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MARKETING PLAN OF MIELSO

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1. EXECUTIVE SUMMARY

Mielso S.A.¹ is a Spanish company dedicated to the beekeeping sector based in Almazora (Castelló de la Plana). The marketing plan that is exposed in this work has been carried out with a meticulous study where a complete study on the current situation of the company will be exposed.

Before starting its production, an in-depth interview was carried out with Mielso's manager Mr. Jorge Sorribes, as well as the firm's export director Alexandro Picardi. The meeting was carried out through the Zoom platform, due to the Covid-19 measures. Based on the information obtained in said interview, the foundations were laid to carry out the work that will be presented below.

The final section of Annexes includes a brief summary of the main sections of the interview with Mielso.

The main conclusions that should be highlighted once the SWOT analysis has been carried out, it is estimated that the company is not using all its resources efficiently, especially in the field of online marketing.

This section connects with the lack of positioning of its honey brand "El Brezal". To counteract this situation, as will be explained in the second part of the marketing plan, we will see how, through an online marketing strategy, the company will be able to increase its impact on social networks, achieving a better positioning and consequently, higher sales.

This strategy is based on the main social networks, such as Facebook, Instagram and YouTube. In turn, all of them connect with the web, thus creating a synergy between all of them and achieving through the links to be able to retain their users for as long as possible on their platforms.

To ensure that the action plan works efficiently, there are both indicators, with which the results will be analyzed, as well as objectives that are expected to be achieved.

¹ Información de Mielso. Web oficial. [En línea]. <https://cutt.ly/ovJF0Qs>. [Fecha de visita: 21 de enero de 2021].

2. SITUATION ANALYSIS

2.1 Internal analysis

2.1.1 Presentation of the company

Mielso S.A. is a company with 100% Spanish capital founded in Almazora (Castellón de la Plana) in 1910 by Mr. Bernado Sorribes, whose main economic activity is the production and commercialization of honey.

With more than 100 years of experience in its sector, the company originally entered the honey sector with a beehive factory, under the name "La Eslidense Apícola".

Years later, Mielso dedicated himself to the production of honey and bee pollen, being pioneers in the creation of transhumance routes for hives, to extend harvest times and determine the production cycle that continues to be in force in the processes of the business.

The third generation, chaired by Mr. Bernardo Sorribes, gave way to internationalization in the early 1970s. It then combined the Mielso name with the quality and traceability of its products and adopted the most modern quality control system in Europe, making it the most important company in the commercialization of bee pollen worldwide.

Today, with the fourth generation at the helm, with D. Jorge Sorribes as CEO of the company, they want to present to consumers their own brand of packaged products that always offer superior quality.

With its human team, Mielso has today become one of the country's leading companies in this field. The professionals, with their rich experience, high-level training and passion for work, have contributed greatly to Mielso's success and unrivaled reputation. Its team is made up of a high percentage of employees who have been part of the company for more than 20 years.

As will be shown throughout the marketing plan, it currently has a good market share and good sales figures. However, there is ample room for improvement to place Mielso among the market leaders.

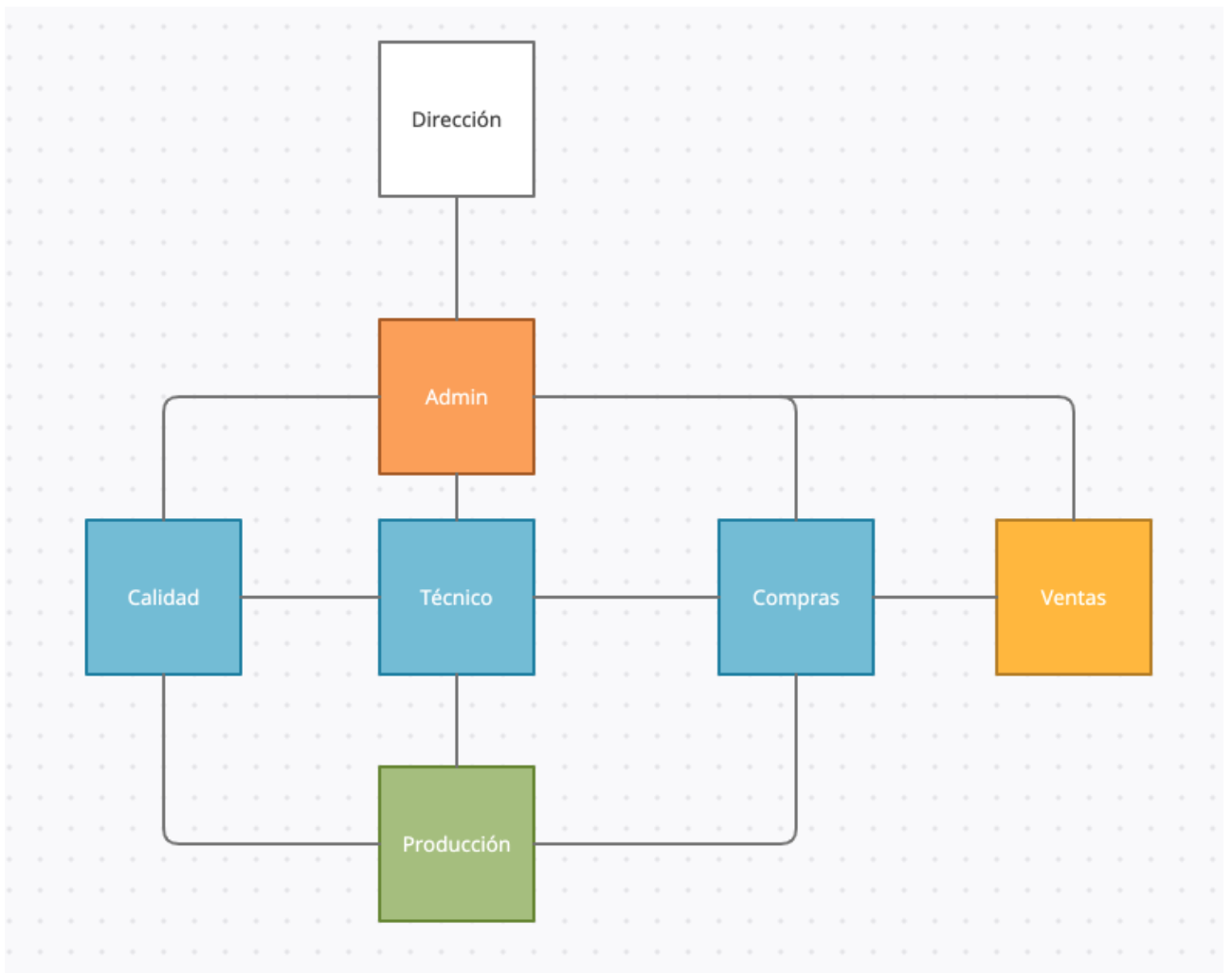
2.1.2 Company resources

2.1.2.1 Human Resources

Mielso currently has a professional team of 44 people. The workers are divided into six different departments such as: Sales, Purchasing, Quality, Administration, Production and Technical.

Below is detailed, an illustration is attached that shows the Mielso organization chart, and the hierarchical relationship of each of its departments.

Image 1



Source: own elaboration

In the company, special importance is given to people since it is aware that a large project must have great specialists in order to be executed.

As mentioned above, in the company presentation section, it should be noted that Mielso has a large number of workers who have been part of the company for more than 20 years.

The management carries out direct supervision of each of the departments, in addition to regular meetings through which the company can ensure that there is absolute coordination between the departments, facilitating the achievement of the proposed objectives.

Image 2



Source: Facebook "Mielso España"

2.1.2.2 Physical Resources

It should be noted the extensive facilities where the company is located. All the departments are located in the same building, there is therefore no distinction between the production area and the company.

Each of the departments has its own offices, and there is also a storage area, where the products are kept until they are distributed. Mielso is a company that distributes its beekeeping products, in some cases it works directly with its clients and includes the labeling of its clients' brand.

Beyond its facilities where the company is based, Mielso has several facilities where hundreds of honeycombs are located. In these facilities the company begins the process of production of bee products.

Image 3



Source: Facebook "El Brezal Miel de España"

2.1.2.3 Marketing Resources

The company does not have a marketing department. However, it works with external companies to carry out marketing actions, coordinated from the company management.

Within the company, Mielso acts as a distributor of beekeeping products and also markets its honey through its “El Brezal” brand. In 2020, the company was present at beekeeping product fairs in the foreign markets in which it participates, and also focused on publishing content on its Facebook profile.

Currently the company has had few publications in recent months on its Facebook page. However, the company has focused on growing its own brand, called El Brezal.

The Facebook page of “El Brezal Miel de España” has 3305 followers as of April 21, 2021. Everything indicates that the strategy followed in 2020 has paid off, getting visits to its profile and new followers. For this 2021 the company intends to focus its efforts on digital marketing both nationally and internationally.

Image 4



Source: Google Images

Link to the Facebook account: <https://es-es.facebook.com/El.brezal/>

Below is one of the most recent publications made from the Facebook account of “El Brezal Miel de España”.

Image 5

Publicaciones



El Brezal - Miel de España / Honey from Spain
11 de marzo a las 2:16 · 🌐

Bebida de menta con zumo de limón, jengibre, cúrcuma y miel “El Brezal”.....esta bebida te ayudará a reponer fuerzas de forma natural 🐝🍯🍋💪!!!!!!

Ingredientes:

- ✓ Raíz de jengibre natural ... [Ver más](#)



👍 4 1 vez compartido

 Me gusta  Comentar  Compartir

Source: Facebook

Marketing Mix

Throughout the following sections, an analysis of the current situation of the marketing mix in the Mielso company will be carried out, in the year 2021.

To carry out the analysis, the 4ps² have been taken into account, made up of the following sections:

1. Product.
2. Price.
3. Promotion.
4. Point of sale.

Image 6



Source: Google Images

² 4ps marketing mix. Web oficial. [En línea] <https://rockcontent.com/es/blog/4ps-del-marketing/>. [Fecha de visita: 21 de marzo de 2021].

Product

Regarding this section, Mielso has a wide range of products, which are detailed below.

We begin by exposing the range of products of its distribution brand "El Brezal".

1. El brezal selecciones de mieles.

- Miel de naranjo.
- Miel de romero.
- Miel de flores.
- Miel de tomillo.
- Miel de eucalipto.
- Miel de montaña.
- Miel de bosque.
- Estuche regalo.

Image 7



Source: Mielso

2. El brezal bienestar.

- Miel con jalea real.
- Miel con ginseng.
- Miel con propóleos verdes.
- Polen de flores.

- Miel con zumo de limón.

Image 8



Source: Mielso

3. El brezal a world of taste.

- Miel de Acacia.
- Miel de Yucatán.

Image 9



Source: Mielso

4. El brezal organic.

- Miel ecológica.
- Polen de flores ecológico.

Image 10



Source: Mielso

5. El brezal selección especial limitada.

- Miel de limonero.

Image 11



Source: Mielso

6. El brezal floresta.

- Floresta.

Image 12



Source: Mielso

This is the full range of products from "El Brezal", Mielso's own brand. The following sections will expose Mielso's range of products, which are marketed under a private label.

Mielso's product range, under a distribution brand:

1. Mielles de España

- Miel de naranjo.
- Miel de romero.
- Miel de flores.
- Miel de tomillo.
- Miel de eucalipto.
- Miel de montaña.
- Miel de bosque.

Image 13



Source: Mielso

2. Mielles del mundo

- Miel de Acacia.
- Miel de Yucatán.

Image 14



Source: Mielso

3. Otros productos saludables

- Miel con jalea real.
- Miel con ginseng.
- Polen de flores multicolor.

Image 15



Source: Mielso

Image 16



Source: Google Images

Price

In the case of Mielso, as it does not have its own points of sale but rather distributes its products to wholesalers and / or retailers, it is not possible to carry out an exhaustive analysis of the impact of prices on the consumer.

In many cases, the honey is sold under a distributor brand, that is, Mercadona buys the honey from the supplier, in this case Mielso, and markets it under its own brand, without the Mielso logo being present at the point of sale.

In the case of sale under a private label, the price depends directly on the policies of the company that sells it. In its own brand “El Brezal”, in Alcampo it is sold at a price of € 3.99, while the price per kilo is € 11.40.

Image 17



Miel con jalea real EL BREZAL 350 g.

EL BREZAL

Unidad

3,99 €
(11,40 €/Kg)

Comprar

Source: Alcampo

Its price is in a medium range, with honeys with much higher prices but in the same way there is a wide catalog of products from other brands with lower prices. It is located in the background, without being able to compete directly with the leading brands in the market, such as Granja San Francisco.

Promotion

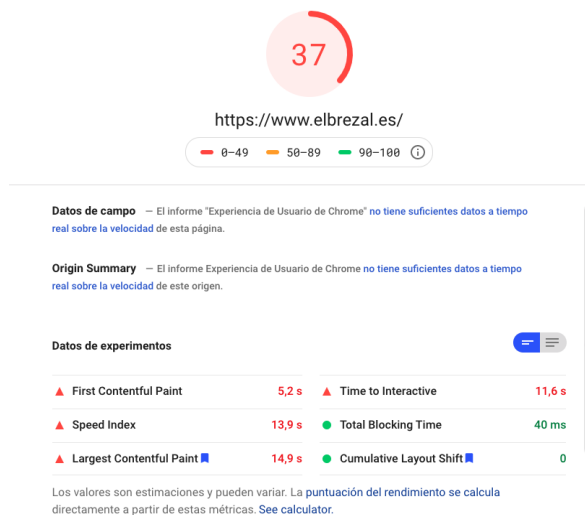
No actions are carried out in the main media, therefore the scope is limited. However, they have carried out a network strategy and are present in the main social networks, which has allowed them to reach current, as well as potential clients, at practically zero cost.

The products on their website are not entirely intuitively accessible. Bearing in mind that a high budget is not allocated to advertising campaigns, it is essential that the communication tools available to the company manage to communicate effectively with all the users who visit them.

* Using the Google Search Console tool, the following sections have been developed: Analyzing the website in a technical way, which has a significant amount of organic traffic, has the following drawbacks:

- In the desktop version, the El Brezal page has a good score, however, it is not optimized for the mobile version. Nowadays, most of the searches are carried out from mobile devices, therefore it would be necessary to optimize the web, so that the user experience is the best possible, resulting in a better organic positioning.

Image 18



Source: Google

Point of sale

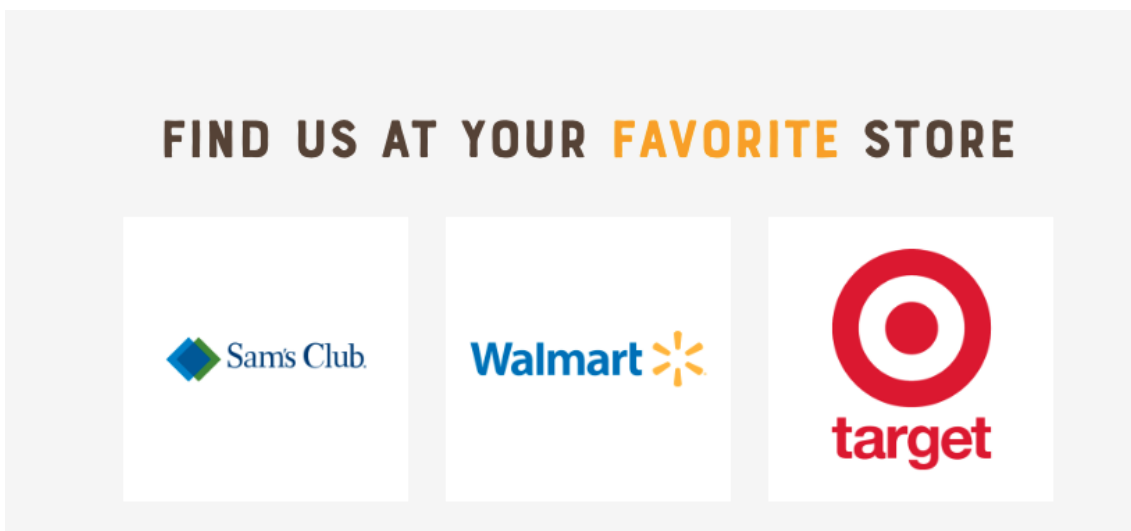
It is not easy to find commercial places where “El Brezal” is sold. It is important to include within the website a section that includes information on where to buy honey, despite not being able to buy it online, if it is necessary to detail to users which distributors El Brezal works with. In this way, potential customers of "El Brezal" can carry out their purchase, easily and quickly.

