

**UNIVERSITAT
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COMMUNICATION PLAN

CALDUCH
LABORATORIOS



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CALDUCH
LABORATORIOS

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1. EXECUTIVE SUMMARY

During this final degree project of Business Administration, we are going to analyse the company Laboratorios Calduch. This company appeared in Vila-real, however a few years later, moved to Castellón. Nowadays we can say that has been in Castellón for more than 100 years.

We are going to carry out a strategic analysis that will help us to make a diagnosis of the company. Then, we will propose a Communication Plan coordinated with the analysis of Laboratorios Calduch. We will start presenting the company, its links with the area, its resources, and its capacities. Later, we will analyse the environment, using the PESTEL tool.

Next, to find out what hedging strategies the company follows, we will analyse the relevant market. In addition, we will answer questions about its demand: who buys, why, what they buy, how they buy, how much they buy and when.

Further on, we will analyse the levels of competition, for that we will consider the needs that we had identified above, and we will study the strengths and weaknesses of its direct competitors. Then, we will identify different customer segments, for doing that we will use the results of a survey, and we will also carry out a positioning map of the company. Finally, we will use the SWOT tool to establish a diagnosis of the situation of the company and the market with the aim of making decisions.

Subsequently, we will define the general objectives of Laboratorios Calduch, we will develop its strategies and the 4P'S of the marketing mix. At this point, we will begin the Communication Plan by setting SMART communication objectives. These, based on the SWOT and along the same lines as the general objectives, we will help us to design the strategies and the future actions. Then, we will explain the budget and timetable for each action. Finally, we will indicate which KPI's will show us when we obtain the expected results according to the objectives and we will set out a contingency plan, I mean, a plan "B" in case the results are not as we had planned.

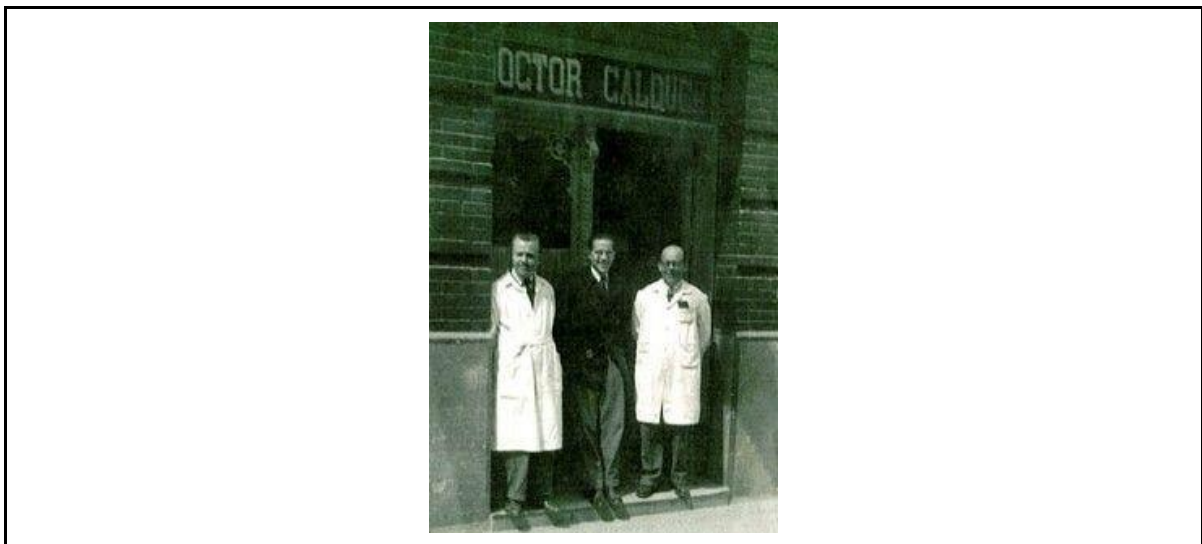
2. LABORATORIOS CALDUCH

2.1 What is it? How did it appear?

Dermo-Suavina Calduch arose in 1880 in Vila-real from the need to find a remedy for the cut lips and hands of local farmers. (Laboratorios Calduch, n.d.)

Its creator, Vicente Calduch Solsona, was a pharmacist who made different ointments from natural ingredients. One of them, known as "Ungüent de Vila-real" (Ointment of Villa-real), became popular among the surrounding villages. (Illustration 1). (Laboratorios Calduch, n.d.)

Illustration 1 First Calduch Pharmacy (Vila-real)



Source: Laboratorios Calduch website, 2022

Around 1909, this business passed to Vicente Calduch's sons, who opened three pharmacies in Castellón, Barcelona, Almazora and one of them continued in Vila-real. However, it was not until 1916 when the business was transformed from a small pharmaceutical laboratory into a mass production. That change caused more commercialisation and, as a result the creation of Laboratorios Calduch and the Dermo-Suavina brand. (Laboratorios Calduch, n.d)

Despite the passage of time, the Castellón Pharmacy is situated in Enmedio Street and is still owned by the same family who sells its products directly there. Adding other distribution channels that we will see in the following sections.

We are currently in the fifth generation of Laboratorios Calduch and we can find two brands. (Illustration 2) On the one hand, the brand under the same name as the company, Laboratorios Calduch, which has hydroalcoholic gel in different formats. On the other hand, Dermo- Suavina. Although its more famous product is the original lip balm in a circular format, it can also be found in tube format or even in different versions (more moisturising, with sun protection or anti-pollution), hand cream and soap. (Laboratorios Calduch, n.d)

In addition, we know on 20th of February 2022 thanks to the shop window of the Calduch Pharmacy in Castellón (Illustration 3), that they will be launching soon two new versions of lip balm, one for children and another with orange oil (nothing has been announced on the website or on social networks). It should be added that one part of the profits from the orange oil lip balm will be used to collaborate with the Down's Syndrome Association.

Illustration 2 Brands and products of Laboratorios Calduch



Source: Own elaboration

Illustration 3 Shop window 20/02/2022 Laboratorios Calduch Pharmacy



Source: Own elaboration

2.2 Resources and capabilities

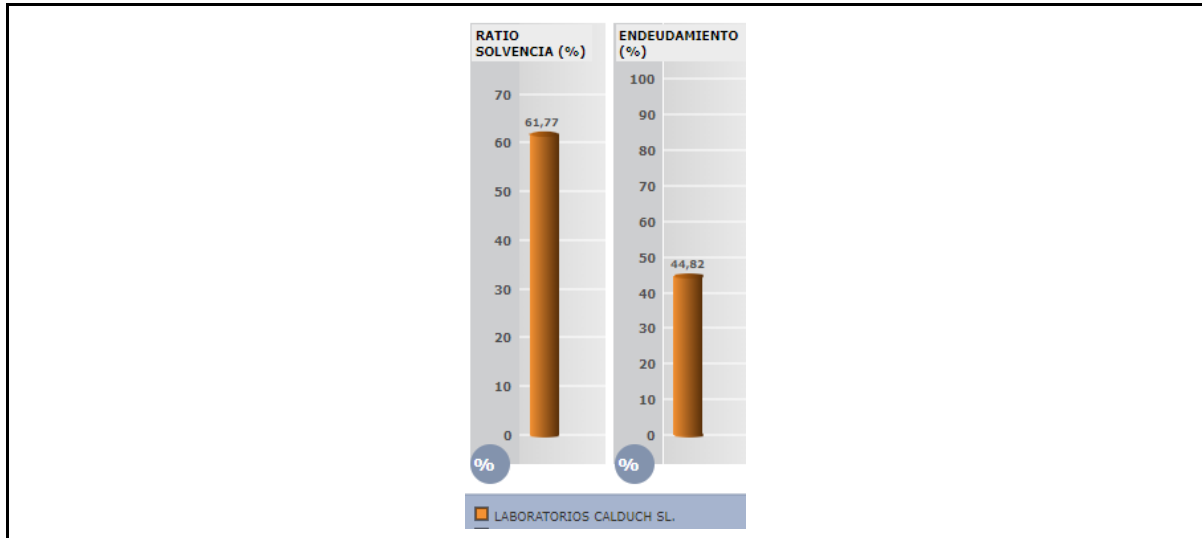
2.2.1 Financial Resources

Laboratorios Calduch S.L has the 183rd position in the ranking of companies from the same sector (cosmetics sector) according to sales. (eIEconomista, 2019).

On the one hand, if we look at Illustration 4, we find two ratios: the solvency ratio and the debt ratio. The solvency ratio means that Laboratorios Calduch could pay its debts 61.77 times with its assets. And the debt ratio means that liabilities are 44.82% of net assets, in other words, debts are 44 times higher than net assets.

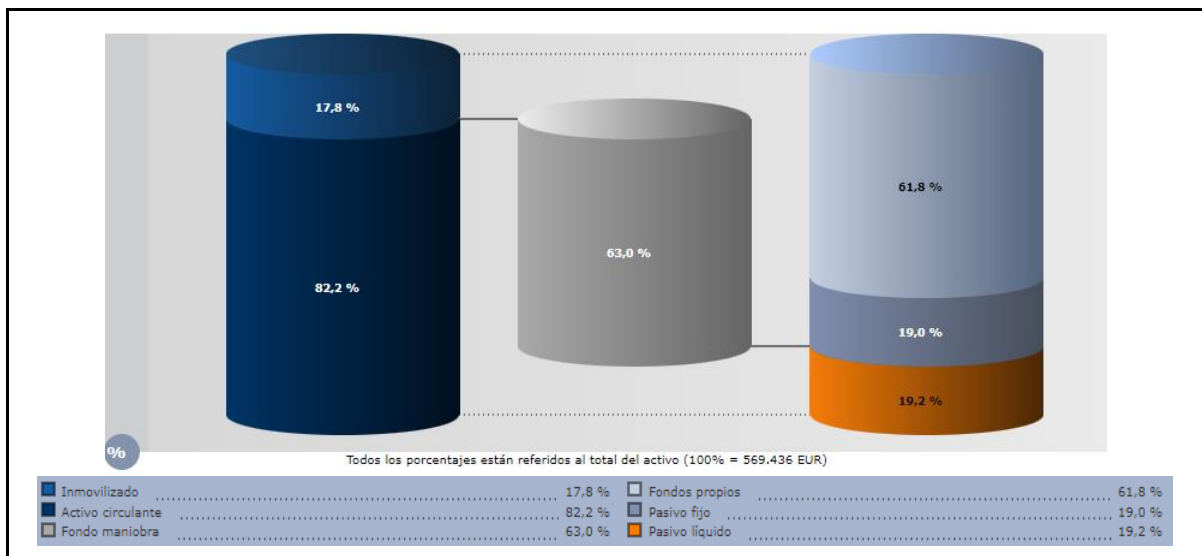
On the other hand, we will analyse Laboratorios Calduch financial structure through the latest balance sheet provided in SABI of the year 2020 (Illustration 5). We want to outline that the total non-current assets and most of the current assets are financed with permanent resources, I mean, equity and non-current liabilities. With this information we can conclude that Laboratorios Calduch is financially balanced. (SABI, 2022)

Illustration 4 Solvency and debt ratios Laboratorios Calduch 2020



Source: SABI, 2022

Illustration 5 Financial structure Laboratorios Calduch 2020



Source: SABI, 2022

2.2.2 R+D Resources

Laboratorios Calduch is a good example of how combining tradition with innovation can go a long way. An example of this is the Export, Tourism and Accord 2020 Award presented to the company in 2021 by the Cámara de Comercio of Castellón. As María

Bellmunt said in her speech during the awards ceremony, "Laboratorios Calduch believes in internationalisation as a source of benefits that promotes innovation and business growth".

2.2.3 Human Resources

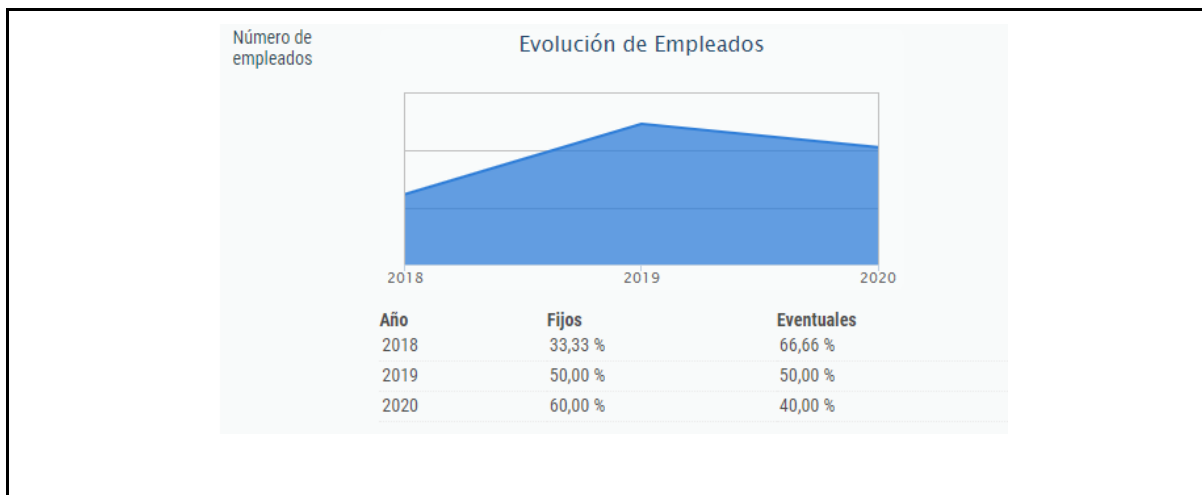
We can see from the SABI (2022) that in 2020 Laboratorios Calduch had 9 employees of which we highlight Vicente Calduch as CEO (Table 1). Furthermore, we can see in Illustration 6 that since 2018, permanent contracts have been increasing and temporary contracts have been decreasing. (Statista, 2022)

Table 1 Average number of employees of Laboratorios Calduch in 2020

2020	Women	Man
Distribution of employees	6	3

Source: SABI, 2022

Illustration 6 Number of employees Laboratorios Calduch



Source: Statista, 2022

2.2.4 Physical Resources

Laboratorios Calduch, as we had mentioned above, has a retail store located in the Enmedio Street in Castellón. In the same building we can find the production of all its

products (Illustration 7) and its administration. The warehouses are also located in the pharmacy itself and in an industrial premises on the suburbs.

