paper, plastic, resin, ink and other materials such as plastic substitutes. These materials are transported by selected suppliers, the most significant are under non-pandemic times regularly audited to ensure fair and just products and to meet the sustainable production goals. The last one is what adds value to the brand and increases credibility and responsibility of the company. Responsible sourcing and due diligence is the first step of being able to make a sustainable difference.
 - Operations, the 35 countries where Huhtamaki is present with its manufacturing sites, is governed by the parent company Huhtamaki Oyj when necessary, but the individual subsidiaries are more than capable of seeing the value in working in accordance with the Group goals as it is what benefits everyone. The Spanish subsidiary is ultimately owned entirely by the parent company but the responsibility lies in the hands of

Huhtamaki

itself. One key reason for this structure is the better responsiveness to each market's demands and changing law and political environments.

- Outbound Logistics, insufficient data has been found about the intermediaries used to deliver products to warehouses and or further to customers. Each deal is most likely dealt with separately and so is the direct to consumer goods. The local transportation companies are anyways required to deliver the pallets and the products in other packaging forms to destination points.
- Marketing & Sales, the company's now 36 year market presence and experience has served in the acquisition of long term clients and market credibility. The now enrolling technological improvements in the customer interfaces will favor technologically and inclined economically aware companies to switch to Huhtamaki as many industry related costs and time will be saved. The marketing team plans for short and long term financially and socially value adding actions to be taken.
- Service, the whole process of sourcing to deliver the finished goods are what makes Huhtamaki the company it is today. A global transparent and sustainable company with care for its stakeholders as a whole. At Huhtamaki it is understood that caring for nature, people and finances is jointly not only possible, but rather a lucrative business model.
- Huhtamaki Spain S.L's Support Activities
 - Infrastructure, including management, sales, R&D, HR, legal, finance, IT and customer service departments are what forms the infrastructure of Huhtamaki. Apart from this, communication with other subsidiaries and the parent company is required for optimal performance and allocation of resources. All in all, it is each site's responsibility to appoint necessary personnel, whether manager, directors or other to oversee activities.
 - Human Resource Management, not only is the employees incentivized by company offered channels and programs to bring forward any issue or concern, but career development and medium to long term benefits

Huhtamaki

are used to pay back for commitment and great performance. Huhtamaki cares for its employees and expects that each of its stakeholders (suppliers or intermediaries in this case) are well treated. These policies and guidelines ensure fair treatment adds value internally and externally and so promotes the brand.

- Technology Development, this part of the support activities is divided in two. One being the side where technological development is used in marketing activities and offering customers better service and the other is in the R&D of the actual production facilities and the technological development of the machinery. Huhtamaki seeks to outperform its possible competitors by not only focusing on cost reduction but by also paving the way for more sustainable products and materials. The company launched data analysis and digital workplace tools globally in 2018.
- Procurement, as discussed in inbound logistics and in previous sections of the marketing plan, Huhtamaki stands strongly against unfair sourcing practices and takes measures to ensure that each supplier is aligned with the values and principles of Huhtamaki. Sustainable products and fair treatment of stakeholders do not mean anything if the procurement process is overlooked for cheaper ways to attain goods. Therefore, Huhtamaki is not interested in short term gain when it has everything to gain from staying true to its values, mission and stakeholders.

1.2 External analysis

1.2.1 Macro-environment analysis

1.2.1.1 Political Factors

The food sector that Huhtamaki is in is highly regulated and the products are to meet local standards in safety and materials. Additionally, the sector of single use foodware, which contains plastic or derivatives as resin, face changing regulations, which is one reason as to why Huhtamaki's R&D team is working on plastic/resin substitutes for the products which contain these materials. The previously mentioned paradox brings forward a point worth consideration. This point is to when debating politically regarding

the material plastic (synthetic materials/polymers) to execute studies on whether or not some usage of plastics actually cause less environmental damage or not.

For example, the Spanish government formalized limitations and plans of collecting € million 724 annually from the production, importation and intra-community trade from single-use plastic products used in the Spanish market, based on the article of, *iambiente* (2020). The same article claims other countries such as The United Kingdom and Italy to implement similar taxation. The taxation subjects most specifically items as single use cups and trays and it aims to cut in half the usage of these items by the end of 2026 compared to the year 2022. The same government intends to set a holding target to move from a linear economy to a circular one by the end of the year 2030 (Espiral21, 2020).

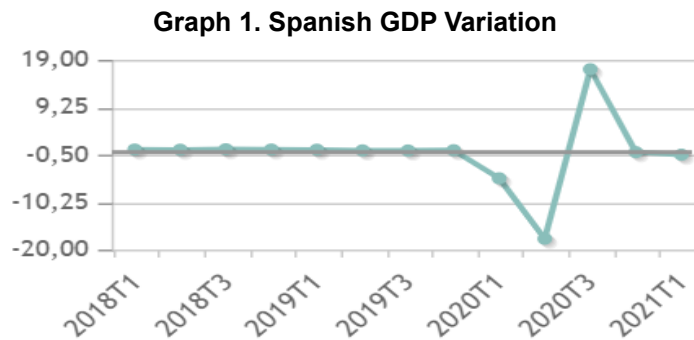
Another future requirement by the European Union is that 25% of single use plastic bottles are to be produced with recycled plastics starting from the year 2025, as stated by Lafraya (2021). The world needs a recycled plastic model because the planet can not continue like this. Every year 12.7 million tonnes of plastic ends up in the oceans, it is notable that 46% of the Great Pacific Garbage Patch's plastic (the size of Spain, Germany and France) derives from the fishing industry consisting of nets, lines and other equipment, Hitchings-Hales (2021).

As a last note, the VAT (value added tax) for Huhtamaki's product categories are set in Spain at 21%. This amount is paid by the end user and it is withheld by the seller to later provide it to the local Spanish tax authorities (Hacienda). In case an amount higher than required is paid in VAT, the firm awaits the repayment of the correctional amount, which on average takes between 6-12 months according to *serautonomo.net* (2017). The reason the VAT is considered in this case political is that it is anticipated to be subject to higher taxation, meaning that the single-use products containing plastic will be required to pay a sort of a contamination tax. Single-use product categories in general are being targeted in such a manner to find alternative solutions and reduce the amount of waste.

1.2.1.2 Economic Factors

The fight against plastic materials is not only due to political or environmental reasons. There are increasingly more economic factors and costs related to the material, these are manufacturing, use and disposal (including collection of plastic waste). The added cost will be paid by the consumer directly or indirectly, depending on if it is first assumed by companies selling and distributing the products.

The quarterly GDP variation plummeted after the first quarter of 2020. First it decreased to -5.36% and subsequently reached a low point of -17.78% in the second quarter of 2020 (Graph 1). However, this changed in the third quarter of 2020 to a positive 17.05% quarterly growth and since then the variation has oscillated close to +0% up until the first quarter of 2021.

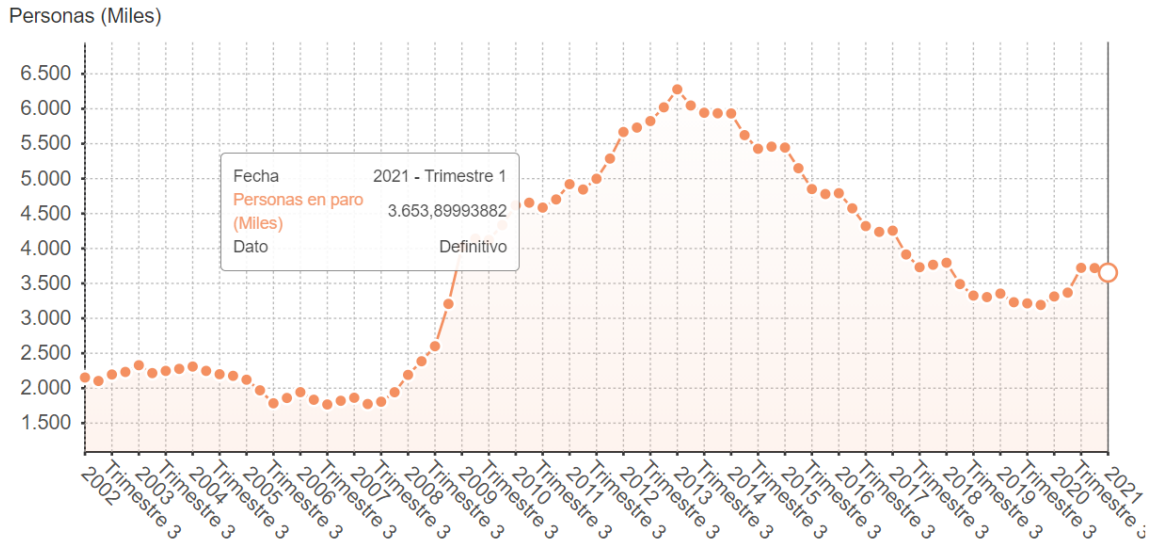


Source: INE

Unemployment has greatly been affected by the still ongoing global pandemic. Based on the Statista workforce 2021 statistics (O'Neill, 2021), Spain's service sector accounts for 75.83% (20.18% industry and 4% agriculture) of the workforce distribution. It is noteworthy that the percentage employed, furloughed and let go, changes drastically and unexpectedly in correlation to the present labour market conditions. Graph 2 portrays an increase of the unemployed in Spain.

The first quarter of 2020 had 3.312 million unemployed, the third quarter was the highest with 3.722 million and the first quarter of 2021 shows signs of a reduction in unemployment, 3.653 million. This is based on contracts and many people faced highly challenging times as curfews and movement restrictions were implemented. This meant in many cases the inability to work and the family purchasing power decreased.

Graph 2. Unemployment in Spain.



Source: Epdata, Data: INE

1.2.1.3 Social Factors

The social concepts regarding the use of single use foodware will be explained by the social awareness and consumption habits. According to the Sanmartín (2020) article, which studied environmental awareness separating opinions based on the political party supported. First off, 90% of Spaniards see climate change as a serious issue. However, the January 2020 last updated article's point about if climate change is currently a very serious issue, only 57.4% agrees. Secondly, the article presents the data, collected by "Sigma Dos", about how people see individual consumption habits as an important factor. 62.5% state the same opinion. Also, 73.3% expect the government to listen more to scientists' forecasts and 43.8% see social movements as very important. Lastly, 69.5% see rigorous controls as very important and 65.5% think that changing the industrial processes is very important.

A global and national challenge is to increase awareness and create social barriers to plastic use if other measures do not work. The current global population is 7,794 million and is continuing to grow by about 1% per year Worldometer (2021). This together with advancement of developing countries' economies cause the problem of increasing plastic consumption. So says the Forbes' article (Vetter, 2020), developed countries consume far more plastic than developed countries. Anyhow, the developed countries have more advanced recycling programs than the developed countries.

Huhtamaki

Huhtamaki's products or competitors are used by the whole Spanish population at some point of time. The products are present in restaurants, vending machines, businesses and other establishments. When in the situation of non-environmentally friendly options few would deny the service being rendered to oneself and simply choose the option. This however is a vague statement as what really matters are the quantities being consumed and not sporadic use.

Social awareness and opinions are not enough, direct action and results are required. More about plastic consumption in the section of environmental factors.

1.2.1.4 Technological Factors

Technological development continues providing solutions to many world problems and now is the turn for plastic alternatives and recycling among other solutions. These solutions are to function on a global scale and economically.

With the help of commercial and governmental innovation and R&D the technological processes are advanced. The speed of development depends on incentives to pursue costly changes. The changes range from employee aiding improvements and cost saving to innovative not before thought of production methods.

Data collection and analysis, quantum computing and solutions in robotics and similar enables any kind of possible development. IT (information technology) and e-commerce (electronic commerce) are also shaping the society's way of conducting business and the consumption of products and services.

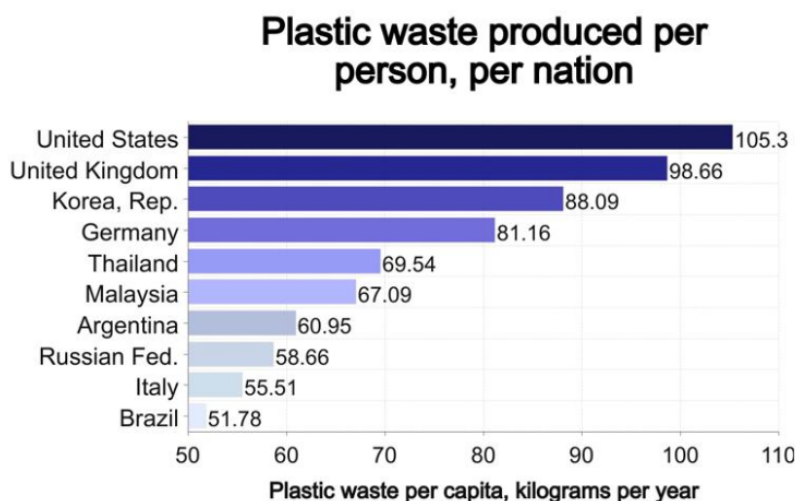
1.2.1.5 Environmental Factors

Waste, especially waste that is not necessary or can be avoided still exists. This is the case for many reasons and businesses still rely on the existence of single use foodware. There are about 80.000 different plastic resins on the market with varying specifications. Apart from that, some plastic products that are claimed to be biodegradable are not, because these "biodegradable plastics" require very specific conditions for the process to occur and not solely leaving the item in nature is enough (Eartheasy, n.a). However, reusable foodware has its own environmental effects as they require different raw materials and constant cleaning. According to the Huhtamaki

Annual Report 2020, “paper-based single-use tableware systems have over 2.5 times lower carbon footprint than traditional multi-use tableware systems”.

In continuation, a brief analysis of the plastic waste by country. This Forbes article ranks the highest plastic consuming countries per capita. The list’s first place (Figure 3) goes to the United States and second to the United Kingdom. Based on the Hipertextual article by Rodriguez (2019), the world average is 50 kilograms of plastic per person per year. The European average lies at 30 kilograms. Spain comes in slightly higher with a per capita consumption of 41 kilograms, but it is pointed out that the nation has one of Europe’s highest plastic recycling rates, approximately 18 kilograms per person.

Figure 3. Plastic waste per person.



Source: Forbes, Data: Science Advances

Eartheasy’s examples of plastic substitute materials used today: stainless steel, glass, platinum silicone, natural fiber cloth, wood, bamboo, paper, cardboard. These will naturally have possible complications for example in the functionality of being a substitute material in some solutions. Packaging substitutes: mushroom, seaweed, pressed hay and banana leaf solutions. Once again, the functionality and sanitary regulations might hinder the use of these on a greater scale.