In the case of other brands in the national market, the sale of products is carried out through the website itself. However, in the case of not opting for this alternative, a section of the web can be implemented with the points of sale with which “El Brezal” collaborates.

In the international market, many brands are opting to externally market their products in e-commerce spaces. The main brands are available through the main online point of sale, such as Amazon.

An illustration that exemplifies the previous headings is attached below. It is one of the leading brands in the international market, such as Nature Nate’s.

Image 19



Source: Nature Nate’s

2.1.2.4 R & D

The company does not have a research and development department but instead outsources these services. Mielso is aware that more and more technologies are coming to the market and that it does an annual monitoring of the technologies that appear in its sector. In this way they can analyze if it is interesting to implement them because they offer significant advantages for the company.

In the same way, the company carries out studies on the efficiency of its products, especially the containers used to store the final product, such as honey.

Not only are there new packaging that is more resistant, but Mielso is concerned with using packaging that is respectful with the environment, to contribute in the best possible way to the sustainability of our planet.

Image 20



Source: Google Images

2.1.2.5 Corporate Social Responsibility

At Mielso, they not only seek to provide consumers with products of demonstrable quality but also to help balance their nutritional diet. Mielso strictly complies with all existing laws, seeking full confidence from consumers and complying with its values and philosophy.

The principles of integrity and honesty are detailed in its Code of Business Conduct. Therefore, corporate social responsibility is a way for a company to understand its role in society, considering the impact of activities on the environment, society and the economy, as well as the relationship with different stakeholders. In this way, it expects all parties that interact with them, especially their suppliers, to behave similarly.

Image 21



Source: Google Images

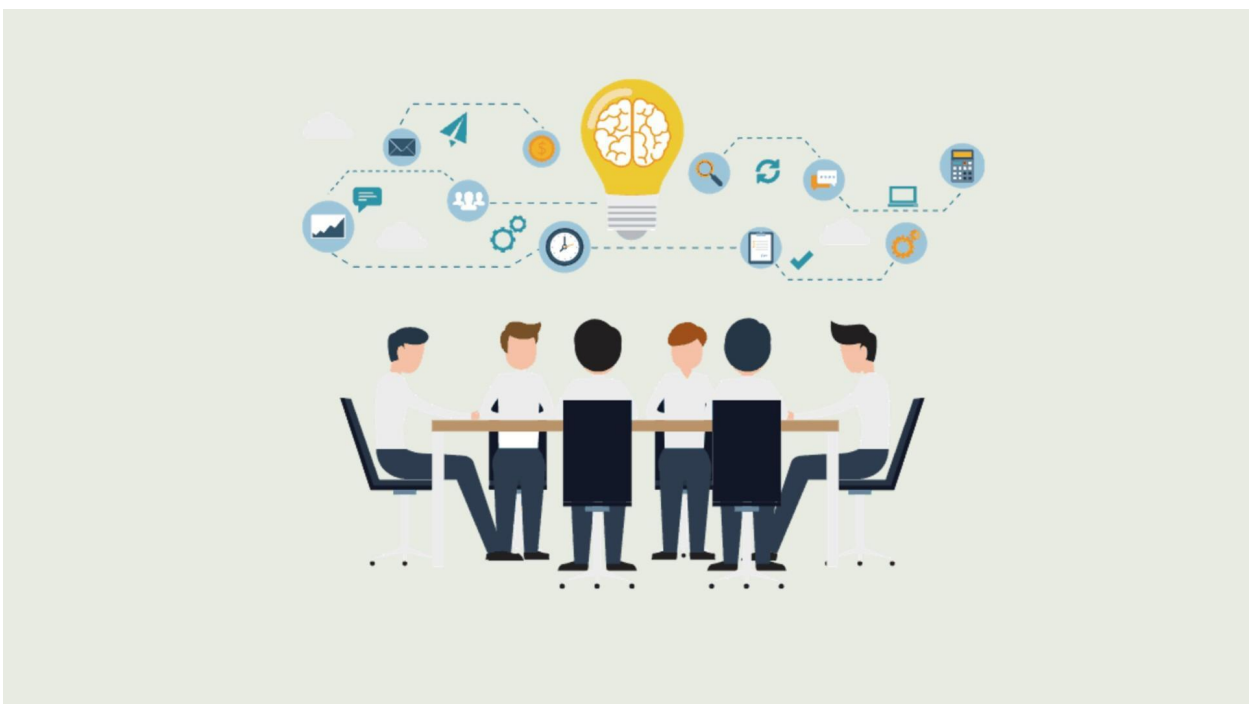
2.1.3 Capabilities of the company

2.1.3.1 Distinctive Capabilities

The main characteristic that makes Mielso products of excellent quality is their experience. Having been in the sector for more than 100 years, they have been acquiring knowledge through their mistakes, managing to develop a method within the reach of very few companies.

The final product therefore has a great competitive advantage since it has an exclusive know-how, backed by its experience in the sector. We can therefore affirm that the distinctive capacity of Mielso is the production of bee products. From the beginning of production to the final phase, it carries out totally personalized actions that have been adapted over the years, seeking excellence in the final product.

Image 22



Source: Google Images

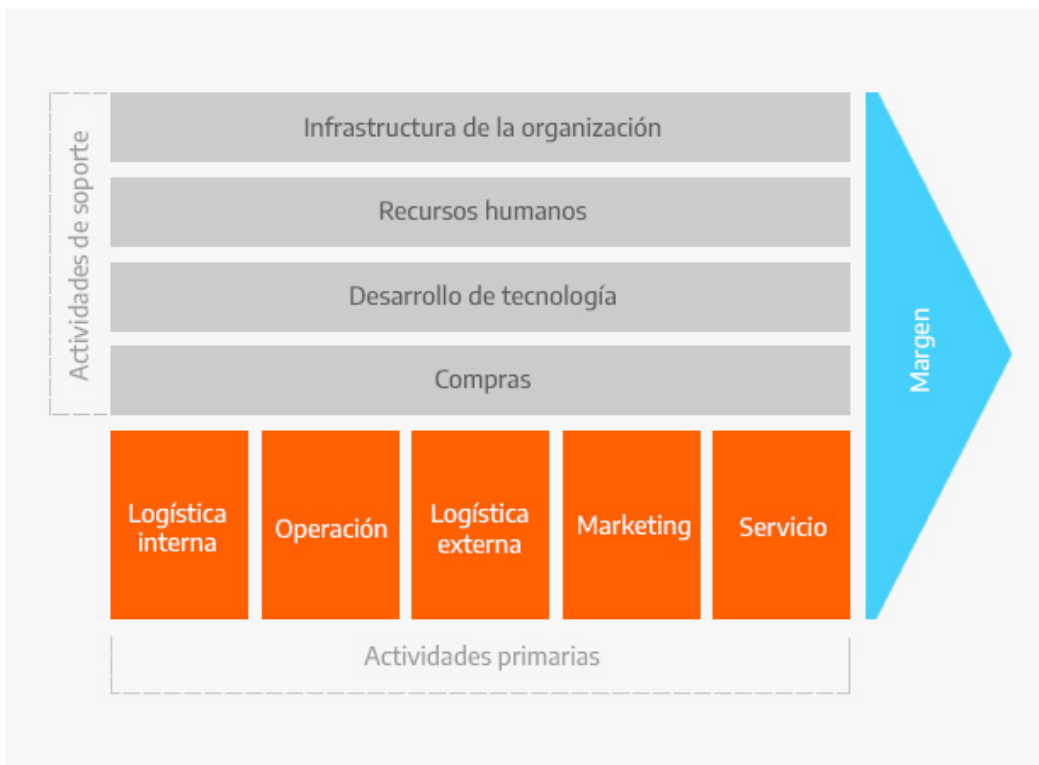
2.1.3.2 Value Chain

In the value chain, Mielso highlights that in primary activities there is great coordination between all its departments. All its products maintain a quality standard, and by coordinating efforts, they work more efficiently, which results in lower costs. This fact makes Mielso a profitable company since it manufactures top quality products, minimizing the cost per product, thanks to its efficiency in primary activities.

In secondary activities, the accounting department stands out, which each year makes forecasts of possible sales and approves the budgets for each of the departments.

Mielso is in an unstable sector, since prices can vary and external factors, such as the weather, can condition production. The coordination between primary and secondary activities allows Mielso to achieve a competitive advantage, offering quality products with a low unit cost.

Image 23



Source: Enciclopedia económica

2.2 EXTERNAL ANALYSIS

2.2.1 Macro Environment

2.2.1.1 Political factors

Spain currently has a parliamentary monarchy, in which citizens can elect their political representatives who govern for a period of four years, except in cases where early elections are held. From the beginning there was a certain political stability, the parties that won the elections alternated between the Spanish Socialist Workers Party (PSOE) and the Popular Party (PP).

However, at present there is a wide variety of political parties and all of them have influence on the Spanish political landscape, the representation is not concentrated in one or two political parties. The last elections resulted in the formation of the coalition government between PSOE and United We Can after a few months.

Spain is part of the European Union, within which common agricultural policies (CAP) were established. The Common Agricultural Policy (CAP) was founded in 1962 and represents the partnership between agriculture and society, and between Europe and its farmers. The CAP is the common agricultural policy of all EU countries.

Its objectives are:

- Support farmers and increase agricultural productivity to ensure a stable supply of affordable food.
- Guarantee a reasonable standard of living for EU farmers.
- Contribute to the fight against climate change and the sustainable management of natural resources.
- Protect landscapes and rural areas throughout the EU.
- Maintain the vitality of the rural economy and promote employment in agriculture, the agri-food industry and related sectors.

At present, the beekeeping sector receives national aid through two channels such as the National Beekeeping Plan (PNA) and agri-environmental aid.

Spain's national beekeeping plan includes six possible aid routes, which reflect the general situation of our beekeeping industry:

- Technical assistance
- Fight against the infestation of hives.
- Rationalization of livestock.
- Analysis of bee products and reconstruction of the herd.
- Market monitoring research.
- Quality improvement.

These measures respond to the main needs of the department, such as consolidating the department's specialization, structuring, modernizing and improving the production and commercial system.

Since the implementation of these plans in 1998, the Spanish beekeeping industry has received more than 140 million euros³ (126,162,119 euros during 1998-2013) and is the main recipient of the community, with a high execution rate (plus 90%). Spain represents 16.6% of the budget for the beekeeping program, of which the European Union hive represents 16%.

Agri-environmental aid is executed by the autonomous governments, the budgets therefore vary depending on the autonomous communities. These grants have specific requirements to be granted, one of them is that there is a minimum distance of one kilometer between the hives.

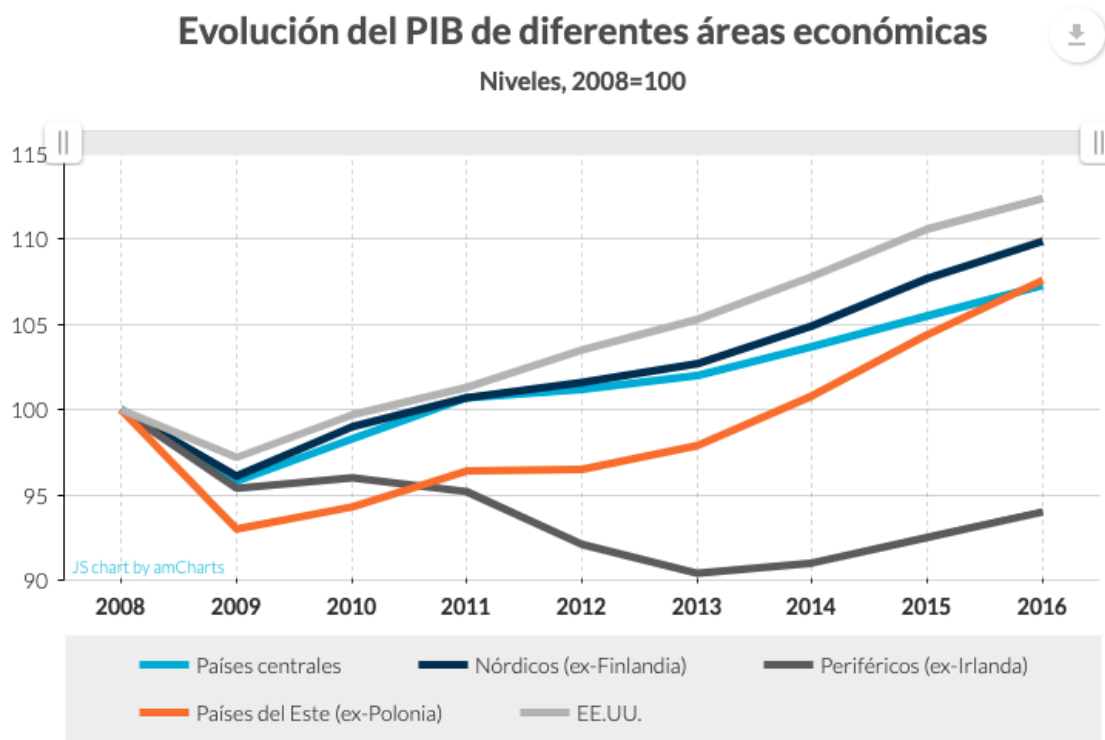
³ Ministerio de Agricultura, Pesca y Alimentación. Gobierno de España. Página oficial. [En línea]. <https://www.mapa.gob.es/es/ganaderia/temas/produccion-y-mercados-ganaderos/sectores-ganaderos/apicola/default.aspx>. [Fecha de visita: 21 de enero de 2021].

2.2.1.2 Economic factors

Economic conditions have a great impact on society, both in people and in companies themselves. Its factors are difficult to predict as they are affected by a large number of factors.

In 2008 Spain suffered a serious recession, it did not occur in isolation since the rest of the world powers had their economy affected. However, in Spain the consequences were much greater and it was not until 2014 that there was a slight improvement in the economic data.

Image 24



Source: Funcas Blog

As we can observe in illustration 8, which shows the evolution of the GDP of some of the main economies, during the last years the economies were in positive trends. However, the year 2020 was affected by the appearance of COVID-19.

The pandemic has hit the main world economies, despite this, the analysis will focus on the repercussions it has had on the Spanish economy.

After five years of recovery after the Great Depression, Spain's gross domestic product (GDP) increased by 2% at the end of 2019, a decrease of four tenths compared to the previous year. In fact, since 2015, the economic slowdown has set the pace for the country, and the country has positioned itself as one of the most promising European economies with growth of 3.8%.

