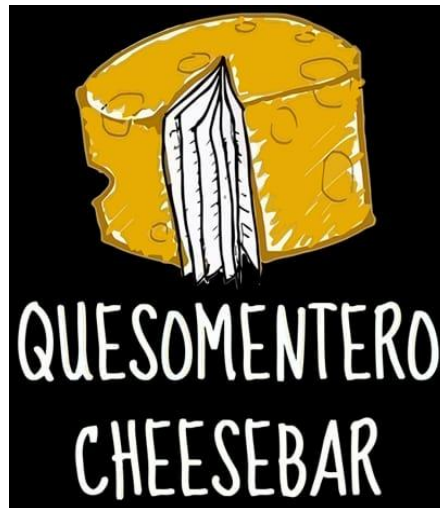


**UNIVERSITAT  
JAUME•I**

## **MARKETING PLAN OF**



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**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 -FINAL DEGREE PROJECT**

**2020-21 COURSE**



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## **1.EXECUTIVE SUMMARY.**

Quesomentero Cheesebar represents the world of cheese in the restaurant sector, with a special way of transmitting its love and knowledge of cheese that sets it apart from other cheese bars and cheese shops. All the products on offer are of the highest quality, with more than 120 artisan cheeses from all over the world.

The Covid-19 pandemic has had many consequences, such as economic downturn and huge job losses, but it has also caused an increase in digitalisation and an increase in online and home delivery demand. In addition, socially, consumer habits have changed, due to a greater concern for healthy and environmentally friendly options.

In this marketing plan, we have carried out an internal analysis to observe the resources available to Quesomentero Cheesebar, and an external analysis to study the situation of the environment and the competition, as well as to analyse the hospitality sector in depth and the behaviour and consumption habits of consumers within it.

On the other hand, once the previous analyses have been carried out, we have established 8 objectives to be achieved with this marketing plan. In which we can highlight the search for an increase in repeat visits by customers to the physical shop and orders on the web, and an increase in the use of other services such as takeaway or delivery.

To achieve the objectives, we have proposed a total of 8 actions. The budget of these actions is reduced, because Quesomentero Cheesebar, in relation to its vision, is looking to start a new project of physical expansion in the national territory (La Cú de Quesomentero), so most of the actions are focused on the promotion and development of the services offered by the company.

Finally, we have created a budget and a timeline for these actions, where they have been assigned a start and duration. In addition, we have established control guidelines for each of them, in order to ensure the achievement of the objectives set for this marketing plan.

## **2. SITUATION ANALYSIS**

### **2.1 Internal analysis**

#### **2.1.1 Presentation of the company**

Quesomentero Cheesebar is a restaurant located in Vila-real (Castellón) that opened its doors to the public in 2015, with the aim of transmitting its owner's passion for cheese to all cheese lovers who want to enjoy the unique experience offered by the restaurant.

Alberto, the owner of the restaurant, has participated as a tasting jury in different cheese fairs throughout Spain, as well as being an organiser of events and tastings. The experience gained in this type of events and together with his team, he has managed to achieve the perfect combination to develop this project, recommending to his customers, based on their tastes, the best cheeses and offering them in an original and delicious way.

It is difficult to imagine a restaurant that can succeed with only one product as the main ingredient in all its dishes. Quesomentero Cheesebar has achieved this, as it has more than 120 varieties of cheese from all over the world, allowing its customers to enjoy all the opportunities offered by the same product, cheese. It also has bright premises with a modern and ingenious decoration, related to the world of cheese. Another key to the success of the project is undoubtedly the personalised and friendly treatment with which they transmit to their customers the origin of their products, how they are made and, most importantly, how to taste the dish in order to get the maximum potential out of it.

Quesomentero Cheesebar is not just a restaurant, it is a set of experiences that can be enjoyed both in the restaurant and at home. For cheese lovers more interested in learning about cheese, they have courses and tastings in which they impart basic knowledge for future experts in this world. For those who want to repeat the experience at Quesomentero Cheesebar at home, they have several products from the menu, which they have previously enjoyed in the restaurant, or have been left wanting to try, to be able to purchase them and continue the experience at home.

Quesomentero Cheesebar also has its own website, which, especially following the confinement of early 2020 caused by the global pandemic that caused the spread of COVID-19 worldwide, has increased its activity as an online sales portal, adapting dishes from the restaurant to be able to receive them at home, unprocessed products such as packs of cheeses, wines, liquors... with deliveries to the entire peninsular territory.

## 2.1.2 Mission

Quesomentero Cheesebar's mission is to explore the world of cheese to find new possibilities and make them a reality for its customers, where they can't only enjoy tasting its products, but also learn and feel the passion for cheese that the whole team has.

## 2.1.3 Vision

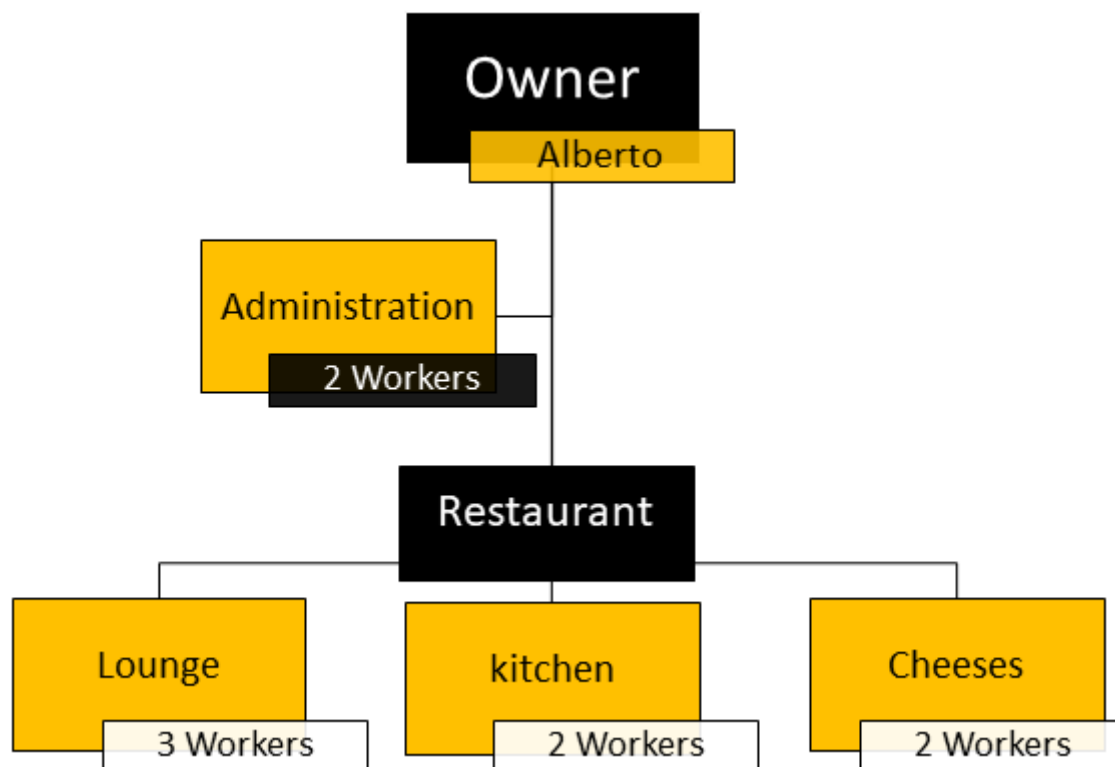
The vision of Quesomentero Cheesebar clearly shows the company's ambition and desire to grow, as its owner states: "We want Quesomentero Cheesebar to have a presence in all the provinces of Spain".

## 2.1.4 Resources of the company

### 2.1.4.1 Human resources

The human resources of the company are made up of 9 workers and Alberto, the owner, who performs tasks in the business as an additional employee. They are divided, within a functional structure, into two main departments, administration and restaurant, the latter divided into three: dining room, kitchen and cheese. Below is the organisation chart of the company:

Figure 1. Organization chart of "Quesomentero Cheesebar"



Source: Own elaboration.

### 2.1.4.2 Financial resources

Below we can see the latest financial data (Table 1) of Quesomentero Cheesebar, in which we can see the financial result of the business for the year 2019.

**Table 1. Financial profile. Period 2019**

| <b>Financial resources</b> | <b>31/12/2019</b> |
|----------------------------|-------------------|
| <b>Operating revenue</b>   | 412.746€          |
| <b>Profit after tax</b>    | 8.687€            |
| <b>Total assets</b>        | 91.033€           |
| <b>Number of employees</b> | 6                 |

*Source: SABI database*

### 2.1.4.3 Marketing resources

#### **Product**

Quesomentero cheesebar offers high quality products within the world of food, either to be consumed in the restaurant, to be picked up or ordered online. These products offered by the company, in terms of their purpose, could be classified as consumer goods and we classify them as speciality goods, due to their high quality, the special preparation of both the dishes and the cut cheeses that are available in its catalogue, the great variety within the product portfolio with more than 120 cheeses from all over the world, which are difficult for the end consumer to obtain in other ways, and the fact that they are artisan cheeses and not mass-produced (like supermarket cheeses).

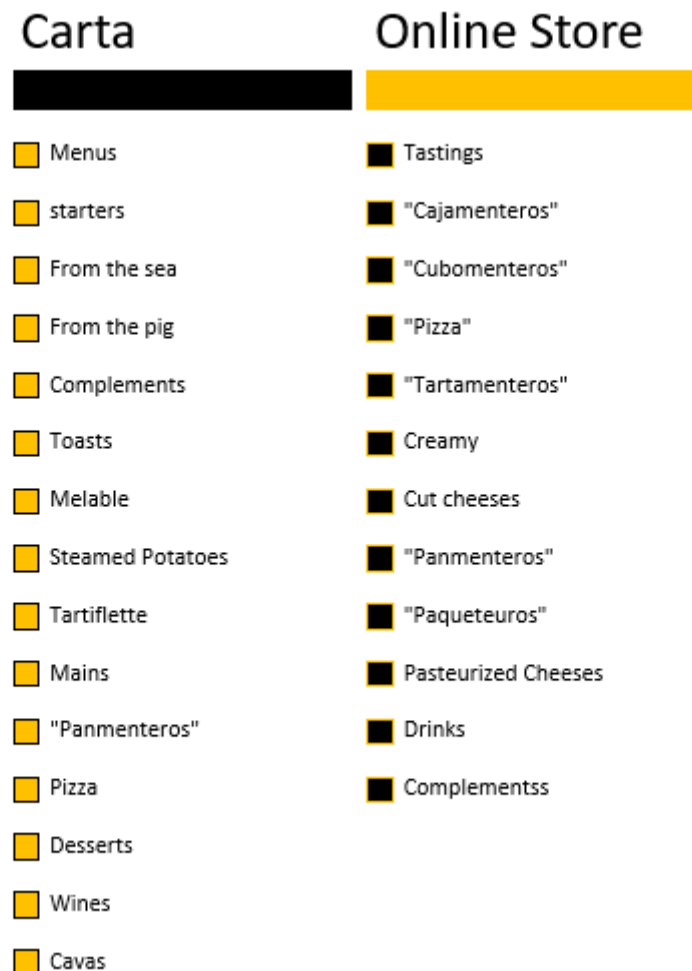
All these characteristics mean that buying them requires a special effort, either because of their higher price than other substitutes or because there is only one location in which to enjoy their freshly prepared dishes.

As for the tangibility of the products, we can say that they are tangible, because food products have the necessary characteristics to be tangible. There is a certain ambiguity in the products of Quesomentero Cheesebar, since the restaurant's dishes are short-lived, i.e. they are designed to be consumed as soon as they are served. But the fact that you can buy the same dishes on the website and keep them in the fridge until you want to eat them or simply buy cut cheeses and eat them little by little reduces the immediate urgency of their consumption.



We will now analyse the product mix of Quesomentero Cheesebar (Figure 2) by looking at the breadth, length and depth of the restaurant's menu and the products it sells on its website:

Figure 2. Product lines of “Quesomentero Cheesebar”



Source: Own elaboration. Data: Website Quesomentero cheesebar

To start with the analysis of the product mix, we will first look at the breadth. In this case, Quesomentero Cheesebar has one product line, the product line of alimentation products.