For a final point in plastic waste and its effects on the environment, it is noteworthy that plastic is forecasted to outweigh fish in the world oceans by 2050. So is the case according to Harrington (2017), Insider article (based on a report by the Ellen MacArthur Foundation). Currently global estimates count an approximate 165 million tons of plastic in the world Oceans. By the year 2050 plastic production is expected to

quadruple based on current rates and this will cause the amount of plastic in the Oceans to rise to 937 million tons of plastic in the Oceans by 2050 versus the 895 million tons of fish. However, the turning point is likely reached faster if fishing is not reduced and overfishing will destroy the fish populations. Based on the same article, only 14% of plastic is recycled leaving room for innovative solutions to collect the plastic from the Oceans and recycle it.

1.2.1.6 Legal Factors

Huhtamaki has set a wide range of policies and a list of code of conducts that are set for company benefit, but also to ensure the adherence with regional laws, antitrust law, trade laws and competition compliance.

The legal law ruling happens effectively on the European level by the European Union. The European Parliament (2019), voted with 560 votes in favor, 35 against and 28 absent, that following products are to disappear from the member countries during the year 2021:

“single-use plastic cutlery (spoons, forks, knives and chopsticks)

single-use plastic plates

straws

cotton ear buds made of plastic

plastic sticks to hold balloons

oxo degradable plastics and polystyrene food containers and cups”

The subsequent law setting and formulation process is under way. After this, company’s manufacturing products that pertain to any of these categories will face difficulties in one way or another. The ambiguity stems from the uncertainty of, if these items will truly be forbidden or if these items require a penalty payment of some sort of plastic taxation where “the one who contaminates, pays”.

As for Huhtamaki, it will be crucial to have strategic alternatives ready. New product lines, moving production of the yet to be forbidden items outside the EU legislative area and satisfy the demand abroad or have material substitutes to plastic and its prohibited derivatives.

Huhtamaki

However, according to a Herald article (2020), some of the single-use tableware can no longer be given away for free, they must be paid for, while other items such as straws will entirely be prohibited. So it seems as national and European regulations and specific restrictions are somewhat unclear and room for discrepancies exist.

The company meets globally and nationally (in Spain) the required legal requirements, it has the following standards, possesses the following certificates and obtained a MSCI ESG Rating of A (scale is AAA-CCC) in 2020, upgraded from BBB, which was the last 4 year rating. Standards and certificates:

ISO 9001, ISO 14001, ISO 50001

BRC/IOP Technical Standard

FDA/IMS (partial certificate)

OHSAS 18001

Chain of Custody of Forest Products (PEFC and FSC)

SEDEX member (world's leading ethical trade membership organisation)

Data treatment is an ever growing concern and data and contract safeguarding is of high importance for lasting customers and brand image, but also for the legal aspects and requirements to be met.

1.2.2 Micro environment analysis

The analysis of the micro environment will be conducted with Michael Porter's five forces model and how Huhtamaki is positioned in relation to its suppliers and buyers and if it is protected against the substitution of its products and new entrants in the sector. This will be followed by an assessment of the competitive environment where main competitors will be listed and compared and positioned in relation to Huhtamaki in the Spanish market. The analysis will be crucial in the subsequent formulation of a business strategy.

1.2.2.1 Threat of new entrants

Huhtamaki, now over a century old global company has an advantage when it comes to facing a threat of new entrants. This is due to a few key reasons. Firstly, to take on a firm like Huhtamaki and challenge it requires a serious capital investment and funding to get facilities that would be competitive to Huhtamaki and reach beneficial economies

of scale. Secondly, know-how and experience in the sector is crucial for commercial success. This part does not only include information about how to run a manufacturing site, treatment of workers and other stakeholders, but also about how to strike deals with government agencies and meet regulatory requirements. Lastly, a newcomer would face serious difficulty when it comes to acquiring market share of Huhtamaki. Thus, barriers to entry are the following: capital investment, knowledge / experience and customer loyalty. Anyways, small new innovative companies can appear offering alternative solutions on a smaller scale that would not be affected by single-use regulatory restrictions on plastic products.

1.2.2.2 Buyer power

Huhtamaki has bigger and smaller customers and the bargaining power of these depend on their size, co-operative contracts and brand strategies from both sides. So, Huhtamaki's key customers most likely enjoy special offers and deals based on national and international contracts made by the whole Group. Nevertheless, as some especially smaller customers might be more price sensitive they can not exert demands and discounts if it does not benefit Huhtamaki. In this case that they can not afford current pricing they might need to find alternative solutions or substitutes.

Excluding the biggest customers with international presence, buyer power is relatively low. Reasons are the product category in question and Huhtamaki's possible indifference to smaller customers.

1.2.2.3 Supplier power

Size and brand positioning here plays a great role in the acquisition of an advantageous cost structure. Huhtamaki is able to secure raw materials cheaper and with more beneficial contracts due to its status as a global company. Suppliers will due to Huhtamaki's policies not be taken advantage of, but come to a long-lasting agreement with guaranteed orders by Huhtamaki.

Therefore, as small competitors do not enjoy this premium treatment they might be required to seek for alternative materials or suppliers to potentially reach similar cost structure as the market leaders. Alternatively, they are required to accept, in economic terms, worse deals from the same suppliers as the supplier can in that case demand higher margins.

1.2.2.4 Substitutive products

The direct substitute products are reusable containers and packaging which is currently not a product category Huhtamaki offers. These substitutes are bottles, cups, boxes and other similar containers that fulfill the safe preservation and containment of food and beverages. The threat of substitute products is augmented in the light of plastic taxation and the prohibition of the single-use product category. To the best interest of Huhtamaki, it is already offering product lines which would be excluded from taxation or prohibition and it is constantly researching and innovating new solutions for the sector.

1.2.2.5 Rivalry among existing competitors

According to the Annual Report 2020, Huhtamaki possesses a powerful ability to manage its prices effectively in the case of aggressive competition. In other words, with the company positioning, strong technological and digital solutions and sourcing credibility, it can adapt to a rise or fall in prices so effectively that its competitors do not manage to affect Huhtamaki considerably.

Focusing on the Spanish market, there are few bigger competitors and many smaller companies producing one or multiple products with which they possess a small market share in the sector. When it comes to Huhtamaki in Spain, it is the market leader with influential customers such as Burger King, McDonald's, Taco Bell, Unilever, Nestle and more. Some nationally, others not. The important thing is that many of these companies choose Huhtamaki as their supplier as they rely on the services and products of Huhtamaki internationally. Therefore, the rivalry that exists in Spain is regarding smaller local customers which individually do not affect Huhtamaki. In conclusion, the rivalry is concentrated on smaller companies and their acquisition of local customers.

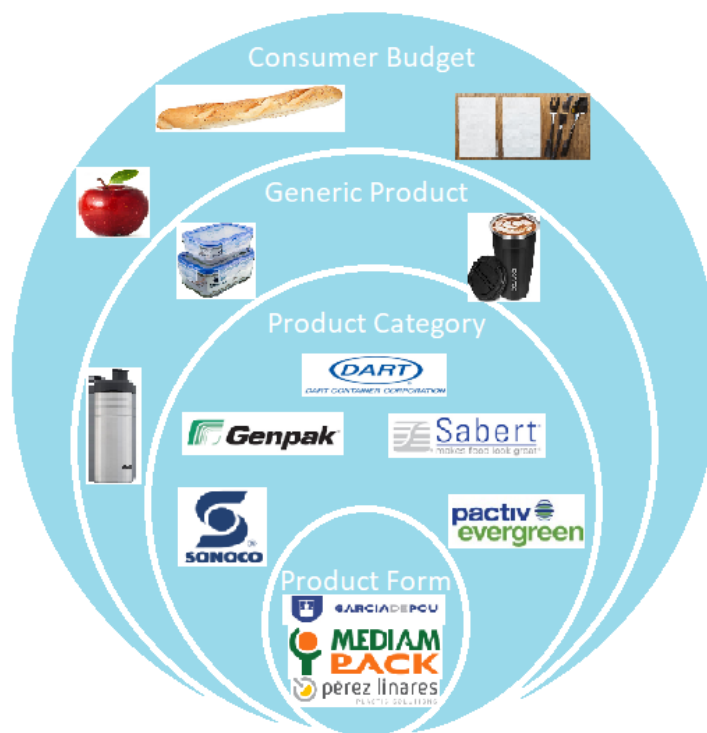
Summarising Porter's five forces, there is one which poses a true and direct threat in the short term, the threat of substitute products due to legislative concerns. Second in importance comes the threat of new entrants and competitor rivalry. Lastly comes the bargaining power of customers first and then suppliers. So, if Huhtamaki focuses on safeguarding and protecting itself against taxation or regulations, or better, finding sustainable long-term solutions.

1.2.3 Competition analysis

1.2.3.1 Competitive levels

Competition is about being positioned in accordance with firstly the mission, vision and values, secondly the objectives and strategies of the company and lastly customer expectations and competition threats. This means that internal and external expectations of the company must meet. Knowing what customers want and delivering this is not enough if competitors are able to outperform the company. The competitive levels are “product form”, “product category”, “generic product” and “consumer budget”. That is, depending on the competitive level, the “relevant” competitor will be of different nature and even industry than Huhtamaki.

Figure 4. Huhtamaki Competitive levels.



Source: Prepared by the author based on previous analysis.

Product form - this level consists of confronting the direct national competitors that offer the same product solutions and categories. This means, products and foodware solutions that range from biodegradable single-use to simpler and cheaper vending cups and lids. There are several national competitors which technically belong into this product form-category, but the most significant ones are Garcia de Pou S.A, Medio Ambiente Pack S.A and Pérez Linares Plastic Solutions.

Huhtamaki

Product category - this level could focus on other national producers manufacturing the same product solutions with varying attributes, but for the benefit of this marketing plan it is more relevant to consider international competitors as the second level of competition. Another argument for this choice is that normally this level would include, like mentioned, products with different attributes, but the market is missing competition that offer a similar product portfolio so to further subdivide competition into “varying attributes” would result in complicated answers and vague in general for the purpose of this work.

Therefore, the significant and considered international competition is Dart Container Corporation, Genpak, Pactiv Evergreen, Sonoco and Sabert. These companies offer, on a global scale, very similar product solutions to that of Huhtamaki. So it is possible to consider these as a category with varying attributes due to them being more specific to Huhtamaki product portfolio than local sectoral competition.

Generic product - this level defines all those products solutions that fulfills customer needs. Needs of having containers and packaging of any sort to package or consume food and beverages on the go or at home. This includes single-use product substitutes, for example containers not intended for similar use or multi-use containers that are reusable. Consumers have the option of buying substitute products such as bottles, cups and containers that substitute Huhtamaki’s products.

Consumer budget - finally, this fourth level of competition is concerned with attaining a part of the consumer's budget that could go to anything related to what Huhtamaki offers, were it non-direct substitute products or far-reaching alternatives. It is probable to consider any product that is food related and sold within similar price ranges.

1.2.3.2 Main competitors

The main competitors will consist of Huhtamaki’s international key competitors and specific Spanish sectoral competitors. This is due to the fact that Huhtamaki is the global leader in the sector and has strong contracts with many of its global customers that extend into the Spanish market meaning that, to a certain extent, local competition will not threaten Huhtamaki’s commerce. After analyzing the Group competitors the Spanish sectoral competition will be analyzed.

Huhtamaki

International competitors, but not pervasive to, are Dart Container Corporation, Pactiv Evergreen, Sabert, Sonoco and Genpak.



Dart Container Corporation - This Michigan, United States, based manufacturer and distributor of tableware product solutions was founded in 1937. Initial product portfolio consisted of a mixed variety of plastic and metal tools and gadgets. The company offering has since redirected its focus to mainly single use foodservice packaging solutions and grown into one of the global sector leaders with 35 locations dispersed in four countries: United States, Canada, Mexico and United Kingdom. Product assortment consists of over 3,000 products and are divided into these categories: plates, boxes, containers, cups, lids and straws. The primary raw materials are polystyrene (solid and foam), polypropylene, PET, sugar cane and paper. The production of the last raw material category was significantly augmented by the acquisition of “Solo Cup Company” in 2012 doubling the company size and positioning the company on the path of more sustainable product alternatives. This purchase commenced a more serious alignment to environmental actions such as the reduction of materials, the reuse of heat and energy and the recycling of residual matter. Dart employs 13,000 with 3 subsidiaries and 10 branches. The parent company Dart Container Corporation revenue in 2020 was € million 2,082.6.



Pactiv Evergreen - Pactiv and Evergreen were separate companies under the name Reynolds Group Holdings Limited which in turn was owned by Rank Group Limited. The companies were until then privately held and in 2020 when the two companies merged to form Pactiv Evergreen they went public and are trading on the NASDAQ Stock Exchange with the symbol of PTVE. Evergreen Packaging has roots in the sector that go back to the 1880 in the United States. Mergers and acquisitions took place during the over 100 years of the company history and the last one being in 2007 when 3 companies merged and took the name and form of today. Pactiv on the other hand was the result of a merger between Central Fibre, American Boxboard and Ohio Boxboard merged in 1959. The name and ownership continued changin up until 1999 and has ever since used the same name Pactiv. The newly merged business had net revenue of \$ million 4,689 in 2020 versus \$ million 5,191 the year before. Anyway, the size and the sales

Huhtamaki

revenue is ambiguous as the companies have gone through a merger and the available information is not specific to changes and other directly relevant factors impacting the company performance. However, the company states that sales are primarily down due to the negative impacts of the Covid-19 pandemic and has been forced to lower raw material costs. Impact of foreign currency is claimed to be another part of the financial result. Net loss was \$ million 10 compared to the prior years' net loss of \$ million 240. The company has more than 12,000 employees employed in 7 countries. Product categories evolve around food processors, convenience stores, retail grocery and the food service sector in general. Products offered count to over 14,000 with 14 main raw materials used. The company has introduced almost 4,000 new products to the market in the time span of 5 years. Approximately, 500 of those products are related to sustainability by being recycled or produced with recycled materials. Finally, the company has matched Huhtamaki's environmental ambitions of manufacturing 100% of its products with recycled, renewable or recyclable materials before 2030. More sustainable solutions are thus becoming more available and of higher importance.



Sabert - the company offers high-quality and sustainable solutions for tableware, delivery, takeaway and catering services.

The starting year was 1982, but it was not until 1998 that it was incorporated. The corporate family consists of 16 companies. Corporate office is situated in Sayreville in New Jersey, United States while the European head office is in Nivelles, Belgium. The European division began its operations in 1990. As of sales and employees, the company revenue in 2020 was \$ million 315.07 and 560 employees were employed throughout the company. The 1,200 items are divided into the following product categories: natural and eco-friendly to go, KRAFT collection, hot meals delivery and takeaway, recycled PET for long-lasting freshness, catering platters, reusable high-end tableware and bakery. Some of these categories are entirely reusable and others single-use items. High quality premium solutions, tailored if necessary, sustainability and food-safety are distinguishing factors of Sabert.