In 2016 and 2017, the rate dropped to 3% and in 2018 it dropped to 2.4%. Despite this, Spain continues to maintain a positive balance with the Eurozone as a whole, which grew by 1.2% in 2019, a decrease of seven tenths compared to the previous year. When analyzing the situation in 2019, the Bank of Spain explained the slowdown in growth due to the low momentum of domestic demand, which offset the rebound in contributions from the foreign sector.

At the beginning of 2020, all the main monthly economic indicators remained normal, despite the increasingly negative outlook. The number of workers in the social security sector continues to exceed 19 million, a year-on-year increase of 1.7% in January and 2.3% in February. In industry, the Industrial Production Index (IPI) fell by 4.3% and 0.4% in January and February, while the turnover of the secondary industry fluctuated. The annual growth rate of the industrial turnover index was 0.7%. After 1.5%, in February.

The first indication that Covid-19 may have economic consequences in Spain is the cancellation of the Mobile World Congress in Barcelona⁴ in mid-February. Spanish and international authorities insist on the safety of hosting events, but the wave of cancellations of commercial events forced the cancellation of the largest international fair held at the Fira de Barcelona in Barcelona, causing dozens of headlines about the city and the loss of income of the country.

Almost 100,000 international participants could not be attracted. A month later, before the country's expansion spread and Italy's increasingly worrying precedent, social restrictions took full effect and reached Spain, marking that the Spanish economy will experience a catastrophic economic evolution. It will take years to get over it.

The government announced the declaration of a state of alarm. At the same time, announced palliative measures against the sudden cessation of economic activities, which has considerably reduced the impact of unemployment or unemployment rates.

⁴ "Los organizadores cancelan el Mobile World Congress por la crisis de la covid" El País. [En línea]. https://elpais.com/tecnologia/2020/02/12/actualidad/1581509148_414423.html. Fecha de visita : 25 de enero de 2021.

However, all economic indicators quickly showed the degree of impact on the Spanish economy.

In a July speech, when people barely understood the initial economic consequences of sanitary measures in Spain and most Western countries, the Bank of Spain recalled in a report that the GDP of the Spanish economy reached its highest level in the first quarter., So far, its quarterly contraction rate has fallen by 5.2%. He predicted: "The decline in the second quarter will be more dramatic" (the rate of decline is 17.8%).

At the sectoral level, the most relevant result is the service industry, taking into account the high proportion of the tertiary industry in the Spanish economy, which represents 70.2% of GDP. The business, transportation and hospitality industries solved the problem of the lockdown in the second quarter, with a drop in revenue of 44.9% and only 22% in the third quarter. The gross domestic product of artistic, recreational and cultural activities fell 37.6% in the second quarter and 18.5% in the third quarter.

Professional, scientific and technical activities did not perform well either, falling 26%, 8% and respectively. 13.1%.⁵ Faced with a 76% decrease in the number of tourists, despite the authorities' efforts to maintain certain activities in the summer (the first phase of the pandemic has been overcome), the entire service industry still fell by 21, 3% of GDP in the second quarter is 9.8%.

Image 25

PIB Trimestral Per Capita 2020			
Fecha	PIB Trim Per Capita	Var. PIB Trim Per Capita	Var. anual PIB Trim Per Capita
IV Trim 2020	6.109€	0,6%	-8,5%
III Trim 2020	6.074€	16,9%	-8,2%
II Trim 2020	5.196€	-17,3%	-21,1%
I Trim 2020	6.283€	-5,8%	-4,0%

Source: Expansión

100,000 million euros were collected from the company in the form of guarantees from the Official Credit Institute (ICO), the most important economic measure that the

⁵ El INE suaviza la caída del PIB hasta junio pero certifica una recesión inmediata. El País. [En línea]. https://cincodias.elpais.com/cincodias/2020/09/23/economia/1600844739_950327.html. Fecha de visita : 25 de enero de 2021.

government has taken, this bypass measure keeps the business machine running during 2020.

The Bank of Spain estimates that a few tenths of companies are at risk of liquidation, because if the impact of the crisis lasts longer than expected or if structural changes accelerate the crisis, this behavior is not feasible. The beginning of the year 2021 has been subject to restrictions on mobility and the closure of sectors such as the hospitality industry.

Image 26



Source: Google Images

2.2.1.2 Sociocultural factors

The lifestyle and beliefs of society directly influence markets, companies must adapt products to each country since, according to their lifestyles and beliefs, needs will be modified. In Spain there has been a great awareness for years regarding food and how it influences your health. Until the appearance of sugar, honey was used to sweeten food.

Today sugar is present in a long list of food products. Tools are becoming increasingly popular that by scanning QR codes allow people to know in detail if a product fits into their diet or not. It is therefore vital for all companies dedicated to marketing products in the food sector, to record on the packaging of the benefits that their product provides.

Despite having a greater awareness, it is becoming more and more frequent that meals are made outside the home, due to working hours, which do not allow flexibility to travel home and prepare meals. Workers therefore tend to use ready-made products or go to bars or restaurants⁶.

We are facing a society that has incorporated a long list of products from other cultures, the result of migratory flows and the enrichment of a society in which people of a large number of nationalities coexist. The food sector is subject to a strong influence from marketing, this fact together with those mentioned above makes it an unstable sector, where the purchasing habits of consumers can vary in relatively short periods of time.

Image 27



Source: Google Images

⁶ Seis de cada diez españoles con trabajo comen fuera de casa. 20 minutos. [En línea]. <https://www.20minutos.es/noticia/1721402/0/espanoles-comen/fuera-casa-trabajo/coste-medio/>. Fecha de visita: 27 de enero de 2021.

2.2.1.4 Technological factors

Technological factors derive from scientific advances, in turn they are subject to the economy. If economies are in an expansion phase, there will be more investment and therefore technology will tend to present greater innovations. In recent years there has been a notable improvement in relation to product packaging. Not only has it been possible to reduce pollution, through recyclable packaging and some of them are even made with recycled materials. On the other hand, we have containers that are capable of keeping it cold or hot. In other cases, the containers are designed to maintain room temperature and maximize the life of the food.

All of the aforementioned has resulted in greater food safety, as a direct consequence, companies have seen their losses due to deterioration of products reduced. The machines and equipment that companies currently have make it possible to raise quality standards and also streamline processes, the workforce is increasingly qualified, all these factors positively affect the final product.

Special mention to the transport sector, which in recent years has considerably reduced delivery times. Logically, it is not only due to the improvement in companies in this sector, infrastructures and vehicles have also improved, all factors have favored a much more efficient sector.

Technology is directly related to both processes, both production and logistics. The software that companies use today, as well as information management programs, make possible an optimization of processes and coordination, unattainable if it were carried out by people. Thanks to the Internet, companies can contact suppliers and customers that can be tens of thousands of kilometers away.

2.2.1.5 Ecological factors

Beekeeping is an activity that tends to go unnoticed. Although they are known to exist, these towns are easy to visit and there are no beekeeping activities unless you search.

However, several projects are being launched around the world for small producers to implement beekeeping: this is a way to help people improve their lives and develop systems to ensure the continuity of habitat and biodiversity.

Strengthening the life system means helping people reduce poverty. To achieve this objective, it is necessary to help them to obtain a variety of basic products and to consolidate their capacity to incorporate them into their productive subsistence activities.

Beekeeping produces many benefits⁷: Pollination of wild or cultivated flowering plants is essential for the continuation of life on land. This basic process is invaluable. People all over the world love honey, the most popular beekeeping product. Traditionally, in almost all societies, honey has medicinal and nutritional functions. Whether produced fresh in the villages or used in exquisite packaging, honey can generate income and can create livelihoods and development in all sectors of a society.

Beekeepers and other community members can use honey, beeswax, etc. to produce products. It is used to make by-products such as candles, skin ointments and beer. The commodification of derivative products generates better income for producers than the sales of raw materials. All of these factors strengthen livelihoods and development. Bee products are used in apitherapy in many societies.

Image 28



Source: Google Images

⁷ La apicultura ayuda a crear sistemas de vida sostenibles. FAO. [En línea]. <http://www.fao.org/3/y5110s/y5110s02.htm>. Fecha de visita: 27 de enero de 2021.

2.2.1.6 Legal factors

In the beekeeping sector there are many laws that affect directly, all of them seek to regulate a sector in which the safety of the products must prevail. All current regulations regarding this sector are attached below:

ROYAL DECREE 209/2002, of February 22, which establishes regulations for the management of beekeeping operations.

ROYAL DECREE 448/2005⁸, of April 22, which modifies Royal Decree 519/1999, of March 26, which regulates the aid scheme for beekeeping within the framework of the annual national programs, and Royal Decree 209/2002, of February 22, which establishes regulations for the management of beekeeping operations.

ROYAL DECREE 608/2006, of May 19, which establishes and regulates a National Program for the fight and control of diseases of honey bees.

LAW 8/2003, of April 24, on animal health.

Royal Decree 473/2015, of June 12, which modifies Royal Decree 1049/2003, of August 1, approving the relative quality standard to honey.

Order ARM / 867/2011, of March 30, which recognizes the Organization Interprofessional of Honey and Bee Products, as an Organization Interprofessional Agroalimentaria.

Order AAA / 2571/2015, of November 19, which establishes the regulatory bases for the granting of subsidies for carrying out applied research projects in the beekeeping sector and its products, within the National Program of aid measures to beekeeping.

Each of the autonomous communities carries out a series of regulations that complement those set out above, they do not follow a pattern, therefore, depending on the autonomous community in which it operates, the production process must be adapted to them.

Another fundamental aspect is the regulations on the labeling of honey, which is attached below:

⁸ Legislación Ministerio Agricultura, Pesca y Alimentación. BOE [En línea]. https://www.boe.es/diario_boe/txt.php?id=BOE-A-2005-7427. Fecha de visita: 25 de enero de 2021.

There are a number of mandatory concepts, which in addition to the mandatory ones must be in the same field of vision so that consumers can see them clearly, legibly and indelibly at first glance. The minimum letter / number size of the mandatory information is 1.2 mm. Name of the product *: HONEY "or" HONEY OF FLOWERS "or" HONEY OF HONEY "or ... Complete information (name, address and locality) of the person in charge of the product (packer, distributor or seller). In neighboring sales, it is necessary identify yourself with the number of the cattle register.

The net weight must follow the following operation expressed as: "NET WEIGHT:... g. okay.". Date stamp *: "... Priority consumption before:" (month and year from 3 to 18 months) or "...: special offer before the end of the period" (year, year over 18 months)). This indication and the indication of the batch may be in another visual plane, but in this plane the quotation "Preferred consumption date and see batch ... (cover, side ...)" must be added. Protection instructions (if applicable), such as "Store in a cool, dry place", honey crystallizes cold "

Lot number, with legend: "Lot number": ... or "L number" (many things are packed in the same conditions, iron drums, tanks ... (number, letter or date) packaging (date and month) The recyclable packaging symbol: GREEN POINT The company that puts the packaging on the market is responsible for recycling it.

On June 22, revised standards for honey labels were published in the European Union. Effective for six months from June 22, 2020 "5.1.4 The country of origin from which the honey and its mixture (if applicable) were collected must be indicated on the label." BOE published a new section 5.1.4 on June 22, 2020 (page 173, part I, part 43006)

There are two mandatory issues on the food label but one that is not mandatory for honey: the ingredient list and the nutrition label. Composition (EU Regulation 1169/2011) The rule requires a declaration of a list of ingredients, but (except Article 19): e) Foods made up of a single ingredient, in which: i) The name of the food is the same as the name of the ingredient, or ii) The name of the food can determine the nature of the ingredients without causing any risk of confusion. Therefore, for honey, the new regulations do not apply.

Can honey be sold without having a sanitary registration?

Yes, as long as we are producers, although under certain conditions it will vary according to the community in which we are. This type of transaction is called a close of sales and, as mentioned above, we must include the livestock registration number in the label logo to act as the direct owner of the product. However, all the requirements for labeling in the short-term trade (without sanitary registration) depend on the autonomous regulations of this trade. Mandatory information must be on the label. Only the type of registration required for the logo and autonomy will differ.

Image 29

Source: Google Images

2.2.2 Microenvironment

2.2.2.1 Bargaining power of customers

Customers are the fundamental piece of the company since it is its main source of income, the greater the power of the clients, therefore, the lower the profitability of the companies. We must take into account whether the company makes a direct sale to the final consumer or whether it sells the product to wholesalers and retailers, who are the ones who will subsequently make the sale to consumers.

Within the beekeeping sector, the cost of changing brands is zero for consumers, therefore, retailers must always offer attractive prices, in order to generate sales.

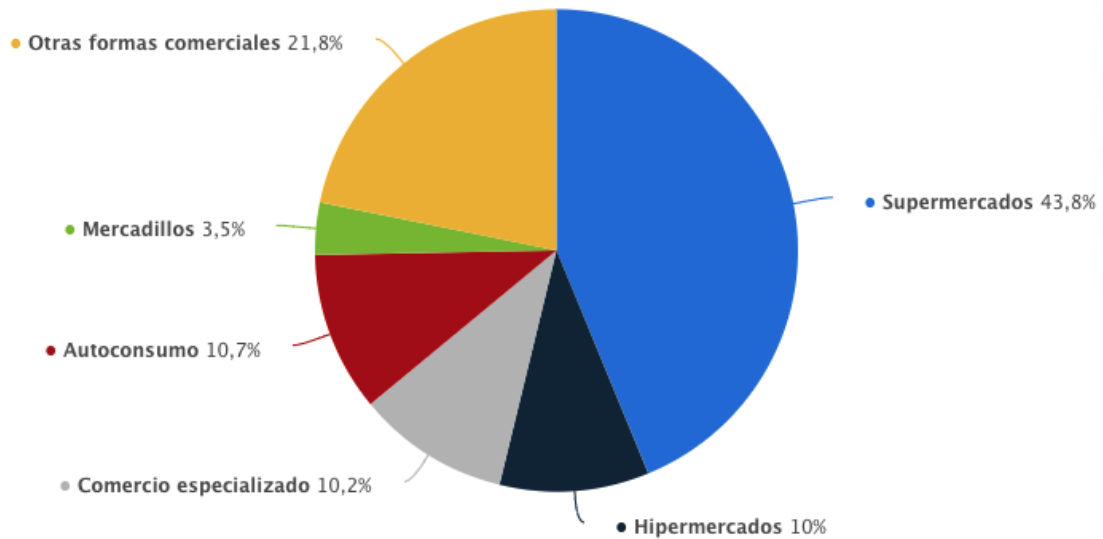
As we can see on the next page (illustration 11), it should be noted that approximately 44% of honey sales during 2019 were made in supermarkets.

Therefore, supermarkets will look for suppliers that offer competitive prices, the cost of changing suppliers is not high, as long as there is no differentiation in the product. Only those companies that have a product based on the competitive advantage of differentiation will have greater bargaining power, in other words, the power of customers will be less.

The sale in specialized stores has been reduced in recent years, all this has resulted in greater bargaining power in favor of supermarkets and hypermarkets, a large part of them have developed their own brands, labeling the honey they obtain with their brand. from distributors. This fact is due to the fact that there are several companies that offer the option of distribution brand, where the company provides the product to other companies, in some cases the supplier can even carry out the labeling work.

The illustration below includes the percentage of honey sales by formats for households in the different distribution channels in Spain in 2019.