Illustration 7 Packaging process of the traditional Dermo-Suavina Balm



Source: *el Periódico Mediterráneo*, 2018

2.2.5 Marketing Resources

We know that Laboratorios Calduch has a Community Manager who is in charge of all the company's marketing. This resource will be explained in more detail throughout the Communication Plan.

2.2.6 Corporate Social Responsibility

As indicated on the Laboratorios Calduch website, the Dermo-Suavina brand's contribution to the community is one of its pillars. Among its social commitment work, the company has been collaborating for more than 30 years with the Down's Syndrome Foundation of Castellón and its Training and Employment programme.

Another of its pillars is the origin of its products, 100% natural, creating the opportunity to offer quality and ecological products. (Laboratorios Calduch, n.d)

2.2.7 Distinctive capabilities

What began as a village ointment has now reached many countries. This has been thanks to the effort and the great capacity to adapt to the needs of customer. It is reflected in the wide variety of formats of its products. Also, its ability to know how to combine the tradition of natural products with innovation and making inhabitants of the province of Castellón feel proud of this historic product. (Illustration 8)

Illustration 8 Distinctive capabilities of Laboratorios Calduch



Source: Own elaboration

3. PESTEL ANALYSIS

With the PESTEL analysis we will try to understand the dynamics of the market and to consider the external factors to which it is exposed.

3.1 Political

On 7th January 2020, Pedro Sánchez (PSOE) was elected President of the Government after the parliamentary vote. He formed a ministerial cabinet with the PSOE and Unidas

Podemos, the first coalition government of the current democratic period. (Santander, 2021)

The government's budget proposal for 2021 was approved by parliament with the support of 11 political parties including the Catalan and Basque separatists. (Santander, 2021)

Focusing on the perfumery, cosmetics and the hygiene sector, we can find some trade barriers related to the export to countries such as Argentina, Brazil, China, Japan, among others. The main reason is that they do not use the same procedures and rules as the EU, resulting the necessity of licences and requirements. (Secretary of State for Trade, 2021)

3.2 Economic

It was not until 2014 when Spain began to recover from the economic crisis of 2008. But the current COVID-19 crisis has led to a significant and historic decline in GDP. What is more, Spain's fall being one of the most significant in Europe. (Table 2) (European Commission, 2021)

Table 2 Spanish GDP growth (annual %)

Year	2005	2010	2020
GDP growth (%yearly)	3,70%	0,20%	-10,80%

Source: Own elaboration based on Eurydice España-REDIE (INEE, MEFP) from the Spanish National Accounts (INE), 2022.

The most affected sectors are tourism, representing 12% of the country's economy, and SMEs. Both are the main generators of employment, and they have tried to survive during the pandemic situation. (European Commission, 2021)

The perfumery and cosmetics sector also suffered penalties. According to a study published in October 2021 by Informa's DBK Sector Observatory, the effects can be seeing in a national level by 9.9% and at export level a decrease of 17.4%, I mean, 4,028 million euros and 3,562 million euros, respectively, during 2020. An upturn could be

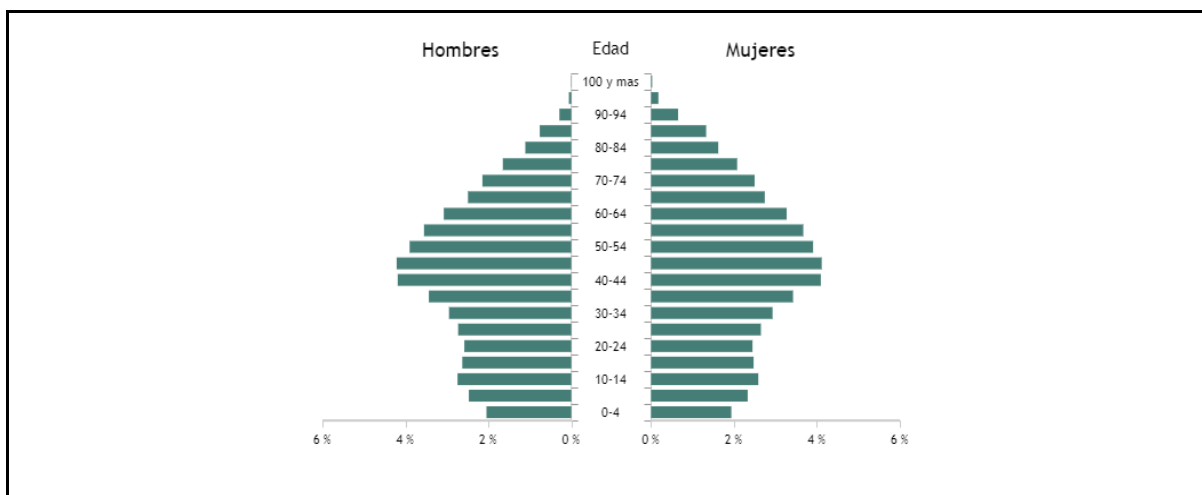
observed in 2021, but they remain lower than in 2019. The structure of the sector shows that even though there are 640 companies dedicated to perfumery and cosmetics throughout Spain, the five largest companies represent 34% of the sector's total revenue.

Another important factor to consider is the high rise of the CPI (Consumer Price Index) during 2021 and 2022. The year-on-year rate in December 2021 placed at 6.7%, the highest in the last 20 years. This rise is linked to the global supply crisis and the rise in electricity prices. Some organisations make forecasts about how far this may go, but what is clear is that prices will rise, and this will have an impact on the spending and income of Spanish. (Domínguez, 2022)

3.3 Socio-cultural

As we can see in Illustration 9, the age ranges with the highest population are those between 40 and 64 years old. As a result of that we can see a regressive population pyramid because the older population is higher than the younger population, in other words, an ageing of the population can be observed. In addition, women represent 51% of the population. (Datosmacro, n.d.)

Illustration 9 Registered population Pyramid in Spain on 1/01/2021



Source: INE, 2022

If we focus on the levels of inequality in the labour market, the COVID-19 crisis has led an increase in the number of people exposed to poverty or social exclusion, especially among the youngest. (Datosmacro, n.d)

The pandemic has led to a change in consumer spending habits. (Illustration 10) The latest study carried out by the Association of Manufacturers and Distributors (AECOC) on the purchasing and consumption habits of Perfumery and Cosmetics in the new normality (dates from the end of 2020). It indicates that for 66.2% of Spaniards it is important to convey a good image, but in 49% of cases the pandemic has had a negative influence on the economic situation, causing them to take initiatives such as comparing prices online and in physical shops, 52.2%. Moreover, four out of ten focus on aspects such as price and promotions when they have to decide. (INE, 2021)

Another study conducted by Kantar for the National Association of Perfumery and Cosmetics (STANPA) in 2020 indicates that more than half of Spaniards, in particular 56%, prioritise buying local brands to support the economy, as well as, they try to find out about the origin of the products. (López, 2021)

Illustration 10 Change in consumer spending habits 2020



Source: Own elaboration

3.4 Technological

As the National Association of Perfumery and Cosmetics (STANPA) states, "the cosmetics industry is a positive example of the role that innovation and development can

play in today's society". Not only in the number of resources that are available for innovation, which is around 3.4% (307 million euros) per year, but also in the speed of the process.

To guarantee that each product complies with the legal conditions, a series of tests and trials are necessary to ensure safety, greater efficacy and to meet new consumer needs. For example, anti-pollution products, sunscreens with advanced functionalities, products for the elderly people...

Consumers are increasingly willing to pay more in exchange for personalisation, that is why studies are already being carried out using Big Data. Other tools such as photonics (KET or Key Enabling Technology) to correct some marks on the skin or even thought a service offered virtually. An example could be the launch of the Douglas e-Beauty Services brand to enjoy a beauty online experience.

3.5 Ecological

More and more consumers are becoming more demanding, and they are looking for products that follow environmentally friendly processes (CSR) and have a good ethical image, reflecting greater hygiene and health. (Lerma and Munné, 2020).

In fact, a study by L'Oréal (2022) called One Green Step states that 84% of Spaniards intend to lead a more sustainable life by 2022, 8% more than the global average.

This has had an impact on the evolution of cosmetics, with companies launching more and more natural products, called, as we will see below: ecological, biological, natural or organic. According to a study by Grand View Research (2019), organic personal care products are expected to grow by 8-10% by 2025. (Rut, 2021)

A distinction must be made between the different types of environmentally friendly products: (Insolit, n.d.)

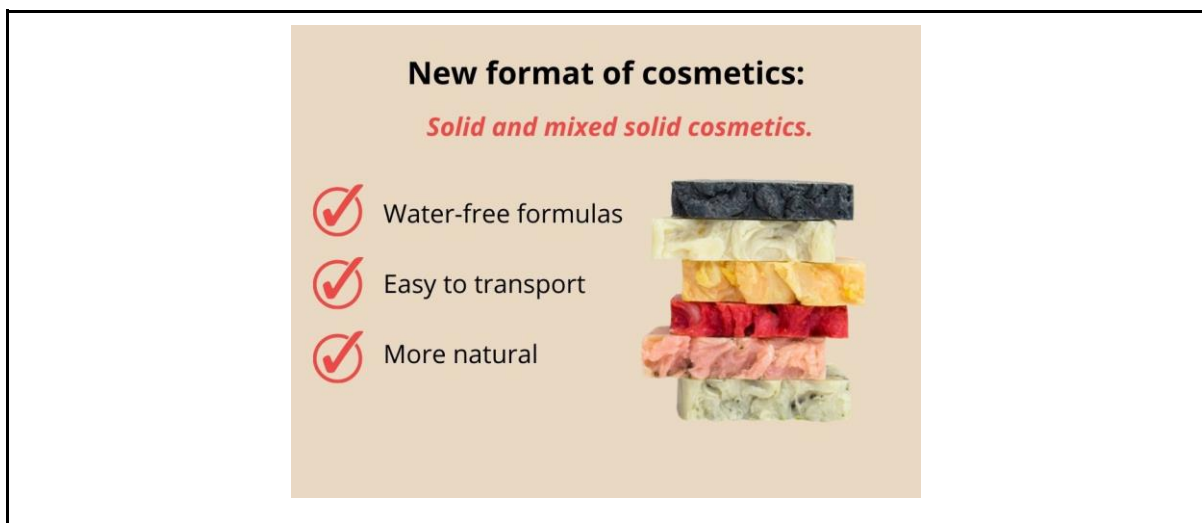
- Natural and organic: according to the UNE-ISO 16128:2019 standard, these are those whose ingredients are obtained only from plants, fungi, algae, animals, microorganisms or minerals, including those obtained from these materials by

physical processes such as drying or distillation, fermentation or traditional processes.

- Ecological and biological: in addition to the others these ones also are produced following the criteria established in the European Regulation on organic farming (EC) n° 834/2007. There are recognized certifications such as COSMOS. It consists of a series of criteria that companies must meet to ensure consumers that their products are manufactured from sustainable practices. Among these criteria we want to emphasize in: they cannot be tested on animals; they have to offer transparent information to the consumer or the absence of GMOs (genetically modified organisms). A cosmetic is considered organic/biological when at least 95% of the ingredients are certified organic.

In addition, this has caused the emergence of cosmetics in new formats, known as solid cosmetics (Illustration 11). This is characterised by the fact that it is made with water-free formulas or with a small quantity. In the case of shampoos, when it is mixed with water, the product generates a foam. (Ródenas Teresa, 2020)

Illustration 11 The future of cosmetics



Source: Own elaboration

3.6 Legal

If we focus on the cosmetics sector, it should be noted that on the Regulation (EC) 1223/2009 of cosmetic products, applicable since July 2013, about the regulation of cosmetic products at European level (both in terms of labelling, composition, distribution and manufacture) we should add the Royal Decree 85/2018 with the aim of offering safer products. (Legal, 2022) (LegalToday 2018)

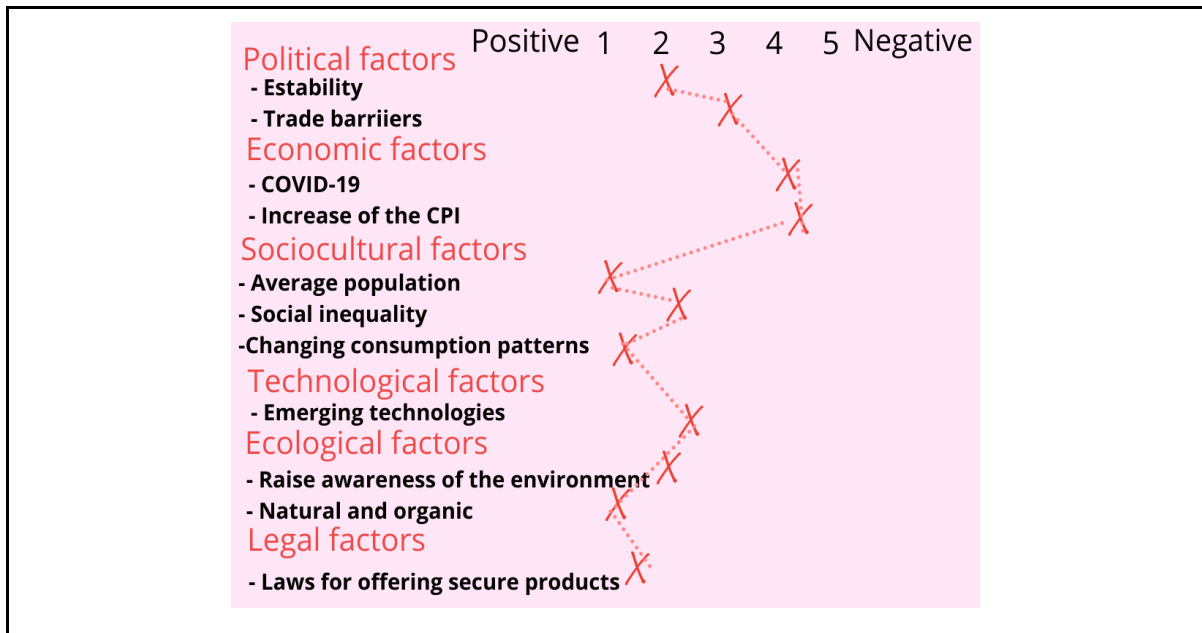
The most relevant issues addressed in this regulation are:

- The safety conditions of cosmetic products are ensured by the availability of certificates of conformity to good manufacturing practice.
- Spanish Cosmetovigilance System with the aim of collecting, evaluating and monitoring undesirable effects of cosmetic products.
- Greater market control through the National Cosmetic Products Alert Network. This network is coordinated by the AEMPS and is made up of the health authorities of the autonomous communities. As the name suggests, it is based on sharing information through a network system and to detect cases of risks for human health caused using cosmetic products.
- In the case of imported products, there is a sanitary inspection to prevent the entry of illegal, counterfeit or harmful products, offering greater protection to both companies and consumers.