The depth of the product is measured by the variety of sizes, models and formats in each line. Analysing the products offered, we have seen that there are different sizes in some product lines such as steamed potatoes, which can have different sizes, as you can order a half portion or a whole portion.

The variety of the restaurant's products is defined by the plating and the ingredients of each one of them, by the different flavour of each dish. You might think that by including cheese



as the main ingredient in most of their dishes, they would have a low variety, but this is not the case. At Quesomentero Cheesebar it is surprising how many sensations you can experience, even enjoying a "simple" cheese plate.

Consistency is defined by the homogeneity or the degree of linkage between the different products. The product lines are related because all the products are food products, so there is a high degree of homogeneity in their mix.

### **Price**

Price is one of the variables that customers take most into account when making purchasing decisions. In the case of Quesomentero Cheesebar, as mentioned in the product section, it offers a set of speciality goods and services, so the price that accompanies these is above those of the general market competition, justified by the fact that the quality of the experience of enjoying Quesomentero products is better valued compared to others. Below we show a table (table 2) where we analyse their different products and prices.

**Table 2. Product lines of “Quesomentero Cheesebar”**

| <b>QUESOMENTERO</b>    |                    |                   |                   |                      |
|------------------------|--------------------|-------------------|-------------------|----------------------|
| <b>Restaurant Menu</b> | <b>Nº Products</b> | <b>Min. Price</b> | <b>Max. Price</b> | <b>Medium Prices</b> |
| Menus                  | 2                  | 30,00€            | 35,00€            | 32,50€               |
| Starters               | 6                  | 3,90€             | 10,50€            | 6,80€                |
| From the Sea           | 2                  | 2,50€             | 19,90€            | 11,20€               |
| From the Pig           | 3                  | 9,90€             | 18,00€            | 12,93€               |
| Cheese Boards          | 10                 | 2,00€             | 20,00€            | 11,00€               |
| Complements            | 6                  | 1,50€             | 6,00€             | 2,58€                |
| Toasts                 | 4                  | 5,00€             | 8,50€             | 5,88€                |
| Melable                | 4                  | 9,90€             | 11,00€            | 10,43€               |
| Steamed Potatoes       | 30                 | 4,50€             | 10,00€            | 6,56€                |
| Tartiflette            | 14                 | 9,90€             | 12,00€            | 11,05€               |
| Mains                  | 3                  | 5,90€             | 8,00€             | 6,80€                |
| "Panmenteros"          | 10                 | 6,50€             | 8,00€             | 7,25€                |
| Pizza                  | 1                  | 18,90€            | 18,90€            | 18,90€               |
| Desserts               | 8                  | 2,90€             | 5,90€             | 4,49€                |
| Wines                  | 11                 | 13,00€            | 17,00€            | 14,91€               |
| Cavas                  | 7                  | 15,00€            | 17,00€            | 16,14€               |
| <b>Online Store</b>    | <b>Nº Products</b> | <b>Min. Price</b> | <b>Max. Price</b> | <b>Medium Prices</b> |
| Tastings               | 2                  | 15,00€            | 16,00€            | 15,50€               |
| "Cajamenteros"         | 13                 | 20,00€            | 39,00€            | 31,22€               |
| "Cubomenteros"         | 6                  | 30,00€            | 50,00€            | 40,00€               |
| Pizza                  | 1                  | 18,90€            | 18,90€            | 18,90€               |
| "Tartamenteros"        | 1                  | 25,00€            | 25,00€            | 25,00€               |
| Creamy                 | 9                  | 3,00€             | 19,90€            | 8,71€                |
| Cut Cheeses            | 70                 | 2,50€             | 20,50€            | 8,67€                |
| "Pamenteros"           | 4                  | 6,50€             | 7,00€             | 6,75€                |
| "Paqueteuros"          | 1                  | 5,00€             | 5,00€             | 5,00€                |
| Pasteurized Cheeses    | 50                 | 2,50€             | 19,50€            | 8,60€                |
| Drinks                 | 15                 | 3,00€             | 70,00€            | 14,57€               |
| Complements            | 3                  | 2,00€             | 3,00€             | 2,65€                |

Source: Own elaboration. Data: Website Quesomentero cheesebar

## Distribution

The distribution channels, through which the restaurant's raw material reaches the restaurant, are divided into two. On the one hand, it has level 2 distribution channels, because Quesomentero Cheesebar is a customer of two distributors, Iberconseil and TGT. These two wholesalers supply Quesomentero with national and European cheeses. Quesomentero also has level 1 distribution channels, as Alberto, owner of Quesomentero Cheesebar, has direct access to several cheese producers at national level due to his background in the cheese world.

In terms of distribution by Quesomentero Cheesebar to its customers, there are currently three channels:

- First channel: their own premises, where they work as a restaurant, located in Avenida de la Murà in Vila-real (Castellón), with opening hours (without taking into account the restrictions due to the pandemic) from Monday to Sunday from 12:30 to 16:00 and from 20:00 to 24:00.
- Second channel: is the take away service, through which you can pick up Quesomentero dishes ready to eat directly at the restaurant.
- Third channel: we find their online shop, where we can find cheeses, packs, offers and even dishes from the restaurant so that you can prepare them yourself at home, with the possibility of ordering from all over the peninsula, which is delivered by the company Seur. The website also provides exact information on the waiting time between the time the customer orders the products and when they arrive at home (Figure 3).

**Figure 3. Delivery information of “Quesomentero Cheesebar” products**



¿Cuándo recibo mi pedido?

|   |
|---|
| ▶ Si lo pido en lunes                             |
| ▶ Si lo pido en martes                            |
| ▶ Si lo pido en miércoles                         |
| ▶ Si lo pido en jueves, viernes, sábado o domingo |

El envío tarda de 24 a 48 horas cuando salga de nuestras instalaciones.

Source: Website Quesomentero Cheesebar

## **Communication**

Quesomentero Cheesebar's main communication channel is its social media profile. On Instagram (@Quesomentero\_cheesebar) it has more than 27 thousand followers. On it, it informs its customers about all the products in detail, additions to the restaurant's menu or to the website or events to be held with its followers, such as prize draws or online tastings of the restaurant's products, among others. It also uses the social network as an advertising space, as it collaborates with influential people in the social network to promote its products and its profile, so that more people get to know Quesomentero Cheesebar.

In his profile there are also links to redirect customers to his website where they can buy products and make reservations, as well as being able to contact them through the restaurant's phone number, email or direct messages from the social network, through which his followers can interact with them asking questions about their products, opening hours, offers or simply give their opinion about the restaurant, and they will surely receive a response from Alberto himself.

It also has a Facebook profile, with more than 14 thousand followers. On their Facebook page, as well as posting news about the restaurant, you can also book a table, contact them, find their website and the location of the restaurant.

- ★ Quesomentero Cheesebar has more than 400 reviews on Tripadvisor with an average rating of 4.5/5 points, ranking No. 2 of 51 Restaurants in Vila-real and has a price range per person of between 15 and 20 euros, according to the portal.

## **2.2 External analysis**

### **2.2.1 Macro Environment (PESTEL ANALYSIS)**

#### **2.2.1.1 Political factors**

Spanish politics is in a situation of instability due to the crisis caused by the Covid-19 pandemic, among other problems that have been dragging on since the 2008 financial crisis, such as distrust due to multiple cases of corruption, coalitions in order to obtain absolute majorities and motions of censure. Moreover, the management of the pandemic has not been perceived as good, according to surveys of Spaniards.

As for the public deficit, it has suffered a disproportionate increase due to the pandemic, rising from 2.8% in 2019 to 11.3% in 2020, which should decrease in 2021 with forecasts of reaching 7.7% of GDP due to the rebound effect caused by the hope of overcoming the pandemic.

Finally, VAT remains unchanged since the increase in 2012 at 21% for the standard rate, the reduced rate at 10% and the super-reduced rate at 4%. For restaurants, VAT on food and beverages will always be 10%.

#### **2.2.1.2 Economic factors**

To analyse the Spanish economic situation we will look at three key economic factors. These factors are: the gross domestic product (GDP), the consumer price index (CPI) and the unemployment rate.

The gross domestic product (GDP) refers to the overall value of the services and goods produced by a country in a given period of time. Since 2014, the Spanish GDP was in a period of expansion after the crisis that started in 2008. This expansion was perceived as constant and there was hope that this trend would continue, but once again it is worth noting the effects of the pandemic, which in this case has caused a drop in GDP of 11% in 2020 (Table 3).

**Table 3. Evolution: Spain annual GDP**

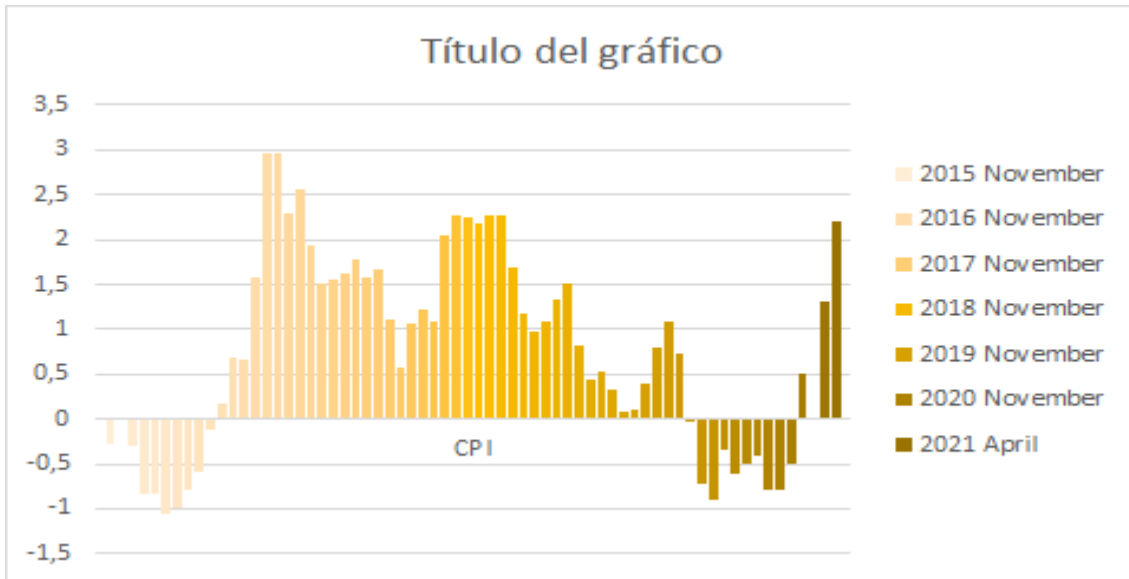
| <b>Evolution: Spain annual GDP</b> |                   |                    |
|------------------------------------|-------------------|--------------------|
| <b>Date</b>                        | <b>Annual GDP</b> | <b>GDP var.(%)</b> |
| 2020                               | 1.119.976M.€      | -11,00%            |
| 2019                               | 1.244.757M.€      | 2,00%              |
| 2018                               | 1.202.193M.€      | 2,40%              |
| 2017                               | 1.161.878M.€      | 2,90%              |
| 2016                               | 1.113.840M.€      | 3,00%              |
| 2015                               | 1.077.590M.€      | 3,80%              |
| 2014                               | 1.032.158M.€      | 1,40%              |
| 2013                               | 1.020.348M.€      | -1,40%             |

*Source: own elaboration. Data: datosmacro.com*

This decline in activity is reflected in practically all sectors of the economy, due to the months of confinement and the constant restrictions. The hotel and catering sector is one of the hardest hit sectors.

The CPI refers to the change in prices over a period of time (Graph 1). This factor has also been affected by the pandemic, since the first appearances of the pandemic in Spain in February/March 2020, the CPI reflected a constant decrease in its values, which have been constant until the beginning of this year 2021. A trend that was not contemplated before the pandemic, as we can see before this trend there was always a constant increase in the CPI data.