Image 30



© Statista 2021

[Información adicional](#)

[Ver fuente](#)

Source: Statista

Depending on the distribution channel, the power of the buyers varies. In the case of supermarkets and hypermarkets, the purchasing power is high, however, in the rest of the channels the power is medium. Lastly, final consumers have low purchasing power.

2.2.2.2 Bargaining of power suppliers

Suppliers are in charge of serving companies with the necessary materials to carry out their production process. In the case of the beekeeping sector, the main raw material is honey.

Image 31

Censo apícola de España. Número de explotaciones por capacidad productiva

CC.AA.	Profesional	No profesional	Desconocido	TOTAL	% TOTAL	% Prof.
Andalucía	1.658	2.077	1.273	5.008	15,9	33
Aragón	205	1.347	50	1.602	5,1	13
Asturias	59	1.620	50	1.729	5,5	3
Baleares	25	515	2	543	1,7	5
Canarias	28	1.430	4	1.462	4,6	2
Cantabria	20	349	6	375	1,2	5
Castilla-La Mancha	406	1.271	520	2.197	7,0	18
Castilla y León	617	4.841	0	5.458	17,4	11
Cataluña	268	1.691	15	1.974	6,3	14
Extremadura	930	666	0	1.596	5,1	58
Galicia	214	3.960	39	4.213	13,4	5
Madrid	45	366	17	428	1,4	11
Murcia	200	446	4	650	2,1	31
Navarra	21	508	31	560	1,8	4
País Vasco	88	929	7	1.024	3,3	9
La Rioja	56	303	20	379	1,2	15
C. Valenciana	696	1.633	0	2.329	7,4	30
Total España	5.537	23.952	2.038	31.527	100,0	18

Fuente: MAPA. Datos REGA. A 1 de enero de 2018.

Source: Euroganaderia

Those in charge of providing the honey are the beekeepers, as we can see in illustration 12, most of the professionals dedicated to beekeeping have small farms and are not concentrated, but are distributed throughout the national territory. In this way, the most logical thing would be to lean towards a low power on the part of the providers.

However, the figures for imports and exports of honey in Spain are close, so that suppliers can expand their sales and offer the product to a greater number of potential customers.

The costs of changing suppliers by companies will also be low since they will also be able to use suppliers from other markets. We can therefore determine that the power of the beekeepers will be medium.

It is worth mentioning the suppliers of both the packaging for the final products and the machines. In both cases there is a wide range of suppliers, there will only be greater power on the part of the suppliers in the case of packaging or machinery that offers great differentiation or some exclusive technology.

As a conclusion, we can affirm that the power of the providers will be medium-low, taking into account the three factors discussed above.

Image 32



Source: Google Images

2.2.2.3 Threat of new entrants

The threat of new competitors is conditioned by entry barriers, which are all those elements that hinder the consolidation of new companies in the market. Within the beekeeping sector there are small companies, but in recent years companies such as Granja San Francisco, Apisol, Euromiel, Maes Honey Inter, Reina Apicola Levantina and Mielso have led the market. All of them have carried out large productions, which allows them to reduce the unit cost of the products.

Regarding investment, there are no entry barriers, at least strong, since the investment necessary to be able to commercialize bee products is not high. The learning curve does especially influence this sector, the companies with the highest sales are the ones with the most experience in the market, more than half of them have more than one hundred years of experience. Companies do not put difficulties for new competitors, cooperation is sought between all agents that are part of the sector, so the response of companies to the appearance of competitors is not considered an entry barrier.

Within the beekeeping sector there are restrictions and regulations that companies must comply with, which can be considered as an entry barrier, given the difficulty of acquiring all the knowledge and avoiding errors that can lead to fines by the administration. Honey offers great benefits for people's health and currently there is a long list of products that are based on honey, we can find honeys of infinite flavors. Companies can base their strategy on differentiation and customer loyalty, which, as we have mentioned before, has a zero cost to change brands, so there are no barriers to entry into the market, in this sense.

It is concluded that the threat of new competitors is medium, there are entry barriers that make their incorporation difficult, but there are other elements that facilitate the consolidation process.

2.2.2.4 Threat of substitute products

Substitute products are those that offer a similar benefit to consumers, the choice of such products negatively affects, in this case, the sale of honey.

Honey is a product that is used to sweeten, so its main substitute product is sugar. It should be noted that the price of sugar has been below that of honey in recent years.

However, honey offers health benefits that sugar cannot compete with. Due to the presence of inhibins (hydrogen peroxide, flavonoids and phenolic acids) in honey, this substance has an important bactericidal effect.

These properties are also attributed to the presence of glucose oxidase. For example, the antibacterial potential of honey can be important in treating acne and peeling skin. It is also a natural source of antioxidants. Antioxidants are natural substances that prevent the formation of oxides, which in turn slows down the rate of breakdown of cells.

In this sense, the regular consumption of honey can be used as an important nutritional supplement to prevent heart diseases, the immune system and inflammatory processes. Along with these there are many properties of honey, all of them will be discussed in the following sections.

Honey, when used as a food supplement, competes directly with products such as fructose, flavored syrup concentrates, date sugar, stevia or saccharin.

All the aforementioned products have a price in many cases higher than honey, however, we must take into account the benefits that they offer. Stevia stands out for its low caloric intake, which makes it an especially interesting option for all those who wish to carry out low-calorie diets.

With some dishes another product may fit or become more popular, therefore the threat of substitute products is high.

Image 33



Source: *Expansión*

2.2.2.5 Rivalry between competitors

The four forces set out above directly affect the section that is going to be developed below. All of them influence the rivalry that will exist between the different competitors in the sector. Analyzing the four forces we can conclude that the rivalry in the sector will be medium. However, other factors that affect directly, are set out below.

If the competitors are of a similar size, there tends to be greater rivalry between the companies operating in the sector. However, small companies participate in the beekeeping sector that have a higher percentage in terms of participation, compared to the larger ones.

The growth rate is also a fundamental factor, the higher the market growth, the lower the rivalry between competitors will tend to be. In the beekeeping sector, markets are on the rise, both nationally and in international markets, this fact would be associated with less rivalry between competitors. On the contrary, prices tend to be low, leaving little margin in each one of the sales, the companies grow in proportion little compared to their market shares. Therefore, there will be rivalry between the competitors related to the exposed factor.

The entry barriers are not too high, especially in the investment aspect. Directly related, there are no strong exit barriers since the initial investment in the facilities and machinery can be transferred to another company, if it is desired to exit the market.

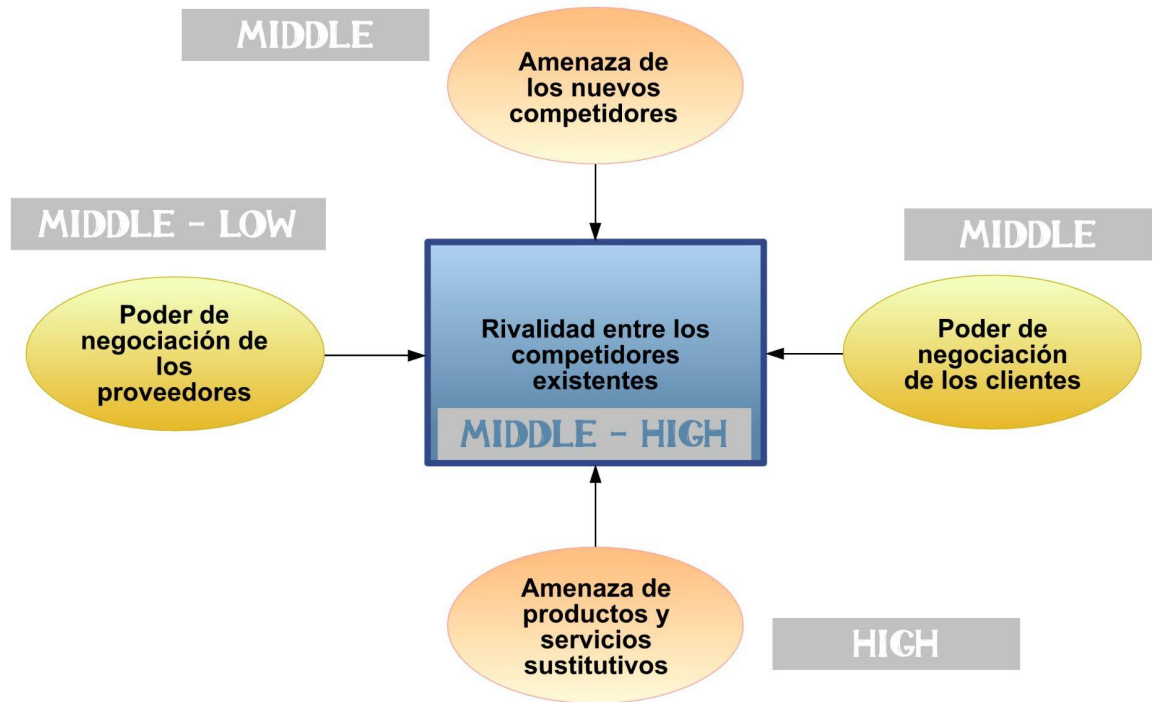
Poor product differentiation can lead to increased rivalry between competitors.

In this sense, as a general conclusion, it can be stated that for those companies in which a differentiation strategy is not followed, the rivalry between competitors will be medium-high. For companies with superior quality products, the rivalry will be medium-low.

2.2.2.6 Summary Graph

In the following lines there is an illustration showing the summary of Porter's Five Forces analysis.

Image 34



Source: own elaboration

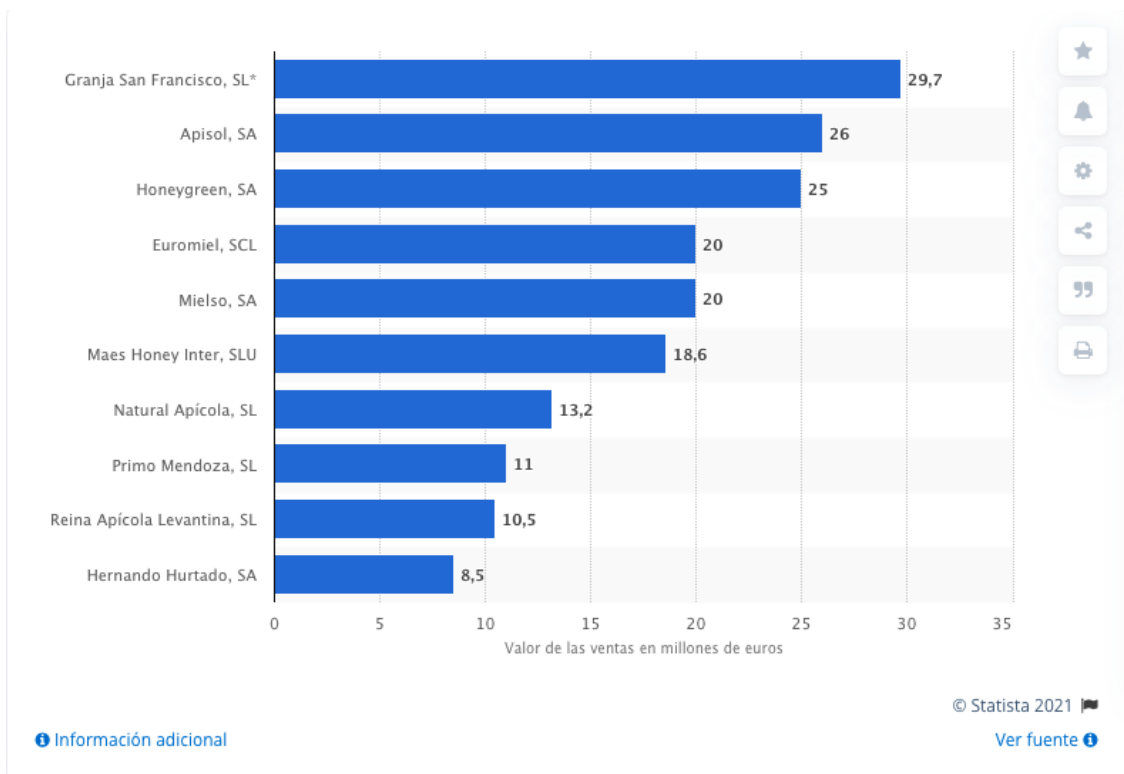
2.2.3 Competitive analysis

2.2.3.1 Levels of competence

Within the beekeeping sector, the analysis will focus on those companies that are dedicated to the production and / or marketing of honey.

The following illustration shows the sales value of the leading honey companies in Spain.

Image 35



Source: Statista

Through the data set out above, we can establish Mielso's main competitors, which will be carefully analyzed in the following section.

2.2.3.2 Main competitors



Web page: <https://www.granjasanfrancisco.com/es/>

Granja San Francisco was the market leader during 2019, with sales that reported close to 30 million euros. It is part of the Nutrexpa Group, a leading company and one of the references in the Spanish food market.

In the 60s they carried out a positioning campaign, investing in television campaigns, thus achieving the recognition of a large part of the population. Over the years it has been acquiring important brands, until today it has a long list, such as: Cola cao, Nocilla, Artiach, Cuétara, La Piara, Caldo Natural Aneto, among others.

Currently Granja San Francisco is present in the main international markets, it also has sales not only physically but also through electronic commerce. Its products can be purchased on its own website and it collaborates with the Amazon platform, in which we can find its own section.

The company markets different sections of products such as:

- Honey of flowers.
- Monofloral honeys.
- Ecological honeys.
- Specialties.

Image 36



Source: Google Imágenes



Web page: <https://apisol.es/>

Apisol is a family business whose roots go back to the early 20th century. The family has successfully integrated the traditions and experience of four generations of beekeeping. It is located in an industrial estate in Montroy (Valencia), 15 kilometers from the A-7 motorway and 30 kilometers from the port of Valencia, and has convenient communications related to its development. It has 4,000 square meters of industrial buildings and 250 exhibitions and offices, with a total installation of 17,000 square meters. They are national pioneers in beekeeping and wax processing, and are recognized as one of the pioneering companies in the industry.

At the national level, it is an integral supplier of Mercadona, with an outstanding professionalism closely related to the promotion of family culture, and is committed to the search for excellence following Total Quality, and is committed to 100% of the value chain of food distribution. Internationally, it operates mainly in markets (Germany, Greece, France and the United Kingdom), but also operates in Japan and the United States. It won the export award in 1987. Its production line uses the latest technology to achieve the best quality results.

They have created a quality department within the company, with research, innovation, collaboration and development as their purposes, and they have always been committed to achieving high levels of food quality. The company packages about 30% of all the honey consumed in Spain, in addition to other products such as: pollen, papaya paste, baked apple desserts and jams. He is a member of ASEMIEL (Spanish Association of Beekeepers), a company linked to AINIA (Instituto Tecnológico Agroalimentario).

HONEYGREEN⁺

Innovation by nature

HoneyGreen achieved a turnover of 25 million euros in 2019 during the 2019 financial year. The company not only sells honey, but also has product ranges related to different areas.

In the food sector, it offers natural sweeteners, beehive products, natural ingredients and superfood. The company takes advantage of the benefits that its products bring to health to focus them on markets such as pharmaceuticals or cosmetics.

HoneyGreen revolves its brand around its commitment to the environment and emphasizes that all of its products are made from natural materials.

We can see how both its mission and its vision are based on improving people's lives, the success of the company being a result, they do not seek success, but make their customers happy, which will indirectly provide success for the long term.

Through its website it is possible to request a quote for its products, but the purchase cannot be made directly, as is the case in other companies in the sector.