Sonoco - The founding year of Sonoco was 1899 in Hartsville South Carolina, United States. Since then, Sonoco has grown to a global company with over 320 manufacturing plants in 36 countries. The workforce operating these plants are over 23,000 strong. Sonoco is a publicly traded company which reached net sales of \$ million 5,240.0 in 2020. Similarly

Huhtamaki

to Huhtamaki, Sonoco is driven to deliver value through two channels. One being the production and sale of tableware product solutions of varying product categories and the second being returning value, in the form of financial benefit, to shareholders. Sonoco has in the latter delivered value through stock performance and dividends for 95 years or 380 consecutive quarters. The share price has continued growing during the year of 2020 and the first quarter of 2021 regardless of the pandemic caused economic disruption. The “i6 Innovation Process™”, material transformation experience and the industry-leading tableware and other food related product portfolios are what makes Sonoco a valuable company to its customers and a serious threat for the competition. Product categories are: consumer product packaging services, industrial products & services, protective packaging solutions, healthcare packaging solutions and lastly marketing research and design services. So, these categories function as separate business areas to reach higher operational effectiveness and it provides flexibility in terms of customer retention and customer demand-awareness.



Genpak - The company was founded in 1969 and has its corporate headquarters in Charlotte in the state of North Carolina, United States. This industry leader has 19 facilities distributed throughout the United States and Canada employing 100 and it generated sales of € million 325.7 in 2020. Company motto is “Your food packaging company” and serve the quick service restaurants (QSR), casual restaurants and family dining with tableware solutions to each of these categories. Product categories are eco-friendliness, home delivery or takeaway, recyclable solutions and other hot and cold products. The company prides itself with its over 50 years of experience and innovation and growth together with the evolving restaurant industry. Sustainability and special customer needs are of high interest at Genpak pinpointing biodegradability and recycling as areas requiring more R&D and innovation. First Atlantic Capital, Ltd is the parent company having 10 subsidiaries under its name and 37 corporate family connections.

The Spanish most significant competitors are García de Pou S.A, Medio Ambiente Pack S.A and Pérez Linares Plastic Solutions. These companies are chosen based off of their sectorial, CNAE 1729 - “Fabricación de envases de un solo uso en papel y cartón”, ranking and size. In this ranking, Huhtamaki is ranked number 1.



Garcia de Pou S.A - is the second biggest national producer, after Huhtamaki, of single-use tableware solutions for the hospitality

Huhtamaki

and catering industry. It has more than 6,000 products in its portfolio serving many different customers and offering solutions for different events and situations. The year 2019 yielded sales of € million 71.45 (12.04% yearly increase) with a profit of € million 7.39. The company has its headquarters in Madrid and has grown its sales with double digits the last years as its number of employees. Employees in 2019 were 295, which meant an increase of 22.03%. The company's social capital was € million 0.135 and total assets € million 82.9. Main categories of products offered by the company are: restaurant business, hospitality, bars, fast food, coffee shops, pastry and ice cream shops, bakeries and catering. The product solutions are based on the concept of eco-friendliness.



Medio Ambiente Pack S.A - is located in Xativa, the Valencian community. It employs 16 workers in the wood sector producing cardboard sheets, baskets, trays and

plates. The company also has a line of industrial products that are not relevant for this analysis. In 2019 the company reached sales slightly exceeding € million 3.1, but the financial year resulted in a financial loss of € 22.686. Medio Ambiente Pack S.A works mainly with wood and derivatives like cardboard. This means that plastic is not the main material and thus has the potential to be unaffected by the coming single-use foodware regulations in case the products are not treated or laminated with plastics / resins. The parent company is Transpack Group which offers an even wider range of sustainable solutions in renovations and other projects.



Pérez Linares Plastic Solutions - This national competitor differs from the rest in the sense that its focus is plastic containers for mainly other ends than

food containment and preservation of food or beverages. However, it is considered as a major competitor as its revenue is € million 2.73 in 2017 (13.6% yearly increase) and that it commercializes products that compete with Huhtamaki's other business areas, but not the subsidiary's specific product portfolio in Spain. Furthermore, due to its facilities, it could easily start changing its offering and so, with little capital investment, switch its focus and compete directly with Huhtamaki. This company with its head office in Castalia, in the province of Alicante, employs 16 and supposedly exports around 10% of its production.

1.2.3.3 Comparative analysis

The comparative analysis will consider only national companies and not the Group's global competitors. A reminder, there is no direct national or international, sector specific competitor to Huhtamaki that competes in Spain. Thus, the comparison will consist of 4 competitors: Garcia de Pou S.A, Medio Ambiente Pack S.A, Pérez Linares Plastic Solutions and more experimentally the remaining smaller, but direct sector rivals. However, the last mentioned sector rivals independently pose no threat nor are they a direct competitor to Huhtamaki, but added together, they serve a considerable share of the market.

Table 1. Marketing Mix Comparative Analysis.

Competitor	Product	Price	Place	Promotion
Garcia de Pou	Cups, caps, straws, boxes, serving plates, cutlery	Paper cups: € 0.075-0.187 / unit. Similar to Huhtamaki	Online, catering and hospitality supply store	Trade Shows, catalogues, social media, direct marketing
Medio Ambiente Pack	Serving plates, boxes	Unavailable - supposedly wholesale market average	Online	Direct marketing
Pérez Linares	Industrial plastic containers & bottles, cans, special containers	Irrelevant as not a direct product substitute/ alternative	Online, own store	Direct marketing
Direct rivals jointly	Cups, caps, straws, boxes, serving plates, cutlery, etc	Small economies of scale: low margins or high prices / market average	Online, smaller shops, events, retail	Social media, direct marketing, events

Source: Prepared by the author based on previous analysis.

Table1, represents a summarized comparative analysis. Additionally, the current national competitors or sector rivals do not possess any competitive advantages over Huhtamaki apart from the possibility of small manufacturers of single-use tableware product solutions for specific customer segments. Garcia de Pou, Medio Ambiente Pack and other smaller sector rivals have products that are categorized as recycled or biodegradable. Pricing is a difficult variable to represent as it depends on the purchasing power of customers, quantity and because there are too many products to consider. Thus the only true comparison is with Garcia de Pou's cup example shown in

the table. Ultimately, the competitors or sector rivals distribution channels are more limited to geographical areas close to their respective manufacturing sites.

1.2.3.4 Competitor Positioning

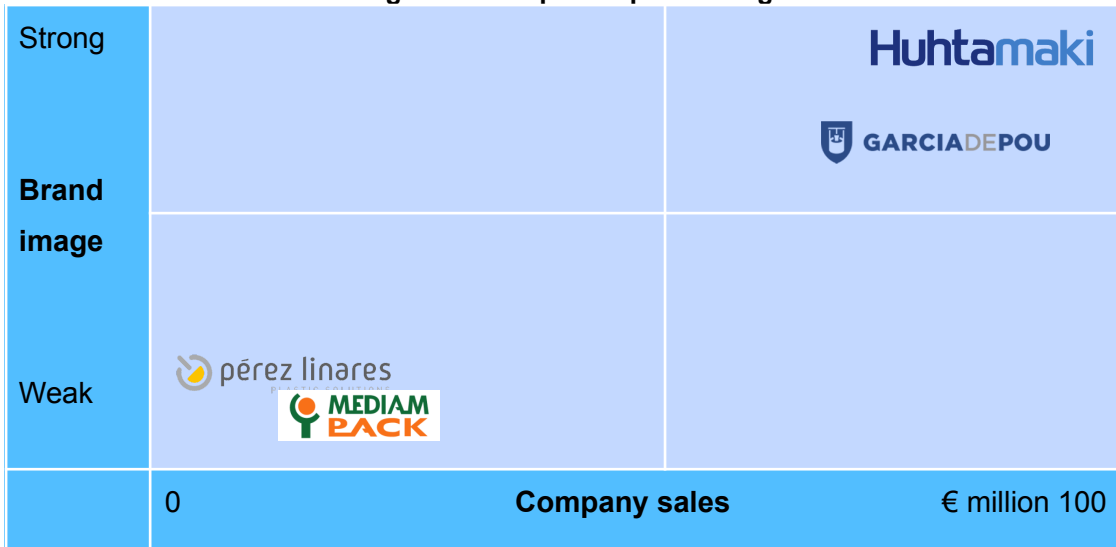
In the analysis of the competitors it is clear that the specific sector and the available information yields little to no options to position Huhtamaki with its Spanish competitors. The only noteworthy competitor, if not joining smaller brands together as one, is Garcia de Pou as it is of similar size, similar product offering and has a strong brand image. Of the other companies analyzed, Medio Ambiente Pack offers partly similar products, but company sales are insignificant in comparison when considering the whole company. This is especially the case when looking from the perspective of the consumers who seek a wide range of products for their all needs. Therefore, Medio Ambiente Pack is not considered as a complete competitor to Huhtamaki, as mentioned only a small share of their product offering is a direct substitute.

Anyway, for the sake of positioning competitors the following presentation will be made. The two variables considered will be company sales and brand image from the perspective of organizational consumers. Price is a too hard to compare factor as are too many product alternatives and because of the difficulty of acquiring comparable prices that are not discounted as a result of deals or contracts. Another, often used variable is quality which in this sector, when considering direct competition, is ambiguous as the main raw materials are either plastic and derivatives or paper and fibers of which a final product is made.

The ambiguity stems therefore from a, from the consumer perspective, a very similar product. However, from the manufacturers perspective there is much difference as some have more advanced manufacturing processes. Ultimately, the variables of company size and brand image for the organizational consumer will be considered, see Figure 5.

Huhtamaki

Figure 5. Competitor positioning.



Source: Prepared by the author based on previous analysis.

As can be observed from the previous table, the four companies displayed into two groups. One with weaker brand image and lower sales and the other with stronger brand image and high sales on the national level, specific to the sector. This untraditional competitor positioning gives a relatively realistic view of how the average organizational consumer perceives each manufacturer. As competitors normally tend to have differences, so do these analysed ones. Huhtamaki stands apart in this market, with its identified competitive advantage global over a century of experience and being the global market leader. Thus, translating its meaning and tailoring it to the Spanish market means that the subsidiary enjoys the know-how, brand image and the sector's highest quality production facilities producing the sector's most famous high quality product offering. As a bonus, the company's values and sustainable 2030 ambitions are a major differentiating factor nationally.

1.3 Market and demand analysis

1.3.1 Sector evolution

The sector of single-use tableware and hospitality food solutions is facing direct challenges as plastic and its derivatives are becoming increasingly more targeted by environmental and political campaigns on a governmental level. Nevertheless, the sector is not limited to plastic materials, but single-use products in general are required to be more environmentally friendly and advance their recycling options. First, about the sector in general. 55% of the global population lives in cities and while these are not all in developed countries the current trend is that the more developed the countries

Huhtamaki

become the higher the consumption of single-use tableware rises. Now, 6 billion people live in countries where the demand is expected to grow significantly and these markets are targeted by Huhtamaki and its competitors. The reason this information is relevant for this marketing plan is that in case the European Union legislative framework comes into force and directly hinders Huhtamaki's business area from operating normally in Spain, it has the option of refraining from the use of plastic or simply change its target market to the developing and advancing African continent, which geographical location potentially proposes strategic advantages.

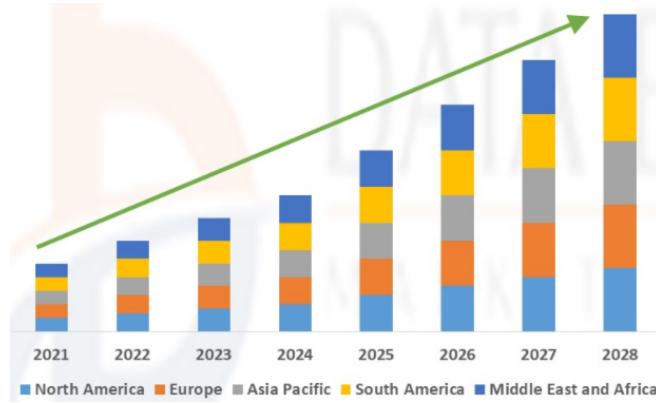
Based on the Statista tableware market publication by van Gelder (2020), the size of the global disposable tableware market has grown from \$ million 27,370 in 2016 to \$ million 29,700 in 2020. This will be compared to the projected global market size of the same sector's subcategory of plastic solutions, the size is projected to \$ million 9,323.2 by 2027 (Market Research future, 2020). The market has continued growing together with the foodservice sector and the generalizing service of food delivery and takeaway services. Fortunately, for the environment, the consumer preferences are switching towards biodegradable and sustainable friendly packaging solutions.

Due to Huhtamaki having a divested product portfolio in raw materials and product solutions it is challenging to obtain clear and specific information about the sector globally that would consider the market entirely. Thus, sector analysis is presented in its current format and style.

In continuation the molded fiber packaging market will be explained. The market is forecasted to grow from \$ million 8,470.0 in 2020 to \$ million 12,358.3 in 2028, see Graph 3, for detailed growth pattern and geographical distribution of market share. All the studied geographical regions are expected to grow in proportion to each other similarly. Growing consumption habits of eco-friendly products and biodegradable product solutions are identified as key drivers of growth together with preferences in e-commerce buying and delivery services. This material experiences price fluctuations which slows down potential growth. The study covers Huhtamaki and Spain.

In the specific sector in Spain of CNAE 1729: "Fabricación de otros artículos de papel y cartón", the ranking puts Huhtamaki Spain S.L in first place and Garcia de Pou S.A in second as mentioned previously. The sector as per its definition sums 150 results (elEconomista.es, n.a).

Graph 3. Molded Fiber Market.



Source: Data: Data Bridge Market Research.

1.3.2 Consumer analysis

Due to the fact that Huhtamaki's many customers are significant global companies, their respective sales of the Group account for approximately 30% of net sales. The customer companies size and operational characteristics makes Huhtamaki the choice of supplier in the Spanish market for various of the same global brands. This means that many of the global customers do have a contract with Huhtamaki in Spain and the Canary Islands. Indifferent to if the consumer is an organizational one or a final consumer, the trend and legal requirements forecasted to affect the market and the changed consumption habits or the social awareness has made a clear statement as of lately. More sustainable solutions and alternatives are to be produced to meet growing demand.

Therefore, the consumer can be observed as more concerned over nature and show a change of purchasing habits. This for marketing purposes is invaluable as it allows companies to act on this changed demand and serve the market with the updated long-term product offerings which do not interfere with the upcoming legislative statutes. The consumer, no matter the type, increasingly states publicly about more ecological and sustainable actions and purchases.

As for Huhtamaki, the company is placed in an advantageous position with respect to its competitors and when it comes to the readiness to serve this new demand and transitioning product offering as an entirety to 100 % recyclable or biodegradable.

1.3.3 Main conclusions of the analysis

This marks the end of the internal and external analysis. Therefore, a short conclusion is in place before proceeding with the situation diagnosis.