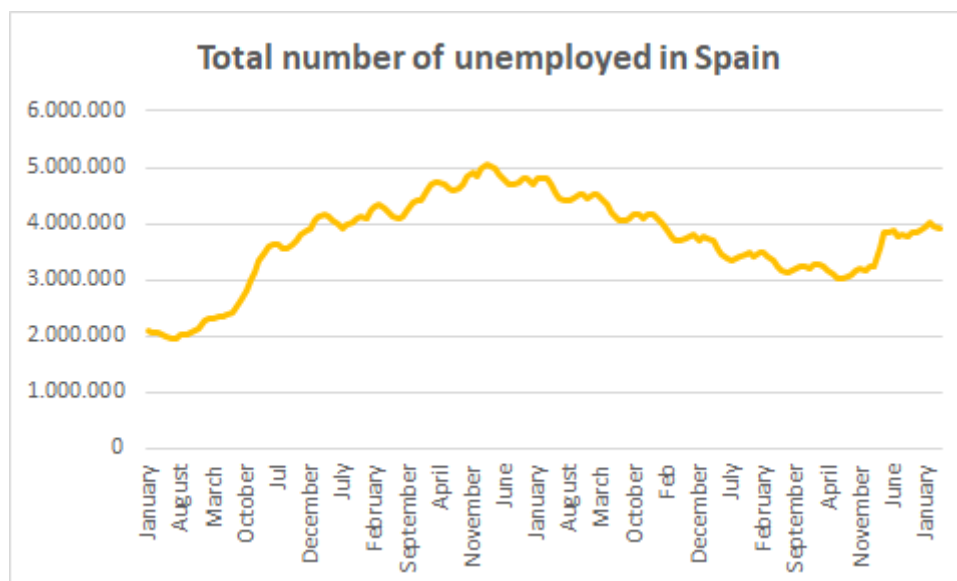
**Graph 1. Monthly Rates CPI**



Source: own elaboration. Data: INE

As for the unemployment rate (Graph 2), we can conclude that it is one of the factors in which Spain is always one of the worst hit in Europe. As we can see in the graph, it has a trend closely related to GDP, since 2014 we see a downward trend in terms of unemployment reaching values at the beginning of 2020 of 13.8% unemployment, the lowest since the outbreak of the crisis in 2008. This trend has also been affected by the pandemic, which has led to an increase in the number of unemployed, currently at around 16% (January 2021).

**Graph 2. Total number of unemployed in Spain (2007-Actuality).**



Source: own elaboration. Data: Ministerio de Empleo y Seguridad Social

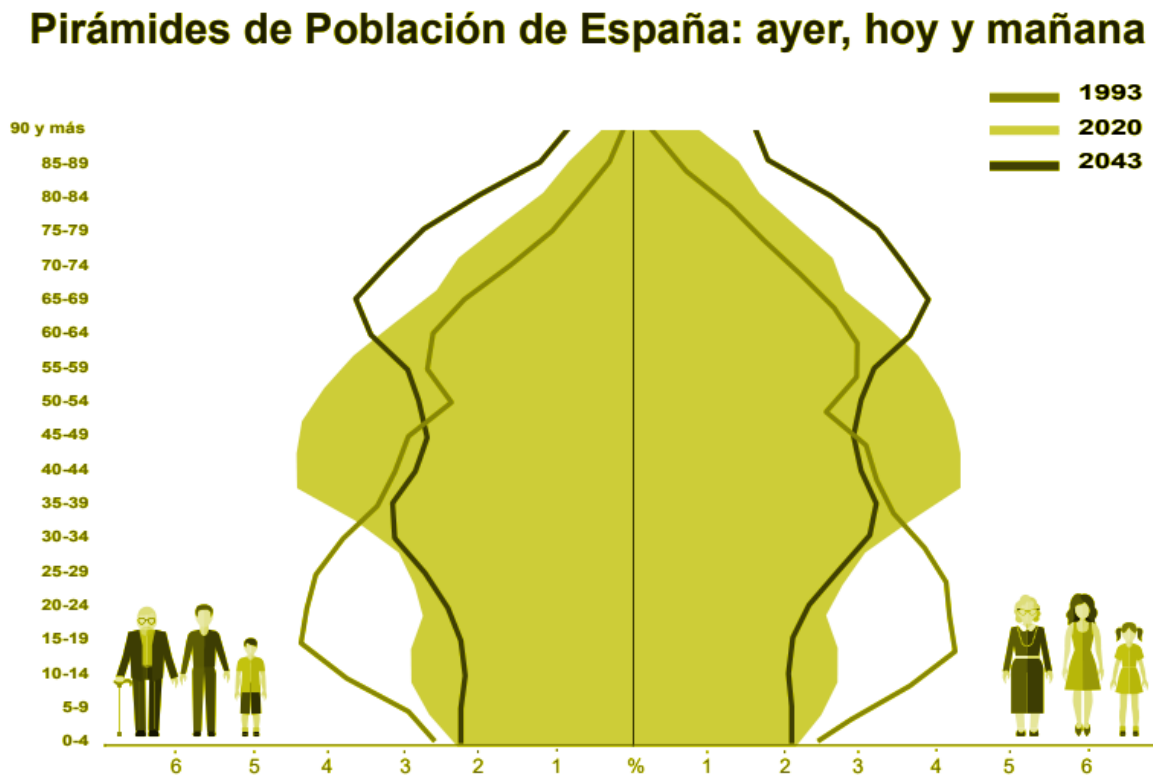


### 2.2.1.3 Social factors

To analyse the social factors in Spain, we are going to analyse the current Spanish demography and the future perspective of this, to see how this affects society and its behaviour.

As a first social factor, we look at the current Spanish demographic pyramid (2020), compared with that of 1993 and the estimated pyramid for 2043. This ageing is caused by the decrease in mortality, the increase in life expectancy, the decrease in birth rates and migratory flows. The main consequences of this increase in the ageing of the population are increased spending on social benefits, increased health care costs, increases in disability, social exclusion of the elderly and an increase in the number of old age pensioners.

Figure 4. Population pyramid of Spain: yesterday, today and tomorrow



Source: INE

#### 2.2.1.4 Technological factors

Technology is one of the most important factors to be aware of, as it is constantly changing, with key innovations appearing to improve our lives and businesses. One of the sectors in which technology contributes and changes the most is in the hospitality industry, from the way we pay, order, compare restaurants or search for restaurants, we find technology involved, to improve efficiency and increase satisfaction and sales.

Some of the most important innovations are the following. In terms of the way of paying, we see contactless and mobile payment, which using NFC technology allows for shorter payment/collection times, as well as being a more hygienic measure. With regard to the way of placing orders, we see innovations both in restaurants and at home. In restaurants, the latest technological contributions include the implementation of tablets at the tables so that customers can order the dishes they want when they want, as well as being able to entertain themselves while they wait for their food. From the home, it is worth highlighting the rise of companies that offer delivery services and even the appearance of what are known as dark kitchens or virtual kitchens, which are restaurants that only offer home-delivered food.

Restaurant comparison and search has also benefited from technology. It is worth noting how easy it is to compare and find just what you are looking for, even without knowing the city or area where you are, thanks to, for example, google maps, an application which, apart from being used as a GPS or traditional map, you can see the businesses in the place where you are or where you are going to visit. It is as easy as selecting the "restaurants" option and on the map you will see your location and the restaurant symbols will be highlighted, click on the one that most attracts you and you can see the rating of other users, the phone number, photos of their dishes and even the usual capacity, as well as of course the route to get to the restaurant.

The pandemic caused by Covid 19 has led to a need for digital demand that did not exist before, forcing restaurants to adapt in order to survive, especially during periods of 100% closure of premises. Following this remarkable need, a group of Spanish companies have come together to create the Manifesto of Interest (Mdl) with the aim of accelerating the process of digital transformation of the entire hospitality industry, focusing on finding the digitalisation needs of businesses and, seeking and financing projects to meet them, offering digital consultancy services, creating platforms where entrepreneurs can find solutions and training to adapt to new digital trends and also included in the manifesto is a Renove plan for the modernisation of the most technological assets of Spanish hospitality businesses.

### 2.2.1.5 Ecological factors

Ecological awareness has increased considerably in recent years, making Spain one of the countries most concerned about the planet. Among the practices that most Spaniards do to help the environment are the use of public transport, less energy use in the home, and recycling and waste separation. Although it should improve in other aspects, such as buying cars that are less harmful to the environment or in the construction of houses and buildings.

In the business sphere, fighting for the environment is one of the most ambitious challenges for Spanish companies. This fight has gone beyond the well-known Corporate Social Responsibility (CSR) and goes beyond it. Through different initiatives, many small and large Spanish companies aim to achieve greater sustainability and extend it over time. Some of these initiatives commit companies from all sectors to reduce CO2 emissions or to teach their customers how to be more sustainable by using their products. There are even projects, such as that of santander bank, which promotes green energy, the use of electric cars and the elimination of single-use plastics, an example of which is the bank's ranking as the world's most sustainable bank in 2019.

The hospitality industry is a sector in which a contribution to ecology is highly valued by consumers, according to the Study on the social perception of sustainability in the hospitality industry, carried out by El Tenedor and Ecovidrio in 2016. This study states that consumers value sustainable restaurants, stating that they are willing to spend more in these places, and prefer them to competitors that are not.

The 2030 Agenda for Sustainable Development is a set of 17 Sustainable Development Goals. This agenda was created by the UN in 2015 in which, through 169 goals in the economic, social and environmental fields, the collaborating countries are committed to achieving sustainable development throughout the planet. Today's companies have to take this agenda and these goals into account and adapt to them for the common good.

### 2.2.1.6 Legal factors

In the section on legal factors we are going to consider some of the main laws, European or national, that have to be followed and respected by those who dedicate their business to the hospitality sector, more specifically bars and restaurants.

Regulation 1169/2011 of the European Union, establishments that offer food are obliged to inform of the 14 main allergens even if consumers do not ask. Nowadays, many more food allergies are detected than in the past, so adding this type of information helps customers to make better food choices and streamlines the process of not having to ask every time people with these allergies visit new restaurants.

Good Hygiene Practice Regulation (HACCP and GPCH). Hazard analysis and critical control points, or HACCP, refers to the monitoring and safety control of food throughout the food chain, ending when it is consumed. The guide of good hygiene practices or GPCH, is a guide that compiles all the hygiene protocols that must be followed by all establishments that handle food.

Art. 2 of R.D. 865/2003, which dictates Measures on Legionella (only for some establishments). Decrees such as this one regulate the measures that establishments such as restaurants must follow to prevent and control plagues, such as Legionella.

Currently, there are laws and restrictions related to the Covid-19 pandemic, which in Spain depend on the autonomous community and, depending on the incidence of the virus at that time, are more or less restrictive. For bars and restaurants, these restrictions usually affect on opening hours, limiting their closing time to the general public, but allowing home delivery service to those businesses that have it. Another way of restrictions is usually the supervision of the capacity of both the interior and the terraces, and even at certain times the capacity of each table, as well as the control of the distance between tables. Another measure that directly affects this type of business is the obligation for all workers in the establishment to wear a mask, and smokers will have to keep their distance from diners even when they are on the terraces.

## 2.2.2 Microenvironment

Next, using Porter's 5 competitive forces model, we will analyse the competitive environment of Quesomentero Cheesebar in order to develop business strategies based on the opportunities and threats that we find in it. Porter's five forces model is a model that analyses, Bargaining power of customers, Bargaining power of suppliers, Threat of new entrants, Threat of substitute products and Rivalry between competitors, so that the company can observe its closest environment and thus obtain a real and updated vision of the ways of improvement that can be beneficial for the company.

### 2.2.2.1 Bargaining power of customers

Customers' bargaining power is the power they have to influence the prices, quality and services they expect to receive. The smaller the number of total potential customers and/or the greater the number of competitors in the market, the greater the bargaining power of customers. In the first case this is because the demand for products will be very low and in the second case because the supply will be very large, in both cases competition is increased, resulting in a more favourable situation for customers as opposed to the company.

Faced with this threatening situation for the company, we can try to overcome it by increasing resources in advertising and marketing campaigns, increasing the quality of the service and/or product, reducing the price, providing a new special feature of our products or improving the sales channels.

In the case of Quesomentero Cheesebar we find presence in two quite competitive markets, on the one hand it is in the catering sector, in its facet as a restaurant, and on the other hand it is a company that sells cheese, so it competes with cheese shops, markets and supermarkets. Both markets could be included in gastronomy, which together with all the sectors involved in it, represents 33% of the national GDP. Moreover, this figure is reinforced by the fact that, "Spain is the country with the most bars and restaurants per person in the world: one for every 175 inhabitants, totalling 277,539 gastronomic establishments, according to the National Institute of Statistics (INE)". Therefore, we could affirm that Quesomentero Cheesebar carries out its activity in very competitive sectors.