Web page: <https://www.honeygreen.com/es/>

Ilustración 37



Source: Google Imágenes

Euromiel

Euromiel managed to bill 20 million euros with the sale of honey in 2019, being the fourth company with the best results nationwide. Euromiel is a cooperative located in the province of Badajoz, specifically in the city of Mérida.

It is a Second Degree cooperative made up of three Extremadura First Degree cooperatives, such as:

- Apihurdes S. Coop.
- Monte Miel S. Coop.
- Serra Miel S. Coop.

Euromiel is in charge of marketing and promoting the products of the beekeepers that make up the basic cooperative. Their cooperatives represent about 63% of the beekeepers in Extremadura.

The cooperatives have five hundred and fifty-five professional beekeepers, totaling 305,500 hives.

Web page: <https://www.euromiel.net/>

Image 38



Source: Instagram



Maes Honey managed to invoice 18.6 million euros in the 2019 financial year with the sale of honey. It is a family business with more than 100 years of experience, which operates on five continents and exports to a total of 35 countries.

The company only sells a product such as honey, on its website we can find the different types of honey that it sells, such as:

- Honey from bees.
- Bonapi honey.
- Monofloral honey.

We can find a long list of formats, from those that contain a greater weight, around 1 kg to formats of 350 grams, all of them designed to adapt to the different consumers of the product.

It should be noted that they have a line of products destined for the HORECA channel, when being focused on it, we see how the containers are considerably expanded, marketing large quantities of honey.

Web page: <https://www.maeshoney.com/>

Image 39



Source: Google Imágenes

2.3 MARKET ANALYSIS

2.3.1 Sector analysis

The honey production and selling sector has been maintaining moderate growth figures in recent years. Although it is true that the consumption of honey in Spain has had years in which it has shown a decrease, the export of honey has increased considerably year after year.

The consumption of honey in households has remained stable between the years 2013 and 2019. The same occurs with the consumption of honey in the HORECA channel. However, in 2020, after the COVID-19 pandemic, consumption in the hospitality, restaurant and cafeteria channels has yielded the worst results in history. Although it is true, that it has been conditioned by the closure of this sector, as a sanitary measure, to avoid further infections.

These bad results are not isolated since, being a pandemic, it affects multiple countries, consequently, multiple markets show bad results. Losses will therefore be significant, but the impact is not devastating due to the fact that the HORECA channel represents 20% of sales⁹.

Supermarkets and hypermarkets continue to operate, even under the strictest restrictive measures, which is why the honey sales sector secures around 60% of sales. Only the 10% corresponding to businesses is in a state of uncertainty, since, depending on the evolution of the pandemic, this percentage may be eliminated from the equation, if the situation worsens.

Although they can distribute to supermarkets, it should be noted that we are in a full economic recession, which negatively affects consumption.

As analyzed in previous sections, honey has strong competition from substitute products, the most direct, sugar, is significantly more affordable. It would therefore be logical for sugar sales to increase to the detriment of honey.

In conclusion, it is a sector that is not totally affected by the pandemic, unlike many other sectors, doomed to bankruptcy and that show numbers that are difficult to reverse during the coming years.

⁹ Ventas de miel por formato. [En línea]<https://cutt.ly/db1pJnT>. Fecha de visita: 25 de marzo de 2021.

Image 40



Source: OCU

2.3.2 Consumer analysis

With regard to consumers, we can include in the target audience people 16 years of age and older, with a medium or high purchasing power. Within the potential consumers, two distinct groups can be distinguished.

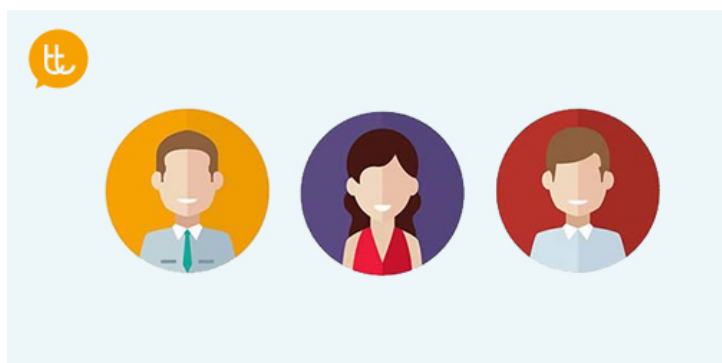
The first group of consumers formed by all those people who seek to benefit from the properties of honey, the result of their purchase is a search to satisfy needs very different from those of the second group. In these cases, there is a tendency to review the labels and look for honey with fewer substances that are not natural.

The price goes to the background, generally many people continue to associate high prices with high quality, so it is possible that the brands that stand out in low prices are relegated to second place at the time of purchase of this group of consumers.

The second group of consumers is made up of those people who are looking for a food with which to sweeten their dishes or complement them. In this case prices tend to come to the fore, logically depending on the recipe, lower prices may be an option. There are many desserts where honey is only used to sweeten, while there are recipes where honey is a secondary element and takes on greater relevance.

Unlike the first group, these potential consumers will not focus so much on the labeling, their purchase may be affected by the packaging that most attracts their attention or, as we have mentioned above, they can base their purchase solely on prices.

Image 41



Source: Google Images

3. SWOT ANALYSIS

Below is a table - summary of the SWOT analysis that will be presented in the following sections.









Image 42

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Experience - Scale economics - Distributor brand + own brand - Exports - Product range - Adaptation - Social media - Coordination with final distributors 	<ul style="list-style-type: none"> - Market share in Spain - Online marketing - Positioning - Web loading times - User experience - Communication - Accessibility for consumers 	<ul style="list-style-type: none"> - Consumer interest in the benefits of honey - Social media - Cost of digital marketing campaigns 	<ul style="list-style-type: none"> - Economic recession - Climate change - Lack of aid





Source: Own elaboration


Strengths


-  **Extensive experience in the sector.** Mielso has been operating in the beekeeping sector for more than a hundred years.
-  **High production capacity.** Related to this aspect, its ability to generate high volumes of production allows reducing the unit costs of its products, achieving higher margins.
-  **Mielso is a honey distribution brand,** which has launched its own products under the brand name "El Brezal", this fact allows it to expand its benefits, achieving higher sales.
-  **Great export capacity.** Mielso is present in the main international markets, in fact, a large part of its turnover comes from the export of honey to other countries, among which are: Hong Kong, Saudi Arabia and Egypt.
-  **Wide range of products.** Mielso markets different types of honey, seeking to cover the maximum number of potential customers.
-  **Quick adaptation.** Mielso manages to cover the needs in the market which allows it to generate sales, being one of the few alternatives, until the rest of the competitors launch new products.
-  **Optimization of social networks.** Mielso is present on digital platforms such as Facebook and Instagram. Which allows them to try to publicize their products at a negligible cost.
-  **Fluid communication with their clients.** This fact allows them to coordinate their efforts with end distributors to improve business results.


Weaknesses


- 


Despite having excellent numbers in international markets, Mielso does not manage to cover a **high market share in Spain**.
- 

Little use of online marketing. Despite their presence in networks, as they have highlighted in the previous section, they do not have a blog or a YouTube channel, aspects that their main competitors do cover and that are essential to improve the user experience and improve positioning in the online environment by the company.
- 

There is no brand positioning, mainly because consumers in the national market are unaware of its existence or that it is related to Mielso, in this case we are talking about its brand “El Brezal”.
- 

Their website is not intuitive and it is not easy to get to the products they offer, and once they are found, the customer does not have an indication of which stores they can buy it from, since their purchase cannot be made through the web.
- 

Its products displayed on its website do not convey the values that the company intends to convey. Likewise, it is not easy to reach them, they can go unnoticed by the users who enter.
- 

The loading times of their website are much higher than those of its main competitors, which generates a bad image, in the face of users who visit your space.
- 

Its products are not present in the main Spanish supermarket chains and hypermarkets. It is true that we can find it in some of them, but it stands out that supermarkets such as Mercadona or Consum do not sell the products, which makes it difficult to see your brand.

Opportunities



Growing consumer concern about their health and lifestyle. Honey has very beneficial properties for people. In this way, companies can base their advertising campaigns on the benefits of their products, connecting with their target audience, which has a high interest in the benefits mentioned.



Rise of social networks, in which the content of cooking recipes stands out. Added to this fact, with confinement and restrictions on mobility, people spend more time at home. It is common for recipes to be carried out, remember that, in some communities, the catering industry is closed. In this way, when making more recipes, food consumption increases, which can benefit the sale of honey.



Advertising and online marketing environment. Advertising has a much lower price than the offline sector. Likewise, the number of users browsing the internet is increasing every time. Businesses can take advantage of this large amount of traffic to divert it to their businesses.

Image 43



Source: Google Images

Threats



The economic recession may mean a drop in honey sales, remember that honey has a strong threat from substitute products, which have lower prices. It should be noted that, in these economic periods, income is negatively affected, as a consequence, spending on the shopping cart tends to be lower.

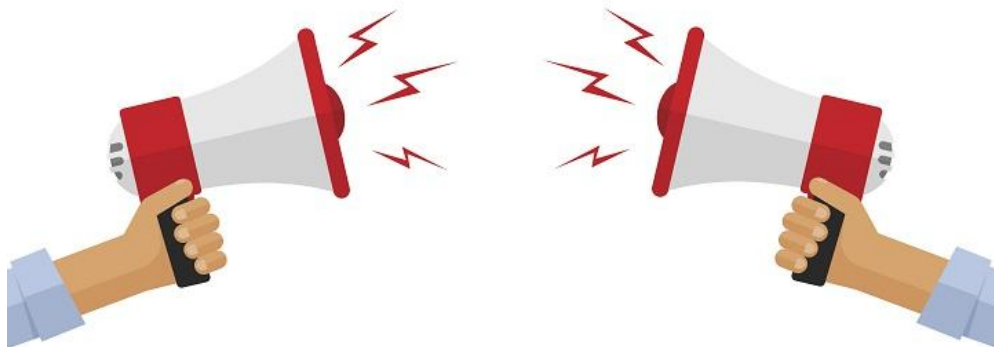


Climate change is completely changing the seasons and adverse weather events are occurring, this fact can affect honey production. Already in previous years the weather was a possible threat, it is practically impossible to know how the climate will develop during the financial year, companies can only trust that the worst forecasts are not given and that production and subsequent selling can be achieved.



Lack of aid. With economic periods of recession, institutions tend to reduce budget items, this can affect the granting of subsidies and aid to the sector.

Image 44



Source: Google Images

4. MARKET SEGMENTATION

4.1 Positioning

Positioning refers to the opinion of consumers about companies. Within the honey production and marketing sector, there are distribution brands, such as Mielso. Market leaders are companies that do not have their own brand or at least not all their sales come from it. In this sense, Mielso will not be directly sought by the final consumer, we must therefore direct the study to the company's clients, such as supermarkets and hypermarkets, as well as wholesalers and small businesses.

Mielso is considered by its customers as a brand with high quality and extensive experience, you can see how its results are excellent, it is part of the ten companies with the highest turnover in honey sales. When establishing relationships, the aforementioned strategic group, made up of clients of companies that produce and sell honey, take into account two factors such as the price of the product offered and the quality of the final product. It should be noted that Mielso has not carried out marketing strategies with a large financial outlay, so the impacts generated to date are certainly limited.

A positioning map is shown on the next page, where the companies that are part of the production and / or marketing of honey will be included.

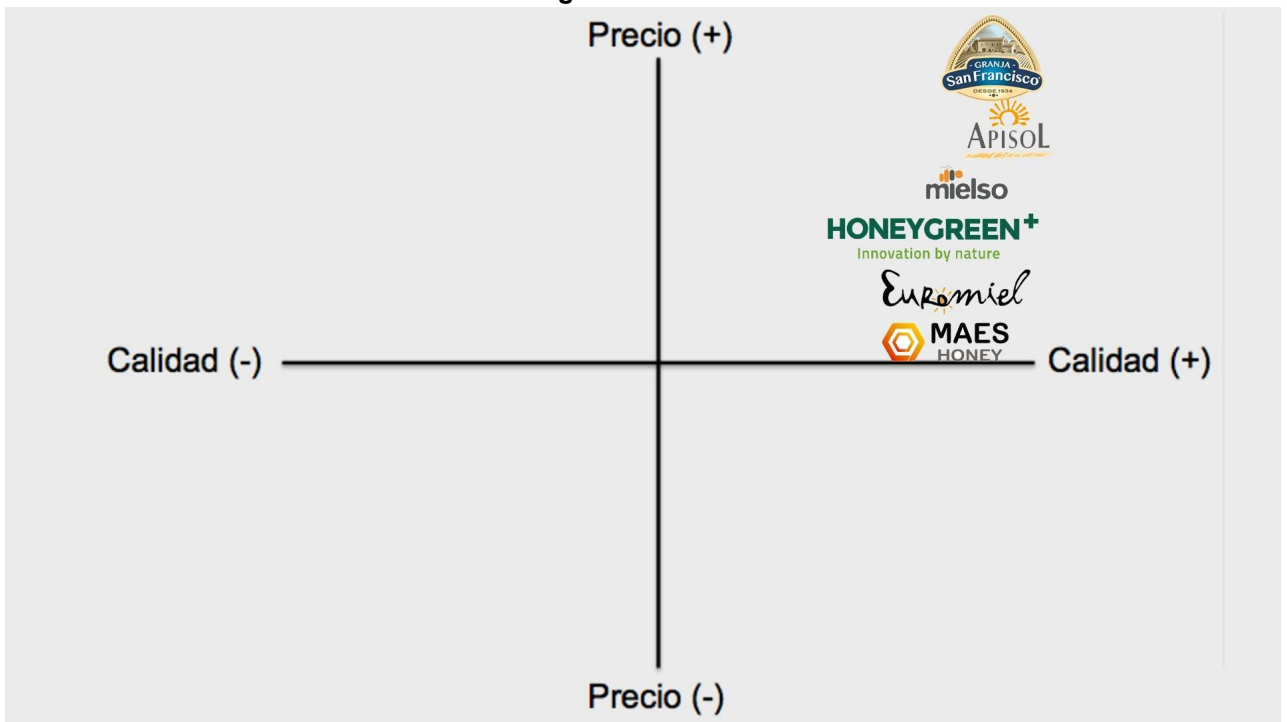
Image 45



Source: Google Images

Positioning map

Image 46



Source: own elaboration

As we can see, Mielso's main competitors offer a relatively similar quality. Only Apisol and Granja San Francisco differ, the difference is more significant in price than in quality. Granja San Francisco distributes its products under its own brand, Apisol for its part makes most of the sales under private label.

We see that there is a second level where they are grouped: Mielso, HoneyGreen and Euromiel, all three offer a product with similar characteristics, the only difference is the prices that are decreasing, from Mielso, which would be the one that imposes higher prices, to Euromiel, the one that offers a lower final price.

Finally, although very close to the second group, Maes Honey, it has a quality relatively close to its competitors, but its price is somewhat lower than the three companies mentioned above.

5. MARKETING OBJECTIVES

The objectives that are expected to be achieved throughout the 2021 financial year are set out below. The objectives are related to the image of the brand and sales, specifically its own brand, such as “El Brezal”. We see that the objectives related to social networks are specified, although all three are part of a main objective, such as promoting social networks.

- **Generate branding.** It is a difficult objective to measure, especially in the offline environment. However, it is a priority objective and one that can positively influence the company's sales. To achieve this objective, the following goals are proposed:

* Reach 10,000 followers on Instagram.