On the other hand, the hydroalcoholic gels of cosmetic nature, I mean, those whose purpose is to wash hands in day-to-day conditions, especially when washing with soap and water is not possible, the European Commission published in November 2020 the guidelines that the packaging of these products must follow. (AEMPS, 2020)

To sum up, we have grouped all these factors in the Illustration 12 according to the negative or positive influence towards Laboratorios Calduch company brand.

Illustration 12 Influence of external factors to Laboratorios Calduch



Source: Own elaboration

4. MARKET AND DEMAND ANALYSIS

4.1 Relevant market, significant market, product-market

The relevant market is the set of substitute products that satisfy a particular need of the total set of potential buyers.

We find three dimensions:

- Buyers: who are divided into strategic segments (macro-segments). We can classify them into three types: end consumer, public consumer and organisational. In this case we are dealing with the first, private individuals.
- The needs or generic functions: I mean, the reasons why the consumer decides to buy the product. We could separate them into two: hydration and hygiene.
- Technological alternatives: concrete ways of satisfying a generic need.

Each of the needs has a different reference market, therefore we have developed two. In each one we have studied the three dimensions.

After knowing the size of our relevant markets, we will focus on the significant market, which is the set of product-markets in which the company wants to compete.

The product-market refers to a group of customers looking for satisfying a specific function with a single technology.

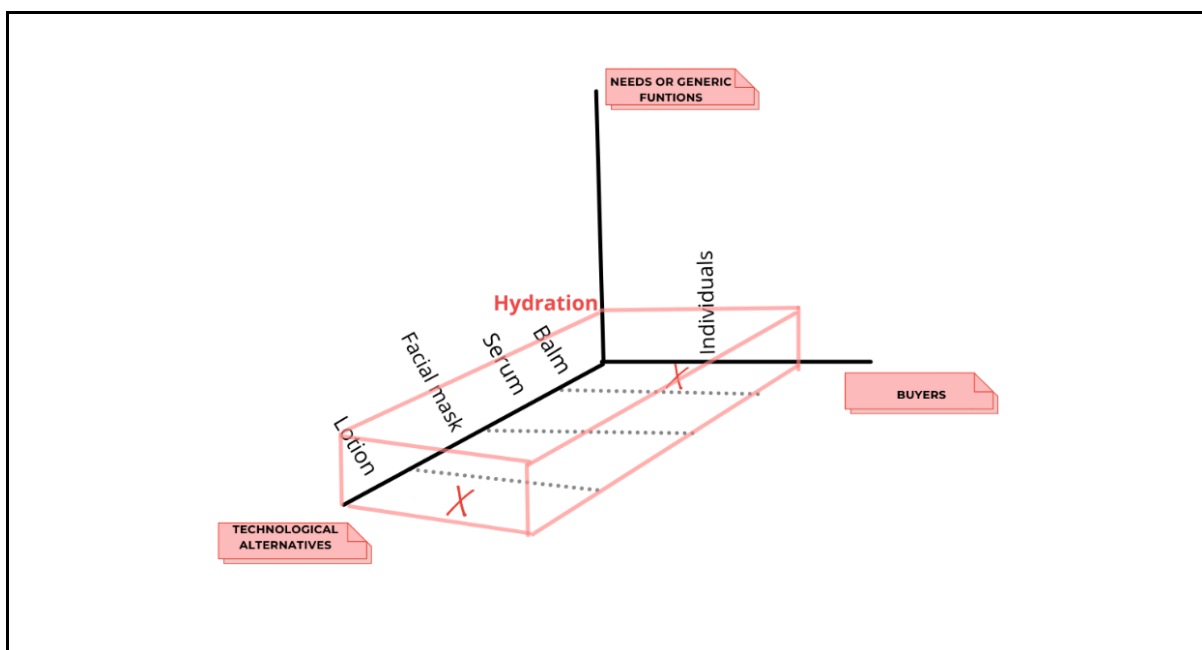
There are different hedging strategies for the relevant market. (Vallet, T. et al. 2015).

In the case of Dermo-Suavina, as we will see below, we can find that in both needs there is a partial distribution, in other words, it is specialised in different product-markets in relation to each other.

RELEVANT AND SIGNIFICANT MARKET: NEED FOR HYDRATION

On the one hand, we are going to focus on the moisturise need. We can satisfy this need through face, body or hand creams, masks, moisturising soaps, balms or serums. As we can see in Illustration 13 and Table 3, the Dermo-Suavina brand focuses mainly on lip balms, which is where we find the star product, and also on hand creams for the end consumer.

Illustration 13 Relevant and significant market with hydration need



Source: Own elaboration

Table 3 Significant market: hydration

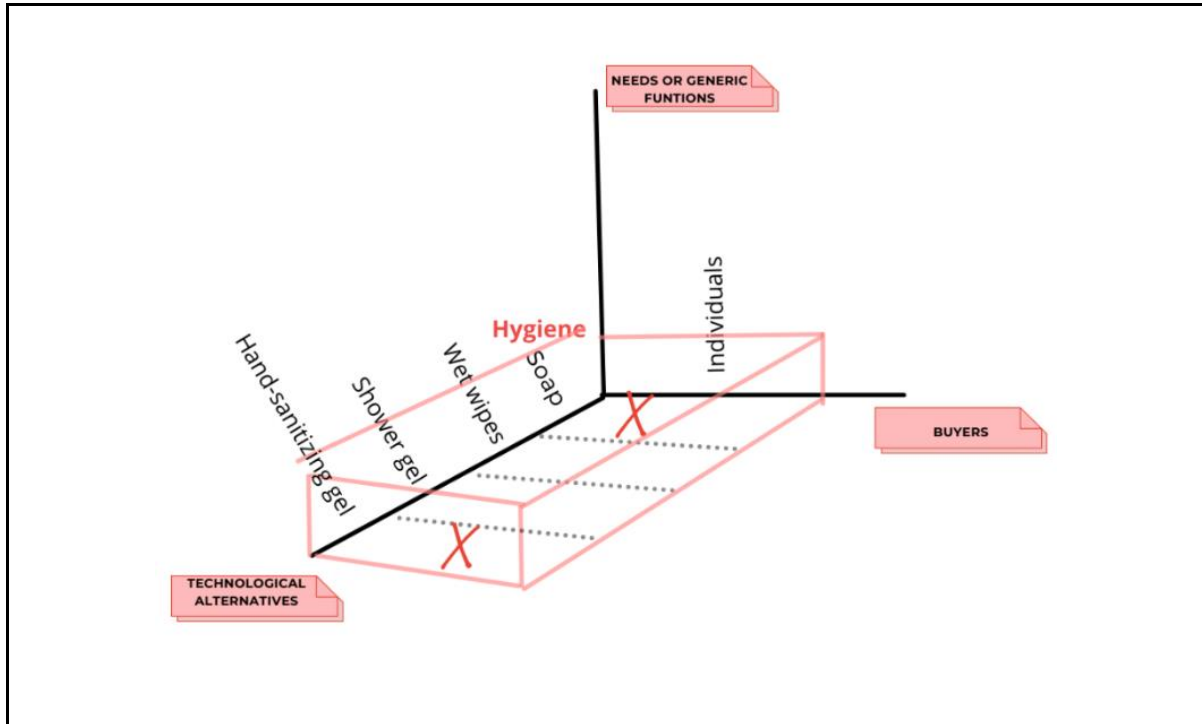
	Hydratation	Individuals	Business	Public administration
	Balm			
	Serum			
	Facial mask			
	Lotion			

Source: Own elaboration

RELEVANT AND SIGNIFICANT MARKET: NEED FOR HYGIENE

On the other hand, in case of covering the need for hygiene. This can be satisfied through soap, gel, wet wipes, among others. In Illustration 14 and Table 4 we can see how the brand Dermo-Suavina has focused exclusively on hand soap in bar format. This cause a relation with the previous relevant market because it is used for the same body area as the hand cream mentioned in the previous relevant market, and the brand Laboratorios Calduch in hydroalcoholic gels in different formats.

Illustration 14 Relevant and significant market with hygiene needs



Source: Own elaboration

Table 4 Significant market: Hygiene

Hygiene	Individuals	Business	Public administration
Soap			
Wet wipes			
Shower gel			
Hand-sanitising gel			

Source: Own elaboration

4.2 Types of customers and patterns of use

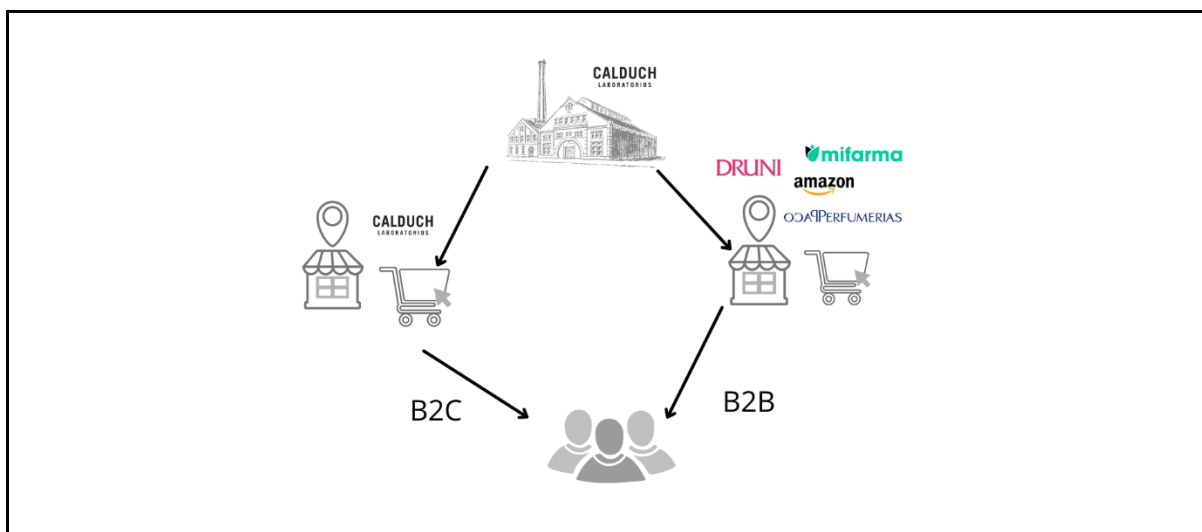
If we look at Illustration 15 on the distribution scheme of Laboratorios Calduch, we can see that they are responsible for manufacturing their own products and also for selling them or in their own pharmacy located in Enmedio Street, Castellón de la Plana, or also

through the pharmacy's website, as they do not have yet an on-line purchasing on the Laboratorios Calduch website.

Moreover, it is also responsible for distributing it, in both, physically and online to other companies (Amazon, Druni, Mifarma, pharmacies...).

Therefore, we can say that we find both a "business to consumer" B2C channel and a "business to business" B2B channel. In either channel if we follow the markets that we have said before, we can find that they end in a private consumer.

Illustration 15 Scheme Dermo-Suavina consumers



Source: Own elaboration

Now, we will analyse the target group and their buying behaviour. To do so, we will answer the following questions:

Who buys?

Although more and more men are choosing to use cosmetic products, are still women who make the biggest purchases in this sector. That is why their average expenditure is 32% higher.

We can also find significant differences in the age of the buyer. Younger people are the segment that spends the least, as opposed to those over 55 who can spend up to 85% more.

Within the Spanish communities we can find that Navarre and the Basque Country tend to pay more attention to these products than other communities such as the Canary Islands, the Comunidad Valenciana or Andalusia. (BeautyProf, 2021a)

Why do they buy?

There are several factors that influence the moment of purchase. One of them is the opinion based on the experience of friends and family that often makes us buy a particular product.