- Level of bargaining power of Clients: 7,5/10

### 2.2.2.2 Bargaining power of suppliers

The ease with which suppliers are able to change prices, order delivery times, vary product quality or payment methods, is what we call the bargaining power of suppliers. The bargaining power of suppliers will increase the fewer the number of suppliers there are, as the options for obtaining supplies of the products we need will be fewer and the cost of changing suppliers will be higher.

To deal with the threat of suppliers having a very high level of power, we can focus our strategy on Increasing the supplier portfolio by including as many suppliers as possible so as not to depend 100% on one or a few suppliers, increasing vertical integration upwards, taking on the role of the supplier and manufacturing the product and/or service necessary for our activity ourselves, or establishing long-term links with suppliers so that over time our dealings do not harden as a result of the loyalty and trust placed in them.

While it is true that there are many cheese producers around the world, it is difficult to find a supplier that meets the required characteristics to be an original cheese, handmade and without chemicals, as currently most of the cheeses that we can find in supermarkets use powdered milk, flavour correctors, additives, plastic rinds or wax, among other products outside the original cheese recipe (milk, rennet and salt)The ease with which suppliers are able to change prices, order delivery times, vary product quality or payment methods, is what we call the bargaining power of suppliers. The bargaining power of suppliers will increase the fewer the number of suppliers there are, as the options for obtaining supplies of the products we need will be fewer and the cost of changing suppliers will be higher.

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- Level of bargaining power of suppliers: 8/10

### 2.2.2.3 Threat of new entrants

If there are no barriers to entry that are difficult to overcome, the threat of new competitors entering the industry in which we operate will be high. This will lead to the emergence of companies with substitute products or new resources with higher added value for customers. From our position within the market, we must try to preserve barriers for new competitors such as economies of scale, greater access to distribution channels, experience in the market, having an identified and trusted brand for customers, among others. In addition, the threat of new competitors entering the market can be addressed by improving and/or increasing distribution channels, making our brand more visible with greater investment in marketing and advertising, increasing the resources invested in our products to improve their quality, reducing the price of our products or offering new services/products.

As for the main barriers to entry that we find in the cheese-making sector, we can highlight the following:

- Initial investment: The initial investment needed to start a business like Quesomentero Cheesebar is quite high, being a business that needs premises to develop its activity, expensive fixed assets and qualified personnel.
- Bureaucracy: To be able to develop the activity normally, permits must be requested, licences must be obtained and the relevant inspections must be passed to ensure that the company can offer the service with total safety for customers and the people who work there.
- Experience: Although it is true that it is not necessary to have a higher degree or to have a high level of knowledge of almost any kind to start a bar or restaurant, the inexperience of having one's own business, the difficulties in knowing how to publicise the establishment and create loyalty with the customers is something important for the business to prosper.
- Knowledge of the market niche: Quesomentero Cheesebar is focused on a niche market within the restaurant market, so in order to compete with this market, it is necessary to have the necessary knowledge in this niche, to have a coherent offer, correct products and with these know how to satisfy the needs of the customers in an efficient way.

Quesomentero Cheesebar is, as its name suggests, a cheese restaurant, which reduces its target audience, but at the same time reduces the chances that a new entrant in the market (a new bar or restaurant) will create a threatening situation for your business

- Threat level of new entrants: 4/10

#### 2.2.2.4 Threat of substitute products

This type of threat is perceived when we find products on the market that consumers may perceive as substitutes, when they are more innovative and/or have lower prices. You should always be aware of your competitors' products and their innovations in order to know how this will affect your organisation.

When we find this type of threat, we can deal with it by using strategies such as increasing the visibility of our product, diversifying into substitute products for our products to cover a larger percentage of the market and there is also the option of increasing efforts to increase the quality of the products or reduce their costs.

In the case of Quesomentero Cheesebar, it is in a particular case, since, being an establishment dedicated to a single product, cheese, there is less likelihood of a substitute product appearing at the same level of quality and close enough to affect the establishment, but there is the possibility of products with lower prices appearing.

- Threat level of substitutes: 5/10

#### 2.2.2.5 Rivalry between competitors

Focusing on the Spanish market, we find a huge number of bars and restaurants of all kinds, franchises or own businesses, more exclusive or for all budgets, with or without terrace, focused on gastronomies from different countries. But there are few establishments like Quesomentero Cheesebar, which is not only a cheese restaurant, but also a cheese shop with an online and physical shop. In short, a project focused on cheese that tries to exploit its full potential, exploring all the possible variants of this, making diners learn more and more about this product.

We can conclude that Quesomentero Cheesebar is in a very competitive market. Given its characteristics the influence of this competitiveness is reduced, as they offer high quality products, personalised service, their degree of diversification and their innovative capacity, makes Quesomentero a business difficult to imitate and with a long term security in the market very difficult to achieve by other competitors.

- Nivel de competencia entre competidores: 6/10

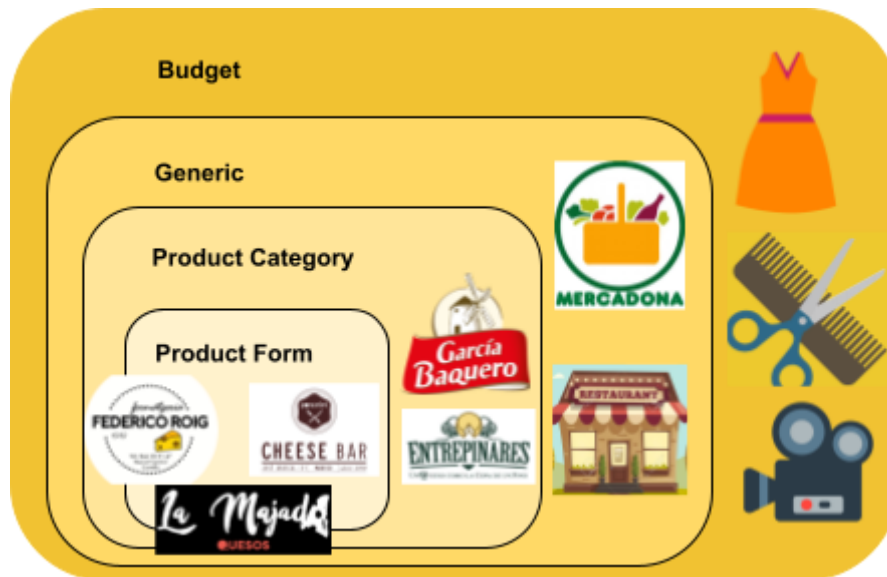


## 2.2.3 Analysis of the competition

### 2.2.3.1 Levels of competence

Quesomentero Cheesebar's competitors consist of bars and restaurants, as well as shops and supermarkets that sell cheese.

Figure 5. Levels of Competence



Source: Own Elaboration

1. **Product form:** Formatgeria Federico Roig, La Majada Quesos, Poncelet.
2. **Product category:** Entrepinares, Garcia vaquero.
3. **Generic:** Supermarkets, restaurants, markets.
4. **Budget:** Cinemas, clothes shops, hairdressers.

1. **Product form:** In the first level of competition we find all the direct competitors of Quesomentero cheesebar, they sell the same products with similar characteristics to those of Quesomentero. Formatgeria Federico Roig de Castelló and La Majada Quesos Cheesebar are two of the most direct competitors of Quesomentero due to their proximity and quality of products. In this category we also include Poncelet (Madrid), possibly the cheesebar with the greatest impact in Spain.
2. **Product category:** In competition level two we find those competitors that offer the same products with different qualities, for example mass-produced cheeses for supermarkets. In this category we find well-known brands such as Garcia Vaquero or Entrepinares.

3. **Generic competition:** At this level of competition we find all those substitute products that satisfy the same basic needs as Quesomentero's products, food. In this category we find supermarkets, restaurants of all kinds, and markets where to buy food.
  
4. **Consumer budget:** At the fourth level we find all competing products at the same budget level for consumers.

### 2.2.3.2 Main competitors

In the food industry, there are many companies, so competition is high.

Before analysing the main competitors, it should be noted that Quesomentero is focused on a niche market, which we will analyse later, following the market specialist strategy. This strategy gives a special character to the analysis of its main competitors, since Quesomentero Cheesebar does not try to compete with the whole market, but only with the competitors that are focused on the same niche.

The case of Quesomentero, within this niche, is a special case, since few of the companies that are dedicated to cheese are cheese sellers as well as cheesebars (with take away service), with a high product quality and a very extensive online catalogue, with delivery throughout Spain. After this introduction we find as its main competitors:



**FORMATGERIA FEDERICO ROIG** is a cheese shop located in the Central Market of Castelló. They opened their doors in 1983 offering a wide variety of local, national and imported cheeses of the best quality. Their cheeses, being artisan, enjoy great quality and prestige.

**Table 4. Product lines of “Formatgeria Federico Roig”**

| <b>Formatgeria Federico Roig</b> |                    |                   |                   |                      |
|----------------------------------|--------------------|-------------------|-------------------|----------------------|
| <b>Lines</b>                     | <b>Nº Products</b> | <b>Min. Price</b> | <b>Max. Price</b> | <b>Medium Prices</b> |
| Cheese                           | 33                 | 2,00€             | 11,50€            | 5,60€                |
| Packs and boards                 | 8                  | 6,00€             | 40,00€            | 20,04€               |
| Complements                      | 14                 | 1,00€             | 5,50€             | 3,40€                |
| Prepared dishes                  | 7                  | 6,00€             | 11,20€            | 7,24€                |
| Others                           | 10                 | 2,50€             | 13,40€            | 6,69€                |
| Drinks                           | 9                  | 3,00€             | 15,00€            | 8,50€                |

*Source: Own Elaboration Data: cistella.com*

This shop has a high diffusion on social networks (+6000 followers on instagram), where they do much of their promotion. In their networks (facebook, instagram and Whatsapp) we can find their contact, as well as all the news and promotions included in their catalogue. Currently they have joined the platform "Cistella" in which companies open a profile and users can make the purchase and receive it at home (only for Castelló city). They also have a company profile on WhatsApp, which shows their entire updated catalogue, you select the products you are interested in and the company automatically receives it as a standard order, which they respond immediately to inform you when your order will be ready for collection.



**LA MAJADA QUESOS** was born from the union of the union of Andres Garcia, expert, consultant and taster of cheeses and owner of La despensa de Andrés, a temple of artisan cheeses located in Ibi and the Varea brothers, owners of Carnes Varea, a business specialising in select meats and artisan products. This union gives La Majada Quesos more than 25 years of experience, but above all a care, quality and knowledge of their products that make La Majada Quesos a place where you can enjoy eating.

**Table 5. Product lines of “La Majada Quesos”**

| <b>LA MAJADA QUESOS</b>     |                    |                   |                   |                      |
|-----------------------------|--------------------|-------------------|-------------------|----------------------|
| <b>Lines</b>                | <b>Nº Products</b> | <b>Min. Price</b> | <b>Max. Price</b> | <b>Medium Prices</b> |
| Boards                      | 12                 | 9,50€             | 21,00€            | 13,75€               |
| Starters                    | 10                 | 1,60€             | 13,90€            | 6,80€                |
| Hot and cheesy              | 10                 | 6,50€             | 16,50€            | 11,16€               |
| desserts                    | 8                  | 5,00€             | 7,30€             | 6,16€                |
| Coffees, infusions and teas | 17                 | 1,30€             | 2,11€             | 1,73€                |
| House Red Wine              | 4                  | 2,80€             | 3,50€             | 2,98€                |
| Alicante Red Wine           | 6                  | 14,50€            | 29,00€            | 18,63€               |
| Ribera Duero red Wine       | 10                 | 3,50€             | 37,65€            | 22,67€               |
| Rioja Red Wine              | 10                 | 3,00€             | 61,00€            | 22,84€               |
| Valencia Red Wine           | 16                 | 3,20€             | 78,60€            | 22,62€               |
| Other Red Wines             | 10                 | 12,50€            | 34,90€            | 18,44€               |
| Albariño White wine         | 4                  | 3,00€             | 19,00€            | 11,98€               |
| Alicante White wine         | 3                  | 3,00€             | 17,80€            | 10,90€               |
| Jerez and Montilla Wines    | 7                  | 3,50€             | 30,00€            | 13,71€               |
| Rioja White wine            | 2                  | 12,30€            | 22,75€            | 17,53€               |
| Rueda White wine            | 3                  | 12,80€            | 38,90€            | 21,87€               |
| Valencia white wine         | 6                  | 3,00€             | 24,20€            | 14,69€               |
| Other white wines           | 6                  | 16,90€            | 28,50€            | 21,97€               |
| Pink Wine                   | 4                  | 11,35€            | 14,85€            | 13,10€               |
| Cavas and Champagne         | 10                 | 3,50€             | 54,80€            | 25,15€               |
| Sweet wines                 | 15                 | 2,00€             | 39,50€            | 14,02€               |
| Drinks                      | 35                 | 1,60€             | 12,00€            | 4,40€                |

*Source: Own Elaboration Data: La Majada Website*

La Majada Quesos is a cheesebar as well as a cheese shop, but a little bit special. At La Majada you can experience a very special immersion in the world of cheese, as you can go into their cheese cellar where their cheeses are kept, let your senses take you away and choose the cheese or cheeses that most appeal to you. Once you have chosen them, you can take them home or enjoy them in the cheese bar, as well as the wide variety of dishes prepared with cheese as the main ingredient.