The exhaustive internal analysis of both Huhtamaki Group and the Spanish subsidiary showcase the Group's intangible assets: brand recognition, loyalty, know-how and experience. It is important to note that these transferable assets play a major role in each independent subsidiary's activity. Anyhow, for strategic purposes, the reason for having one or more subsidiaries in each market is the most effective approach in serving each market's demand time-efficiently and precisely in operational and legislative terms. So, the subsidiary's resources and structure allows it to stay ahead of the competition and remain the market leader. Based on the performed external analysis this will be the case in the future with one single threat on the horizon. Post short-term, it does not suffice anymore to offer the market the best single-use tableware product solutions on the market, whether sustainable or recycled, due to the prevalent and yet to be fully imposed European Union regulatory framework regarding plastics and single-use items.

The aforementioned, proposes a certain level of threat and risk for the sector, but keeping in mind the innovative capabilities at Huhtamaki and the growing and evolving market demand, it is clear that this threat comes with an opportunity. This opportunity is to come as a leader to serve the new segmented demand or to come as a follower with a superior product offering to seize customers from the first arrivals and so gain a majority market share. All in all, the environment needs direct action, which in Huhtamaki's case is aligned with the company values and already set Group ambitions. This comes to show a valuable role in the elaboration of strategies and actions later on.

The existing marketing mix is strongly positioning the company, yet, some improvements could be made specifically in the promotion aspect directing it to the final consumer and so raising awareness of the existing product portfolio and new changes in the sector. Changes on the other hand, must be made to fit the company goals when new regulations are in force. Pricing and distribution are seen as factors with little to no need of change.

Huhtamaki is able to control only the internal factors and be subjected to the external ones as they come to reformat sectorial processes. Focus is to be directed on

Huhtamaki

assuming all the stakeholders interests and form that develop a strategic long-term plan. Group stakeholders are:

Customers & Consumers & Suppliers

Employees and contingent workers

Shareholders & Investors

Industry associations & Trade unions

Public authorities

Non-Governmental Organizations

Communities near our manufacturing units

Media

The competition as of now does not pose any direct and serious threat, but as the whole sector faces a turning point of having to somehow eliminate the use of plastic, or pay a possible plastic-tax, it is likely that considerable competitor product innovation will occur. Therefore, Huhtamaki's areas of special attention will be the same, keeping the values in place and focusing on next generation plastic-free single-use tableware product solutions for the customer base.

The accuracy and objectivity of this analysis is limited to the available resources of the specific sector and the subsidiary's unaccounted internal reports. Thus, certain focus on Group's resources and policies were elaborated with the aim to give proportional ideas of resources and practices. Ambiguity is assumed and Group statements are presented with explanatory commentary as to why it is relevant for this marketing plan.

2. SITUATION DIAGNOSIS

2.1 SWOT analysis

The SWOT analysis or matrix is a resolute marketing tool used to express the internal situation and characteristics of a company or a project by first analyzing the strengths and weaknesses and then the external conditions that uncover reachable opportunities and noteworthy threats of the business or project. It should function as aid in decision making and understanding the main factors to account for in the execution of subsequent strategy implementation. Furthermore, it summarizes the prior analysis completed in this marketing plan. Finally, many of the points the SWOT analysis are globally relevant for the Group and not so only specific to Spain. This means that the presentation of these points equally reflects the Spanish subsidiary's strengths, weaknesses, opportunities and threats. Subsequently summarized in Table 2.

2.1.1 Strengths

- The delivering of value to all the stakeholders when times are challenging. Huhtamaki took care of its employees and urgently tried to find solutions to get workers back to work amid the Covid-19 outbreak. It donated € million to areas in high need of all the support possible. Reinforcing their efforts to make the company more sustainably driven and consolidating the 2030 environmental ambitions. Finally, being able to pay high dividends (with delay) to shareholders and having strong profits in comparison to anterior years.
- Transparent commercial and marketing practices. Business goals are made public with reasoning that benefits in one way or another all the stakeholders while staying true with the sustainable commitments. Operations are in accordance with the company values, "Care, Dare and Deliver".
- Resource management. Human resources and tangible assets. Employees' wellbeing and their feeling of cooperation is prioritized. This resource is invaluable and Huhtamaki as a whole is aware of this. Outstanding employee commitment can not be replaced or bought, it is earned. Efficient tangible asset control is required for a company the size of Huhtamaki to perform similarly. It means that all tangible assets are analyzed and necessary measures are taken whether it is renovation, maintenance or replacement. It is also important to acknowledge when equipment becomes obsolete and new innovation is paramount for continued success. Additionally, assets are transferred between subsidiaries when needed with "inside trades".

Huhtamaki

- Decades of global market experience being the sector leader. The group as a whole controls and plans perfectly each strategic and commercial move. It knows when and where to invest and improve operations, this information is shared to each subsidiary. Anyhow, each subsidiary is committed to the same goals as the Group, thus making sure to be able to survive independently with its own teams in marketing, research and sales.
- Market positioning globally and in Spain. This makes all the difference in the perception of customers, suppliers and competitors. Governments take Huhtamaki seriously and on occasions cooperate with the company. Furthermore, this provides Huhtamaki a totally different treatment and offers from stakeholders, were it suppliers, customers or investors. The company delivers what it promises and creates value to its customers. This market positioning has allowed Huhtamaki to expand and continue expanding which in turn has resulted in international contracts with big customers, of few which are in place in Spain. These customers prefer Huhtamaki because of the high quality, reliable and possibly personalised offering to fulfill each market specific demand.
- Technological capabilities and strategies. There are two sides to this. One is the side related to manufacturing and processes and the other is the use of applications and software to keep employees connected and offer customers easy user interfaces when purchasing online. These capabilities are shared amongst the subsidiaries and when a new manufacturing site is opened the equipment meets the Group standards.
- Spanish manufacturing sites' location. It is placed on the Spanish East coast making it a geographically strategic point to serve the country and to ship to other neighboring countries from any of the harbors close to Nules: Castellón, Sagunto or Burriana.
- Product portfolio. Having the essential products with the highest quality and market share in the market.

2.1.2 Weaknesses

- Little to no brand awareness of the end-users. The Spanish public is to a great degree unaware of the Huhtamaki brand even though it being the market leader. This is not directly a weakness, because there is no necessity if it has reached the sector leader-position with the current arrangements, unless

factors such as word of mouth, small business and end-users awareness and end-user buying potential are considered.

- Indifference of the product in the eyes of end-users. This means that the users are not perceiving any differentiated value when utilizing the products other than it meeting the product's core benefits. However, this is due to the characteristics of the product category and subject to the unawareness of what competitor products quality is like.

2.1.3 Opportunities

- Changing customer awareness and expectations when it comes to sustainability and “green” consumption habits. The opportunity comes from the increasing demand for these solutions and the life cycle of this product (100% environmentally friendly solutions) is growing, meaning there are endless opportunities for new product development.
- The change in social consciousness and habits will expect not only environmental products, but also other additional activities to support societies and nature. Huhtamaki is on a good path with its 2030 ambitions and constantly looking for new ways to pay back to the stakeholders. This will consolidate loyalty and improve brand image.
- The emerging markets. Huhtamaki has begun acquiring companies in the emerging markets as a method of internationalization through direct investment. These newly acquired companies will, with their local know-how, target new audiences and commence the process of increased brand-awareness. These markets are mainly located in Asia and Africa and will consist of the next billion customers for the company. In Spain, this point can be applied to smaller localities and towns unreached by Huhtamaki's marketing efforts.
- Spanish sector leader with the Group's support. Is what gives the subsidiary immense opportunities to gain a higher percentage of the market share through different marketing strategies such as diversification, differentiation and market penetration.
- Direct marketing campaigns to the Spanish end-users. Launch a marketing campaign with the goal to reach end-users in the market and so get new customers and generally spread awareness.

2.1.4 Threats

- Single-use tableware taxation, prohibition or similar complicating restrictions for the sector, more specifically for plastic containing products. This, however, is a concern for the entire sector and as the demand for the sector's product solutions is not disappearing it is up to each firm to adapt to the existing and upcoming legislative statutes.
- Non-sector manufacturers of similar products in Spain. These firms could, at least in theory, switch their focus to resemble Huhtamaki's product portfolio to compete directly with Huhtamaki. This is a threat because it is possible that they have customers and knowledge of the sector to obtain with little effort a significant portion of the market share. Furthermore, having big production plants and relying on government or autonomous communities' contracts pose an even more serious threat.
- New competitors of alternative /substitute product solutions. The threat is specifically serious when the two previous points (taxation / prohibition and non-sector manufacturers) are connected in time. This means when Huhtamaki will face difficulties due to the taxation, prohibition and other complicating factors and at the same time competitors emerge to offer similar product solutions as Huhtamaki to the market or products that can be perceived as superior to that of Huhtamaki.
- Change of production equipment. If it were necessary to change production methods the cost of this and difficulty to adapt could be considered a short-term threat. However, Huhtamaki is constantly updating processes so as a Group and having experts in all its subsidiaries this would not be a long lasting issue.

Table 2. Summary of the SWOT analysis.

S - STRENGTHS	W - WEAKNESSES
<ul style="list-style-type: none"> ● Delivering Value ● Transparent practices ● Resource management ● Global sector experience ● Market positioning ● Technological capabilities ● Manufacturing site in Spain ● Product portfolio 	<ul style="list-style-type: none"> ● Weak brand awareness ● User indifference of product
O - OPPORTUNITIES	T - THREATS
<ul style="list-style-type: none"> ● Changing customer awareness ● Social consciousness ● Emerging markets and areas ● Spanish market position ● Implementation of campaigns 	<ul style="list-style-type: none"> ● Single-use taxation / prohibition ● Non-sector manufacturers ● Substitute product competitors ● Continuous change of production processes

Source: Prepared by the author based on previous analysis.

2.2. Boston Consulting Group Matrix

The Boston Consulting Group (BCG) matrix is a visual representation and a long-term tool used to aid the company's strategic planning process. With the visual representation it is convenient to see in which strategically advantageous position, or not, a company is when it comes to identifying growth opportunities, areas which require investment or other actions concerning product lines.

The matrix is famous for its icons being: dog, cash cow, question mark and star. These four have meaning symbolizing their unique market characteristics. The dog symbolizes those companies' products with low market growth and low market share and should thus get discontinued, sold or liquidated in some way. The cash cow products on the other hand are those with high market share and a low market growth, most likely the product category is in the product life cycle period of maturity or even decline. So, there comes the name, to milk the product category as long as possible until gains are no longer to be made. The third symbol is the question mark and it represents products with a high market growth and a low market share for the company. Independently the high market growth rate the market share remains trivial, requiring the company to continuously analyze the situation and weigh the benefits of continuing commercial activity with the product category. The final fourth symbol is the star which represents product lines performing well both for the market growth and the

market share aspects. This gives a lot of options for the company due to its market position in the form of power and income.

Evidently, each quadrant necessitates resources and yields categorically different benefit levels, but analysis and oversight is required for best performance, independent of quadrant. Product categories in their respective quadrants change and develop during years based on the strategic execution of the company and the product life cycle. Ultimately, the matrix is not considering all factors when making a business decision, but can, if implemented satisfactorily, result in high returns in terms of the company.

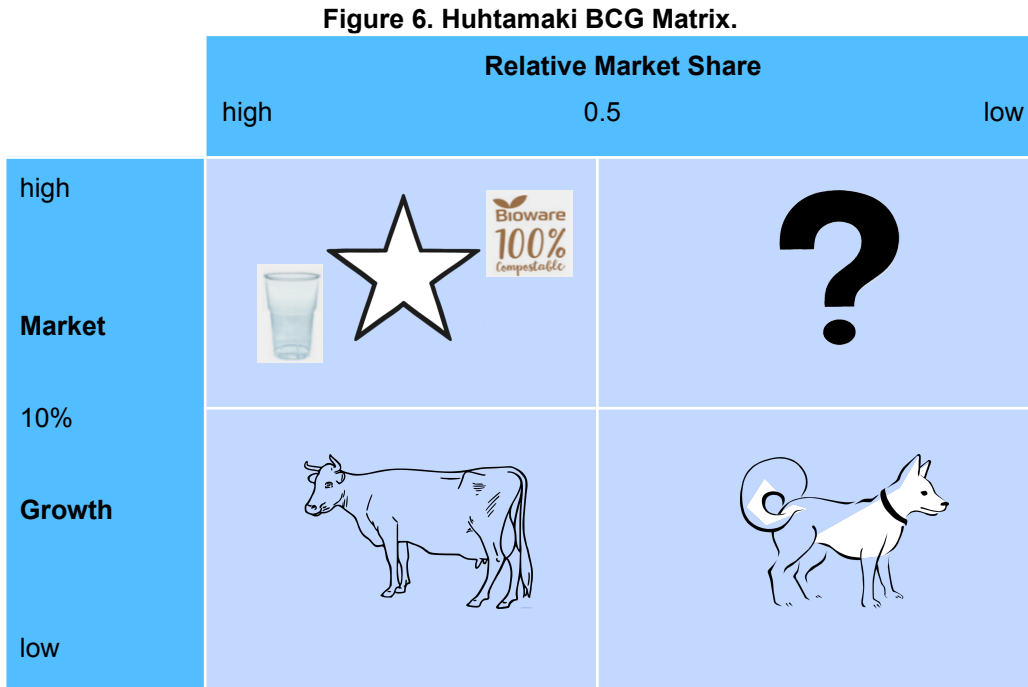
Therefore, based on previous analysis of the company in Spain and knowledge of the matrix, the most sensible step for the development of this marketing plan is to divide the company product offering into two categories. One being all products likely to be subjected to plastic taxation or similar complications, in other words product lines containing plastic and derivatives. The other is the remaining product offering or those with more sustainable recycling opportunities and which are biodegradable.

The Spanish subsidiary had between the financial years of 2017 and 2019 a year over year sales growth of 11.5% which is not the same as sector growth of over 10%, but it is assumed that this means that the sector is a high growth sector. However, due to difficulties in finding this specific data of the sector in Spain (for free), the sales growth rate is used. Now, the product categories are located on the higher axis and it is yet to determine where the quadrant is the star or the question mark. Firstly it is important to be reminded that Huhtamaki is the sector leader of the specific sector, thus not necessarily considering producers of similar product solutions which do not pertain to the specific sector (CNAE 1729). Secondly, being the market leader it has a significant and a powerful market position making it reasonable to state that it has a high market share for both product categories.

Summarising the BCG matrix, the both product categories would be placed in the star quadrant with the plastic and similar products further to the left due to having a higher percentage of sales and the biodegradable product solutions more to the right within the same quadrant. The sustainable and compostable product solutions are separated because it is the product category which is in an earlier phase of the product life cycle and in comparison to the subdivided sector sales, has a significant market share.