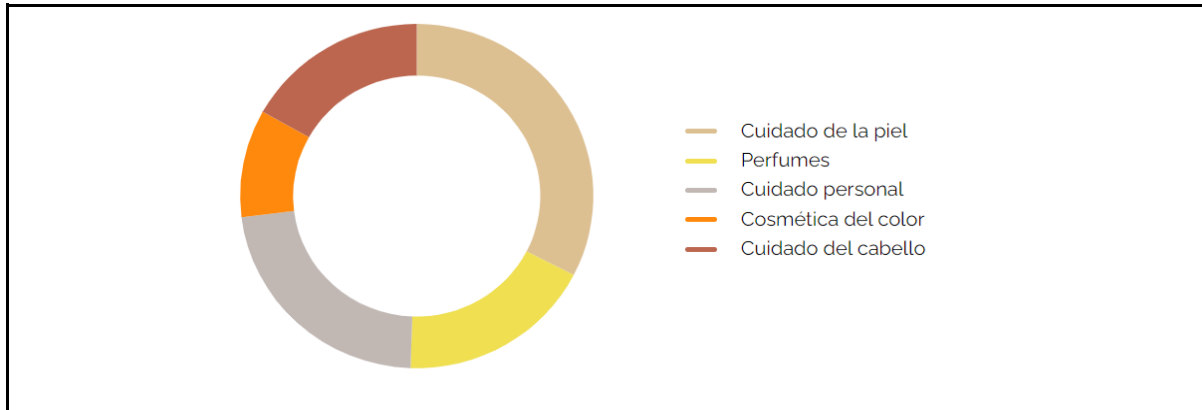
In addition, professional advice remains an incentive to continue to shop in shops such as pharmacies as opposed to the convenience of self-service supermarkets and hypermarkets. (STANPA, n.d)

To all this, we must add that eight out of ten people, if they cannot find a product in their usual shop, tend to avoid changing brands and look for another place to buy it. This leads us to believe that this is a sector with a high level of loyalty (Lerma and Munné, 2020).

What do they buy?

Illustration 16 shows that the category that stands out most within cosmetics is skin care with 32% and within this, face care with 60% followed by personal care. This information reflects the concern for healthy habits and skin care

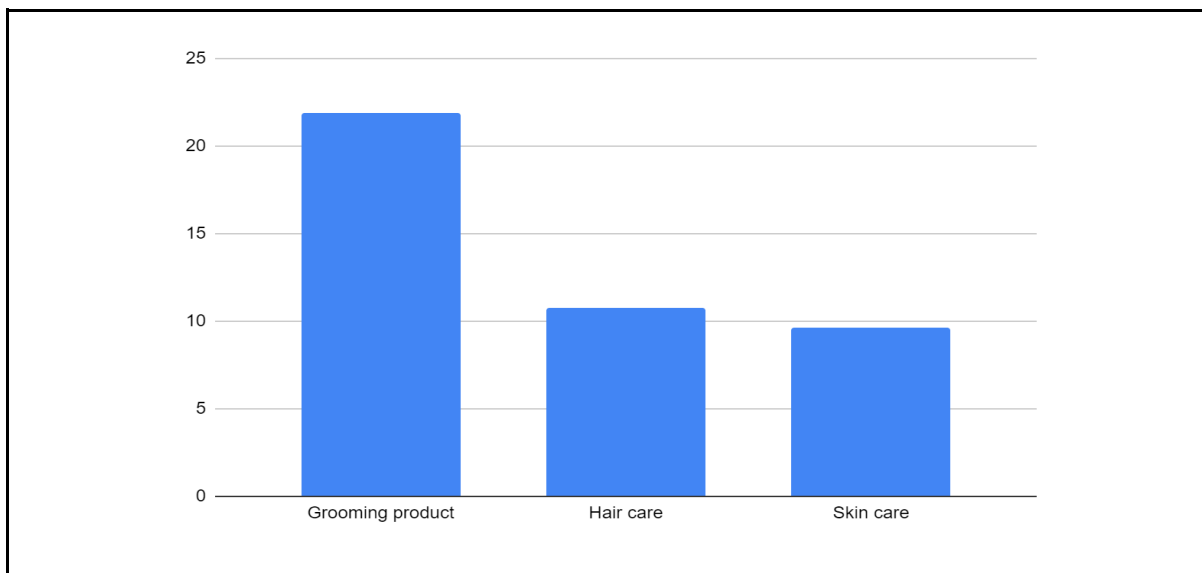
Illustration 16 Consumption by product category in Spain in 2019



Source: STAMPA web, n.d

However, it has been seen a remarkable increase after the pandemic in personal care products, hair care and, following the same line as in 2019, skin care products, especially sun care products. An aspect that can be seen with Suavina Helianthus. (Illustration 17)

Illustration 17 % of people who buy more products in each category after the pandemic



Source: Own elaboration DATA: AECOC, 2020

Customers, as we have mentioned above, are increasingly buying natural cosmetics, which is an advantage for the Dermo-Suavina brand because their products use traditional ingredients and processes.

How do they buy?

The star month for the sale of these products is December, with an average increase in spending of 38%. Within the sector, it is most common to find companies specialising in one or two categories. An example of this is Laboratorios Calduch.

In Spain and in all the EU, the physical channels more used for cosmetic products are supermarkets and hypermarkets, which represents almost 80%, followed by pharmacies and specialised shops. (STANPA, n.d)

Because of this we can come to several conclusions:

- They prefer advice on the service, so they go to pharmacies.
- They are looking for speed, which makes them go to local pharmacies and supermarkets.
- Proximity to home and variety make to them to go to pharmacies.

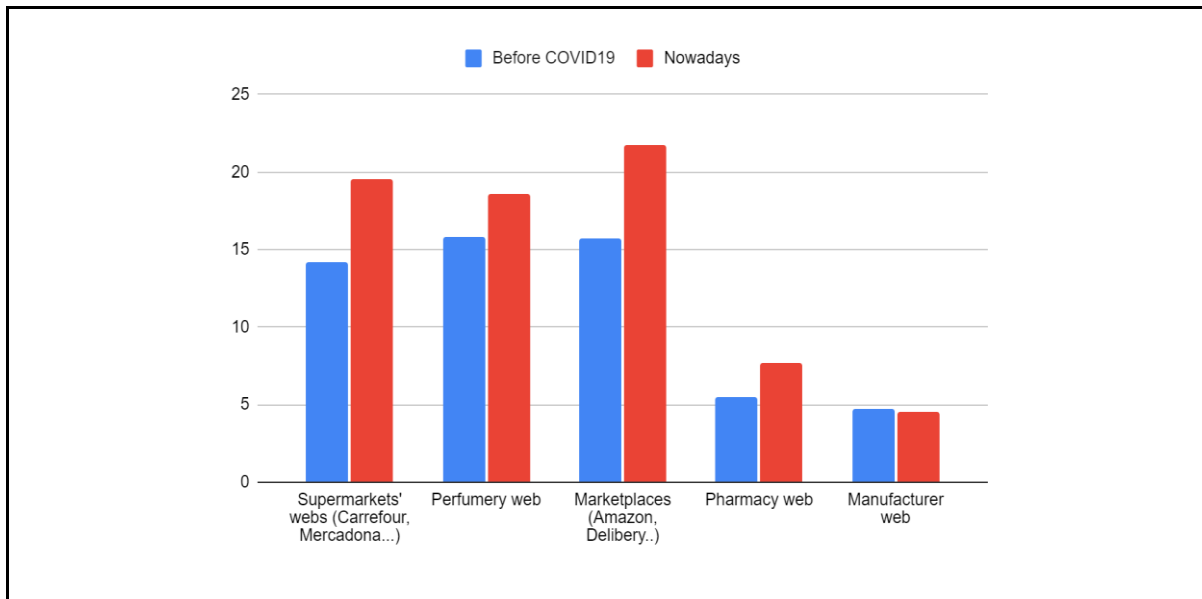
Regarding the online channel, in 2019 it already grew by 20%, and after confinement there has been a remarkable increase, exactly from 32% to 41.7%. (Lerma and Munné, 2020).

The reasons are linked to:

- Reduced exposure to COVID-19
- Comfort increased

As we can see in Illustration 18, the websites that have grown the most are those belonging to marketplaces, followed by supermarkets. In contrast, the websites of the manufacturer's own brands have decreased.

Illustration 18 Websites that most people buy cosmetics in Spain

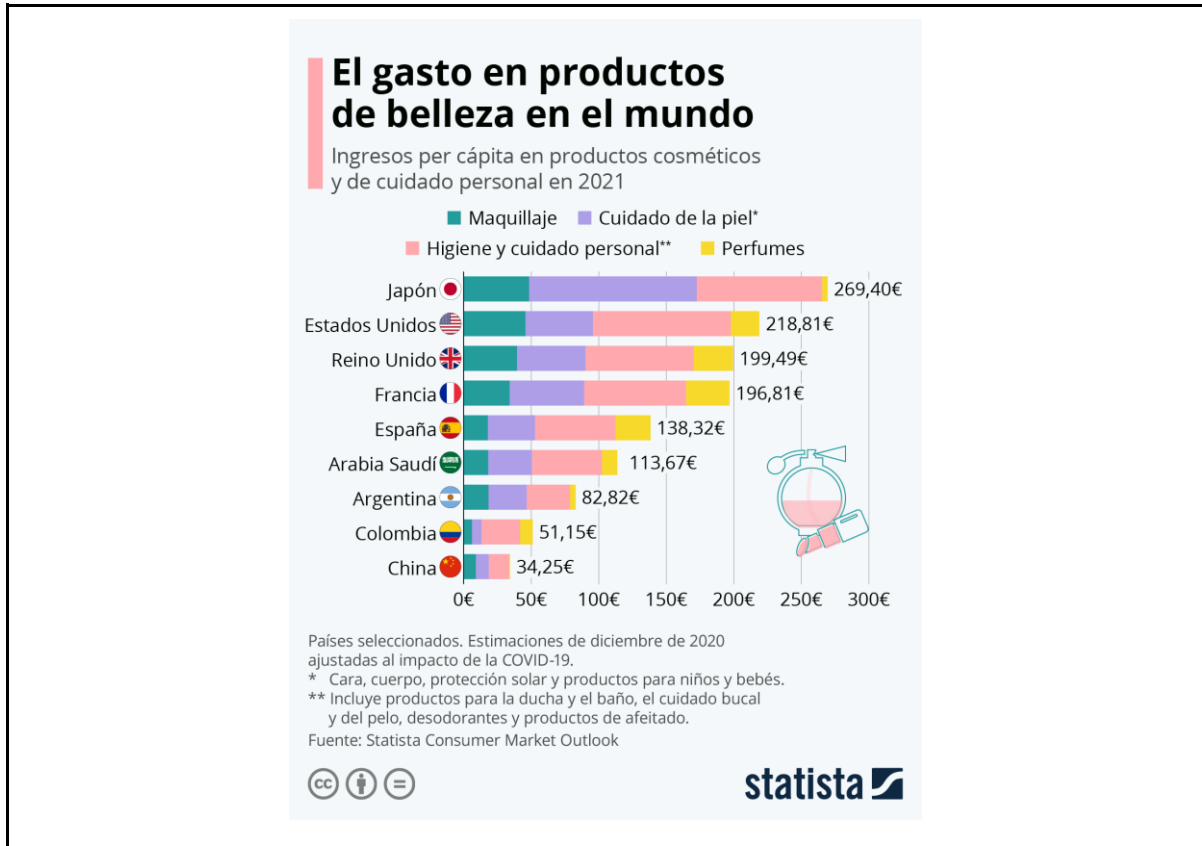


Source: Own creation DATA: AECOC,2020

How much do they buy?

A Spaniard uses between seven and nine different perfumery and cosmetics products daily and buys an average of twenty-nine products per year. This represents, as we can see in Illustration 19, an average annual expenditure of 138€, behind France, the United Kingdom, the United States and Japan.

Illustration 19 Spending on cosmetic products worldwide



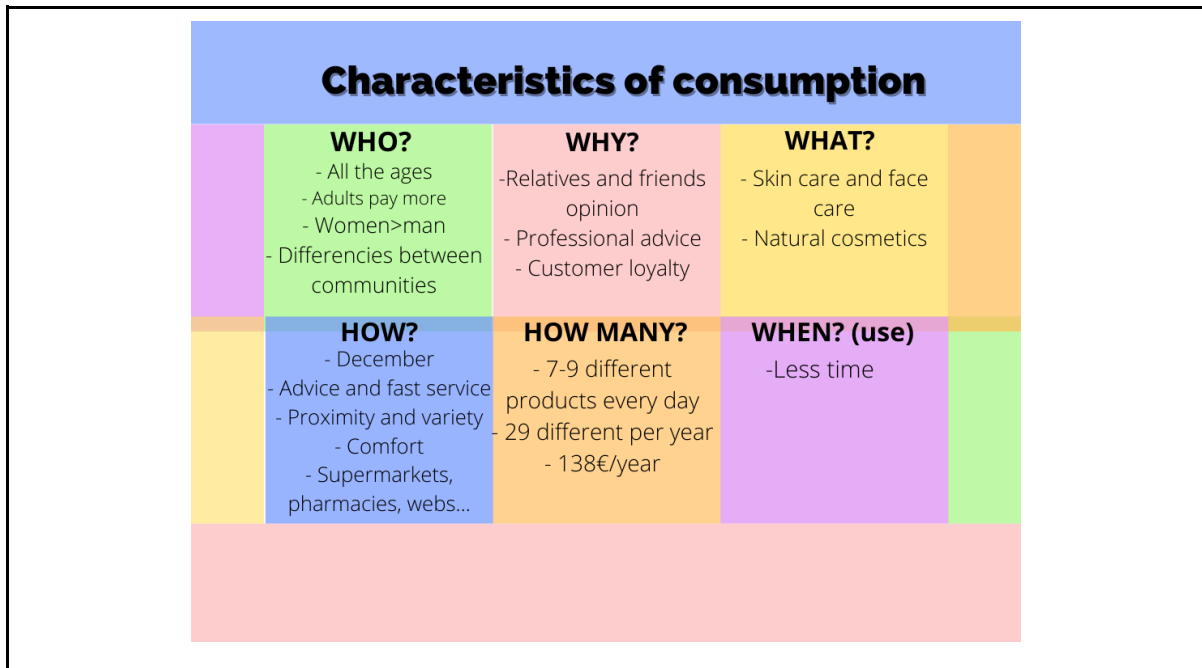
Source: Roa, 2021

When do they use it?