It is also worth mentioning the wide variety of pairing options available at La Majada, as you can access its wine, cava and champagne cellar, with more than a hundred references from the main Spanish and European wineries, making you feel like you are at a tasting of the best artisan wineries. La Majada also offers the possibility of participating in events such as weddings, christenings, communions, company meetings where they provide a wide variety of cheeses and drinks from their menu. They also organise workshops and tastings as if they were a cheese school, so that the knowledge about cheeses expands.

The promotion of La Majada Quesos is mainly found on the social network Instagram, through which La Majada Quesos shows its customers the products and dishes that can be enjoyed in its cheesebar or to take away, some tips for tasting its products and of course the novelties that can be found in La Majada.

As for its distribution in the farmhouse we only find service in the shop, although you can enjoy their cheeses, once selected, outside the premises.

- ★ La Majada has more than 200 reviews on Tripadvisor with an average rating of 4.5/5 points, ranking 146th out of 3410 restaurants in Valencia.

**poncelet**  
PUNTO SELECCIONADO



**CHEESE BAR**  
JOSÉ ABASCAL · 61 MADRID since 2010

**PONCELET**, si hablamos de Queso tenemos que hablar de poncelet. No destaca por su longevidad ya que nació en 2004, pero lo que aporta este nombre al mundo del queso está por encima de esto. Poncelet tiene la misión de unir a los pequeños productores con los clientes, para conseguir el producto ideal, además cuenta con una variedad de más de 400 quesos de todo el mundo, llegando a quesos que muy pocas personas pueden acceder e incluso conocer.

**Table 6. Product lines of “Poncelet”**

| <b>PONCELET</b>       |                    |                   |                   |                      |
|-----------------------|--------------------|-------------------|-------------------|----------------------|
| <b>Lines</b>          | <b>Nº Products</b> | <b>Min. Price</b> | <b>Max. Price</b> | <b>Medium Prices</b> |
| Poncelet Nature       | 12                 | 3,00€             | 23,40€            | 14,55€               |
| From The Sea          | 3                  | 23,90€            | 29,50€            | 26,77€               |
| From The Field        | 5                  | 20,50€            | 75,00€            | 32,96€               |
| Fittings              | 6                  | 3,00€             | 5,00€             | 4,46€                |
| Fondues and Raclettes | 8                  | 5,00€             | 23,90€            | 17,80€               |
| Desserts              | 6                  | 6,20€             | 7,20€             | 6,93€                |
| Cheeses               | 16                 | 3,90€             | 24,80€            | 16,56€               |
| Wines                 | 52                 | 22,00€            | 145,00€           | 36,83€               |
| Glasses               | 15                 | 2,70€             | 8,00€             | 3,99€                |
| Beers                 | 18                 | 3,80€             | 6,00€             | 4,23€                |
| Other Drinks          | 9                  | 2,00€             | 3,80€             | 2,79€                |

Source: Own Elaboration Data: Poncelet Website

Poncelet is Cheesebar, a physical and online cheese shop, a catering company for events, they have their own cheese maturing and care room, their own website, they organise events and tastings, they advise restaurants with high recognition, they create menus, create dishes, advise clients and have high national and international recognition, among many other tasks they carry out for the world of cheese. All of this has been achieved thanks to the effort they put into everything they do, their commitment and their mixture of tradition and avant-garde.

In the Poncelet shop, personalisation is one of the most outstanding features, as you can choose the cheeses by country, intensity, months of curing and even the animal they come from, and there is no size limit, as you can choose any portion you can think of, so that the variety of your order is as large as you can imagine.

In addition, both in the shop, and if you buy online and even in the restaurant, the cheeses and dishes include a table explaining the origin, maturity and main characteristics of the cheese, so that you are fully aware of the experience you will feel when you try it.

Their promotion is based on their website and social networks, where they publish all the latest news, opening hours of their premises, the menu of their Cheesebar and publications of interest to their customers. As for their distribution, apart from their physical shop and restaurant, we find the possibility on their website of accessing a wide variety of products that they offer in their businesses, with delivery throughout Spain within 24/48 hours (12 hours for Madrid Capital).

- ★ Poncelet has more than 1400 reviews on Tripadvisor with an average rating of 4/5 points, ranking 648th out of 10193 restaurants in Madrid, and has a price range per person of between 38 and 44 euros, according to the website.

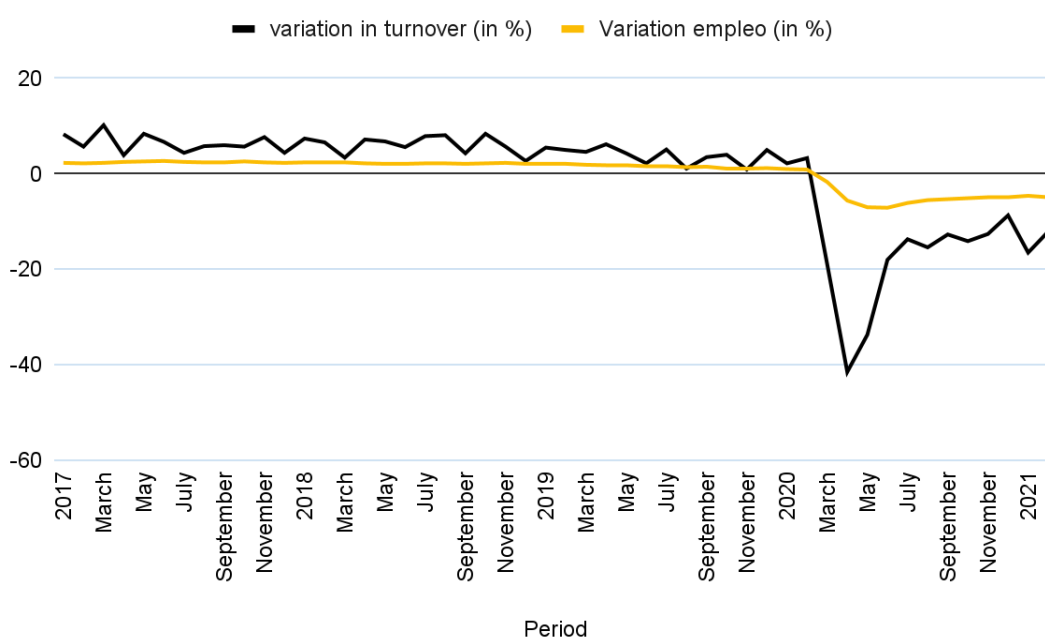
## 2.3 Market analysis

### 2.3.1 Sector Analysis

The tertiary (or service) sector, which includes the hotel and catering industry, is currently being hit by the consequences of the pandemic. As we can see in the graph below (Graph 3.), the evolution of sales figures (Black line) was steadily increasing until the beginning of 2020, when the pandemic broke out in Spain and isolation began. This had a direct effect on the sector, as businesses had to close their doors and only home deliveries were possible, which many were not prepared to do, especially if they were locked in their homes. As we can see in graph 3, the month of April was the hardest hit, with a variation in turnover of -41.5% compared to the previous year.

We can also see this data reflected in the unemployment data (yellow line), observing a very similar trend, with a strong decrease in the number of affiliates in the sector, starting in March 2020. With a much lesser impact due to the application of the Temporary Redundancy Programmes (Expedientes de Regulación Temporal de Empleo - ERTE), whereby the worker starts to receive unemployment benefits for the duration of the programme. The payment remains the same as before, being set at 70% of the regulatory base for the first 6 months and 50% from the seventh month onwards, if the proceedings are extended to that length.

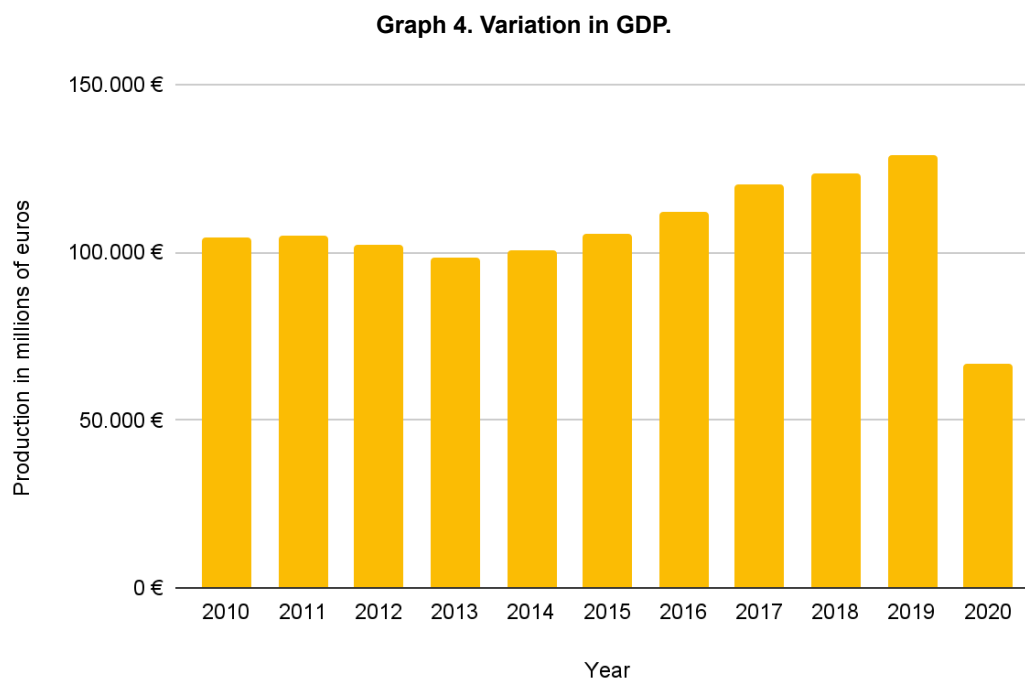
**Graph 3. Variation in turnover and employment.**



Source: Own Elaboration Data:INE



As for the contribution to GDP of the hotel and catering industry (Graph 4.), we can see that the trend up to 2019 was steadily increasing, after having overcome the previous crisis (2008-2014). However, 2020 closed with a fall in its contribution to GDP of more than 50%, going from 2019 with a contribution of 129,241 million € to a figure of around 67,000 million €.



*Source: Own Elaboration Data:INE*

As we all know, the hotel and catering industry is one of the sectors most affected by the restrictions of the pandemic caused by Covid-19. However, according to a study carried out by El Español, the pandemic has not undermined Spaniards' desire to continue visiting restaurants, as 83% will continue to do so. Moreover, if the authorities allow it, more than 66% will increase their visits to this type of establishment once or twice a week. These data augur a quick recovery of the sector once the effects of the pandemic fade away.

This crisis has also affected booking habits, the type of food and even the time of dinner, bringing it forward to 8 o'clock, a custom brought about by the constant curfews. Another consequence of the pandemic, in this case a positive one, is the digitisation of some of the processes. In some cases, this has served as an escape route for many Spanish bars and restaurants, since, thanks to the creation of websites, digital menus using QR codes or offering their services through delivery companies, many have not closed their doors. The boom in the creation of dark kitchens is also a consequence of the pandemic, since this type of service, with an increase in the number of take away or delivery orders, helps businesses

to improve the efficiency of those who are saturated with so many home orders in their own premises.