* Reach 5,000 followers on YouTube.

* Reach 10,000 followers on Facebook.

* Measure customer satisfaction. Get 70% of customers satisfied. It seeks to obtain 20% responses based on the sales made.

- **Increase export-related sales by 5%.**

* Consolidate in new international markets that the company wants to address: Saudi Arabia.

Image 47



Source: Google Images

Objective 1: Branding

It will be carried out throughout the year 2021. With this objective, the aim is to improve the positioning of the company, consequently, how the company is perceived by consumers.

To achieve the objective, a strategy will be followed in the online environment, reinforced with actions in the offline environment. Through its website, "El Brezal" will carry out an SEO and SEM strategy.

In the Search Engine Optimization (SEO) section, carrying out a study of the main keywords related to the honey sector, as well as that of its main competitors, the company will be able to make a long list of articles focused on the list of keywords. In this way, a large number of visits with organic traffic will be achieved. It will be essential to carry out a prior optimization of the website that allows the user experience to be raised to the highest level since it is one of the aspects that Google takes into account the most when it comes to awarding the first positions in the search results.

To reinforce the SEO strategy, an SEM strategy will be carried out. This strategy is based on carrying out paid campaigns, specifically a payment is made for each click made by users on the ads. The ads are chosen by the companies, "El Brezal" should make ads on the keywords with the most searches and the most competitive in its sector, in this way it gets visibility for free and with each visit if it has a cost, but it gets users who they respond to key search intentions for the company.

Image 48



Source: Google Images

Goal 1: reach 10k followers on Instagram

By gaining a presence in social networks during the 2021 financial year, the company will reinforce the first objective mentioned above, which is positioning. If it is possible to reach ten thousand followers on Instagram, the company is offered the possibility of using the "swipe up" in its Instagram stories, in this way the company can redirect its followers to other platforms and even to its own Web page. It is necessary for the company to add value to users in its publications, in this way it will get them to view its profile on a regular basis. To attract new customers, giveaways will be held on Instagram.

The company will request as a requirement the mention of two users in the publication, in this way "El Brezal" will be able to reach a wider audience. To encourage interaction, raffles will be held in which the best videos of recipes with honey will be awarded. The company can provide the products to a certain number of users, who will test their product, in addition to generating content for the company and some users may even publish it in their personal accounts, which generates a greater reach.

To boost growth, they will work with influencers who will add content by tagging the brand, in this way it is possible not only to generate branding but also to obtain new followers. The influencers with whom it will work will be exposed in point 7 (Action Program).

Image 49



Source: Pinterest

Goal 2: reach 5k followers on YouTube

"El Brezal" does not currently have a YouTube channel. During 2021, a new channel will be created in which an SEO strategy will be applied. The website will connect to the YouTube channel, making some of the recipes in video format. The aforementioned raffles on Instagram, the winning recipes will be published on YouTube, in this way "El Brezal" can unify its social networks and promote them together.

Although it is true that productions are made with high costs, the content that the brand will publish will not entail any type of cost, any employee with minimal knowledge of technology can upload the content from Instagram to YouTube. There are simply costs if someone is hired to prepare the recipes and then the editor's salary. However, when collaborating with influencers, they can make the recipes themselves and use short excerpts of their videos for the "El Brezal" channel.

As with the articles on the web, within YouTube the company can promote its brand and its products in a natural way and help users. In the case of cooking recipes, users learn to prepare the recipes and seeing that it is made with honey from "El Brezal" is much more likely to buy it if it is present in the establishment where you make your purchases. By helping people unconsciously a feeling of debt is generated, which is why many companies are opting for this type of practice. In addition, they can add a direct link in the description to online stores where "El Brezal" honey is sold.

Image 50



Source: Google Images

Goal 3: reach 10k followers on Facebook

The objective must be completed throughout the year 2021. Through the publication of posts on Facebook, they will seek to obtain likes that improve the positioning of the “El Brezal Miel de España” page.

Within the Facebook algorithm, the number of visits and the time that users spend on the page are rewarded, through the network strategy, explained in the previous points, a large number of users is achieved in the form of organic traffic. YouTube videos can be included within Facebook, obtaining simultaneous visits on both platforms.

As in Instagram, raffles will be held within the platform, with which it is intended to increase interaction with users. To consolidate the strategy, a Facebook Ads campaign will be carried out, in which potential clients will be redirected to the “El Brezal” Facebook page.

Before executing the paid advertising campaign, three months of activity must be carried out in which weekly publications are made, in this way there will already be valuable content for all those users who visit the page.

Image 51



Source: Google Images

Goal 4: customer satisfaction

Throughout the year 2021, it is intended to obtain 20% responses from customers who buy the product, in the survey provided by the company. When buying the product, a QR code will be added and a link to a section of the company's website in which a short questionnaire will be displayed.

The questionnaire will seek to obtain information about the user, his name and his e-mail, in this way a subsequent email marketing campaign can be carried out. However, these will be the last fields to fill out and will not be required. In fact, customer satisfaction will be previously sent from 1 to 5 stars and the comments that the customer wishes to make, which will be optional.

To encourage participation, a gift will be sent to all customers who take the survey, specifically a 1 euro discount coupon on the next purchase, to verify that whoever completes the survey has actually bought the product, you must enter a code of 4 digits that will be found on the product labeling.

With the comments, the company will hold monthly meetings in which measures will be analyzed and taken to improve the experience of its customers. The company can try different packaging or carry out different raffle campaigns, sales promotion and analyze the results with the evaluations of its customers.

Image 52



Source: Google Images

Objective 2: Increase export-related sales by 5%

The objective must be achieved within the year 2021. In order to increase exports, “El Brezal” will carry out a strategy in social networks and its website.

Currently the company has the option of the English language on its website and its publications on social networks are also made in both Spanish and English. In social networks, it would be an interesting option to separate social networks and focus them on a specific country.

While it is true that most countries use English as one of their official languages or it is known to most of the population, there are great limitations to having a single account. When it comes to advertising campaigns, the target is very specific, so all those followers that we are not going to address may lose interest in the publications. In the same way, they are not aware of the scope achieved in each of the markets.

The fact of performing a segmentation in Instagram and Facebook accounts entails a greater workload or, failing that, higher costs. However, the results can be significantly improved.

In the offline environment, they must work with customers to carry out sales promotion in establishments, provide facilities on the part of the company and even raffles can be carried out that generate sales and in turn can attract and retain customers.

Image 53



Source: Google Images

Goal: Consolidate in the Saudi Arabian market

Mielso wants to consolidate itself in the Saudi Arabian market during 2021. For this, the following actions will be carried out.

The points explained in the previous sections will be followed for the network strategy, focused on the main language used in said market, which is English. We will collaborate with a local influencer to promote actions in the online environment.

Currently Mielso delegates advertising to points of sale in Saudi Arabia. However, it can be a very interesting option to boost the brand autonomously, which is pursued through strategy in the online environment. Through sweepstakes and key search positioning, the brand will be announced. The influencer will be in charge of bringing the brand closer to the population, breaking distance and cultural barriers.

Packaging must be adapted to the Saudi Arabian market, therefore, it would be essential to contact a marketing agency that knows the market and advises the company when carrying out its strategy. However, costs can be reduced by following the same strategy as in the national market, based on the benefits provided by the product and the use of honey in cooking recipes.

Image 54



Source: Google Images

6. MARKETING STRATEGIES

In order to achieve the proposed objectives, some strategies will be carried out that will allow them to be consolidated, they will be exposed in the following sections.

6.1 Growth and diversification strategy

For the growth strategy, the company can carry out different types, the one that is considered most effective based on the proposed objectives would be market penetration and sale in new markets. In the case of Mielso, it already operates internationally, although it intends to consolidate its own brand in a new market during the year 2021.

The market penetration strategy considers the possibility of growth by obtaining a greater market share in the products and markets in which the company currently operates. Therefore, it includes increasing the opportunity to participate in the same business format in the market in which it operates, and there may be three ways to formulate the strategy: first, current customers consume more products and services; second, from the competition (attracting customers from your competitors); third, attract potential customers who have not yet purchased goods in this commercial way.

This strategy can be developed through internal growth (for example, by increasing the number of stores) or through external growth (for example, through the purchase or merger of competing companies). For example, the market penetration strategy is the strategy most used by commercial distribution companies. This is because it is the lowest risk strategy, because it involves the development of similar business formats in the same market, that is, the development of basic businesses, for which there is a high level of knowledge.

As we can see in the following illustration, Ansoff developed a theory in which there are 4 growth models, as explained above, Mielso will follow a strategy of market penetration and development of new markets.

Image 55



Source: Roberto Espinosa

Regarding new market development strategy: this strategic choice from Ansoff Matrix enhances whether the company can use its existing products to develop new markets. To execute this strategy, it is necessary to identify new geographic markets, new market segments and / or new distribution channels.

6.2 Competitive strategies

Different competitive strategies are established according to Philip Kotler's theory. Professor Kotler has been a leader among numerous awards and honors. In 1980, he was elected a Marketing Thought Leader by the JLPG (American Marketing Association), and in 1978 he again won the Paul Converse Award and the Outstanding Marketing Educator Award. Awarded by Dr. Honoris Causa from the association of the same name from Stockholm, Zurich, Vienna, Athens, DePaul and other universities in 1995.

As a distributor brand, Mielso has implemented a follow-up strategy, in which they do not seek diversification as a strategy, but rather focus on specific areas of the market. It focuses on the most receptive and appropriate market segments, in these market segments it maintains an attitude of peaceful coexistence and follows the decisions of competitors.

However, in the products it sells under its own brand called "El Brezal" it carries out a challenging strategy. The challenging strategy is typically implemented by companies ranking second or third in the industry (also known as "trackers") seeking attack strategies to challenge leaders or other competitors who are clearly at a disadvantage in an attempt to expand their market share. They are usually based on price discounts, intensified promotions or actions to reduce costs.

Image 56



Source: Google Images

6.3 Strategy as competitive advantage

In the area of competitive advantages, there is a tendency to seek leadership in costs or a differentiation of the final product. In the case of Mielso, it can obtain cost leadership, although it does not set low prices, so we cannot determine that it follows a cost leadership strategy. Related to this aspect, it would therefore be interesting to opt for a greater differentiation of their product, thus being able to compete directly with the market leaders.

Let us remember that within the sale of honey we cannot determine that Mielso has a competitive advantage, but in the market for the sale of honey under a distribution brand, Mielso is recognized for offering a high quality product. However, it also markets its own brand, which does not meet either of the two requirements to achieve a competitive advantage and consequently, its consolidation in the market is difficult, if a change in strategy is not carried out.

Image 57



Source: Roberto Espinosa

7. ACTION PROGRAM

7.1 Summary of action plans

To achieve the objectives mentioned in section 5, corresponding to the marketing objectives, an action plan adapted to them will be carried out. It should be noted that the actions will be oriented to the digital environment, although actions will be carried out in the offline environment to reinforce the strategy.

Through an SEO strategy, Mielso and specifically its brand “El Brezal” will be positioned in the keywords with the most searches related to honey.

Below is a screenshot of the current status of organic traffic on the Mielso page, analyzed by the Ubersuggest program.

Analyzed website: www.mielso.es

Image 58

PÁGINAS PRINCIPALES POR PAÍS 🇪🇸 ES [133] 🇩🇪 MX [3] 🇭🇰 HK [2] 🇻🇪 VE [1] MAS ▾		
<input type="checkbox"/>	TÍTULO DE SEO URL ?	EST. VISITAS ?
<input type="checkbox"/>	Mielso mielso.es/	648 Ver todo ▾
<input type="checkbox"/>	Miel con Jalea Real. Producto 100 % natural Mielso mielso.es/productos/miel-con-jalea-real/	286 Ver todo ▾
<input type="checkbox"/>	¿Por qué mueren las abejas al picar? Mielso mielso.es/por-que-mueren-las-abejas-al-picar/	26 Ver todo ▾
<input type="checkbox"/>	Miel con Propóleos Verde. Producto 100% natural. Mielso mielso.es/productos/miel-con-propoleos/	21 Ver todo ▾
<input type="checkbox"/>	MIEL DE LIMONERO Mielso mielso.es/productos/miel-de-limonero/	18 Ver todo ▾
<input type="checkbox"/>	Jalea Real Fresca. Mielso mielso.es/productos/jalea-real-fresca/	11 Ver todo ▾
<input type="checkbox"/>	Polen de Flores Amarillo. Producto 100% natural. Mielso mielso.es/productos/polen-amarillo-2/	11 Ver todo ▾
<input type="checkbox"/>	Jalea Real Liofilizada. Mielso mielso.es/productos/jalea-real-liofilizada/	10 Ver todo ▾
<input type="checkbox"/>	mielso.es/mermeladas-caseras-con-miel/	10 Ver todo ▾
<input type="checkbox"/>	Secreto de cerdo con salsa de cerveza y miel Mielso mielso.es/secreto-de-cerdo-con-salsa-de-cerveza-y-miel/	10 Ver todo ▾

Source: Ubersuggest

In the same way, a screenshot of the main page of the Mielso website, in May 2021, is included in the following section.

Image 59



Source: Mielso

We can see how Mielso currently receives a significant amount of organic traffic, which allows it to be visible to those users who carry out the search intentions that we have been able to observe.

In this way, the company will get organic traffic from potential clients. Consumers are saturated with ads on the internet, through an SEO strategy they manage to satisfy the user's need and once it is done they can introduce their brand.

An example of this and the one that will be followed in the strategy is to write articles that respond to the most beneficial properties of honey and the main cooking recipes. The user will find the information he was looking for and will be satisfied. The company that has solved the problem or satisfied his search needs will be in a good place in the consumer mind.

In addition to writing articles and keeping their website updated, weekly posts will be made on their Instagram and Facebook social networks. Content that complements the articles will be offered through their social networks. The organic traffic of the web can be redirected to their Instagram and Facebook accounts, obtaining traffic organically and consequently, at zero cost for the company.

To complement the online strategy, an advertising campaign will be carried out on the Facebook and Instagram platforms using the Facebook Ads application.

Within Facebook Ads we can clearly define the target of our ads so that the company can choose as a target all those users interested in cooking recipes, more specifically desserts, since honey tends to be more present in desserts than main dishes.

In the same way, a paid campaign will be carried out with the Google Ads platform, the keywords with the most searches and that are more competitive, the company will bid for them, obtaining a large volume of traffic to its website, which will help to position the keywords of the articles. If visits to the web arrive through paid campaigns and the user experience is optimal, the web tends to rise in the Google ranking.

Growth on Instagram and Facebook, in addition to organic traffic, a strategy will be carried out to obtain new followers. A study of users who are relevant to the company will be carried out, based on their profiles and they will be followed by the company, if a follow back has not been carried out after 48 hours, the user will be unfollowed. In this way, growth can be significantly accelerated.

Regarding the marketing of influencers in the national market, three Instagram accounts have been selected, all of them oriented to cooking recipes and with healthy lifestyles in the influencers. Attached below is the link to the Instagram of the influencers and a brief description of each of them.