Nowadays, it seems that everyone is always in a rush on the daily life and as a result our taking care routines are reduced. The emergence of COVID-19 has meant that almost 60% of the population spend less time on skin care. Therefore, cosmetics that require little time for their proper application are increasingly used. (Lerma and Munné, 2020)

After analysing the various customer questions, we have come up a table summarising the main features. (Illustration 20)

Illustration 20 Main characteristics when consuming



Source: Own elaboration

5. COMPETITIVE ANALYSIS

5.1 Levels of competition in the sector

From the consumer's perspective, we can find four levels of competition:

- **Product form**: this level includes products or brands that cover the same need for the same segments.
- **Product category**: in this case the products have the same attributes, but with different presence, in other words, with the same technological alternative.
- **Generic competitors**: in this level we can find those that solve the same need or, in other words, the same relevant market.
- **Budget competitors**: the products are not in the same relevant market, rather, they worth the same.

Following the two needs explained above, which Laboratorios Calduch covers, we are going to analyse the four levels of competition in the sector:

HYDRATATION NEEDS: (see Illustration 21)

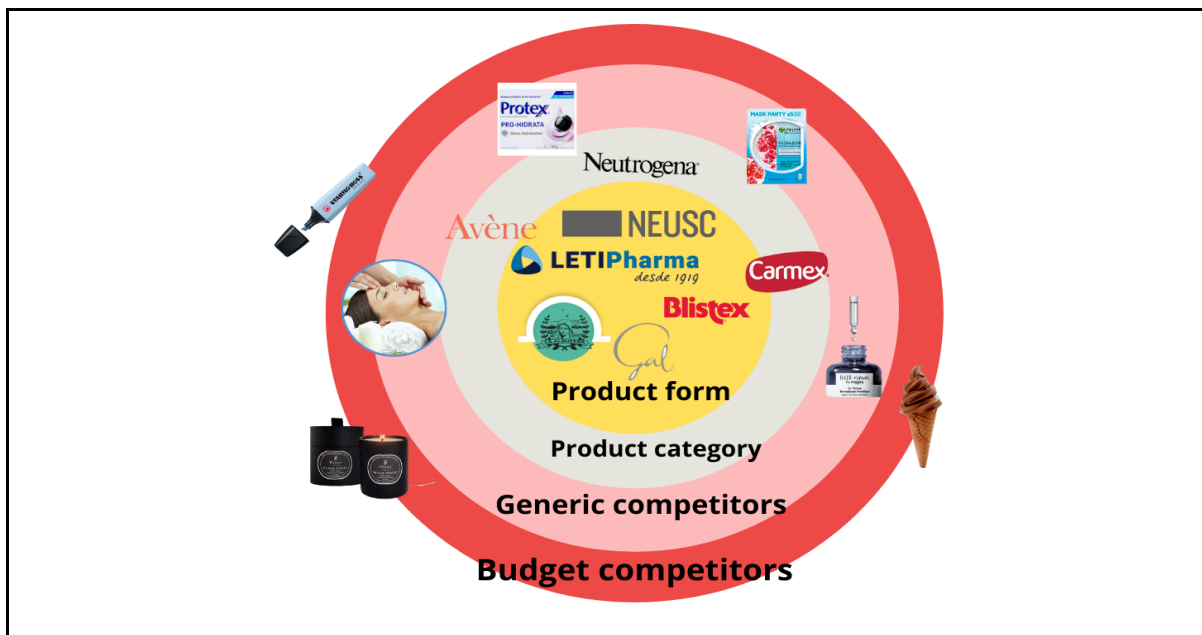
At the level of competition according to product form we find companies that focus on the same target market, in other words, people with an average economic level and companies that have approximately the same products. It is the case of: Neusc, LetiPharma, La Albufera, Blistex and Gal.

In competition by product category, we can find those companies that are not characterised by having products produced with natural ingredients. It makes that the customer perceived the product as something not traditional. We can find Avene, Carmex or Neutrógena.

In terms of generic competition, there are many ways to moisturise the face, such as facial massages, masks, serums or moisturising soaps.

Finally, competition with the budget is formed by all the products that cost approximately the same as Laboratorios Calduch's products, such as a candle, a highlighter or an ice cream.

Illustration 21 Proficiency levels of hydration requirements



Source: Own elaboration

HYGIENE NEEDS: (see Illustration 22)

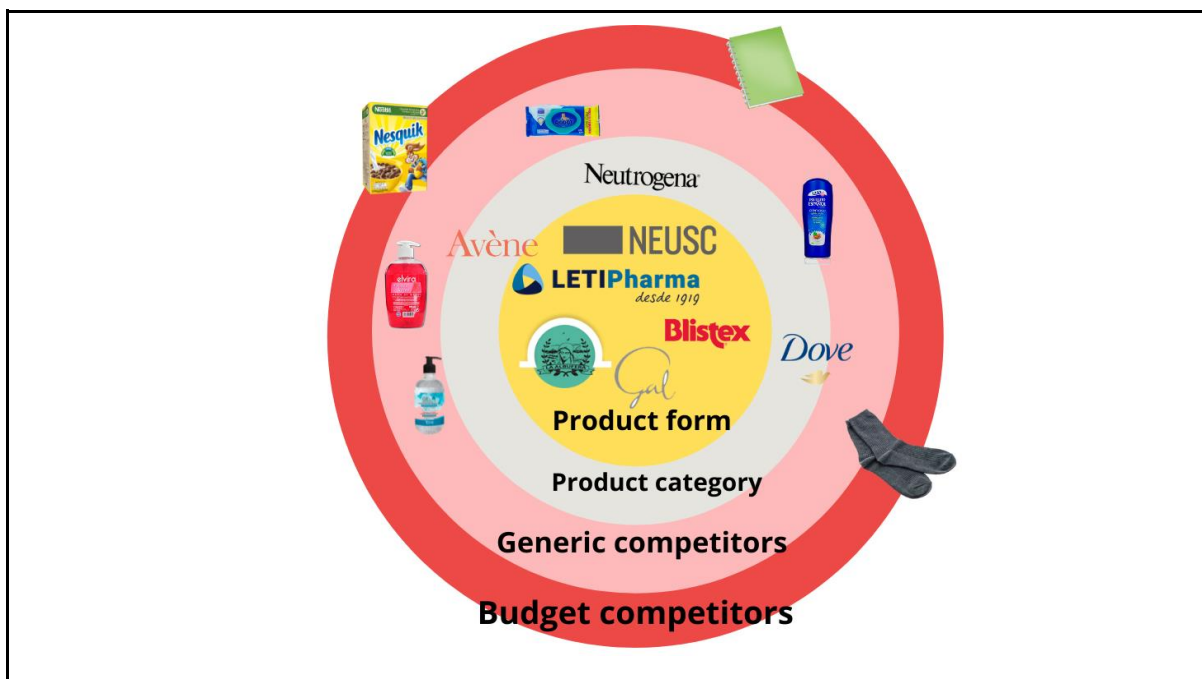
According to product form level we find companies that focus on the same target market, in other words, people with average economic level and companies that have approximately the same products. It is the case of: Neusc, LetiPharma, La Albufera, Blistex and Gal.

In product category, we can find those companies that are not characterised by having products produced with natural ingredients. This cause that the customer sees the products as less traditional. We can find Avene, Dove, Neutrógena or Savilé.

In terms of generic competence, there are many ways of cleaning the skin, such as wet wipes, shower gel and liquid soap.

Lastly, competing with the budget can be all the options that cost approximate by the same as a bar of soap from Dermo-Suavina or hydroalcoholic gel from Laboratorios Calduch, such as a pack a of cereals, a notebook and a pair of socks.

Illustration 22 Competence levels of the hygiene requirement









Source: Own elaboration

5.2 Characteristics, strengths and weaknesses of direct competitors

As we have seen above, direct competitors are those that focus on the same macro-segment of buyers and cover the same need with the same products or services. In this case we have found five and we are going to analyse their characteristics. Specifically, the marketing mix, their products, the average price, how they are distributed and promoted. (See Table 5)




Table 5 Characteristics of direct competitors



	PRODUCTS	PRICE	DISTRIBUTION	PROMOTION
	Lip balm	2.8€-5.1€	Pharmacies - Calduch pharmacy website - Marketplaces	Digital media - Fashion articles and beauty/health magazines, newspapers and TV - Sales promotion - Sponsorship - Influencers
	Bar of soap	4.5€		
	Hand cream	3.9€-5€		
	Hydroalcoholic gel	3.4-10€		
	Lip balm	3.65€	Pharmacies - Neusc website - Marketplaces	Digital media - Fashion articles and beauty or health magazines and newspapers - Samples in magazines - Influencers
	Skin, feet, bumps and hands repair	5-8.1€		
	Sunscreen	8€		
	Gel	5.65€		
	Baby products	7.4€		
	Anti-stretch marks	12.8€		
	Hydroalcoholic gel	2.5€-7.5€		
	Lip balm	4€	Pharmacies - Marketplaces -Hypermarkets	Sponsorship - Digital media - Articles in fashion and beauty or health magazines and newspapers - Influencers
	Cream and micellar water	15€-30€		
	Shampoo and creams for atopic skins	15€-24€		
	Intimate Gel	5€-11€		
	Lip balm	5.95€	Albufera's website - Marketplaces -Herbalists, chemists, pharmacies, dietary centres or drugstores	Fashion articles and beauty or health
	Bar of soap	4€-8€		
	Facial and body cream	14€-26€		
	Hand cream	8.9€		
	Facial mask	3.9€		
	Packs for dry, combination, oily and exfoliating skins	27€-35€		
	Lip balm	2€-6€	Pharmacies - Marketplaces -Hypermarkets	Digital media - Fashion articles and beauty/health
	Lip serum	11€-15€		
	Lip cream	1.74€		
	Lip Vaseline	1€-4€	Pharmacies - Marketplaces -Hypermarkets	Fashion articles and beauty or health

Source: Own elaboration

Now, in Table 6, we will analyse each direct competitor's strengths and weaknesses.

Table 6 Strengths and weaknesses of direct competitors

	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> - The products can be purchased on the website itself - Wide range of products - Adequate visualisation of the products on the website 	<ul style="list-style-type: none"> - Lack of proximity to the Brand - Inconsistency between the Instagram username and the brand name written on the products
	<ul style="list-style-type: none"> - Good presentation of social networks on the website - You can read the website in four languages - Train pharmacies for selling your products - Wide variety of products according to skin types - A lot of diversification 	<ul style="list-style-type: none"> - It is not possible to buy on the website itself - Use magnifying glass for searching the products - Complexity to find social networks unless you access from their website
	<ul style="list-style-type: none"> - Option to subscribe to a brand magazine (loyalty) - Visibility of the naturalness and sustainability labels - Possibility to comment your opinion of the products 	<ul style="list-style-type: none"> - Logo not very visual - Corporate colours too dark for the product type - Lack of social networks
	<ul style="list-style-type: none"> - Option to subscribe to a brand magazine (loyalty) 	<ul style="list-style-type: none"> - Product photos on the website are too big

	<ul style="list-style-type: none"> - Good social media presentation on the website 	<ul style="list-style-type: none"> - Too light a font on the website, making reading to difficult - Cannot buy on Blistex's own website
	<ul style="list-style-type: none"> - Available in many hypermarkets 	<ul style="list-style-type: none"> - Website and social networks are missing - It is necessary to add more information about the brand

Source: Own elaboration

6. SEGMENTATION AND POSITIONING ANALYSIS

In the following subsections we will analyse the segmentation process. This consists in a series of phases to identify groups with homogeneous, within-group, and heterogeneous, between-group, preferences, with the objective of selecting differentiated marketing for each group. (Vallet, T, et al. 2015)

The first phase consists of identifying the segments. To do this, we will first look at the most relevant criteria (section 6.1) and then, we will identify the segments (section 6.2). The second phase focuses on defining the strategies followed by Laboratorios Calduch (section 6.3). Finally, in the third phase, we will try to establish which attributes will be used to create the positioning map (sections 6.4 and 6.5, respectively).

6.1 Segmentation criteria

To carry out segmentation, it is necessary to identify the criteria to be used. In our case, as we could not have access to secondary information, we have developed and analysed a [questionnaire](#). We have managed to obtain a sample of 250 answers and with the help of the Excel tool, we will be able to make decisions throughout the Communication Plan. The scheme we have developed (Illustration 25) not only provides us information about

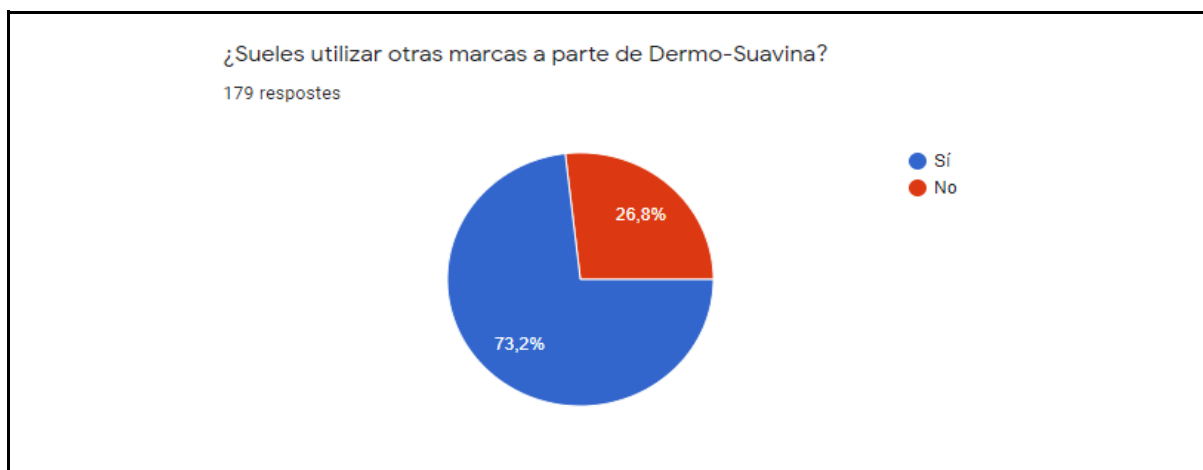
our current customers, it also provides about our potential customers. However, for segmentation, we are going to focus on the first ones. To start with, it should be noted that 93% of those who know the Dermo-Suavina brand also consume it.