Prior to the crisis, we also found different trends to those of previous years, and these are becoming important again now that the effects of the pandemic are diminishing and the influx of restaurants and similar businesses is starting up again. At the beginning of 2020, trends were predicted (Figure 6.), the search for healthier food options, with 48% of Spaniards opting for this type of food, the concern for eating well is increasing in the general population, even when food is consumed outside the home.

Linked to the above, we can observe a growing offer of vegan and vegetarian options on restaurant menus. Awareness of the mass consumption of animals is increasing, with demand soaring by 64% in the last 5 years. The management of waste generated during the cooking and eating process in bars and restaurants is also a concern, and almost 50% of diners in these types of businesses ask for their leftover food to take away.

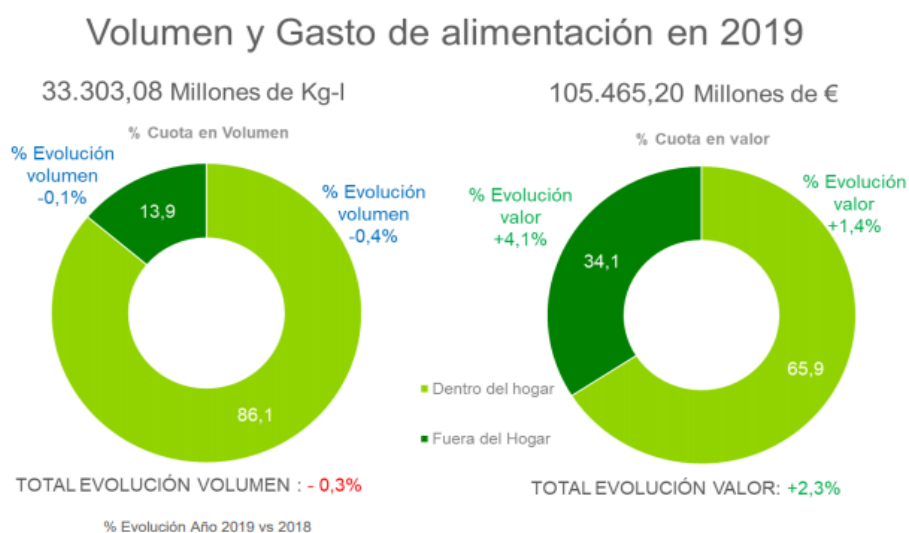
**Figure 6. Spanish Food trends.**



Source: [unileverfoodsolutions.es](http://unileverfoodsolutions.es)

Focusing now on the consumption habits of Spaniards, we have data from the years prior to the pandemic. In these data we can see that the consumption of the Spanish population, both inside and outside their homes, followed an upward trend. We have an example of 2018-2019 (Graph 5.), in which we can see that the volume of consumption decreases by a slight 0.3% of total consumption (0.1% in the case of consumption outside the home), but, in terms of value, it increases by 2.3% of the previous year's total, reaching an increase of 4.1% in terms of the value of consumption by Spaniards outside their homes. In other words, before the pandemic, Spaniards were tending to spend more on food consumption outside their homes.

**Graph 5. Volume and expenditure on food 2019**



**Source: Ministry of Agriculture, Food and Environment**

Although the evolution of consumption volume (Figure 7.) is negative (-0.1%), the evolution of value is positive (+4.1%), due to the fact that the evolution of the average food price is also positive (+4.2%).

**Figure 7. Food expenditure outside homes of Spanish people**



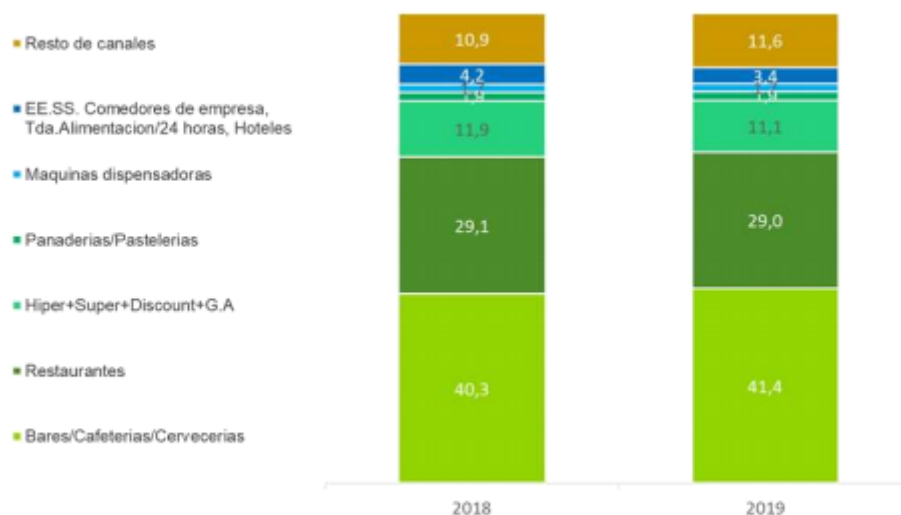
**Volumen de alimentación fuera de los hogares**  
4.633,7 millones de kg-l

*Source: Ministry of Agriculture, Food and Environment*

Regarding the distribution of food consumption (Graph 6.) outside Spanish households (2019) according to the type of business in which these foods are consumed, we can highlight the participation of bars/cafeterias/breweries with 41.4% of total consumption. Restaurants are in second position with 29% of consumption.

**Graph 6. distribution of customer visits by type of establishment**

**Distribución según establecimiento (% consumiciones)**



*Source: Ministry of Agriculture, Food and Environment*

### 2.3.2 Consumer Analysis

As we highlighted above, Spain is the country with the most bars per inhabitant, which we generally use as a location for our leisure meetings (meetings with friends, partners, family...), but if these meetings can be held in homes or public places, what are the main reasons why a person visits a bar or a restaurant?

1. **Change of scenery:** Getting out of our usual areas gives us the opportunity to disconnect, even if it is surrounded by the same people.
2. **Best product offer:** The difficulty of the preparations, the quality of the products or the physical or economic effort are some of the characteristics of certain dishes or products that make it easier for us to obtain them in a bar or restaurant than in our own homes.
3. **Socialise:** Human beings feel good in environments where there are more people, and bars are the ideal environment to meet people or enjoy the company of people close to us, within an environment with more people doing the same.
4. **Comfort:** If you are away from home, in another city, it is much easier to enjoy a meal in a restaurant than having to prepare it, and you save time so you can continue to enjoy sightseeing.
5. **Formality:** Business meetings are also one of the reasons why people go to this type of establishments, as they are usually neutral environments in which to feel comfortable in a relaxed and pleasant atmosphere.

The company with which Spaniards most frequently consumed food and drink outside their homes (Table 7.), was with their families, accounting for 39.4%, followed by friends with 22.9% and in third place couples with 19.5%.

**Table 7. Company with which food establishments are frequented**

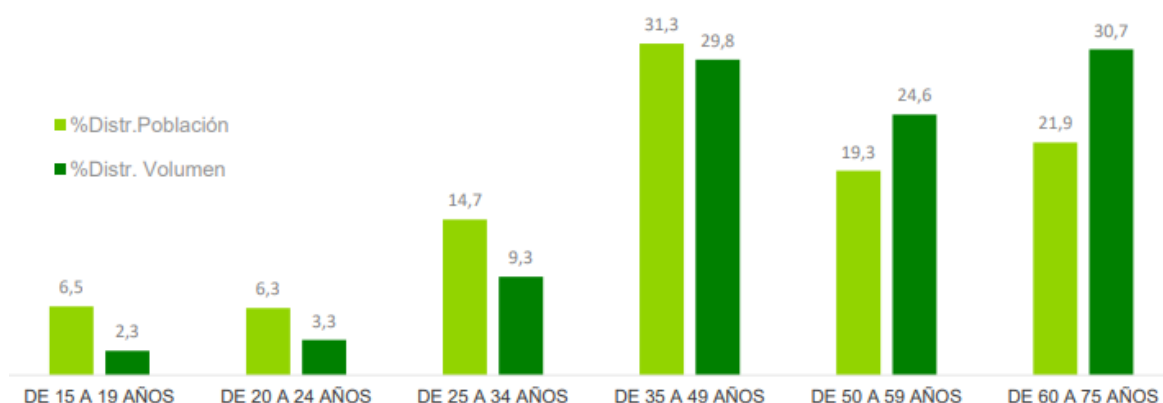
| Company \ year  | 2019   |
|-----------------|--------|
| With friends    | 22,90% |
| Custom          | 0,60%  |
| With coworkers  | 5,70%  |
| With classmates | 0,50%  |
| With family     | 39,40% |
| With couple     | 19,50% |
| I was alone     | 10,80% |
| Others          | 0,60%  |

*Source: Own elaboration Data: Ministry of Agriculture, Food and Environment*

In terms of gender, the distribution of the total volume of out-of-home consumption falls on the side of men, with 53.5% consumption in favour, while women consumed 46.6% of the total.

Turning now to the analysis of the volume of food consumption (Graph 7.) Outside the home, according to age groups, we find that the largest consumer group is the oldest group, aged 60 to 75, with 30.7% of total consumption, followed in second position by the 35 to 49 age group, which is the group with the highest percentage in terms of the distribution of the population.

**Graph 7. Distribution of the volume of food consumption by age**



*Source: Ministry of Agriculture, Food and Environment*

The average annual expenditure per person in 2018 was 1057 €, recovering values prior to the 2008 crisis.

With regard to the reasons for consumption (Table 8.), 26.4% of the volume is due to hunger or unplanned consumption, another 2% claim a party, celebration or going out for a drink as a reason, and 18.6% of the volume is for pleasure and relaxation as a reason for consumption.

**Table 8. Moment in which the food establishments are frequented**

| <b>Moment \ Year</b>  | <b>2019</b> |
|-----------------------|-------------|
| <b>Breakfast</b>      | 11,1%       |
| <b>Appetizer</b>      | 4,2%        |
| <b>Food</b>           | 47,7%       |
| <b>Late</b>           | 6,5%        |
| <b>Before dinner</b>  | 1,6%        |
| <b>Dinner</b>         | 26,8%       |
| <b>After dinner</b>   | 0,8%        |
| <b>During the day</b> | 1,5%        |

*Source: Own elaboration Data: Ministry of Agriculture, Food and Environment*

The time of consumption is also important (Table 9.). In this case, there are notable values at times related to the main meals of the day, such as lunches (47.7%) and dinners (26.8%). Breakfast continues to be a significant moment outside the home with a proportion of 11.1% of kilos.

**Table 9. The reason why the food establishments are frequented**

| <b>Reason \ Year</b>    | <b>2019</b> |
|-------------------------|-------------|
| <b>Be working</b>       | 8,5%        |
| <b>Business meal</b>    | 0,7%        |
| <b>For pleasure</b>     | 18,6%       |
| <b>To be hungry</b>     | 26,4%       |
| <b>Be shopping</b>      | 4,4%        |
| <b>Not cook at home</b> | 8,8%        |
| <b>Celebration</b>      | 25,0%       |
| <b>Watching sports</b>  | 0,9%        |
| <b>Other motives</b>    | 6,6%        |

**Source:Own elaboration Data: Ministry of Agriculture, Food and Environment**



### 3. SWOT ANALYSIS



## Strengths:

- Artisan products: quesomentero's cheeses are artisan, with natural ingredients, respecting the time and processes they need.
- High quality products: cheeses, wines and other products found in quesomentero.
- Modern and thematic decoration: The place is decorated in sober colours and has details related to the world of cheese.
- Service: The service is friendly, personalised and pleasant. It also has an explanation of the origin, the correct way of consumption and small anecdotes about the dishes.
- Popularity: Observing the followers of Quesomentero on social networks shows the good promotion of the brand, as well as the confidence that so many people follow them.
- Variety in its offer: The wide and varied offer in its dishes and products in its shop is surprising, with the same product always being the protagonist.
- Diversification: Quesomentero is Cheesebar, home delivery, physical and online shop of cheeses and products from their menu.