Huhtamaki

Namely the growth phase. For the visual representation see Figure 6, the cup represents the plastic products and the “bioware-100%-compostable” logo represents the non-plastic product categories.



Source: Prepared by the author based BCG Model.

3. DEFINITION OF PRODUCT - MARKET

3.1 Segmentation

The segmentation is divided into two target groups. One is the hospitality, service and organizational consumers. This is the main segment in the Spanish market as the channels in this market are focused on solutions for companies, whether restaurants of any sort or other businesses. The other segment is final consumers, who can purchase Huhtamaki products through the online page or some other store that retails or wholesales Huhtamaki's products like for example Gros Merkat, but the products are for personal use. However, lacking specific data, it is assumed that the sales to the final consumer with respect to the organizational consumer segment is minor for Huhtamaki and thus not thoroughly exploited as a target market.

The segmentation process is to provide clear and beneficial consumer characteristics based on the previous analysis. This crucial phase will define the target audience that will be used and referred to in continuation of this marketing plan with the aim to amalgamate the market demand with the marketing mix.

A widely used segmentation method is that of Kotler & Keller, 2016, and it consists of the use of 4 criteria to define specific segments of the target audience. These are psychographic, behavioural, demographic and geographic. At times, firms can combine the two last criterias to create a more geographically accurate segmentation when the firm's needs require this. However, there are many methods to segment a market, but in general, the segments should be accessible, substantial, measurable, differentiable and actionable. If these criteria are not met, then there is a decreased effect of any marketing action or campaign due to the absence of coherent information when in the making of a marketing plan.

The market considered in the segmentation process is Spain and the territory of the Canary Islands where Huhtamaki operates. This means that the subsidiary's foreign consumer segments are excluded. Table 3 summarizes the segmentation.

3.1.1 Segment identification

3.1.1.1 Final consumer segmentation criteria

As of the fact that a minor portion of the subsidiary sales in Spain derive from the purchase, directly or indirectly, of Huhtamaki's products, the final consumer segment

Huhtamaki

will be elaborated with a limited scope. This describes firstly the existing, exploited consumers. Followed by the soon to be targeted potential audience.

Starting with the geographical aspects which in this case will cover the entirety of Spain, always when in close proximity to any of the wholesalers or when affordable delivery options function in range of distribution and delivery points. Furthermore, similar alternative product solutions should not be more readily available distance-wise. As to the behavioral aspects, those final consumers are identified who seek an easy, high-quality, single use and possibly biodegradable options for private events, activities or day-to-day use. Now, the two remaining characteristics will be joined together. In the psychographic there is not much more to mention than the readiness and social acceptance of buying single-use products. The demographic side is basically the entire population with any income or age due to the product being a basic commodity and used generally by everyone at some point of their lives. No further identification is necessary.

Anyhow, the yet properly marketed and exploited final consumer category is those who await sustainable product solutions to smaller private events and activities. Here the product should appeal to the consumer segmentation criteria of psychographics where a clear ecological statement, possibly with personalized characteristics are added, is required and the end use is sporadic or more continuous. Product personalization exists, but with limited options and is directed towards larger clients and orders. Nevertheless, the product is to offer higher convenience and ease over other existing alternatives. Due to the product type, costs and easy understanding of the use, there is no need to identify more precisely any demographic characteristics.

3.1.1.2 Organizational consumer segmentation criteria

The organizational consumer represents the majority of sales of Huhtamaki and consists of companies from a variety of sectors, yet most notoriously those of the restaurant and hospitality industries.

No exhaustive analysis is regarded as necessary when it concerns specific sectors, company sizes, or served markets. The company that does business with Huhtamaki seeks the product solution for either internal needs or external. Internal means to for example offer employees the service of having single-use tableware at hand and the

Huhtamaki

external means that it forms a part of the using company's business. This is the case for the quick service food restaurants as it is an essential part of the business and other restaurants or the hospitality sector which provides its customers with food or beverages and the to-go solution is single-use items. Demand for takeaway product solutions is growing and more restaurants seek more differentiated products and personalization plays an important role.

So, the main organizational consumer segment is companies seeking the best high-quality products with an increasing share of sustainable and recyclable products. Personalization is crucial in some sectors and firms and this is exactly the need Huhtamaki looks to satisfy. Other segments are smaller companies that look for the same product characteristics but focus on the core benefits over so much the brand or the product portfolio's more expensive sustainable products.

3.1.2 Target market selection

Table 3. Huhtamaki's target audience.

Huhtamaki product portfolio				
Final Consumer			Product focus	
Who	% of sales	Characteristics	Core Benefits	Sustainability
Covered users	Minor	Private persons seeking single-use products for events / activities	Yes	
Unexploited	Unexisting, action awaited	Statement looking individuals of sustainable and personalized solutions: opportunities		Yes
Organizational Consumer			Product focus	
Main big firms	Majority	Global chains, restaurant and cafeteria chains, hotels		Yes
Smaller	Major	Smaller businesses in the service sector and industry for internal and external use	Yes	

Source: Prepared by the author based on previous analysis.

3.2 Segmentation strategy

The strategy used is a mix of full market coverage and multiple segments. The product offering is simple and so could in theory serve the entire market and satisfy its core needs. However, Huhtamaki seeks to identify those segments that require and will continue to require more product specialization in terms of sustainability, recyclability and personalization to fit the company's purpose and business activities. As mentioned before, the product's nature is simple and is utilized by most people if not everyone at some point in their lives, more occasionally or not. This means that there is no option to focus on single segments or individual segmentation, apart from those looking for sustainable solutions.

Most importantly, Huhtamaki as a firm is in the transformation process of converting its use of non-biodegradable resources into recycling of those resources and other similar more sustainable production methods. Thus, in the short term already, Huhtamaki can consider segments more homogeneously as Huhtamaki's product offering converts to more sustainable. Nevertheless, there will be the main distinction of two segments, one seeking solely sustainable solutions due to it coinciding with company values and the other seeking functioning solutions which in case they are sustainable will be considered a plus.

3.3 Positioning

The next phase is to establish the company positioning by the perception of its consumers. How consumers, whether final or organizational, perceive Huhtamaki depends on various factors of which some are brand, pricing in relation to quality, product characteristics and other commercial activities by the company. However, the aforementioned factors are actionable by the company, but the perception varies based on the consumer's own sector, mission and objectives. This is important when planning the strategy and approaching each consumer segment to fully understand why the Huhtamaki brand would be perceived in a certain way.

Instead of the variables price and quality, the two factors used are sales on the horizontal axis and brand image on the vertical axis. See figure 5, competitor positioning.

Huhtamaki

This positioning accurately describes the initial perception consumers obtain when visualizing Huhtamaki. In the sector, the only direct and big competitor is Garcia de Pou which operates solely on a national level. As such, the more plausible perception consumers have of Huhtamaki is the image of the global market leader as truly invested in the wellbeing of each stakeholder segment and the environment. The values and charitable activities highlight Huhtamaki as a wholesome, caring and an experienced manufacturer of consumer goods.

The final note would be to improve the perception of Huhtamaki to a brand which is 100 % sustainable and environmentally friendly, making its best in the choice of raw materials and control of the recycling process.

4. MARKETING OBJECTIVES

Marketing objectives are current objectives of a company that are specified in duration, practical meaning, characteristics and should be formulated so that they are measurable or quantifiable. The duration varies from 1 to 3 years and the objectives must be realistic and relevant to the company for it to strive for each objective with the highest priority. Any company that is about to set goals should have thoroughly analyzed the external and internal situation of the company to choose the most strategic objectives, as is the case after the previous analysis and diagnosis. These objectives are to get the company closer to the previously stated company vision.

In continuation, the economic, commercial and relational objectives will be presented in Table 4, after which each will be thoroughly explained. These objectives as a whole seek to further consolidate and strengthen Huhtamaki Spain S.L's market position and to formulate a series of actions and a mentality to best prepare for the future market opportunities and threats. The time span of these objectives vary, but will start from the beginning of the third quarter of the financial year of 2021 until the end of the financial year of 2023 (December).

Table 4. Objectives.

	Objective (O)	Indicator	Duration
Economic objectives (E)			
O1E	Increase sales +33%	to € million 100	2.5 years
O2E	Increase profit margin 2.5%	from 5.5% to 8%	1.5 years
Commercial objectives (C)			
O3C	Increase market share 4.7-6.4%	reach 20-25% of total market	2 years
Relational objectives (R)			
O4R	Improve satisfaction and brand image	webpage traffic interaction NPS social capital	-1 year -1 year -1.5 years -2 years
O5R	Government cooperation	acquired contracts	1.5 years

Source: Prepared by the author based on previous analysis.

4.1 Economic objectives

The first established objective, O1E, is about increasing the subsidiary sales from approximately € million 75 in 2019 (assuming similar sales in 2020) to surpass € million 100 by the end of 2023. Thus, fixing a duration of 2.5 years. The unpublished year 2020 sales and the direct economic impact due to the pandemic on the subsidiary is unknown, but the situation is expected to normalize and business to continue unchanged 2022 and onwards. The threshold of a 3-figure sales turnover (in millions of €) is more than just a psychological statement. It sends a clear message and proposes a challenging yet realistic goal for the subsidiary and its competition. The result will allow Huhtamaki to further itself from the competition and to be considered nationally and internationally a more significant company.

The second economic objective, the O2E, is related to the improvement of the financial return and management of resources and other financial methodologies to yield higher net profit returns. The net profit is assumed to be the same as the Group's (due to unavailable information, regardless it will most likely be similar) at 5.5% of total turnover and the objective is to increase this percentage to 8%, or anyhow, 2.5% until the end of 2022 resulting in a duration of 1.5 years.

Reasons behind these two economic objectives are to economically become the most significant player in the market with a clear advantage in size in economic terms over the competition. This is to strengthen the market position and to increase company attractiveness especially to the Group shareholders as Spain is a considerable market and its yield affects financial returns for investors.

4.2 Commercial objectives

As for the commercial objectives, only one is set, namely the O3C. Based on previous market research and analysis, the specific total sector sales range between € million 370-550 (estimation), meaning that Huhtamaki has a market share between 13.6% - 20.3%. Few companies have a significant sales volume, but as stated before, only Garcia de Pou is a direct sector competitor with similar sales volume. As such, the optimal market share in the short-term goal setting would be to reach a market share between 20 and 25 %. This would mean to increase the current estimated market share between 4.7% - 6.4%. The duration is proposed for a period of 2 years.

Huhtamaki with this additional market share would have very favourable future market conditions and have more opportunities in the future to deploy a wider range of growth strategies of any sort.

4.3 Relational objectives

As the economic and commercial objectives focus more on straightforward variables such as growth of sales and the market share, the relational objectives are established with the aim to highlight and enhance customer satisfaction and brand image nationally. This will consist of a package of 4 indicators, the first relational objective O4R, with a varying duration of 1-2 years starting from the beginning of the third quarter of 2021 and a governmental objective O5R that seeks to cooperate with government agencies and strengthen political ties with regional city halls and councils.

O4R indicators:

1. Increase the webpage traffic by 150%, based on the proportional webpage visits of the Group, see Figure 7. Based on this and the sales revenue, the following, estimated, subsidiary website hits are proposed of 1,165 in the last month. This is undeniably vague, but serves as a comparable quantity and when reached would make the company approximately 3000 monthly visitors from various customer segments. Duration is fixed at 1 year.
2. Customer and stakeholder interaction in LinkedIn and other social media platforms and forums to increase. The channel LinkedIn receives the attention here as it is the only serious platform to interact with the stakeholders “informally”. Thus, an increase of 75% of customer interactions is proposed for the platform. Duration is 1 year.
3. Reach a NPS (Net Promoter Score) of 8.5 or greater. The scale is from 1-10. A series of perception related questions are presented and the sum determines, excluding biases and typical questionnaire errors, the perception and overview stakeholders have of the company. With the environmental ambitions and changes to more sustainable and recyclable product solutions improved company perception is awaited. Duration is 1.5 years.
4. Increase company social capital to € million 30, an increase of 28 % of the respective 2019 value. Duration of this is 2 years.

Figure 7. huhtamaki.com site visits (27.5.2021).

Total Visits to huhtamaki.com ⓘ

Growth & total visits to huhtamaki.com over time

📱 On desktop & mobile web, in the last 6 months



Engagement

Total Visits	51.26K ▼23.19%
🕒 Avg. Visit Duration	00:02:32
📄 Pages per Visit	3.66
🏠 Bounce Rate	47.86%

Source: Similarweb.

The last set objective, O5R, plays an important role in the time of the pandemic and the upcoming anti-plastic law setting. Therefore, strategically, Huhtamaki with its Global image and its sustainable ambitions will contribute to the society in Spain by working together with government agencies. This can yield favourable results in terms of contracts and other barriers to competitors to follow Huhtamaki subsequently. Duration is set for 1.5 years.

5. MARKETING STRATEGIES

Now, having elaborated the prior market situation analysis and diagnosis, identified the target market and having set the current objectives it is time to give substance to marketing strategies. Simply, this means to configure strategies consisting of a series of actions (subsequently explained), which Huhtamaki will execute to reach and conclude the set marketing objectives. In realistic scenarios, Huhtamaki might have to make adjustments or change objectives were the market conditions to change drastically. Anyhow, the aim is to fulfill the determined objectives by means of the strategies.

5.1 Future growth strategy

The future growth strategy will be elaborated based on the Ansoff Matrix, named after the mathematician and business manager Igor Ansoff. This marketing tool makes clearer the decision making process of choosing the right strategy based on previous market research.

Considering Huhtamaki Spain S.L, the company will be situated in Figure 8. in the quadrants of market penetration, market development and product development. No diversification is seen likely as a wide range of product categories are offered and any changes made to the existing ones are considered product development. Note, as of the beginning of the pandemic Huhtamaki Group started manufacturing face visors which would be considered product diversification. However, this is not relevant for the subsidiary nor this marketing plan. So, the focus will primarily be on the existing market.

The exception is market development. As has been mentioned earlier, there is potential for growth in the final consumer segment which is not yet covered. Furthermore, this segment will effectively be able to promote the brand and augment market awareness. This segment is missing clear retail locations and little to no promotion is performed. Therefore, with a meticulously developed action plan there is great opportunity for the company.

Market penetration is to reach a wider share of the already existing company consumers (the same segment(s)) through different marketing channels and actions. Product development is at the core of this marketing strategy as the specific product

Huhtamaki

offering, single-use and plastic products, are to face hardening market conditions. Thus, as evident from prior analysis, Huhtamaki Group and the subsidiary will invest in R&D finding alternative materials or production processes to continue offering the market the best quality tableware product solutions. Sustainability and recycling together with the 2030 ambitions will show direction in this product development process. The development of more sustainable solutions is of greater importance also because the market consumption habits have changed. As a result, consumers prefer increasingly more sustainable products.

Figure 8. Ansoff Matrix.