The criteria we will use for the segmentation of end consumers in the hydration market can be classified into four groups: purchasing and consumption behaviour, personal characteristics, benefit sought and psychographic characteristics.

First, we are going to focus on the purchase and consumption behaviour criteria. Overall, we find that 26.8% of consumers are brand loyal. (Illustration 23). Analysing these loyal consumers, we have come to several conclusions: 70% are women and those who are men do not buy the product themselves. Furthermore, they all come from the province of Castellón and most of them have the age between 45 to 60.

In general, and as expected, traditional lip balm is the product that generates more loyalty, especially in the younger age ranges, because from 45 years onwards they also buy hand cream. There is a notable difference in the aspects they focus when buying cosmetic products. Customers up to 30 years tend to focus more on price, brand and natural products, while the rest of the age groups focus more on local and natural products.

Illustration 23 Questionnaire result: Do you use other brands apart from Dermo-Suavina?



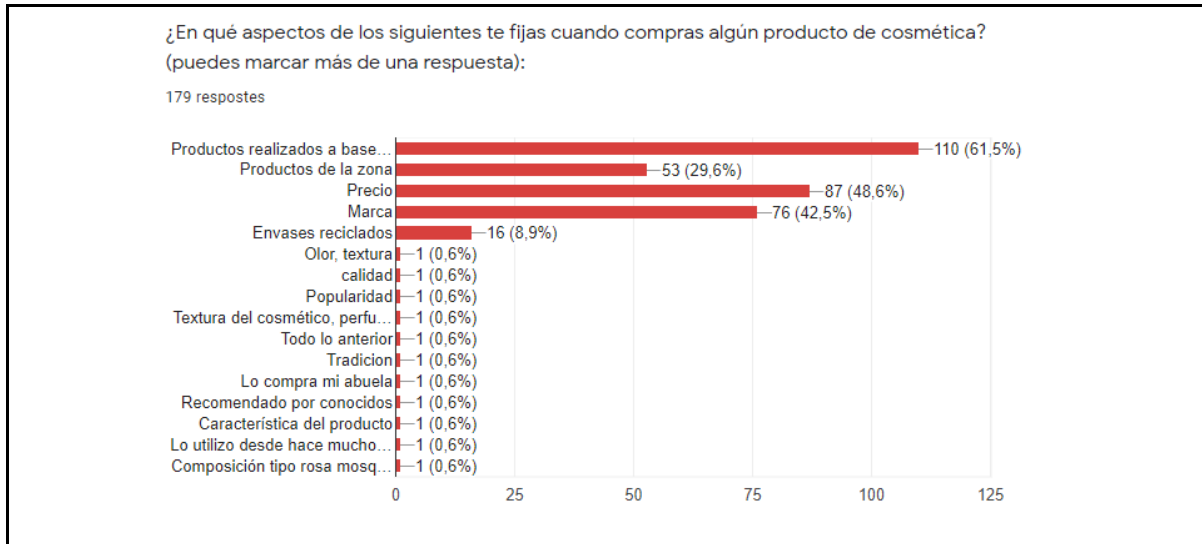
Source: Own elaboration

Another criterion is personal characteristics. We have been able to observe that practically all consumers are from the Valencian Community, specifically in the province of Castellón. The age group that consumes more Dermo-Suavina are adults between 45 to 60 years (82%) followed by those over 60 with 66% and the rest of the age groups are between 57% and 61% approximately. In addition, women are once again the gender that consumes more of the brand's products. In fact, 24% more than men.

In the case of psychographic characteristics, we decided to focus on skincare interests. We found that 86.6% of the respondents are concerned for their skin care, but only 55% consider having a fixed routine and 79% depending on the day (it is interesting to remark that percentages of concern for the skin care are lower for those users who do not consume Dermo-Suavina than those users that consume. The percentages are 75%, 35% and 68% respectively. Therefore, we can conclude that Dermo-Suavina consumers are more aware of skin care in their daily lives than the ones that do not consume this brand. Among the reasons for the absence of the routine, the lack of time stands out in the first place for all age groups, followed by the lack of information for people between 35 and 45 years of age. Another aspect to highlight is the age of those most concerned about skin care. As expected, only 42% of younger people are concerned about skin care, but if we move up the age ranges, we see the percentage of 48% in the case of people between 45-60 years old and 69% of those over 60 years old.

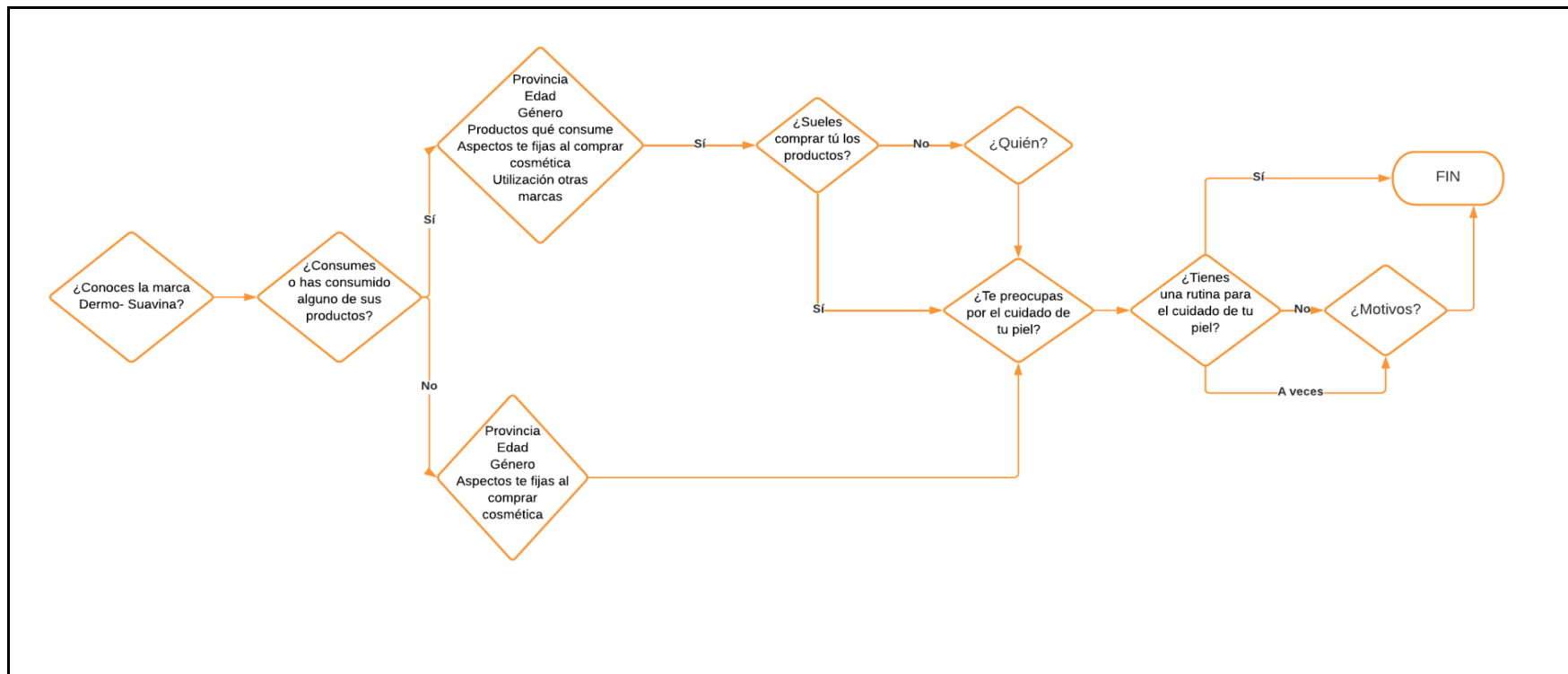
Finally, in the benefit sought, we have focused on what aspects they look for in the moment of buying products. As we can see in Illustration 24, the most relevant aspect is that the products are produced from natural materials, followed by price and brand. This order is respected in both genders, with women standing out very little, so we can think that men also pay attention to other aspects such as local products.

Illustration 24 Questionnaire result: Aspects you look for at the moment of buying cosmetics



Source: Own elaboration

Illustration 25 Questionnaire scheme with a sample of 253 people



Source: Own elaboration App: Lucid Chart

6.2 Identifying the different segments

After analysing the different criteria, we have concluded with several consumer profiles:

Illustration 26 Consumer profile: Errands boys

ERRANDS BOYS



Gender: Male.

Age: between 16 and 60 years old

Province: Castellón

Important aspects in cosmetics: they prefer cosmetics produced with natural products and well-known brands but with an affordable price.

Interests: they do not attach much importance to skin care, but still consume cosmetic products occasionally. Reasons include laziness.

Buying behaviour: they do not usually buy the products themselves, but their partner or mother does.

Source: Own elaboration

Illustration 27 Consumer profile: Sustainable

SUSTAINABLE



Gender: Female.

Age: from 45 to 60 years old

Province: Castellón and Valencia.

Important aspects in cosmetics: They buy products made from locally produced materials. Sometimes they also prefer products with recycled packaging.


Interests: one of the most relevant interests is skin care. However, they often do not have a fixed routine due to lack of time.

Purchasing behaviour: they prefer to buy the products themselves in order to compare their characteristics.

Source: Own elaboration

Illustration 28 Consumer profile: Traditional

TRADITIONAL




Gender: Mainly female.
Age: 45 to 60 years old.
Province: Castellón.
Important aspects of cosmetics: they pay attention to the presence of natural materials.
Interests: their interests include skin care, despite the lack of time and information.
Purchasing behaviour: they tend to buy "traditional" products.

Source: Own elaboration

Illustration 29 Consumer profile: Popular

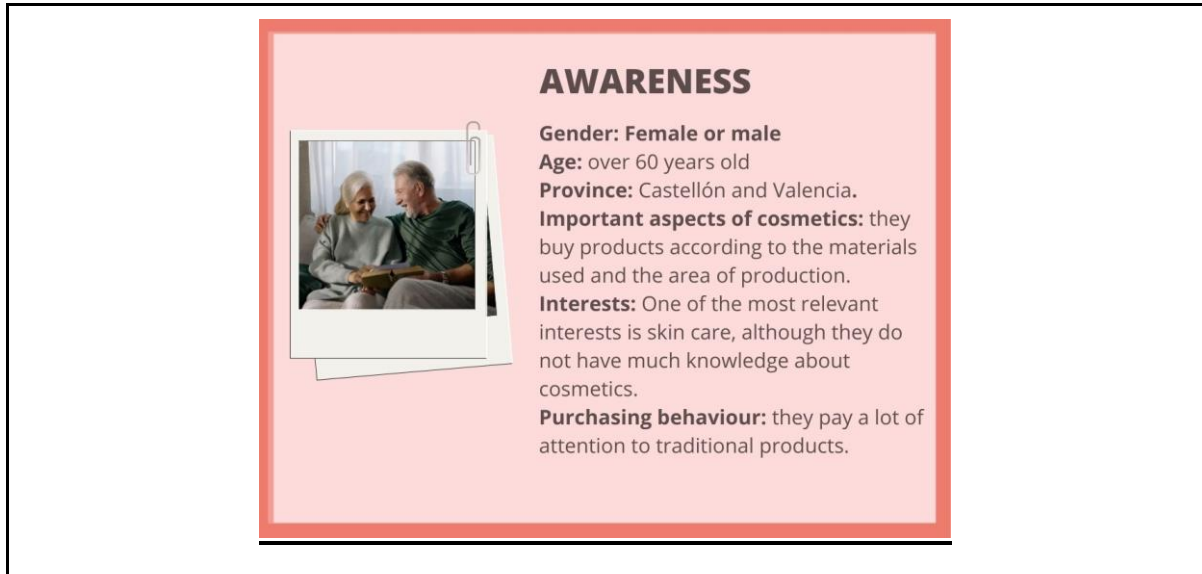
POPULAR



Gender: Female.
Age: 16 to 21 years old
Province: Castellón.
Important aspects of cosmetics: they buy products made from natural materials.
Interests: Their interests include skin care, although they do not always follow a fixed routine due to lack of time.
Purchasing behaviour: they tend to buy products according to their popularity and the brand, but they also pay attention to aspects such as price.

Source: Own elaboration

Illustration 30 Consumer profile: Awareness



Source: Own elaboration

6.3 Product-market segmentation strategy







Following the two previous sections, we are going to specify what type of market coverage strategy we find within the relevant and significant market with the need for **hydration** (we have chosen this need because it is the one with the greatest variety of products and it can provide us more information). In this case this need is fully covered by the Dermo-Suavina brand.

As we already know, Dermo-Suavina has many types of lip balms focused on specific needs (Table 7). As well as hand cream (Table 8). Thanks to the analysis of the [survey](#) we were able to find out the relationship between products and market segments.

As can be seen in Table 7, some products satisfy the desires of all segments, while others only satisfy the desires of a particular segment.

Therefore, the market hedging strategy that follows the brand Dermo-Suavina is partial differentiation.