## Weaknesses:

- ❖ Poor location: Within its locality, the store is very well located, as it is on the city's central avenue and in a large store. However, this city and its surroundings do not have a population density commensurate with the impact that the brand has on social networks, as many of its followers are from other provinces and a more centralised location would favour its growth.
- ❖ Single location: While it is true that Quesomentero has an online shop, not all the dishes on its menu are on the website and, of course, the experience of enjoying the restaurant's dishes with the restaurant's ambience and the explanation of them by the Quesomentero team cannot be transferred.
- ❖ No kitchen: Not having a kitchen only allows them to develop dishes with an oven, which shortens the possibility of developing new dishes.

## Opportunities:

- Diversification in times of pandemic: The fact of having an online shop and delivery throughout Spain has made it possible for Quesomentero not to cease its activity in the worst times of the Covid-19 pandemic, as well as being prepared in case the effects of this and the restrictions increase again.
- Less diversified competitors: Among Quesomentero's competitors we find cases where some of them are only cheese shops or do not sell online.
- Increased demand for online food: The pandemic has brought with it negative consequences, but also some positive ones. In this case, the increase in demand for online and home-delivered food benefits businesses like Quesomentero, which offer this type of service.
- Aumento del consumo de alimentos saludables y sostenibles: Los productos de quesomentero están libres de productos químicos y de producciones masivas, por los que no son nocivos ni para la salud ni para el planeta.

## Threats:

- ❖ Better location of competitors: Quesomentero's main competitors are better located than Quesomentero, as they are in more populated cities or with larger population centres nearby, or even better connected to attract customers from other municipalities.
- ❖ Relapse of the pandemic: Quesomentero Cheesebar is prepared to face new capacity restrictions or closures, but this means not being open at 100% capacity.
- ❖ Economic effects of the pandemic: The pandemic has brought with it a slowdown in the growth of the economy, as well as an increase in unemployment and the closure of many businesses. All this generates a loss of purchasing power at all levels, so that Spaniards will be able to consume less and will look for savings.
- ❖ Loss of customers outside the Valencian community. Due to the continuous restrictions and perimeter closures, customers from outside the community have not been able to enjoy Quesomentero cheesebar physically for a long time.

#### **4. MARKET SEGMENTATION**

Quesomentero cheesebar offers products and dishes in which cheese is the protagonist, focusing on artisan and quality cheeses, as well as excellent service.

The target public of Quesomentero are all those people who like cheese, and can eat it, over 15 years old, belonging to a middle social class. Within this segmentation we find different groups, which are the following:

- **Young people between 18 and 30 years old:** This age group is one of the brand's main targets. It is made up of university students and young workers, with a medium-low budget but who, on special occasions with friends or partners, usually go to this type of restaurant. They will probably know the company through its campaigns on social networks (offers, raffles, news...) and will participate in them. In addition, the word of mouth of this type of platforms helps to spread the word about businesses like Quesomentero. It is typical to see a photo of a Quesomentero dish on Instagram and you feel like trying it. This group tends to go more frequently on weekends and holidays for dinner service, as it does not coincide with classes or work.
- **Adults over 30:** What attracts this segment to Quesomentero is, apart from its products, the atmosphere of the restaurant and its formal character. The decoration, the tranquillity and comfort of the restaurant are qualities that attract this type of public. The search for quality in the products without taking into account the price makes Quesomentero an attractive place for this public, which also tends to come with friends and family. A slight change can be found in the time they usually go to the shop, as this age group enjoys long meals, although they also go there at dinner time.
- **Families with adolescent children:** Quesomentero is not aimed at families with small children, as their style and dishes do not usually fit in the restaurant. However, the teenage public, also users of social networks, will be familiar with the restaurant but, as it is not available due to their low budget, it will be one of the options they will propose for family plans. This group will enjoy the quesomentero service mainly at weekends and holidays at midday, but also for birthday celebrations of one of the family members or other celebrations.

## **5. MARKETING OBJECTIVES**

- **Objectives of commercial relationships:**

1. Increase visits to the restaurant from new customers by 15% before the end of the year.
2. Increase online sales by 15% in 12 months.
3. Increase the number of repeat visits by customers to the restaurant by 20% in 12 months.
4. Increase the number of repeat purchases by customers on the website by 20% in 12 months.
5. Increase take away orders by 10% over the next year.
6. Increase home deliveries by 10% over the next year.

- **Management objectives of marketing activities:**

7. Increase sales of quesomentero by 20% in FY 2021 compared to the previous year.

- **Business financial objectives:**

8. Achieve a 20% increase in profits in 12 months.

## **6. MARKETING STRATEGIES**

The current strategy of Quesomentero Cheesebar is based on offering artisan cheeses from all over the world combined with high quality products to create exquisite dishes. Below we will show you the strategies that the company will have to achieve in order to reach the objectives proposed in the previous section.

### **6.1 Growth and diversification strategy**

To find out which direction the company should take in order to grow, we will use the Ansoff matrix.

Figure 8. Ansoff's matrix



Once the different strategies of the matrix have been analysed, Quesomentero Cheesebar must follow the market penetration strategy, as it must increase sales, both in the restaurant and on the website, through various campaigns that we will explain below, through which it will increase both the restaurant's and the website's audience, all of this within the same market and with the same products. In addition, it will also follow the product development strategy, as it will develop new products to attract customers from the same market, leading to the search for repeat visits to the restaurant by customers, through the incorporation of new products for a limited time.

## **6.2 Competitive strategies**

The competitive strategy to be followed by Quesomentero Cheesebar is that of Market Specialist, as it does not intend to compete with market leaders, challengers or followers in the hospitality market. Quesomentero is a company specialised in the niche of people who like cheese, in which they do intend to be leaders and have the skills to be so.

Quesomentero Cheesebar has more knowledge of the sector in which it specialises than its competitors. This knowledge of the products in which it specialises allows it to differentiate itself in terms of quality, how to obtain the most exclusive products, how to get the most out of them, and how to transmit the importance of these products to its public. It is also important to know the public that belongs to this market niche, in order to be able to offer what they demand, not only to have the right product but also to know how to sell it, in the case of this type of strategy.

## **6.3 Strategy as competitive advantage**

In terms of strategy as a competitive advantage, Quesomentero has the ideal characteristics to follow a differentiation strategy, given that certain characteristics are met for it to be applied. These characteristics of differentiation are the complexity and variety of the characteristics of the products, and the tastes of the customers.

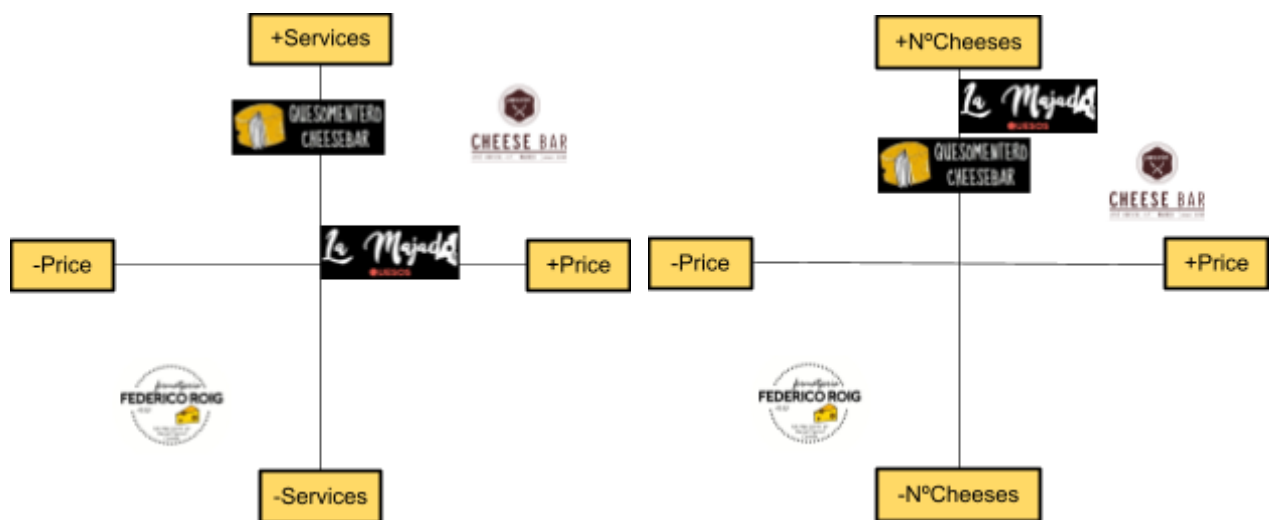
These characteristics of differentiation are the complexity and variety of product characteristics, customer tastes, as they give more importance to quality or social differentiation than to costs and distinctive characteristics of the company, which increase the difficulty of imitation. Apart from the differentiation based on its products, Quesomentero also stands out for its qualified, attentive and personalised service, and for its diversification, as it covers all distribution channels to customers (physical shop, restaurant, online shop, delivery and take away).



### 6.4 Positioning strategy

As a consequence of the previous analysis of the main competitors, we will develop two positioning maps, in order to position Quesomentero Cheesebar in relation to its competitors. The criteria for the first positioning map will be the services offered and the price. For the second map we will also use price, but in this case we will add the criterion of the number of cheeses offered (since all brands offer the service of selling cheeses). Leaving out important criteria such as quality, because all the companies to be compared comply with very high quality and similar products.

**Figures 8 and 9. Positioning maps**



Source: Own elaboration

## **7. ACTION PROGRAMS**

### **7.1 Summary actions plan**

| <b>ACTIONS</b>  | <b>OBJECTIVES</b>  |
|---|--|
| <b>Action 1. New product line: "Quesomentero Limited Edition"</b>             | 1. Increase visits to the restaurant of new customers by 15% before the end of the year.<br>3. Increase the number of repeat visits from customers to the restaurant 20% in 12 months.<br>5. Increase the take away orders by 10% over the next year<br>6. Increase the delivery orders by 10% over the next year. |
| <b>Action 2. New product line: "Quesomentero Online Limited Edition"</b>      | 2. 15% Increase online sales in 12 months.<br>4. Increase the number of repeated purchases of customers on the web by 20% in 12 months.  |
| <b>Action 3. Create a list of all cheeses available.</b>                      | 3. Increase the number of repeat visits from customers to the restaurant 20% in 12 months.<br>4. Increase the number of repeated purchases of customers on the web by 20% in 12 months..   |
| <b>Action 4. Increase the number of dishes from the restaurant on the web</b> | 2. 15% Increase online sales in 12 months.<br>7. Increase sales quesomentero 20% in fiscal year 2021, compared to the previous year.<br>8. achieve increased profits by 20% in 12 months.  |
| <b>Action 5. 20% discount code for the restaurant.</b>                        | 1. Increase visits to the restaurant of new customers by 15% before the end of the year.<br>2. 15% Increase online sales in 12 months<br>7. Increase sales quesomentero 20% in fiscal year 2021, compared to the previous year.<br>8. achieve increased profits by 20% in 12 months.                               |
| <b>Action 6. 15% discount code for online store Quesomentero.</b>             | 1. Increase visits to the restaurant of new customers by 15% before the end of the year.<br>2. 15% Increase online sales in 12 months.<br>7. Increase sales quesomentero 20% in fiscal year 2021, compared to the previous year.<br>8. achieve increased profits by 20% in 12 months.                              |
| <b>Action 7. Promote the take away service of quesomentero on instagram</b>   | 5. Increase the take away orders by 10% over the next year.  |
| <b>Action 8. Join to a delivery app</b>                                       | 6. Increase the delivery orders by 10% over the next year.   |

## **7.2 Product decisions**

### **Action 1. New product line: "Quesomentero Limited Edition"**

**Objective to which it contributes:**

1. Increase visits to the restaurant of new customers.
3. Increase the number of repeat visits from customers to the restaurant.
5. Increase the take away orders.
6. Increase the delivery orders.
7. Increase sales.

**Implementation period:** 12 Months

**Description::** "Quesomentero Limited Edition" (Q.L.E.) is a new product line in which new dishes will be developed, but to create a sense of urgency they will be on the menu for a limited time. The limited time will vary depending on the success of the dish from 15 days to one month, and the dishes will consist of a combination of current Quesomentero dishes but creating novelty. Some of the dishes could be:

- Bacon cheese "fries": a well-known dish that can be adapted to Quesomentero, combining its steamed potatoes, cut like chips, adding a gorgonzola cheese sauce and smoked bacon shavings as in their "Panmentero ahumado".
- Black Toast: A typical dish that can be found in any restaurant, it could be one of their toasts but with black bread and a base of sobrasada that incorporates a melted goat's cheese from their catalogue (Murcia al vino, for example) on the surface.
- Spicy pizza: Since there is only one pizza on the menu, the addition of another one would attract the attention of their customers, especially if it is spicy. A combination of spicy melted cheeses with a pizza base would be an optimal dish for this "Quesomentero Limited Edition".