Pamela Sánchez Sotomayor

Image 60



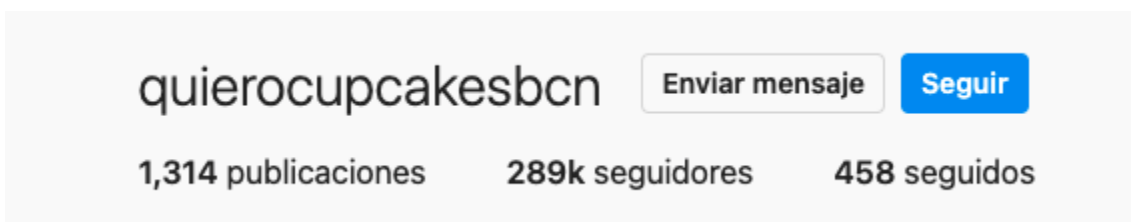
Source: Google Images

- Quierocupcakesbcn: <https://www.instagram.com/quierocupcakesbcn/>

She has 289,000 followers, and she also has a YouTube channel where she has more than 3 million subscribers. In her instagram she uploads cooking recipes, combined with her personal life.

In some cases, publications with recipes tend to take a backseat, in this case it has a high number of likes and comments on each of its publications.

Image 61



Source: Instagram

Rocio Arroyo

- Rocio arroyo: https://www.instagram.com/ro_arroyo/

Image 62



Source: Google Images

She has about 27 thousand followers on Instagram, she is a micro-influencer who regularly works with influencers of around half a million followers, which can help to generate a greater diffusion and even establish relationships for the future with other influencers.

In the same way, she mixes personal photos with cooking recipes, obtaining good engagement in both cases.

Recetas TDG

- Recetas Topes de Gama: <https://www.instagram.com/recetastdg/?hl=es>

Image 63



Source: Instagram

The account has 9 thousand followers on Instagram. The influencers who keep the account have extensive experience in the sector since they are part of a business group, with accounts managed by themselves that exceed one million followers on platforms such as YouTube.

They only add publications of cooking recipes which makes their followers especially susceptible to campaigns in which value is offered in the form of recipes or raffles related to them.

Their Instagram is connected to a YouTube channel in which they have more than 40 thousand followers in just two months.

In the Saudi Arabian market, an influencer has been selected who prepares cooking recipes in an amateur way.

- Aziztime: <https://www.instagram.com/aziztime/>

Image 64



Source: Instagram

842,000 followers on his Instagram account, in addition to a YouTube channel with 12,000 followers. His entire Instagram revolves around cooking recipes, so he fits perfectly into the profile sought by the company.

Their publications in video format are the ones that have the best acceptance, so a recipe could be elaborated using honey from “El heath” in IGTV video format.

In the offline environment, sales promotions will be agreed with the establishments where "El Brezal" honey is sold. In the same way, it will participate in the main fairs, where all kinds of varieties of honey are exhibited. With this strategy, the aim is to be more present in the market and when carrying out promotions, new customers can be attracted. If these new customers are satisfied with the product, they are likely to buy again, despite finding a slightly higher price on the next purchase.

Sales promotion should take place at specific times of the year, but it shouldn't be done on a regular basis. To boost sales, raffles will be held, externally, without involving the businesses where it is sold. From time to time, agreements can be sought in which both the point of sale and "El Brezal" benefit by raffling off brand products and a discount on future purchases at the point of sale.

Image 65



Source: Google Images

SUMMARY OF THE ACTIONS IN THE MARKETING MIX

Image 66

Product	Objective
Action 1: Modification of the products on the web.	Increase sales
Action 2: Modification of the packaging	Increase sales
Price	Objective
Action 1: Draws	Increase sales
Distribution	Objective
Action 1: Include a list of points of sale on the web	Increase sales
Communication	Objective
Action 1: Collaboration with Influencers	Generate Branding
Action 2: Create a blog of recipes and benefits of honey	Generate Branding
Action 3: Participation in honey fairs	Generate Branding

Source: own elaboration

7.2 Product decisions

Action 1: Modification of the products on the web.

Objective: Increase sales

It will be essential to adapt the website, optimizing the user experience. They can add photos that enhance the products, capturing the attention of potential customers. When entering the web there is no menu that takes us directly to the products, but they are located at the bottom of the screen, which, as studies¹⁰ show, is the last part of the web where users look at.

Nor does the web have a link or a list of establishments where the products can be purchased. Its main competitors even have e-commerce built into the web. Although it is true that it is not a requirement to make the sale from the web, it would be essential to provide information to the users of the establishments that have “El Brezal” brand products.

Action 2: Modification of the packaging

Objective: Increase sales

Packaging in stores must be attractive to consumers, in this sense it will be essential to include its main nutritional values and include the benefits it brings to health. Remember that a large part of the sales can be derived from the traffic obtained in the online strategy, where potential customers look for food recipes or health benefits. It would be valid to include them in text or include a QR code.

Image 67



Source: Mielso

¹⁰ El ojo sobre tu web. [En línea]. <https://cutt.ly/FbFNvGR>. Fecha de visita: 25 de enero de 2021.

7.3 Price decisions

The final price of Mielso products does not depend directly on them. In the case of their private label, it is the customers who market their brands that determine the prices.

The same happens with “El Brezal”, they can only have control, if they make direct sales. If it is marketed under retailers, they are the ones who will set the prices, based on the cost at which they acquire the product. However, Mielso must be aware that the higher the price for its customers, the higher the price for the final consumer.

Action 1: Draws

Objective: Increase sales

At the points of sale, raffles will be held among people who buy "El Brezal" products. QR codes will be included with all the technical specifications, the raffle will be prominently promoted on the packaging. Through sweepstakes the company can attract new customers, as well as retain existing ones.

The raffle will consist of a discount check for Mielso products on future purchases. The discounts will be 10 euros. Each week there will be a winner of the raffle. To participate in the raffle, consumers must go to the Mielso website, in which they will enter the numbers of the honey container, after which they will obtain some digits. The winner will be published on the Instagram of “El Brezal”, in this way it will be possible to increase organic traffic on the Instagram social network, thus achieving greater recognition for the company.

Image 68



Source: Google Images

7.4 Distribution decisions

Currently, the distribution of the “El Brezal” brand is carried out through supermarkets and hypermarkets. It is not available in the main supermarket chains, such as Mercadona or Consum. Once the strategy is implemented, it is especially important that the company reaches new agreements with the maximum number of establishments possible. In this way it will be more accessible to consumers.

As it is a food, its purchase is usually made jointly with the rest of the products in the shopping basket, so it would be necessary to be present in the maximum number of establishments so that all potential customers can include it in the shopping cart and buy it.

Action 1: Include a list of points of sale on the web

Objective: Increase sales

Users who visit the company's website must have a section available in which it is specified in which points of sale the “El Brezal” products are available.

However, it would be convenient, as mentioned in the previous section, that the products of "El Brezal" are available in the maximum number of possible establishments.

As it does not currently have direct sales through the online platform, it is essential to include this section. The section can even be called with the title of "Buy" or "Where to buy". In any case, the potential client may go to the establishment in question. If this is not the case, our potential client may end up buying a substitute product or, most likely, a product from one of our competitors.

Image 69



Source: Google Images

In the online channel, "El Brezal" can include the e-commerce option, either on its website or through Amazon. It would also be an interesting option to combine both options. In this way, the influencers could work as affiliates for the brand, generating higher sales for the company at a negligible cost since the payments come from the income that is generated.

Image 70



Source: Google Images

7.5 Communication decisions

Regarding communication decisions, the communication strategy will be aligned with all the marketing actions. Therefore, we will seek to highlight the quality of the product and associate it with the health benefits it provides, as well as its usefulness in cooking recipes.

Action 1: Collaboration with Influencers

Objective: Improve brand positioning and increase sales.

In the cooking recipes prepared by the influencers, the packaging of “El Brezal” will be shown and spectators will be invited to try it.

Image 71



Source: Google Images

Action 2: Create a blog of recipes and benefits of honey

Objective: Generate Branding

In the same way, within the “El Brezal” website there will be a blog with cooking recipes, in which a link will be added to the online stores where the company's products can be purchased.

Action 3: Participation in honey fairs

Objective: Generate Branding

In the offline environment, at the fairs the company attends, a card with a qr code and a link to the “El Brezal” recipe blog will be given, as well as a pot of honey.

They will be given a choice between different size options from a 50 gram jar to a 150 gram jar, in this way users will be able to choose the one that they like the most and that is comfortable to carry.

Image 72



Source: Google Images

8. TIMELINE

The actions will begin in September 2020 and will continue throughout the year 2021, then the actions that are planned throughout each of the months will be detailed. An illustration is previously attached that summarizes the action schedule.

Image 73

MONTH	INSTA	SEO	FB	INFLUENCER	ARTICLES	SEM	YT
September	✓	✓	✓				
October	✓	✓	✓				
November	✓	✓	✓				
December	✓	✓	✓				
January	✓	✓	✓				
February	✓	✓	✓	✓			
March	✓	✓	✓	✓	✓		
April	✓	✓	✓	✓	✓		
May	✓	✓	✓	✓	✓	✓	
June	✓	✓	✓	✓	✓		✓
July	✓	✓	✓	✓	✓		
August	✓	✓	✓	✓	✓		✓
September	✓	✓	✓	✓	✓	✓	
October	✓	✓	✓	✓	✓		
November	✓	✓	✓	✓	✓		
December	✓	✓	✓	✓	✓		✓

Source: own elaboration

As can be seen, it is a strategy that persists throughout the entire exercise, thus seeking reinforcement and positioning through different stages, among which souvenir advertising prevails.

Although it is true that it requires a high budget, the expected return on investment is very significant, not only in economic figures but also in followers and interactions, consequently, an improvement of the brand image.

2020 September - December

During the months of September, October, November and December, the Instagram and Facebook accounts will be prepared, as well as the website for the strategy for the following year.

In the case of Instagram, it will be necessary to increase the followers to start from a base with a good brand image, it would be necessary to start with at least 500 followers. The number of publications in the “stories” format should be increased. It should be noted that in recent years, profiles have obtained greater interaction with their followers in this format. Strategies will be carried out to give the account a more visual appearance and make it more attractive to users who visit it.

In the case of Facebook it is quite similar. The network of contacts must be expanded, as well as increasing the number of publications in which some recipes can be introduced in a timely manner, in a more summarized way.

For the website, all the aforementioned errors must be corrected. Improving the user experience, including the display of products, as well as loading times. The company will be optimizing its website and the impact of SEO and SEM strategies will have a greater impact.

If the company decides to implement its strategies without first correcting the errors, it would obtain much lower results. Let's remember that today Google bases its algorithm on the user experience and in the background on technical aspects such as keywords, headings, site maps, among others.

Therefore, no matter how much money is invested in ads to get organic traffic, if they cannot be loyal to the brand or spend their time on it, the web will never rank for the first positions in search intentions, which in essence, it is the main objective of the strategy.

Year 2021

During the month of **January**, an improvement of the company's website will be carried out, as well as visual content, loading times of the website itself, adaptation to the mobile version. All of them are factors that must be taken into account to achieve the success of the implemented strategy.

In the SEO section, a database will be prepared with all the improvements to be made, as well as the keywords with the highest searches, which will be proposed as the main topic of the articles. Despite this, more options that have less traffic will be included, in this way it will be the company who ultimately chooses the direction of the content to be published.

In the previous database, the main keywords of interest for an SEM strategy will be provided to the company. During the month of January, a study will be carried out based on the company's budget.

In the same way, they will begin to prepare content for the blog of the website, both articles on recipes with honey, and the benefits that honey provides. Cooking recipe publications will be made once a week, on Instagram and Facebook. The publications will contain a brief description with the ingredients and the steps to follow, in addition they will be reinforced by an illustration that shows the final result. The publication of content is a strategy that is already being carried out in 2020. In reference to the articles, an article will be published on the website each week, thus being able to keep the blog updated.

Weekly meetings will be held with the influencers with whom the company will work, in this way information will be obtained about the influencers' work methodology. In turn, the dates on which the influencers will publish the publications will be agreed. During those days, "El Brezal" will publish the content of these creators, to publicize their link with the company and increase the impact on the campaign.

Throughout the month of **February** the campaign with influencers will begin, in this sense we believe that the best way to work with influencers is to allow them total flexibility in terms of creating content and promoting the brand and products. With the meetings, it will be the influencers who determine the way of working, with the approval of the company. In this sense, a minimum of 1 monthly publication will be required. There is the possibility of working with the referral format, where influencers obtain a 10% discount for users and also receive 5% of the sale price. In these cases, it is the creators themselves who tend to make a greater number of publications since higher sales result in higher income for themselves.

According to data published by Multiplicalia, the best times to post on Instagram are at 3:00 p.m. or from 9:00 p.m. The first week of February the results of the "El Brezal" account will be analyzed. If the results are not as expected, that is, an "engagement" of more than 60% is not achieved, it will be published at different times and the month Next, the results are compared, in order to modify the schedules the following month or return to the initial schedules. With these tests, the company will be able to obtain valuable information and will be able to publish at the times that generate a greater positive return, in the form of an audience.

As explained on the previous page, in relation to the articles on the website, a weekly publication will be made, beginning in March. Therefore 40 specialized articles are required. Once the contents are obtained in the month of February, the SEO section will begin.

During the month of February, therefore, SEO will be carried out on the web and the articles will also be optimized and "copywriting" techniques will be applied to them. The first four articles should be prepared and will be published the following month.

In addition, the study of the SEM strategy will continue, which will be launched during the month of May.

The first week of the month of **March** will begin the weekly publications in the blog of "El Brezal". In the same way, the launch of these new articles will be published through "stories" on the Instagram platform, so that all platforms are connected, taking the user experience to another level and increasing audience retention in their own media.

In the month of March, to promote growth in social networks, a raffle will be held, which will consist of shipments of honey packs on a monthly basis for one year. Once a month the user can choose products up to a maximum of 500 grams of honey.

The draw will be held on the Instagram account of "El Brezal", the requirements to participate will be:

- Follow the account of "El Brezal".
- Mention two users in the publication.
- Like the publication of the giveaway.
- At least one of the two mentioned users must also follow the "El Brezal" account.

In the same way, the influencers with whom the company collaborates will be proposed to carry out the same raffle with their followers on their own account. It is possible that some of them prefer other formats or other types of awards, in that case the company would study the case and give an answer to the influencers.

The influencers for their part will make at least one publication in their Instagram stories mentioning the brand's products.

Image 74



Source: Google Images

Throughout the month of **April**, the planned content publication strategy will continue both on Instagram and Facebook and on the company's website. The influencers for their part will continue with the agreed promotions.

In the second week of April, a control meeting will be held in which the results obtained during the first months will be analyzed and reports will be prepared detailing the return on investment that Mielso is obtaining with its "El Brezal" brand.

The last week of April there will be a new draw, with a new format. This format consists of a contest in which users who wish can send videos of up to 5 minutes making recipes with "El Brezal" products. This raffle will be held jointly with the influencers who will be able to choose the prizes jointly with the company. In the case of the company, the prize will be a voucher of 100 euros for Mielso products at a specific point of sale.

In the previous months, the main points of sale will be contacted and an agreement will be sought with the one that offers better conditions, in this sense a part of the bonus would be put by "El Brezal" and approximately 20% at the point of sale. In this sense, both come out winning for what can be repeated over time, on specific dates.

Coinciding with the raffle, the YouTube channel will be opened, in which several short videos will be launched both on the production of honey, and on the main values that the company intends to transfer. The third video will consist of the winners of the raffles, who will be offered to make the recipe in detail with ingredients provided by "El Brezal", the videos will be edited by Mielso later, another video will be made in which the best moments of the contest are collected.

Image 75



Source: Google Images

The SEM strategy will begin in **May**. This strategy will consist of bidding on the keywords that the company considers most relevant. Based on the budget, it will have been chosen which keyword the company wants to bid, in this way the company manages to be present in the searches by users.