Table 7 Balsam product-market coverage strategy

	Awareness	Populares	Sustainable	Errands boys	Traditionals
Traditional lip balm 					
Traditional lip balm tube 					
Olive oil lip balm 					
Sunscreem lip balm 					
Almond oil lip balm 					
Limited 140th anniversary edition: lip balm 					

Source: Own elaboration

On the other hand, in Table 8, we can see the hand cream product-market. In this case, we find a specialisation in products because the same product satisfies the wishes of all segments.

Table 8 Product-market coverage strategy cream

	Awareness	Populares	Sustainable	Errands boys	Traditionals
Hand cream 					

Source: Own elaboration

6.4 Product-market positioning attributes

In this section we are going to choose those attributes that will determine our positioning, in other words, the image that our product occupies in the consumer's mind. We have chosen two aspects, which as we have already mentioned (Illustration 24), are important for our customers: **natural products** and **price**.

To analyse the direct competitors (Illustration 21) we will rely on the information on their websites as well as Table 5 and 6 that we have seen above.

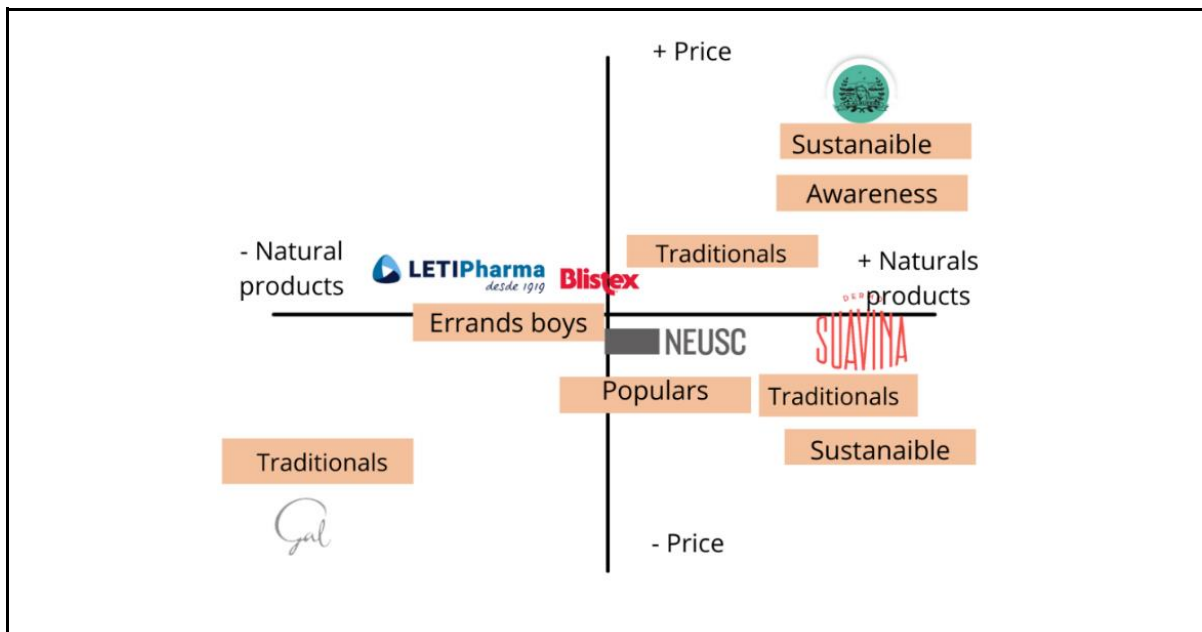
6.5 Positioning map

In the positioning map that we have drawn up (Illustration 31), we can see our direct competitors that have been classified according to the two attributes we have said before, I mean, those companies that compete in product form (Illustration 21) and the segments we have identified.

The **traditionals** ones will be placed in those brands that have been well known for years, such as Dermo-suavina, Blistex or Gal. And at the same time, they do not pay too

much attention to the price or the origin of the products. On the other hand, **sustainable** people tend to pay much more attention to the origin, this is why they choose brands such as Albufera or Dermo-Suavina, despite the fact that the former brand has a high price. The **popular** ones buy what "everyone else buys" but they pay equal attention to the price and the "fresh" and "natural" of the product. Therefore, they would be in the centre of the map. The **errands boys** do not tend to attach much importance to skin care, which is why they do not necessarily consume products of natural origin and they tend not to spend much on cosmetic products. Finally, the **awareness** ones buy cosmetics without paying much attention to the price, but they pay attention to the origin of the product, which is why they are close to the sustainable and the traditional ones.

Illustration 31 Positioning map of Dermo Suavina



Source: Own elaboration

7. SWOT ANALYSIS

The SWOT analysis is one of the tools used to establish a diagnosis of the situation of the company and the market and also, it can be useful to make decisions. On the one

hand we can find uncontrollable elements that influence the company in an **external way** and, may be at the end, they can become an opportunity or a threat depending on their ability to adapt. On the other hand, we can find controllable factors that influence the company from an **internal** perspective, becoming a strength or a weakness.

7.1 Weaknesses

- It is still not possible to buy the products on the Laboratorios Calduch website; at present, you have to go to the pharmacy's website.
- They do not have a Newsletter where customers can search the latest news about the brand or the sector.
- Each social network has a different user, which makes it difficult to find. For example, on LinkedIn its account is Laboratorios Calduch, on Instagram its profile is Dermo-Suavina and on Facebook and Twitter we find the user Suavina.
- Mostly known in the province of Castellón.
- Young people only buy traditional lip balm, in other words, they only associate this product with the brand.
- The main buyers of the Dermo-Suavina brand have between 45 and 60 years. It can become a problem in the future.

7.2 Threats

- Trade barriers to export to some non-EU countries.
- Due to COVID-19 during 2020 and 2021 the sector had lower sales.
- Large competitors in the sector absorbing most of the revenues.
- Rising energy prices.
- In the Valencian Community exist less attention to personal care.
- After COVID-19 less time for skin care (rush).
- High loyalty in the sector.
- Lack of information on the products to be used.

7.3 Strengths

- Customers buy because of family tradition; this is one of the reasons of the well status of the company.

- Experience and recognition in the sector.
- A sense of closeness and even pride due to the origin of the brand.
- Sales through the physical channel because of the great importance of professional advice when it comes to customers' choice of products.
- When choosing the product, the customers rely on the experience of family and friends (traditional brand).
- High brand awareness in some areas of the Valencian Community.
- High brand loyalty.
- Good brand positioning, many of the people who know it also consume it.
- Financial equilibrium.
- Highly ability to adapt.
- Natural ingredients and quality products.

7.4 Opportunities

- More women than men in the world. And nowadays women still buy more products than men.
- Older population is positive fact because they are the ones who buy more personal care products.
- Young people are generally concerned with conveying a good image.
- Higher comparative of prices when purchasing products.
- Growing demand for grooming and hair care products. In addition to skin care and sun protection products.
- Awareness from young people when buying products of national origin.
- A lot of innovation in the sector.
- Increasingly customised products.
- Increased environmental awareness, leading to a search for more environmentally friendly products (ecological, biological, natural or organic products) and new formats such as solid cosmetics.
- Other aspects also taken into account by young people are brand and price.
- Increased sanitary inspections for imports.
- Lack of information on the products to be used.
- Distribution of cosmetic products in supermarkets and hypermarkets.
- Growth of the online channel after the pandemic.

- High loyalty to the sector.

8. OBJECTIVES SET BY LABORATORIOS CALDUCH

In this section we will explain the mission and vision of Laboratorios Calduch. We understand the mission as the ultimate purpose of the company and the vision as the image of the future that we want.

Besides we are going to know which are the general objectives and, as we will see below, how they are related to the Communication Plan.

8.1 Mission, vision and objectives

Mission/purpose: To continue to offer our customers skin care through quality and natural products.

Vision: To become one of the best-known natural cosmetics companies in a national and international level without losing the values that differentiate us from the rest.

Long-term overall corporate objectives:

- Increase national sales by 2026.
- Achieve 100% recycled quality packaging by 2025.
- Improve 8 positions in the sector sales ranking.

Short-term overall corporate objectives:

- Increase brand awareness in 2023.
- Achieve 20% growth in Instagram interactions by 2023.
- Push the online channel and achieve 10,000 sales by 2023.

9. STRATEGIES FOLLOWED BY LABORATORIOS CALDUCH

Having a clear idea of the objectives that Laboratorios Calduch wants to achieve, we must know what strategies it is carrying out for achieve them.

9.1 Strategies according to competitive advantage

Competitive strategy is the way in which a company takes on its competitors to outperform them.

For this, a company needs a **competitive advantage** that is sustainable over time, I mean, it must have attributes or characteristics that differentiate it from other companies in the industry. (Munuera and Rodríguez, 2007)

According to Porter, there are three different competitive advantages (Table 9):

- **Cost leadership** or, also known as **price leadership**, is about having a lower cost than the competitor and, as a result, making competitors run out of profit margin. To carry out this strategy it is necessary to have a simple cost structure. The advantages are profitability, greater bargaining power and the creation of barriers to avoid the entrance of potential competitors. On the other hand, it may happen that over time the competitors improve their technology and obtain better prices. (Vallet, T. et al. 2015).
- **Differentiation** is about creating a product that it is differentiated from the rest with a supporting marketing programme. This creates brand loyalty, the ability to raise the price and creates a barrier to new entries. However, at the same time, there is a risk of imitation or a change the consumer habits. There are several ways to differentiate: by product, service, image, people or distribution. (Vallet, T. et al. 2015).
- **Specialisation**, unlike the others, focuses on serving a few or a single segment rather than covering the entire industry. In this case the advantage is to be able to know more about the customers than the competitors. (Vallet, T. et al. 2015)

Table 9 Competitive strategies according to Porter

	COMPETITIVE ADVANTAGE	
	Cost	Differentiation

COMPETITIVE ENVIRONMENT	Industry	Cost Leadership	Differentiation of the product
	Segment	Specialization	

Source: Own elaboration

In the case of Laboratorios Calduch is following a competitive **differentiation** strategy **based on product and image**, it is because as we have been saying, it focuses on offering quality, natural products and a nearby service (Illustration 32). This means that Laboratorios Calduch is perceived as a family company that cares for the environment and the community that has created around its products.

Illustration 32 The difference of Laboratorios Calduch



Source: Own elaboration

9.2 Competitive response strategy

The strategy of the behaviour with competitors based on Kotler and Singh is classified according to two variables: the importance of **market share** and **actions** with competitors. We can find four different strategies (Vallet, T. et al. 2015):

- **Leader:** when the company has the largest market share and is the trendsetter.

- **Challenging:** trying to lift market share away from the leader, as well as attacking local companies of equal size.
- **Follower:** as the name suggests, follows the leader in a peaceful way with the main objective of achieving the coexistence between both.
- **Specialist:** are the segments that the leader and the follower are not interested in. Thanks to that they can achieve greater knowledge of the customer.

Both Laboratorios Calduch and Blistex follow a **follower** strategy because they are launching products in the same line as the challenger and the leader. As we have said before, with the main objective of maintaining and increasing their share little by little. Their products have high quality and their prices are affordable. LetiPharma has the largest market share and products for all types of skin types. Neusc has a **challenging** strategy because it is trying to take market share from the leader with innovative products and with a wide range in some types of products. Finally, La Albufera and Gal have specialised in a specific **niche**, the first one in terms of very natural and even vegan product attributes with a high price and the second one with very low prices.

9.3 Intensive growth strategy

Ansoff created a double-entry matrix with the aim of enabling companies to know what strategies they can carry out to develop on product and market. (Vallet, T. et al. 2015)

Nowadays, there is a highly competitive intensity of markets leading to a continuous decline in business margins. This underlines the importance of growth strategies.

As we can see in Table 10, there are four different strategies (Vallet, T. et al. 2015):

- **Penetration:** this consists of developing practically the same products but trying to increase sales.
- **Product development:** adapting products to market needs.
- **Development of new markets:** as the name suggests, trying to grow in new segments or geographic areas.
- **Diversification:** a combination of new relevant markets and new products, but with a new technological alternative.

Table 10 Ansoff Growth Strategies

		PRODUCTS	
		Existing	New
MARKETS	Existing	Market penetration	Product Development
	New	Market Development	Diversification

Source: Own elaboration

Laboratorios Calduch, as we can see from its range of products, follows a **product development** strategy. The company is trying to expand the packaging formats and flavours of its products. Moreover, it follows a strategy **of developing new markets** because it is increasingly trying to expand with exports and new channels (on-line channel).

10. MARKETING MIX

The marketing mix or also known as the "4Ps" consists of analysing the internal strategy of the companies of the four variables: product, price, place and promotion. The aim is to understand the current situation of the company and subsequently, to develop the most appropriate strategy. (Vallet, T. et al. 2015).

10.1 Product

A product is everything that can be offered to a market for purchase, use or consumption and that can satisfy a desire or need. We can find different categories according to the characteristics of consumers, one of them are **consumer products**. They are intended for final consumers and can be classified as: convenience, comparison, speciality or not wanted. (Vallet, T. et al. 2015)

In the case of Laboratorios Calduch, as they are low-priced products that are regularly purchased, they are **convenience** products.

The **brand strategy** followed by Laboratorios Calduch is **multiple**, as mentioned in section 2.1, there are two different brands: Laboratorios Calduch and Dermo-Suavina.

In total, as we can see in Illustration 2, the company sells seven different products, but with a wide variety of formats and versions. As an example, the traditional lip balm can also be purchased with olive oil, which would be the green packaging, giving it not only a protective and transport use, it also has a relationship with the scent of the product.