New Markets	Market Development Huhtamaki	Diversification
	Market Penetration Huhtamaki	Product Development Huhtamaki
Existing	Existing	New
	Products	

Source: Prepared by the author based on the Ansoff matrix model.

5.2 Competitive strategy

Having the market leader position, decades of experience, the global billion dollar brand image Huhtamaki is set to be the market leader. With the highest market share, continuous huge investments in research and development nationally and a strong brand image Huhtamaki has obtained the leadership position with options to affect the market with more aggressive tactics or more harmonious whichever favors the objectives set.

However, due to the specific market sector, there is some differentiation in products, but not in the sense that it could be identified as one of Porter's Generic strategies. The true differentiation comes from the company values and activities that benefit the stakeholders. So, the real strategy is to have a cost leadership in the higher to high quality product categories. A secondary strategy will thus be identified as the product

category of sustainable and personalizable products, but as mentioned, this yields only marginal benefits and no strong directly linked competitive advantage is seen from the competitor perspective. The competitive advantage is identified as follows, cost leadership and differentiation of sustainable and personalizable products of a value and or profit driven company.

5.3 Competitive advantage strategy

The identified competitive advantage in the previous section, cost leadership and differentiation of sustainable and personalizable products of a value and or profit driven company, is what will be exploited to elaborate the subsequent plan of actions to be able to benefit from the strong company position and know-how. This positioning will give the company a great advantage over its competitors when working towards its objectives for further strengthening its brand image.

The actions set will be about the marketing mix factors excluding price.

6. MARKETING MIX DECISIONS

Now, before elaborating further this section of the marketing plan, it is of great significance to review the meaning of the previous sections' results and link it to the marketing mix decision making process.

The entirety of the analysis and diagnosis has led this marketing plan to identify the internal and external variables and competitive advantages that will be employed in the process of reaching the subsequently set objectives, always keeping in mind the weaknesses, threats, demand and competition. On that note, the 5 objectives were set with the aim to get a step closer to the long-term vision and to strengthen the short-term position of the company. The objectives are to be attained through a series of actions, which will be elaborated in this section, adhering to the strategies appointed in the previous step of the marketing plan. These strategies are market and product development and market penetration during which the competitive advantage will be exploited to its maximum: "cost leadership and differentiation of sustainable and personalizable products of a value and or profit driven company".

This concludes the review and assessing the aforementioned, the following marketing mix decisions are selected, see table 5.

Table 5. Overview of the actions.

Action (A)		Associated objective(s)
Product (P)		
A1P	Develop final consumer attracting product design	O1E, O3C, O4R
A2P	Develop next generation food delivery product solutions	O1E, O3C
A3P	Substitute plastic & resin products to sustainable	O2E, O4R, O5R
A4P	Change packaging to 100% plastic free and sustainable	O4R, O5R
Place / distribution (D)		
A5D	Negotiate strong positioning in Macro and G&M	O1E, O3C
A6D	Strategic positioning online for the final consumer	O2E, O1E, O3C
Promotion (Pr)		
A7Pr	Plastic-free campaign in La Vila Vella (Brita) + other advertisements / commercials	O4R, O1E, O3C
A8Pr	Invest in the social medias, especially LinkedIn and Instagram	O4R, O1E
A9Pr	Cooperation with food delivery firms for visibility	O4R, O3C
A10Pr	Direct marketing and SEO	O4R, O1E
A11Pr	Pledge yearly charitable donations	O4R, O5R
A12Pr	Design government agencies products thematically	O5R, O1E

Source: Prepared by the author based on previous analysis.

6.1 Product decisions

6.1.1 Action 1. Develop final consumer attracting product design

Based on the previous analysis, segmentation and the strategies chosen, it is evident that to reach the uncovered target market Huhtamaki needs to develop a design that will attract the final consumer. This does not form part of the possible personalization that is intended for organizational customers ordering bigger quantities than the final consumer ordering for personal use. Thus, starting with the packaging design and size. The packaging design will be more casual or festive based on the product in question and the packaging size will be reduced to three varieties 25, 50, 100 units giving the

final consumer the option to purchase smaller quantities when needed not to buy in excess and then end up throwing products away in vain. The existing product designs serve many social occasions, but there is some room for more festive or high-end designs. Therefore, the final consumer will be given the alternative from a select list of products to choose the more festive and celebratory designs that better serve more high-end social occasions.

Both the packaging and product will bear recycling instructions urging the consumer to do the best choice and recycle, state the product's level of sustainability and the company name. Related strategies are market and product development. Objectives this action (A1P) will primarily serve are O1E, O3C and O4R.

6.1.2 Action 2. Develop next generation food delivery product solutions

This action focuses on using the company's competitive advantage and through R&D to come up with the most sustainable and user-friendly product designs that favours the new growing trend of food delivery. The product must be durable to last in case of longer waiting time and not dissolve or get moist. Also, there should be no parts that get stuck around animals' necks or other body parts. For those products that are to be kept warm it is crucial to have a high performing product in this aspect as it is the second most crucial factor in food delivery containers after containing the food. Existing products within the company and competitors will be compared and resources and know-how acquired from the Groups and its other subsidiaries to guarantee best results. Huhtamaki takes great pride in how safe its products are and so, these food delivery products will be developed to best store food without compromising on safety.

Related strategy is product and market development. The associated objective to this action (A2P) are O1E and O3C

6.1.3 Action 3. Substitute plastic & resin products to sustainable

This action aims to develop the product offering so that, gradually, fewer items contain plastics or resins. Additionally this is to be done with lower than current cost to stay competitive and to improve profit margins. This cost effectiveness is crucial as the future sector is determined by the ability to switch from these environmentally harmful materials to ones that can be recycled or that are biodegradable. Important to note,

some plastic substitutes are claimed to be biodegradable, but as mentioned previously, this is not always the case and might require very special conditions to function if at all. Thus, with the European Union plastic bans and other campaigns it is strategically important to transform the majority of the product portfolio to contain little or no plastics or similars. This gives a chance for increasingly sustainable friendly companies to rely on Huhtamaki in the future to supply them with sustainable product solutions. It will be paramount to develop the highest quality products with low costs, therefore to guarantee best results, the Group R&D team will be accompanied in the process.

Related strategies are product development and market penetration. Associated objectives for this action (A3P) are O2E, O4R and O5R.

6.1.4 Action 4. Change packaging to 100% plastic free and sustainable

The products that contain plastic are often at the center of discussion and debate while little light is given to another important aspect. This is the packaging of products that no matter the sector whether food or furniture is most of the time packaged in plastic. Now, independent of this, Huhtamaki has its own ambitions which are to be a pioneer in its sector and do the best for the stakeholders and the planet. Thus, while the transforming of the product portfolio is a longer process, changing the packaging has less dependent conditions and entails a more direct improvement in customer satisfaction and perception. Being 100% plastic free in packaging has its challenges which are to keep the products in sanitary conditions and ensure proper hygiene.

Related strategy is product development and the associated objectives to this action (A4P) are O4R and O5R.

6.2 Place decisions

6.2.1 Action 5. Negotiate strong positioning in Macro and G&M

As previously researched, Huhtamaki has some presence in G&M and also potentially in Makro. Due to this uncertainty, it is this action's purpose to strategically pick those wholesale outlets that favor Huhtamaki's future growth strategy. This selection process of the chosen locations will require inside information of the sector which delimits the most strategic selling points and locations. This is an important action as it gives organizational consumers a first contact, if new to Huhtamaki, which serves in favor of

the Huhtamaki brand. This way, the consumer has the ability to test the products before purchasing in higher quantities or order personalized items. Apart from this, it creates a sense of competition as it will be present with competitor products. Important to note, Huhtamaki's majority of sales is through its own online channel and by increasing the physical presence in the wholesale stores it is possible that the margin for the store-sold items reduces. Market position and suppliers will be used as an argumentative indicator of why Huhtamaki ought to have strong in store presence.

Related strategy is market penetration and associated objectives for this action (A5D) are O1E and O3C.

6.2.2 Action 6. Strategic positioning online for the final consumer

The second place / distribution related action is that of positioning Huhtamaki strategically online for the final consumer segment. However, this action is dependent on the other promotional actions. As of making this marketing plan, Huhtamaki Spain S.L's website is directed towards the organizational customer with attractive design and specific information. This will through this action be mimicked to serve the final consumer segment with a separation at the homepage with the option: Company or Private entity. Other final consumer related options as adapted shipping, information about the products and sustainability are to be available attractively for the final consumer.

Related strategy is market development as the new final consumer segment is targeted without developing the product nor market penetration. The associated objectives to this action (A6D) are O2E, O1E and O3C.

6.3 Promotion decisions

6.3.1 Action 7. Plastic-free campaign in La Vila Vella (Brita) + other advertisements / commercials

The first of the promotional actions is action 7. The idea behind this action is that of the recent (March 2021) marketing campaign of the company Brita water filtration systems. Brita Spain, together with the famous actor Dani Rovira set out on a mission to eliminate all single-use plastic bottles from the town of Valldemossa and to replace these bottles with Brita products. This way, they achieved a plastic bottle free

marketing campaign that speaks loudly for sustainable and direct action on a larger scale. The key message is the realization that true change awaits after smaller sacrifices in learned habits. A rhetorical question asked by Dani Rovira:

“Si hemos conseguido reducir el consumo de plástico en un pueblo, ¿por qué no podemos reducirlo en toda España?”

This translates to: “If we have been able to reduce the amount of plastic in a town, why can we not reduce it in Spain as a whole?”. Therefore, as a similar problem is intended to solve and based on the previous research, market positioning and desired company outside perception, Huhtamaki will elaborate a similar publicity campaign in the municipality of La Vila Vella with population 3,226 (2018). This town is chosen due to it neighboring the company’s Nules manufacturing site and the reduced population, Image 7.

Image 7. Aerial picture of the municipality of La Vila Vella



Source: Lavilavella.com

The end objective is to have replaced each single-use plastic item in all of the shops, restaurants, cafeterias and other outlets with Huhtamaki’s recyclable (plastic and resin free) or biodegradable products. Even though the municipality has a small population it will undoubtedly take time and effort to convince each in one way or another distributor of changing its product offering to Huhtamaki. The company will be prepared to aid some businesses financially in case additional expenses were to be incurred. The mayor, Carmen Navarro, will be approached with the intentions of this campaign to

agree upon legalities, compensation methods to the municipality and other signs of gratitude on behalf of nature. The last mentioned refers to extra actions such as the plantation of a smaller forest area, the restoration and opening of a smaller park area to be enjoyed by the inhabitants or other similar activities.

This action will be completed first after each of the previously mentioned steps are met and the municipality is left with a sensation of change measured by changed purchasing options and subsequent polls. The campaign will be filmatized and published to the community to spread the message.

This action will be the first of its kind for Huhtamaki Spain and it will be followed by other related advertisements and commercials.

Related strategies are primarily market development towards the final consumer segment, but also market penetration as this campaign will promote the local businesses to be supplied by Huhtamaki. Additionally, other organizational consumers outside the municipality will be inclined to do business with such an exemplary company seeking to support the surrounding community and nature. Associated objectives to this action (A8Pr) are O4R, O1E and O3C.

6.3.2 Action 8. Invest in the social medias, especially LinkedIn and Instagram

Here, a dedicated team of social media experts is put together, consisting of both internal and external members for best insight and expertise. This team's purpose is creating an online presence, actively uploading and interacting with the community. Platforms such as LinkedIn and Instagram are preferred as LinkedIn has a serious note to itself with an environment in which innovative ideas and thoughts are shared. News and important announcements can also be shared with ease. Instagram will serve as a supportive platform for more direct communication of new products, processes and other updates in the sector of single-use tableware and hospitality.

The select team is to survey and understand the market's interests and topics of concern and turn this information into effective posts and updates targeting the said topics. The ultimate goal regarding social media platforms is to have created an

ongoing conversation with the community, basically to be co-creating ideas and of sharing values.

Related strategies are market penetration and market development as this will be directed to both existing and new customer segments. Associated objectives of this action (A10Pr) are O4R and O1E.

6.3.3 Action 9. Cooperation with food delivery firms for visibility

In the rise of food delivery services, especially in the times of a pandemic which still promotes the development of this service type, there is great opportunity to co-create and sponsor some of these food delivery services. Additionally, related is the acquisition of franchises as customers for food delivery and to be present in future food and sport events, both materially and as a sponsor. The focus will be on the collaboration with the food delivery service providers.

Action A2P is regarding the development of next generation food delivery product solutions and because of that, these two actions go together adding the company more leverage in negotiations. The deals sought are to reach many contact points in the market and have a visible channel that promotes the brand creating a sense of connection in the minds of the consumers, linking food delivery with the Huhtamaki brand name.

Related strategies are market development and market penetration. Associated objectives to this action (A9Pr) are O4R and O3R.

6.3.4 Action 10. Direct marketing and SEO

Regarding this action, its intention is to optimize online marketing and reach the right audience. The target audience is both the final consumer and the organizational consumer. By performing direct marketing and SEO (search engine optimization) Huhtamaki is able to strengthen its brand, drive in more traffic to the website and to serve the market to its fullest potential by reaching those who seek the best single-use tableware product solutions. This will also serve as a means to gather information about market trends and consumer behavior.

Related strategies are market development and market penetration. Associated objectives of this action (A10Pr) are O4R and O3C.

6.3.5 Action 11. Pledge yearly charitable donations

Unrelated to the publicity campaigns' charitable actions, this will be a yearly charitable donation to the community. This pledge of doing good will, apart from doing a charitable deed, improve the society's perception of the company and the sector, having the market leader showing example to other companies and entities of our shared responsibilities to take care of the environment. The yearly donation will be each year assessed separately and the quantity paid based on a minimum quantity of € 20,000 or a percentage of the yearly net profits.

Related strategy is market development and market penetration as existing companies are interested to have suppliers that align their values with their own. Furthermore, the final consumer segment and government agencies are interested in a company giving back to the community. Associated objectives to this action (A11Pr) are primarily O4R and O5R.

6.3.6 Action 12. Design government agencies products thematically

The last selected action to reach the set objectives is the consolidation of the Huhtamaki brand within government agencies and town halls. This will be done through the previously mentioned actions of improving the product, developing it to be more sustainable and of giving back to the community in form of better product offering and donations. The action is therefore to design some entities and regions personal product portfolios. This is limited to the printing of logos and color schemes. The negotiation process aims to substitute any existing competitor products with the company's own and to offer more affordable solutions in the long-term and to appeal to the environmentally friendly activities the company is executing simultaneously for a better joint future. This action is also expected to yield favorable contracts and organizational relations.

Related strategy is market development as the state entities can be considered as a new customer segment. However, this does not mean that Huhtamaki targets this audience as a segment, but rather as a strategic move, to be close to the government

Huhtamaki

both on a national level and a regional (autonomic community) level. The associated objectives of this action (A12Pr) are O5R and 01E.