The cost depends on the competition that exists in the bids. However, there is a great advantage and that is that the company generates branding for free, since if users do not "click" on the ad, it does not represent a cost for the company.

The content plan will continue its usual course, with publications on social networks, as well as on the company's website.

Throughout the month of **June**, the network strategies will continue and content will be added to YouTube. For this, we will collaborate with the influencers who will be offered to collaborate with the brand to make a recipe. This collaboration replaces the post they must make on a monthly basis. In this sense, the company will provide the ingredients and instructions of the recipe that the influencer wishes to make.

If the influencers do not consider this methodology appropriate, the company will turn to other influencers, in this case former contestants on cooking shows, who collaborate with the company. The collaboration will be carried out in a timely manner and will only be published by "El Brezal".

In this way, users associate the "El Brezal" brand only with the influencers with whom they work on a regular basis throughout the year. To complement the contents, this option can be explored despite having the participation of influencers.

During the month of **July**, weekly posts will be made on Instagram and Facebook. In addition, the weekly article will be published on the web. However, throughout this month a Facebook Ads campaign will be launched in a complementary manner in which the company's blog will be promoted to a very specific target.

Facebook gives us the opportunity to segment in a very specific way and reach very specific niches, in this way we can direct advertising to a segment of people who follow cooking recipe pages, in this way we will ensure that the promotional content fits perfectly in the tastes of the users.

On Instagram, content will be introduced not only in the form of publications, but also the “stories” format will be used, since currently most of the interactions come from this new format, with publications in the background.

Throughout the month of **August**, the usual publications will continue and a YouTube campaign will also begin. The chance to win a year of honey for free will be offered to the winners of the contest. The contest will be based on sending videos of up to 5 minutes with recipes in which "El Brezal" brand products are used.

In the same way as in previous months, influencers will be offered the possibility of participating and holding their contests, with the same bases. All the videos obtained will be released throughout the period.

To select the winners, ten candidates will be selected and it will be the users themselves who will vote, each of the finalists will be published on Instagram in the form of a publication, the one with the highest number of "likes" will be the winner and a second will be selected.

In **September** an analysis of the metrics obtained over the previous months will be carried out. Depending on the results, the budget for the final stage of the period will be increased.

If the return on investment has been high, the company can expand its contacts with influencers and incorporate creators with more followers. They can decide to improve the conditions of the influencers they already work with on a regular basis and even follow the model of appointing them as brand ambassadors, building a long-term relationship.

Instagram, Facebook and the “El Brezal” blog will keep pace with the publications that have been followed throughout 2021. If the market share has grown, a new SEM strategy can be incorporated, in which directly to the market leader, investing in those keywords where said company is obtaining a greater number of organic traffic.

Throughout the months of **October and November** the usual course of publications will continue. As a novelty, a subscription to the company's website will be introduced in which discount coupons are obtained for the points of sale, when an amount of purchases worth more than 10 euros per month is accumulated. The subscription will be free, only the user's email must be provided, as well as their name and date of birth.

The subscription model allows the company to retain its customers and generate a database with which to apply email marketing techniques. They must add value to customers in 80% of shipments and only seek conversion in 20% of them.

Finally, in **December** a final report will be produced, with a detailed analysis of the return on investment obtained by the company, the growth in social networks, as well as the organic traffic obtained through the web.

In the same way, meetings will be held with the influencers in which they themselves will present the points that they consider should be improved and also those aspects that they wish to highlight in a positive way. The results obtained in the collaborations will be shown and based on them it will be decided to continue or not, the relationship with them.

The company will make a video adapted to each of its platforms showing the progress made and how the number of people who are part of the "El Brezal" family has been increasing.

The concept of family can be replaced by the term club, ultimately, the formula must be found so that users feel that they are part of the company. It is not only the fact of making a purchase, but of making a purchase from a company that has helped you or with which you share the same ideals.

Therefore, a short message will be sent to them by all means and a comment will be posted on YouTube in which users are invited to propose improvements and new products. Logically, in January, an explanatory video should be made in which users see the involvement of the company and regardless of whether they are implemented or not, show that they are aware of the thoughts of their customers and that they are especially important, all and each one of them.

9. BUDGET

In relation to the budget for 2021, it will be divided into the different areas among which it will be distributed.

SEO

To carry out the SEO work, a budget of one hundred euros will be necessary for each of the articles published on the web. When a total of 10 articles are made, the budget necessary to carry out the actions will be 1,000 euros.

Within this section, they must also take into account all the expenses associated with the maintenance of the website, as well as the writing of articles. If it is decided to contract externally, the writing of articles tends to oscillate in prices, between 20 and 30 euros per unit. Which would mean an outlay of 300 euros.

SEM

For the SEM campaign, the expenses will depend on the keywords that the company decides to work with. As a guide, from an initial outlay of about 1,500 euros, the company could obtain a positive return on investment.

Influencers

In reference to the influencers campaign, the budget varies depending on the conditions stipulated by each of them.

Next, the influencers are detailed, as well as their corresponding contacts. The prices depend on the relationship with the companies, if it is short or long term or if the influencer himself is going to benefit, in the case of obtaining percentages of sales.

- Quierocupcakesbcn: quierocupcakesbcn@gmail.com
- Rocio Arroyo: Instagram Direct.
- Recetas Topes de Gama: recetas@topesdegama.com
- Aziztime: Instagram Direct.

An approximate budget is made in the following section, taking into account that the influencers will make a monthly publication for the company.

Approximate monthly budget: 15,000 euros

Instagram Giveaways

The giveaways on Instagram will have a relatively low cost for the company since the prizes will be related to its products. However, it must be taken into account that a person must be hired to manage the draws or dedicate staff from the company itself to these tasks.

Approximately the cost of the raffle prizes will be around 20 euros per month. If staff had to be hired, the cost would be around 200 euros per month for the company.

Youtube

For the YouTube platform there will only be a cost if they decide to edit the videos obtained in the raffles. In the long term, the company can get paid by placing ads on its videos. Assuming that an editor is hired, the cost is around 500 euros per month, for a low volume of work.

In the case of "El Brezal", the editor or publisher should only improve the videos by adding filters or effects and cutting out those parts that are not essential. As these are short videos, it does not involve a large volume of work.

Structure costs

They have to count on the cost of the staff that manages the entire marketing strategy, to unite the different areas they must be in constant communication and therefore hold weekly meetings.

Offline environment

For the fairs in which the company participates, a budget of 400 euros per year will be allocated, with which the company will be able to test its products in its stands, as well as send product samples to potential clients and its most important clients. Likewise, 520 euros will be allocated for the raffles at the points of sale.

Final budget summary

To carry out the marketing campaign for the year 2021, a budget of 191,840 euros is required, broken down into the following sections.

SEO: 1,300 euros.

SEM: 1,500 euros.

Influencers: 180,000 euros

Instagram giveaways: 2,640 euros.

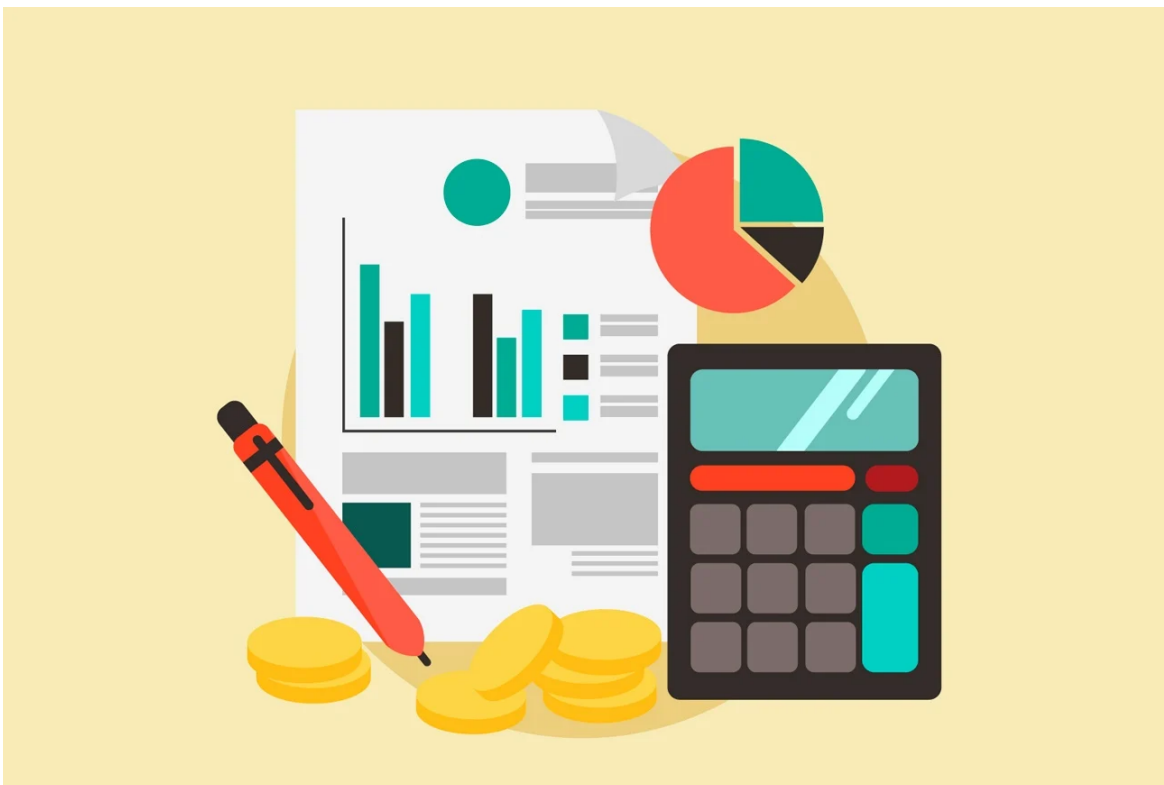
Youtube: 6,000 euros.

Fairs and events: 400 euros.

Sweepstakes at points of sale: 520 euros.

Total budget: 192,360 euros.

Image 76



Source: Google Images

10. CONTROL

To ensure the correct operation and adequate implementation of the strategy. Goals will be established that will be detailed in the following sections, monthly meetings will be held in which the data obtained based on the expected results will be analyzed.

Website: during the first months, the aim is to obtain 100 daily visits to the profile. In March, the expected visits increase to 300. During the last quarter of the year, it is expected to obtain 3,000 monthly visits to the profile.

Instagram: throughout the year, both the visits to the profile as well as the interactions by the followers should increase. Exponential growth is expected, managing to double the followers with which it begins each month. The same happens with the likes obtained in the publications.

Facebook: in the same way as on the Instagram platform, it is expected to double the results with which it begins in the month of January.

Youtube: by not having a previous reference, since the account starts from zero, there is a greater acceptance margin for the results. However, with a fan base from the rest of the platforms, it is expected to reach 1,000 subscribers by the month of September 2021.

From this point on, the business can earn income through the Google AdSense platform. The year is expected to end with 3,000 subscribers and around 200,000 visits.

At the same time, it is taken into account that in a possible scenario in which the pandemic advances and citizens are subjected to greater restrictions. The economy tends to be affected and consumer spending decreases.

The company would launch a new range of products adapted to this situation, in which cost leadership would be sought, while minimizing its marketing spending. Organically, the company can continue to develop and consolidate its social networks. However, influencer marketing would be completely dispensed with.

In the case of not reaching the objectives, with an economic situation that is not especially critical, the influencers work team will be modified and new collaborations will be made. If the social media campaign does not generate a positive return, the company will dedicate its resources to mainstream media.

Mielso must dedicate a department of their company to the marketing campaign and within it, there must be a work team for the control phase. In this sense, an active control is sought, in which errors are corrected in the fastest way.

Image 77



Source: Google Images

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14. ANNEXES

Interview with Mielso

Friday January 15, 2021

Assistants: D. Jorge Sorribes and D. Alessandro Picardi

Positions: CEO and Export Manager

Medium: Microsoft Teams

Time: 10am - 11am

Question 1

How many departments does the organizational structure of the company have?.

6.

Question 2

Could you mention each of the departments?.

Sales, Purchasing, Quality, Administration, Production and Technical.

Question 3

How many workers does the company currently have?.

The company currently has 44 workers.

Question 4

What are the main strengths that you would highlight in your company?.

We certainly believe that the know-how of four generations stands out, as well as our ability to adapt. We have extensive experience in markets that are difficult to access, largely thanks to our large production capacity.

Question 5

In case Mielso had weaknesses, what would they be?.

The company operates in a very unstable environment, where prices vary drastically, droughts can negatively affect production, all of which can affect Mielso and are factors that are practically impossible to control.

Question 6

What distributors intervene so that the product reaches the final consumer in Spain?.

Sometimes direct sales are made to the retail channel or through agents / representatives.

Question 7

Can you name us the five most outstanding Marketing actions that the company has carried out in 2020?.

The most outstanding actions have been the participation in fairs abroad and the maintenance with weekly posts on the Facebook page of El Brezal.

Question 8

What objectives has the company set for 2021?.

The main objective is to improve the branding of our brand "El Brezal", we also want to consolidate ourselves in international markets, as well as explore new markets.

Question 9

What marketing actions does the company propose for 2021?.

Digital Marketing Actions through "El Brezal" social networks to increase sales in foreign and national markets. We also want to implement a marketing campaign for the Alibaba B2B Marketplace where some of the products of "El Brezal" are present.

Question 10

In 2019, according to data published by Statista, Mielso's main competitors were: Granja San Francisco (SL) Apisol (SA), Euromiel (SCL), Maes Honey Inter (SLU), Natural Apícola (SL), Primo Mendoza (SL) , Reina Apícola Levantina (SL) and Hernando Hurtado (SA). Are these data correct?.

The data is correct.

Question 11

Following an order from highest to lowest importance. What are the three countries in which Mielso registers the highest number of exports?.

Hong Kong, Saudi Arabia and Egypt.

Question 12

What are your main competitors in these markets?.

Langnese, Honeymoon, Flower Nectar and Capilano.

Question 13

Could you indicate which distributors intervene so that the product reaches the final consumer, in each of the three markets, where Mielso makes a greater number of exports?.

For distribution in foreign markets and especially outside the European Union, Mielso uses importers / distributors due to the complexity of the product.

Main conclusions

1. Regarding marketing, distributors are in charge of carrying out daily promotions at the points of sale. Therefore, **an important part of the advertising does not depend directly on the company.**
2. In foreign markets they have several **distributors** with whom they **coordinate**, as they sometimes request their collaboration when planning and executing marketing campaigns.
3. **Not all distributors work in the same way**, some of them apply the direct discount, others 3x2 promotions, while a few choose branding actions.
4. As markets function differently, it would be interesting to manage an account in each of the social networks, for each market. **Without unifying the entire target audience in a single account.**
5. Mielso wants to carry out a marketing campaign for a **single international market**. This would be the case in the Middle East. Since in this country the **distributors do not carry out sales promotion.**
6. Before launching the campaign, Mielso wants to **contact its distributors** in the Middle East to obtain their approval and not create a **possible conflict of interest.**
7. Promoting your brand "El Brezal" **could upset the company that imports**, such as European Gourmet.
8. The main objective of the marketing campaign is **branding.**
9. Its distributors have worked **with public figures** related to the **world of cooking**. In particular, it has worked very well, a collaboration of one of their distributors with a **Masterchef participant.**
10. Collaboration with influencers in the **Middle East market is proposed.**