## **Action 2. New product line: “Quesomentero Online Limited Edition”**

### **Objective to which it contributes:**

2. Increase online sales.
4. Increase the number of repeated purchases of customers on the web.

**Implementation period:** 12 Months

**Description:** "Quesomentero Online Limited Edition" is a continuation of the previous one, as once the Q.L.E. dishes have disappeared from the restaurant's menu, they will appear, this time in limited units (100-200), in the online shop. They will be accompanied by instructions for their preparation and an explanation of the components of the dish.

## **Action 3. Create a list of all cheeses available.**

### **Objective to which it contributes:**

3. Increase the number of repeat visits from customers to the restaurant.
4. Increase the number of repeated purchases of customers on the web.

**Implementation period:** Long term

**Description:** The creation of a list of the cheeses available at the moment is a very important action for customers to know which cheeses they have tried and repeat if they really liked any of them, which cheeses are new to the restaurant or which are the most popular.

This list would be incorporated on the website and in the restaurant, apart from the menu, as a QR code that will link to the digital list of cheeses and their main characteristics (origin, maturing, ratings from other diners...) You can also select the cheeses you have tried, so that when you return to the restaurant or when you order from the online shop you know which cheeses you have tried and you can repeat or select others.

#### **Action 4. Increase the number of dishes from the restaurant on the web**

**Objective to which it contributes:**

3. Increase the number of repeat visits from customers to the restaurant.
4. Increase the number of repeated purchases of customers on the web.

**Implementation period:** Long term

**Description:** Currently there is a wide variety of products offered to the public on the website, including two types of the restaurant's dishes, the 11-cheese pizza and the panmenteros. Of the latter we found 10 types of panmenteros on the menu, but in the online shop we only found 4 of them. So, once we have found a way to send this type of dish, the right packaging and seen that it works, why not include all the panmenteros on the website? It could be because the management wants to create a need to go to the restaurant to try other panmenteros where the customer will surely consume more than just in the online shop, but then why not add some of the options of other dishes, for example tartiflette, as "bait", so that customers could try one or two types of tartiflette and be left wanting more and go to the restaurant to try them. For this reason, we believe it is important to add more dishes to the list of those available in the online shop. We believe that the frequency of application should be a couple of dishes every 3 months, so as not to saturate with novelties.

### 7.3 Price decisions

Price is one of the factors that most conditions the consumer when making any purchase, which directly affects the perception of the value of the products that are linked to that price. In the case of Quesomentero, the perception of value is high. For the actions described above, we must bear in mind that they involve a decision on prices, so we are going to describe them below:

- **Quesomentero Limited Edition:** For this new product line, prices will be based on the dish on the menu on which they are based, as well as the variation in the preparation and, of course, the cost of the products used. To give an example, the new Spicy pizza will have a lower price than the current 11 cheese pizza, because it will have fewer cheeses, but on the other hand the new Bacon cheese steam will be more expensive than the current ones due to the incorporation of Gorgonzola sauce and bacon shavings, as they are more expensive to produce.

**Table 10. Price comparison**

| Dish             | Portion     | Price |   | Dish               | Portion     | Price |
|------------------|-------------|-------|---|--------------------|-------------|-------|
| Steamed Potatoes | 1/2 Portion | 5,05  | ➔ | Bacon Cheese Steam | 1/2 Portion | 6     |
|                  | 1 Portion   | 8,07  |   | Bacon Cheese Steam | 1 Portion   | 10    |
| Toasts           | 1 Portion   | 5,88  |   | Black Toast        | 1 Portion   | 7     |
| Pizza            | 1 Portion   | 18,9  |   | spicy pizza        | 1 Portion   | 13,5  |

**Source: Own elaboration**

- **Quesomentero Online Limited Edition:** As the products that will be offered in this line are the same as those that will be offered in the previous section once their time on the menu is over, the prices will be the same, although postage will have to be paid.

## **7.5 communication decisions**

### **Action 5. 20% discount code for the restaurant.**

**Objective to which it contributes:**

1. Increase visits to the restaurant of new customers .
2. Increase online sales in 12 months.
7. Increase sales of quesomentero.
8. achieve increased profits.

**Implementation period:** 12 months

**Description:** 20% discount, valid for one month and obtainable through purchases on the website. The discount can be obtained in two ways, through a purchase of more than €50 or by placing 5 orders in the online shop with the same account. When the purchase is completed, the user will receive a code by email, which can be redeemed in the restaurant. The codes can only be used once and cannot be accumulated. If the customer has several codes, they must be applied on different occasions. In order not to detract from the importance of the discounts and to give them the prominence they deserve, they will be available for 3 months, will disappear for 3 months and will return for another 3 months without coinciding with other discounts.

### **Action 6. 15% discount code for the Online store of Quesomentero.**

**Objective to which it contributes:**

1. Increase visits to the restaurant of new customers .
2. Increase online sales in 12 months.
7. Increase sales of quesomentero.
8. achieve increased profits.

**Implementation period:** 12 months

**Description:** 15% discount, valid for one month and obtainable through purchases in the restaurant. The discount can be obtained through a consumption of more than €50, if diners consume €100 they will get two codes and so on. The codes can only be used once and cannot be accumulated. If the customer has several codes, they must be applied on different occasions. The operation is the same as above, once the lunch or dinner is finished, the customer gets a code with which you can save on your purchases in the online shop Quesomentero. In order not to undermine the importance of the discounts and give them the prominence they deserve, they will be available for 3 months, will disappear for 3 months and will return for another 3 months without coinciding with other discounts.

### **Action 7. Promote the take away service of quesomentero on instagram**

**Objective to which it contributes:**

5. Increase the take away orders

**Implementation period:** 12 months

**Description:** The take away service is not very well known among Quesomentero customers, being a service with a very high projection, due to the pandemic has increased the use of this. we consider that posts and stories in this application would be enough for the service to be well promoted. These posts and stories will contain, as a reminder, the necessary information about the take away service, inviting customers to request it and enjoy Quesomentero's dishes without having to be in the restaurant. The implementation of this service promotion will not be of a single application and as the traffic of social networks is very large, publications will be uploaded to social networks every 2 months reminding the availability of the service in addition to the relevant instructions to access the service.



## **7.4 Distribution decisions**

### **Action 8. Join to a delivery app**

**Objective to which it contributes:**

6. Increase the delivery orders

**Implementation period: 12 months**

In terms of distribution decisions, Quesomentero had a home delivery service at the beginning of the pandemic, which meant that a person had to leave the restaurant to make deliveries, so it was not considered viable. But once we had analysed the market, we realised that this service was on the rise, so we thought it should be present in the restaurant.

So that Quesomentero does not have to buy or rent a vehicle to carry out the service, nor hire a person just to make deliveries, the option that we consider optimal would be to join one of the applications that are responsible for carrying out this type of service through independent deliverers. For the selection of the company with which to make the deliveries we have based ourselves on a study carried out by Hosteleria Madrid, in which they compare the four big companies that offer this service (Uber, Deliveroo, Glovo and Just eat). According to this study, the company we think is the best to work with is Just Eat and the conditions are as follows:

- Just Eat has the best user rating of 4.4 out of 5, beating the other three.
- The initial contract is indefinite, so if the service does not work in the restaurant you can cancel it.
- No activation fee.
- Commission of 30% + VAT = 36.3%, one of the lowest excluding the pandemic months.
- Handling fee for each order: 0,20€.
- Bags are free of charge.
- Based and taxed in Spain.

La implementación de esta acción será inmediata y contará con una revisión y control cada 3 meses, en la que se valorará si el objetivo se está cumpliendo y si se debe continuar ofreciendo el servicio.

## **8. TIMELINE**

A continuación, mostramos un listado con los meses de aplicación de las acciones explicadas en el punto anterior.

| <b>ACTIONS</b>  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> | <b>8</b> | <b>9</b> | <b>10</b> | <b>11</b> | <b>12</b> |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|
| <b>Action 1. New product line: "Quesomentero Limited Edition"</b>             |          |          |          |          |          |          |          |          |          |           |           |           |
| <b>Action 2. New product line: "Quesomentero Online Limited Edition"</b>      |          |          |          |          |          |          |          |          |          |           |           |           |
| <b>Action 3. Create a list of all cheeses available.</b>                      |          |          |          |          |          |          |          |          |          |           |           |           |
| <b>Action 4. Increase the number of dishes from the restaurant on the web</b> |          |          |          |          |          |          |          |          |          |           |           |           |
| <b>Action 5. 20% discount code for the restaurant.</b>                        |          |          |          |          |          |          |          |          |          |           |           |           |
| <b>Action 6. 15% discount code for online store Quesomentero.</b>             |          |          |          |          |          |          |          |          |          |           |           |           |
| <b>Action 7. Promote the take away service of quesomentero on instagram</b>   |          |          |          |          |          |          |          |          |          |           |           |           |
| <b>Action 8. Join to a delivery app</b>                                       |          |          |          |          |          |          |          |          |          |           |           |           |

## 9. BUDGET

Below is the table detailing the budget for each action:

| <b>ACTIONS</b>  | <b>DESCRIPTION</b>                                | <b>RESPONSABLE</b> | <b>BUDGET</b>  |
|---|---|--------------------|--|
| <b>Action 1. New product line: "Quesomentero Limited Edition"</b>             | Add the new line to the digital menu.             | Web developer.     | 500€<br>(Approximate price for a week of work = 340€.)   |
| <b>Action 2. New product line: "Quesomentero Online Limited Edition"</b>      | Add the new line to the online store.             |                    |  |
| <b>Action 3. Create a list of all cheeses available.</b>                      | Add the new line to the web and the digital menu. |                    |  |
| <b>Action 4. Increase the number of dishes from the restaurant on the web</b> | Incorporate the dishes to the online shop .       |                    |  |
| <b>Action 5. 20% discount code for the restaurant.</b>                        | Activate the reward of discounts on the web.      |                    |  |
| <b>Action 6. 15% discount code for online store Quesomentero.</b>             | Print cards with codes. (1000 units)              | Print shop         | 30€<br>(Approximate price per 1000 cards 9 x 5 cm = 20€) |
| <b>Action 7. Promote the take away service of quesomentero on instagram</b>   | Posts and stories on Instagram.                   | Own elaboration    | 0€   |
| <b>Action 8. Join to a delivery app</b>                                       | Create a profile in Just eat.                     | Own elaboration    | 0€   |

**Total Budget: 500 + 30 = 530€**

## **10. CONTROL**

In order to ensure the achievement of the objectives it is necessary to have a method and a frequency of control, for this marketing plan we will follow the following scheme:

| <b>OBJECTIVES</b>  | <b>MEASURING FREQUENCY</b> | <b>CONTROL METHOD</b>   |
|--|----------------------------|---|
| <b>1. Increase visits to the restaurant from new customers by 15% before the end of the year.</b>  | Quarterly                  | Count the number of customers visiting the restaurant, through reservations and occasional customers. |
| <b>2. Increase online sales by 15% in 12 months.</b>   | Quarterly                  | Count the number of online orders.  |
| <b>3. Increase the number of repeat visits to the restaurant by 20% in 12 months.</b>              | Bimonthly                  | Survey when opening the restaurant menu with the QR.  |
| <b>4. Increase the number of repeat purchases by customers on the website by 20% in 12 months.</b> | Bimonthly                  | Count the number of online orders per user.   |
| <b>5. Increase take away orders by 10% over the next year.</b>                                     | Four-monthly               | Count the number of take away orders.   |
| <b>6. Increase home deliveries by 10% over the next year.</b>                                      | Quarterly                  | Count the number of home deliveries, and calculate income minus expenses for the delivery app.        |
| <b>7. Increase sales of quesomentero by 20% in FY 2021 compared to the previous year.</b>          | Quarterly                  | Review the annual income and compare it with the sales from the previous year.                        |
| <b>8. Achieve a 20% increase in profits in 12 months.</b>  | Biannual                   | Review the annual results and compare it with the profits from the previous year.                     |

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