In summary, the joint effect of these actions will serve in favor of most of the five objectives either directly or indirectly, at least in the medium to long-term due to improved and strengthened company positioning and product superiority in the market.

7. BUDGET

Table 6. Budgeting.

Action	Budget (€)	Argumentation	Objective
Product (P)			
A1P	75,000	Collaboration with Huhtamaki Group. Conduct market study about likes and trend designs that help sell final consumer goods.	O1E, O3C, O4R
A2P	200,000	Collaboration with Huhtamaki Group. Some existing products exist on the market: improve and perfect.	O1E, O3C
A3P	650,000	Collaboration with Huhtamaki Group. The most crucial and impacting action requires a heftier budget, even though the joint effort. Costs will arise from the development, research and the substitution of traditional products to plastic free.	O2E, O4R, O5R
A4P	150,000	Company own project, process not in collaboration with the Group. National human resources will be used to find the solution.	O4R, O5R
Place / distribution (D)			
A5D	10,000	Elaboration of arguments and setting meetings render a cost claimed by Huhtamaki.	O1E, O3C
A6D	35,000	The actions that will bring in more traffic to the website, both final and organizational, require the website to be innovative, easy to use and captivating to ensure the highest retention rate. Designing the final consumer interface is costly and requires constant maintenance.	O2E, O1E, O3C
Promotion (Pr)			
A7Pr	100,000	A successful campaign needs to cover many areas. planning, permissions, settling deals and other costs incurring from related activities. The most likely action to require more funds.	O4R, O1E, O3C
A8Pr	25,000	The creation of a social media team of experts, internal and external (not full time), will be responsible for the creation of an attractive online presence in the social media. Budget relatively low, as it will be directed to salaries of external professionals.	O4R, O1E
A9Pr	15,000	Small financial incentives are offered as in the form of free trial periods of Huhtamaki products and in other situations incentives such as small online advertisements (social media) to gain the interest of food delivery firms by offering them visibility. Small sum justified by market positioning and brand image.	O4R, O3C
A10Pr	50,000	As A8Pr, this action requires a team managing the associated tasks optimizing direct marketing and SEO. Tools	O4R, O1E

Huhtamaki

		and hourly rates will be high.	
A11Pr	Min 20,000 or % of profit	Idea is to choose inexpensive donation destinations that will have a more visible and immediate effect on the community. Possibility to add polls to social media about desired and donation worthy destinations.	O4R, O5R
A12Pr	25,000	Relatively low as only design patterns are needed and meetings set and prepared with the entity in question.	O5R, O1E
Total	1,355,000	This total sum will be spent on the execution of the 12 actions to meet the objectives set within the time period established for each. There is some margin from the € million 1.5 mark. Important to note: these sums are budgets not necessarily the intended quantities to be used.	O1-5

Source: Prepared by the author based on previous analysis.

The forecasted company investment (€ million 15 in 2021) in next generation production lines doubling production capacity is excluded from this budgeting. Without specific information about the to-be doubled production capacity it is unknown if this quantity will be produced immediately or with progressive increases or if some of this will be exported. However, this marketing plan does not refer to this quantity in any other way than to pinpoint that the company has available resources and is using those to improve market positioning and market share while staying competitive and innovative.

Thus, the maximum budget for this marketing plan is based on the actions to be implemented and this proportional quantity (€ million 15) that the firm will invest in increasing the production capacity, hence, the maximum 10% budget for this marketing plan (€ million 1.5).

Ultimately, this action plan and budgeting when executed within the specified timeline and with the established control measures is expected to strengthen the company market position and brand image while meeting the set objectives. Apart from this, Huhtamaki will have reached a more sensicial place in the society with campaigns giving back to the community and collaboration with state agencies. This with its more sustainable products will also serve the Group interest and possibly result in Spanish nationals investing in the publicly traded Huhtamaki Oyj to support the company's activities in Spain.

Huhtamaki

Sections 8 and 9 are timeline and control respectively. These will finalize this marketing plan presenting the timeline for the actions and the objectives and subsequently the control measures the related sporadicity.

8. TIMELINE

Table 7. Timeline.

Months (horizontal)	3	6	9	12	15	18	21	24	27	30	33
Objectives' term (time)				O4R1 O4R2	O2E O5R O4R3			O3C O4R4		O1E	
Action (vertical)	Product (P)										
A1P	■	■			■	■			■	■	
A2P	■	■	■								
A3P	■	■	■	■	■						
A4P	■	■	■								
Place / distribution (D)											
A5D	■				■				■		
A6D	■	■									
Promotion (Pr)											
A7Pr	■				■				■		
A8Pr	■	■	■								
A9Pr	■	■	■	■	■	■	■	■	■	■	
A10Pr	■	■	■	■	■	■	■	■	■	■	
A11Pr		■				■				■	
A12Pr	■	■					■	■			

Source: Prepared by the author based on previous analysis.

9. CONTROL

Table 8. Action control.

	Objective	Sporadicity	Means of Control
O1E	Increase sales +33%	Monthly	Sales report, sales per product
O2E	Increase profit margin 2.5%	Quarterly	Quarterly financial reports
O3C	Increase market share 4.7-6.4%	Quarterly	Quarterly financial reports + sector comparison report
O4R	Improve satisfaction and brand image	Quarterly	Regional customer and stakeholder online surveys + count of traffic & interactions online
O5R	Government cooperation	Semiannually	Acquired contracts with distinct entities + purchase orders

Source: Prepared by the author based on previous analysis.

10. REFERENCES

Annual Report 2020, Huhtamaki. (2021). *Annual Report 2020*. Huhtamaki. Retrieved 2nd of March, 2021 from <https://www.huhtamaki.com/globalassets/global/investors/reports-and-presentations/en/2020/huhtamaki-ojy-annual-report-2020.pdf>

Cabrerizo, J. (2020). *Huhtamaki, especialista global en 'packaging' para alimentos y bebidas*. El Periódico Mediterráneo. Retrieved 4th of May, 2021 from <https://www.elperiodicomediterraneo.com/castello/2020/11/04/huhtamaki-especialista-global-packaging-alimentos-40688936.html>

Eartheasy. (n.a). *The Best Eco-Friendly Alternatives for the Plastic in Your Life*. Retrieved 6th of May, 2021 from <https://learn.eartheasy.com/guides/the-best-eco-friendly-alternatives-for-the-plastic-in-your-life/>

elEconomista.es. (n.a). *Ranking de Empresas del sector Fabricación de otros artículos de papel y cartón*. Retrieved 9th of May, 2021 from <https://ranking-empresas.eleconomista.es/sector-1729.html>

Espiral21 (2020). *Plásticos de un solo uso estarán prohibidos en julio de 2021*. Retrieved 15th of May, 2021 from <http://espiral21.com/plasticos-de-un-solo-uso-estaran-prohibidos-en-julio-de-2021/>

European Parliament (2019). *Los plásticos de un solo uso, prohibidos a partir de 2021*. Press Release. Retrieved 15th of May, 2021 from <https://www.europarl.europa.eu/news/es/press-room/20190321IPR32111/los-plasticos-de-un-solo-uso-prohibidos-a-partir-de-2021>

serautonomo.net (2017). *¿Cuándo se devuelve el IVA a los autónomos?* Retrieved 28th of April, 2021 from <https://www.serautonomo.net/dudas/cuando-se-devuelve-el-iva-a-los-autonomos>

Harrington, R. (2017). *By 2050, the oceans could have more plastic than fish*. Business Insider. Retrieved 27th of April, 2021 from <https://www.businessinsider.com/plastic-in-ocean-outweighs-fish-evidence-report-2017-1>

Hitchings-Hales, J. (2021). *Netflix's 'Seaspiracy': 5 Mind-Blowing Facts We Double-Checked So You Don't Have To*. Global Citizen. Retrieved 12th of May, 2021 from <https://www.globalcitizen.org/en/content/seaspiracy-fact-checked-netflix/>

iambiente (2020). *El Gobierno presenta las limitaciones a los plásticos de un solo uso*. Redacción iambiente. Retrieved 28th of April, 2021 from <https://iambiente.es/2020/06/el-gobierno-presenta-las-limitaciones-a-los-plasticos-de-un-solo-uso/>

Lafraya, C. (2021). *España y un desafío pendiente: se necesita un mercado de plástico reciclado*. La Vanguardia. Retrieved 30th of April, 2021 from <https://www.lavanguardia.com/economia/20210211/6228645/plastico-reciclar-reciclaje-espana-empresas-empleo.html>

Market Research Future. (2020). *Plastic Tableware Market*. Retrieved 14th of May, 2021 from <https://www.marketresearchfuture.com/reports/plastic-tableware-market-10361>

O'Neill, A. (2021). *Distribution of the workforce across economic sectors in Spain 2020*. Statista. Retrieved 27th of April, 2021 from <https://www.statista.com/statistics/271063/distribution-of-the-workforce-across-economic-sectors-in-spain/>

Rodriguez, A. (2019, Updated 2021). *Los españoles que quieren luchar contra la industria del plástico, con plástico*. Hipertextual. Retrieved 4th of May, 2021 from <https://hipertextual.com/2019/10/bolsas-plastico-recicladadas>

Sanmartín, O. (2020). *El 90% de los españoles ve el cambio climático como un problema de gravedad*. El Mundo. Retrieved 12th of May, 2021 from <https://www.elmundo.es/espana/2020/01/03/5e0e4874fdddf10a88b45d4.html>

van Gelder, K. (2020). *Size of the global disposable tableware market 2016-2020*. Retrieved 7th of May, 2021 from <https://www.statista.com/statistics/761243/global-disposable-tableware-market-size/>

Vetter, D. (2020). *Guess Which Two Countries Produce The Most Plastic Trash Per Person?*. Forbes. Retrieved 29th of April, 2021 from <https://www.forbes.com/sites/davidrvetter/2020/11/11/which-two-countries-produce-the-most-plastic-trash-per-person/?sh=423f85ad7187>

Worldometer. (2021). *World Population Projections*. Retrieved 27th of April, 2021 from <https://www.worldometers.info/world-population/world-population-projections/>

11. BIBLIOGRAPHY

ACADEMIC

Kotler, P. and Keller, K.L. (2016). Dirección de Marketing. Edited by: Pearson Educación. Madrid, España: 15ª ed, 2016. ISBN: 9786073237000

Kotler, P. et al (2012) Dirección de Marketing. 14ª edición. Pearson, Madrid

University Jaume I (2020). Course's slides of AE 1025 "Marketing Operativo". Material not published.

ONLINE

Dart Container. (2021). *Dart "About Us"*. Retrieved 15th of May, 2021 from <https://ranking-empresas.eleconomista.es/HUHTAMAKI-SPAIN.html>

Dart Container Corporation. (2021). *Company Profile*. D&B Business Directory Retrieved 14th of May, 2021 from https://www.dnb.com/business-directory/company-profiles.dart_container_corporation.a14b6c3f69735cc4d095048e7e26d40b.html

Data Bridge Market Research (2021). *Global Molded Fiber Packaging Market – Industry Trends and Forecast to 2028*. Retrieved 8th of May, 2021 from <https://www.databridgemarketresearch.com/reports/global-molded-fiber-packaging-market>

distribucionmayorista.online. (2021). *Mayorista Huhtamaki*. Retrieved 18th of April, 2021 from <https://www.distribucionmayorista.online/183-huhtamaki>

Garcia de Pou. (2021). *Website*. Retrieved 16th of May, 2021 from <https://www.garciadepou.com/en/>

Garcia de Pou Sa. (2021). *Datos comerciales de Garcia de Pou Sa*. eleconomista.es Retrieved 15th of May, 2021 from <https://ranking-empresas.eleconomista.es/GARCIA-POU.html>

Genpak (2021). *About Genpak*. Retrieved 14th of May, 2021 from <https://www.genpak.com/our-company/>

Genpak LLC (2021). *Company Profile*. D&B Business Directory Retrieved 14th of May, 2021 from https://www.dnb.com/business-directory/company-profiles.genpak_llc.3408a43de7e0a0e975a2775fa67ae736.html#:~:text=Genpak%20LLC%20has%20100%20total,the%20Genpak%20LLC%20corporate%20family

Huhtamaki Catalogue Spain. (2021). *Catálogo Foodservice Spain*. Retrieved 5th of April, 2021 from https://www.huhtamaki.com/globalassets/foodservice-eao/products/cat_foodservice_2020.pdf

Huhtamaki Spain Sl. (2021). *Datos comerciales de Huhtamaki Spain Sl*. eleconomista.es Retrieved 9th of May, 2021 from <https://ranking-empresas.eleconomista.es/HUHTAMAKI-SPAIN.html>

Huhtamaki.com/es. (2021). *Huhtamaki Fiber & Foodservice Spain*. Retrieved 5th of April, 2021 from <https://www.huhtamaki.com/es/foodservice-spain/sobre-nosotros/>

INE (2021). *PIB a precios de mercado. Empleo equivalente a tiempo completo*. Retrieved 8th of May, 2021 from https://www.ine.es/dyngs/INEbase/es/operacion.htm?c=Estadistica_C&cid=1254736164439&menu=ultiDatos&idp=1254735576581

Lauzon, O. (2020). *Market Segmentation, Targeting, and Positioning*. Retrieved 24th of May, 2021 from <https://www.macewanmarketingclub.com/post/market-segmentation-targeting-and-positioning>

Marketing Directo. (2021). *BRITA lanza su nueva campaña de concienciación social contando con Dani Rovira como embajador*. Retrieved 29th of May, 2021 from <https://www.marketingdirecto.com/creacion/brita-lanza-su-nueva-campana-de-concienciacion-social-contando-con-dani-rovira-como-embajador>

Medio Ambiente Pack. (2021). *Información de la compañía*. Infocif Retrieved 15th of May, 2021 from <http://www.infocif.es/ficha-empresa/medio-ambiente-pack-sa>

Medio Ambiente Pack S.A. (2021). *Productos de la empresa MEDIO AMBIENTE PACK S.A.*
Europages. Retrieved 15th of May, 2021 from
https://www.huhtamaki.com/globalassets/foodservice-eao/products/cat_foodservice_2020.pdf

Pactiveevergreen.com (2021). *Company*. Retrieved 14th of May, 2021 from
<https://pactiveevergreen.com/EN/PE/Company>

Pactiv Evergreen. (2021). *Pactiv Evergreen Reports Fourth Quarter 2020 Financial Results*.
Intrado. Retrieved 14th of May, 2021 from
<https://www.globenewswire.com/en/news-release/2021/02/24/2181814/0/en/Pactiv-Evergreen-Reports-Fourth-Quarter-2020-Financial-Results.html>

Peconvi.es. (2021). *Peconvi.es Huhtamaki's Canary Island distributor*.
Retrieved 8th of April, 2021 from
<http://peconvi.es/>

Pérez Linares Plastic Solutions. (2021). *Information*.
Europages. Retrieved 15th of May, 2021 from
<https://www.europages.co.uk/PEREZ-LINARES-PLASTIC-SOLUTIONS/ESP179284-00101.html>

Pérez Linares SL. (2021). *Ranking de Empresas*. Infocif
Retrieved 15th of May, 2021 from
<https://ranking-empresas.lasprovincias.es/comunidad-valenciana/empresas-alicante/ca-stalla/perez-linares-sl?ref=https%3A%2F%2Fwww.google.com%2F>

Sabert (2021). *30 Years of Packaging Expertise at Your Service*. Retrieved 14th of May, 2021 from
<https://www.sabert.eu/about-us/>

Sabert Corporation (2021). *Company Profile*. D&B Business Directory. Retrieved 14th of May, 2021 from
https://www.dnb.com/business-directory/company-profiles.sabert_corporation.5a40c860f23ad5e34241d4eefe5fbf09.html

Similarweb. (2021). *Huhtamaki traffic overview*.
Retrieved 15th of May, 2021 from
<https://www.similarweb.com/website/huhtamaki.com/#overview>

Huhtamaki

Sonoco Report (2021). *Sonoco Reports Fourth-Quarter and Full-Year 2020 Results*. Retrieved 15th of May, 2021 from <https://investor.sonoco.com/news-releases/news-release-details/sonoco-reports-fourth-quarter-and-full-year-2020-results>

Sonoco (2021). Investor Relations. Corporate Profile. Retrieved 14th of May, 2021 from <https://investor.sonoco.com/>

tiendavasospapel.com. (2021). *Huhtamaki Spain website*. Retrieved 5th of April, 2021 from <https://www.tiendavasospapel.com/>

12. APPENDIX

Appendix 1. Consolidated statement of financial position / Balance sheet (IFRS).

Assets

EUR million	Note	2020	2019
Non-current assets			
Goodwill	3.2.	732.4	735.7
Other intangible assets	3.3.	37.4	35.2
Tangible assets	3.4.	1,365.3	1,398.1
Equity-accounted investments	6.1.	0.0	4.9
Other investments	5.7.	2.3	2.4
Interest-bearing receivables	5.2., 5.7.	3.3	4.2
Deferred tax assets	2.7.	61.3	50.9
Employee benefit assets	2.2.	57.4	55.4
Other non-current assets		3.4	3.1
		2,262.8	2,290.1
Current assets			
Inventory	4.1.	473.4	497.8
Interest-bearing receivables	5.2.	7.4	12.9
Current tax assets		16.3	14.6
Trade and other current receivables	4.2., 5.7.	520.5	595.9
Cash and cash equivalents	5.3., 5.7.	315.5	199.4
		1,333.0	1,320.6
Total assets		3,595.8	3,610.6

Source: Annual Report 2020

Equity and liabilities

EUR million	Note	2020	2019
Equity			
Share capital	5.4.	366.4	366.4
Premium fund	5.4.	115.0	115.0
Treasury shares	5.4.	-31.3	-31.3
Translation differences	5.4.	-202.3	-65.8
Fair value and other reserves	5.5.	-103.8	-103.4
Retained earnings		1,140.1	1,067.1
Total equity attributable to equity holders of the parent company		1,284.1	1,348.0
Non-controlling interest		80.4	89.1
Total equity		1,364.5	1,437.1
Liabilities			
Non-current liabilities			
Interest-bearing liabilities	5.6., 5.7.	941.4	879.7
Deferred tax liabilities	2.7.	99.1	97.7
Employee benefit liabilities	2.2.	228.5	225.2
Provisions	4.3.	12.1	13.2
Other non-current liabilities		12.6	7.0
		1,293.6	1,222.9
Current liabilities			
Interest-bearing liabilities			
Current portion of long term loans	5.6., 5.7.	95.4	92.7
Short-term loans	5.6., 5.7.	156.2	148.0
Provisions	4.3.	22.1	8.4
Current tax liabilities		66.6	50.5
Trade and other current liabilities	4.4., 5.7.	597.4	651.0
		937.7	950.7
Total liabilities		2,231.3	2,173.6
Total equity and liabilities		3,595.8	3,610.6

Source: Annual Report 2020

Consolidated statement of changes in equity (IFRS)

EUR million	Note	Share capital	Share issue premium	Treasury shares	Translation differences	Fair value and other reserves	Retained earnings	Total	Non-controlling interest	Total equity
Balance on Jan 1, 2019		366.4	115.0	-31.5	-104.2	-96.1	965.5	1,215.1	52.2	1,267.3
Dividends paid	2.8.						-87.6	-87.6		-87.6
Share-based payments	6.3.			0.1			0.9	1.0		1.0
Total comprehensive income for the year					38.4	-7.3	190.1	221.2	8.7	229.9
Acquisition of non-controlling interest							-6.2	-6.2	26.3	20.2
Other changes							4.5	4.5	1.8	6.3
Balance on Dec 31, 2019		366.4	115.0	-31.3	-65.8	-103.4	1,067.1	1,348.0	89.1	1,437.1
Dividends paid	2.8.						-92.9	-92.9		-92.9
Share-based payments	6.3.						2.9	2.9		2.9
Total comprehensive income for the year					-136.5	-0.4	176.8	39.9	6.4	46.3
Acquisition of non-controlling interest							9.6	9.6	-8.6	1.1
Other changes							-23.5	-23.5	-6.5	-30.0
Balance on Dec 31, 2020		366.4	115.0	-31.3	-202.3	-103.8	1,140.1	1,284.1	80.4	1,364.5

Source: Annual Report 2020

Appendix 2. Tangible assets.

EUR million	Owned assets					Total 2020
	Land	Buildings and constructions	Machinery and equipment	Construction in progress and advance payments	Other tangible assets	
Acquisition cost on January 1, 2020	30.8	432.1	1,873.1	124.2	91.6	2,551.8
Additions	-	1.4	6.6	212.3	2.9	223.2
Disposals	-	-4.3	-40.6	-0.6	-3.4	-48.8
Intra-balance sheet transfer	-	19.1	118.3	-146.8	5.9	-3.5
Business combinations	1.3	8.1	2.2	0.1	2.3	14.0
Changes in exchange rates	-2.1	-32.7	-143.3	-10.5	-5.5	-194.2
Acquisition cost on December 31, 2020	30.0	423.7	1,816.4	178.6	93.9	2,542.5
Accumulated depreciation and impairment on January 1, 2020	-	170.3	1,074.8	-	63.9	1,308.9
Accumulated depreciation on disposals and transfers	-	-4.0	-38.9	-	-3.0	-45.8
Depreciation during the financial year	-	19.0	124.4	-	7.5	150.8
Impairments during the financial year	-	2.7	2.5	-	-	5.2
Changes in exchange rates	-	-11.8	-81.0	-	-3.5	-96.3
Accumulated depreciation and impairment on December 31, 2020	-	176.2	1,081.7	-	64.9	1,322.8
Book value on December 31, 2020	30.0	247.6	734.7	178.6	29.0	1,219.8

EUR million	Right-of-use assets				Total 2020
	Land	Buildings and constructions	Machinery and equipment	Other tangible assets	
Acquisition cost on January 1, 2020	21.6	177.7	39.8	0.7	239.8
Additions	9.4	17.5	10.5	0.1	37.5
Disposals	-15.0	-11.8	-12.5	-0.1	-39.4
Intra-balance sheet transfer	-	-0.0	-	-	-0.0
Changes in exchange rates	-1.5	-6.3	-2.0	-0.0	-9.8
Acquisition cost on December 31, 2020	14.5	177.1	35.9	0.6	228.1
Accumulated depreciation and impairment on January 1, 2020	10.7	53.8	19.6	0.4	84.5
Accumulated depreciation on disposals and transfers	-6.0	-9.6	-11.9	-0.1	-27.5
Depreciation during the financial year	0.5	20.5	8.4	0.1	29.5
Changes in exchange rates	-0.5	-2.5	-1.0	-0.0	-4.0
Accumulated depreciation and impairment on December 31, 2020	4.6	62.3	15.2	0.4	82.5
Book value on December 31, 2020	9.9	114.9	20.7	0.2	145.6

Source: Annual Report 2020

Appendix 3. Personnel expenses.

Personnel expenses

EUR million	2020	2019
Wages and Salaries	596.3	559.1
Compulsory social security contributions	60.6	59.2
Pensions		
Defined benefit plans	6.9	6.7
Defined contribution plans	16.1	17.3
Other post-employment benefits	2.2	2.0
Share-based payments	3.7	1.8
Other personnel costs	35.7	40.3
Total	721.4	686.3

Source: Annual Report 2020

Appendix 4. Consolidated statement of income (IFRS).

EUR million	2020	2019	2018	2017	2016
Net sales	3,301.8	3,399.0	3,103.6	2,988.7	2,865.0
Increase in net sales	% -2.9	9.5	3.8	4.3	5.1
Net sales outside Finland	3,252.5	3,342.8	3,055.4	2,941.7	2,817.8
Earnings before interest, taxes, depreciation, amortization and impairment	464.5	448.8	390.3	386.3	380.1
Earnings before interest, taxes, depreciation and amortization/net sales (%)	% 14.1	13.2	12.6	12.9	13.3
Earnings before interest and taxes	265.3	285.5	225.5	264.3	266.2
Earnings before interest and taxes/net sales (%)	% 8.0	8.4	7.3	8.8	9.3
Profit before taxes	237.1	256.7	194.4	246.8	239.3
Profit before taxes/net sales (%)	% 7.2	7.6	6.3	8.3	8.4
Profit for the period	183.7	199.0	156.9	196.5	191.5
Total equity	1,364.5	1,437.1	1,267.3	1,208.2	1,182.2
Return on investment (%)	% 10.3	11.9	10.4	13.4	14.7
Return on shareholders' equity (%)	% 12.9	14.8	12.8	16.6	17.6
Solidity (%)	% 38.1	39.9	39.2	41.4	41.2
Net debt to equity	0.64	0.63	0.73	0.58	0.57
Current ratio	1.42	1.39	1.29	1.48	1.21
Times interest earned	15.44	16.23	13.21	24.01	14.11
Capital expenditure	223.5	203.9	196.9	214.8	199.1
Capital expenditure/net sales (%)	% 6.8	6.0	6.3	7.2	7.0
Research & development	20.7	22.0	20.2	19.2	17.2
Research & development/net sales (%)	% 0.6	0.6	0.6	0.6	0.6
Number of shareholders (December 31)	36,764	31,056	31,755	30,474	26,407
Personnel (December 31)	18,227	18,598	17,663	17,417	17,076

Source: Annual Report 2020

Appendix 5. Shareholder's equity

Share capital	Number of shares	Share capital EUR	Share premium EUR	Treasury shares EUR	Total EUR
January 1, 2019	107,760,385	366,385,309.00	115,023,103.38	-31,480,888.88	449,927,523.50
Own shares conveyance through performance share incentive plan	-	-	-	137,850.00	137,850.00
December 31, 2019	107,760,385	366,385,309.00	115,023,103.38	-31,343,038.88	450,065,373.50
Own shares conveyance through performance share incentive plan	-	-	-	-	-
December 31, 2020	107,760,385	366,385,309.00	115,023,103.38	-31,343,038.88	450,065,373.50

All shares issued are fully paid.

Source: Annual Report 2020

Appendix 6. Current stats and 2030 sustainability ambitions.

Our 2030 sustainability ambition and related goals



Source: Annual Report 2020

Renewable or recycled materials
% of total materials



Performance in 2019: 67.6

Renewable electricity
% of total electricity consumed



Performance in 2019: 1.5

Non-hazardous waste recycled or composted
% of total non-hazardous waste



Performance in 2019: 73.8

Waste to landfill
% of total waste



Performance in 2019: 19.0

Water management plans
available in number of sites



Performance in 2019: 2

Certified or recycled fiber
% of fiber-based raw materials



Calculation of the KPI was set up in 2020

— Figures in light blue indicate Huhtamaki Group's 2030 ambitions.

Huhtamaki

Source: Annual Report 2020

Our 2030 ambition	How we deliver on our ambition
<ul style="list-style-type: none"> Our products are designed for the circular economy 100% of products designed to be recyclable, compostable or reusable 	<p>Product design</p> <ul style="list-style-type: none"> Formalize the Huhtamaki design guide for circularity Incorporate design guide into new product development process <p>Partnerships</p> <ul style="list-style-type: none"> Collaboration across the value chain in developing circular economy through advocacy, thought leadership and product development <p>Innovation</p> <ul style="list-style-type: none"> Enable incremental and breakthrough innovation Joint development with customers and suppliers
<ul style="list-style-type: none"> We take care in selecting the best raw materials from suppliers we trust >80% renewable or recycled materials 100% of fiber from recycled or certified sources 	<p>Materials</p> <ul style="list-style-type: none"> Continuous product innovation, with special effort on plastic substitution and R&D to improve the composition of our products <p>Certified fiber</p> <ul style="list-style-type: none"> Most sites already at 100% Case-specific action plans for the handful of sites with longer way to go <p>Supplier due diligence</p> <ul style="list-style-type: none"> Supply chain due diligence process that covers ethical, social and environmental criteria
<ul style="list-style-type: none"> We minimize and recycle our production waste >90% of non-hazardous waste recycled or composted 	<p>Production waste</p> <ul style="list-style-type: none"> Improve measures to minimize waste Continuously benchmark production sites and transfer good practices Increase recycling and avoid landfill
<ul style="list-style-type: none"> We will reduce resource consumption, and increase the use of renewable energy 100% renewable electricity Carbon neutral production and science-based emission target 	<p>Energy</p> <ul style="list-style-type: none"> Shift to renewable energy sources and reach carbon neutral production Taking a holistic approach: avoid emissions, reduce emissions, replace sources <p>Water</p> <ul style="list-style-type: none"> Improve water availability, quality and accessibility and implement site-specific water management plans
<ul style="list-style-type: none"> We work relentlessly to ensure a safe working environment with zero accident culture and respect for human rights, throughout our value chain We offer the most engaging, motivating and safest workplace for our people 	<p>Our People</p> <ul style="list-style-type: none"> Focus on high performance culture and developing our talent Raise our standards even more through a project approach focused on key themes, e.g., machine and chemicals risks Continuously improve capability and competency across the OHS and leadership communities; simplify and standardize ways of working <p>Human rights</p> <ul style="list-style-type: none"> Initiate Human Rights Impact Assessments, including fair employment conditions Included in Huhtamaki Code of Conduct for Suppliers and supplier audits

Source: Annual Report 2020

Appendix 7. Certificates.



BRC Certificado



Ver certificado



Ver certificado



Ver certificado



Ver certificado



Ver certificado
 Ver registro de productos
 FSC®

Source: Huhtamaki.com, for more information visit:

<https://www.huhtamaki.com/es/foodservice-spain/sobre-nosotros/certificados/>

Huhtamaki

Huhtamaki