A very relevant aspect of the Dermo-Suavina brand is the evolution of the **packaging**. As Manuel Alonso, pharmacist at Laboratorio Calduch, comments (Trau la llengua, Les paraules softimades, 2021):

During the company's 142 years of experience in the sector, its circular packaging and the formula of the original ointment based on natural fats and local vegetable oils have remained unchanged. Only the material of the packaging, wood, metal and plastic, and the logo have evolved. (Illustration 33)

With the latest redesign in 2017 they wanted to highlight the name "Suavina", as it is the known name, and also the date of the first manufacture to give value to the experience and show that it is a dynamic company, but with a great history. (Jorques Begoña, 2021)

Illustration 33 Evolution of the Traditional Dermo-Suavina Balm packaging



Source: Edicions Sibil.la, 2022

10.2 Price

Price is the amount of money charged. There are different pricing methods: cost-based, competition-based and demand-based. (Vallet, T. et al. 2015).

In this case, Laboratorios Calduch uses the most used method, which is the **cost-plus margin** method. This method consists of calculating costs and applying a margin to them.

10.3 Distribution

A distribution channel consists of several organisations which are involved in the process of making products available to consumers. (Vallet, T. et al. 2015)

As mentioned in section 4.2, Types of customers and consumer characteristics, specifically in Illustration 15, Laboratorios Calduch has two types of channels: an **ultra-short** channel because the company directly produces the products and sells them to the final consumer with online channel or physically, through its pharmacy, and a **short channel** in which it sells them to retailers (physical shops and marketplaces) so that they can sell them to end consumers.

Its distribution modality is **selective**, in other words, a small number of retailers have been chosen in the hope that their image will reinforce Laboratorios Calduch. (Illustration 34)

Illustration 34 Physical shops where you can buy Laboratorios Calduch



Source: Laboratorios Calduch, n.d

10.4 Communication

Communication is the tool that the company uses to inform, persuade and remind consumers directly or indirectly about the products it sells. (Vallet, T. et al. 2015)

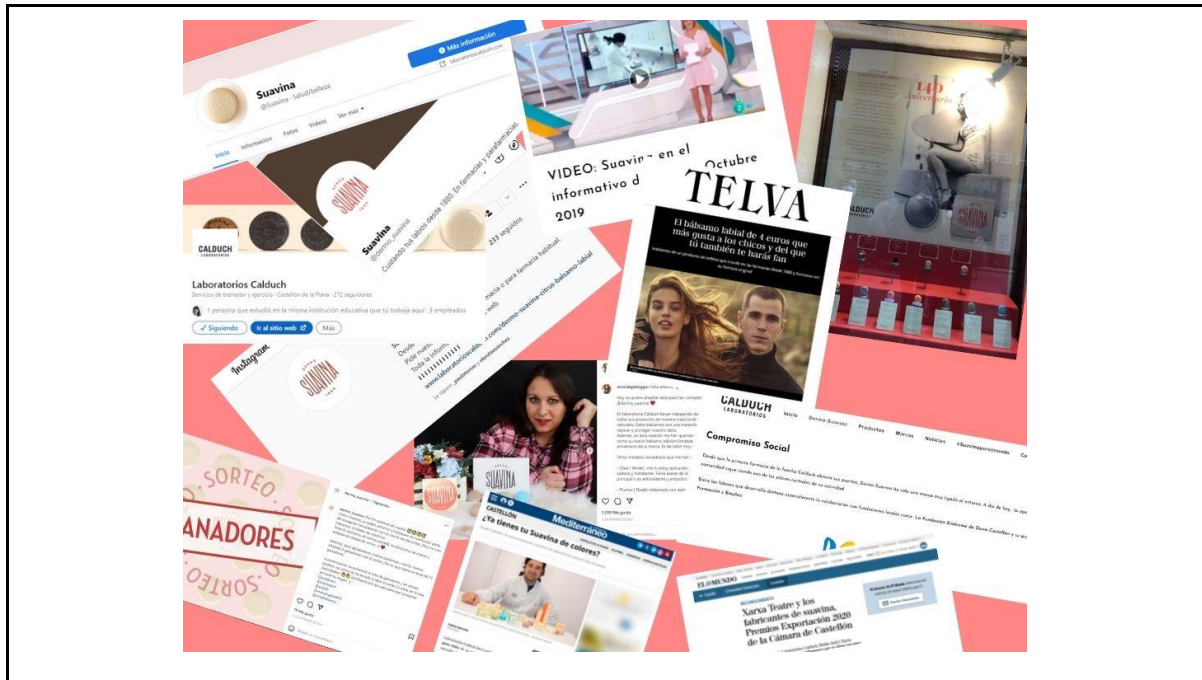
Laboratorios Calduch currently uses various communication tools (communication mix). (Illustration 35). On the one hand, it carries out **sales promotion** activities with draws for packs of its products on Instagram and, as mentioned above, the company collaborates with the Down's Syndrome Association, this is known as **patronage**.

On the other hand, they do **merchandising** on their shop window in the pharmacy situated on Enmedio Street in Castellón and in other sales points situated on pharmacies. In the shop window we can find different versions of the lip balm, including the products they are going to launch soon and, they emphasise on traditional history through the 140th anniversary of the brand

Besides, they use **advertising**, as we can see on their website, the company is present in various print media, in cosmetics magazines such as Vogue or Telva, national newspapers such as El Mundo and local newspapers such as El Mediterráneo. Also on television, specifically in the news on TVE and TVE2.

Finally, another tool they use is **digital media** marketing, in particular, they focus on four social networks: LinkedIn, Facebook, Twitter and Instagram. In the case of Instagram, they even contact some individual and corporate micro-influencers. However, as we have said before, it should be noted that his social networks have different usernames, which makes it difficult to find them.

Illustration 35 Communication tools that follows Laboratorios Calduch



Source: Own elaboration

11. COMMUNICATION PLAN

After the strategic analysis of Laboratorios Calduch, its diagnosis and the strategies followed, we are going to identify in the Communication Plan. In this we are going to see the media, the contacts and the message necessary to efficiently meet the objectives set out above.

To do this, first of all we will establish communication objectives that will be related to the short and long term objectives mentioned above. Then, we will define the communication strategies, both the creative and the POEM media strategy. Once we have this, we will move on to the most operational part, which consists of defining the actions, their budget and implementation schedule. Finally, we will establish the key performance indicators (KPIs) and the contingency plan to ensure recovery from unforeseen events.

11.1 Tarjet

We have realised that Laboratorios Calduch has certain weaknesses to correct, one of the most important is that young people only associate traditional lip balm with the Dermo-Suavina brand. Associated to this, we have an opportunity with young people because in the recent years they have experimented an important boom in the concern for their image, environmental awareness, brand and price.

Therefore, we are going to focus this Communication Plan on young people between 18 to 25 years, with the objective of increasing brand awareness and loyalty, like the rest of the customer segments.

11.2 Definition of communication objectives

We have established the following **communication objectives**:

- Increase the relationship with Laboratorios Calduch. For our target audience, this can be reflected in a 15% increase in the engagement on the social network Instagram in 6 months.
- Increase leads by 8% in 6 months. To do this, create a fortnightly blog and a bimonthly newsletter.
- Increase consumption of Laboratorios Calduch by 10% in one year. Through the new product Roll for hands Dermo-Suavina.
- Increase sales by 7% in the provinces of Valencia and Alicante in 1 year.
- Improve the organic position of the website by increasing the traffic to it by 10% by 2023.

The **MIX communication tools** we are going to use are:

- **Direct marketing**: this is a tool that seeks to trigger a result in the target. As we have already mentioned, we want to increase leads, and we have also realised that one of Laboratorios Calduch's weaknesses is the absence of a **Newsletter** and that a large part of the population does not have information about which

products to use. This is an opportunity that we are going to take advantage of to launch a Newsletter, in other words, a mailing to those who subscribe.

- **Digital media:** although Laboratorios Calduch already has **social networks**, these have a **content** that is too focused on the product. We also find different usernames, causing confusion among customers, which is why we are going to **unify** the usernames and to share more humanised brand content. The main objective of this change is to provide more value to the consumer, and as a result, achieve an increase in engagement. Finally, we are going to cope the weakness of not having an exclusive Laboratorios Calduch **online** shop, with its launch (e-commerce).
- **Fair:** to increase contacts in the sector, boost our image and launch our new product to consumers and distributors, we are going to attend the **BioCultura Fair**, a meeting of Organic Products and Responsible Consumption that takes place in Valencia.
- **Advertising and sales promotion:** through interactive **bus shelter** where they can access to an **online discount** and make an experience with the customer. After or during the experience, maybe the customer decides to share it and as a result creating branding, known as **viral marketing**.

11.3 Defining communication strategies

11.3.1 Creative strategy

We wanted to take advantage of the launch of Laboratorios Calduch's new product called #Roll for hands, Dermo-Suavina, to exploit the current opportunity for solid cosmetics in the market due to the increase of environmental awareness among young people, making them to demand more products that consume less water or that are produced locally to avoid the use of transport. Furthermore, we are going to focus the Communication Plan on a target which, as we have explained above, is looking for this type of product. However, they do not know other products of the company apart from the Dermo-Suavina lip balm, so they would not buy it if we do not increase the notoriety

of Dermo-Suavina. It is because this target considers aspects such as the brand at the time of purchasing.

To achieve the communication objectives, we have set September 2023 as the launch date for the #Roll for hands, Dermo-Suavina and throughout the year we will implement some tools of the communication mix under the same **communication axis** that the brand follows: Since 1880 taking care of your skin. (Illustration 36)

Illustration 36 New product: Roll of hands, Dermo-Suavina



Source: Own elaboration

Three types of **creative strategies** can be distinguished:

- Cognitive: when it is intended to give rational arguments to the audience. It is usually related to informative advertising.

- Affective: it is one that invokes feelings and emotions. In this case product characteristics are not usually talked about so much.

- Conative: it is intended to induce behaviour or support for other promotions.

In this case we have considered that the best action is to carry out an affective and conative strategy because we will try to connect customers with the brand but, at the same time, we will try to induce responses to the brand both in social networks and in advertising.

Continuing with the creative strategy, the **resource** we are going to use is the emotional one with the main objective of generating loyalty from our target. Finally, the **execution framework** is a combination of information and life passages, because our content in digital media will be focused on providing value to our customers, for example by providing solutions to their daily skin-related problems.

11.3.2 Media strategy POEM ON and OFF

In this section we are going to determine which media we are going to use to carry out the actions of the communication mix. They can be classified into **owned** media (the brand's own media), **paid** media (traditional advertising) and **earned media** (those generated because of our actions). Another classification is: **ON**, when they are online media, and **OFF**, when they are physical media.

In this case, all the media we are going to use are ON-line, such as the website, the newsletter, the blog and social networks. On the other hand, in the paid media we will use OFF media through bus shelter with experience and promotions in some areas with transit to the way to universities in the Valencian Community and the stand at the BioCultura Fair. The earned media will come from the publications made to the OPPI, in case of going viral, the participation in the BioCultura Fair and the organic growth in browsers due to the work in the blogs with the KeyWords.

11.4 Communication mix

In this point we are going to determine the actions we are going to carry out, which we have already mentioned in the previous sections and which are aimed to achieve the communication objectives and, as a result, the general corporate objectives.

- ACTION 1: ON-LINE SALES

To meet the objective of increasing consumption of Laboratorios Calduch, we are going to exploit the opportunity of online sales, which is also a weakness compared to its competitors. As we can see in Illustration 37, we have added several new sections to the header of the website, including the shopping cart. We have also added direct links to the social networks, a section called "From 880" to emphasise the company's tradition and the "Tips" section, which, as we will see below, is made up of all the blogs.

Illustration 37 Web page, Laboratorios Calduch Products 09/2023

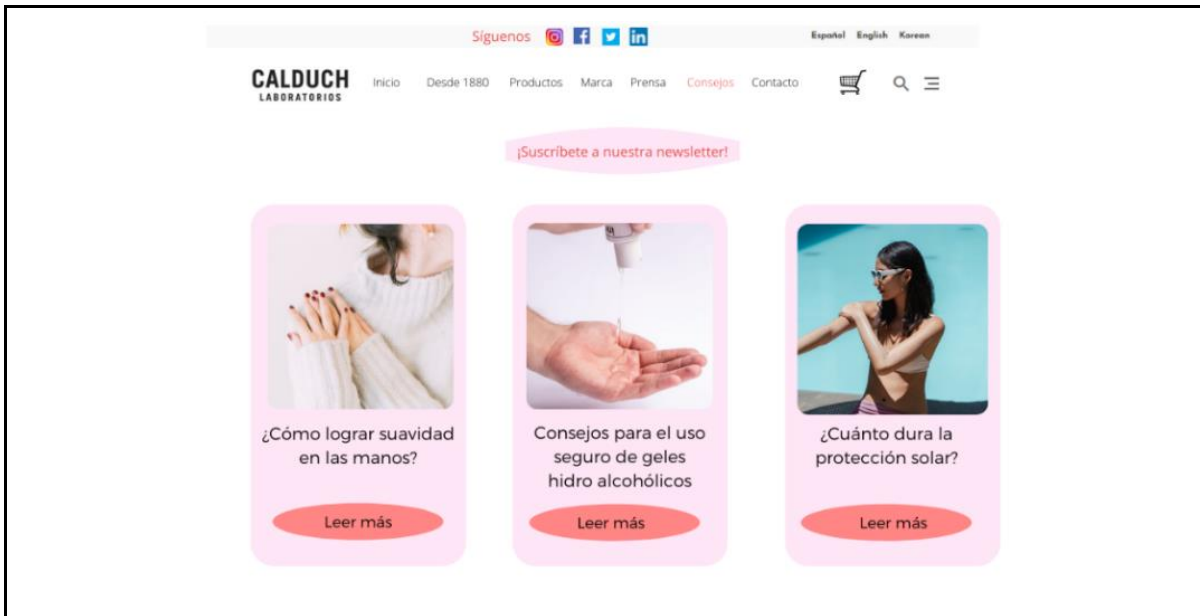


Source: Own elaboration

- ACTION 2: BLOG

To meet the objective of increasing consumption of Laboratorios Calduch and its organic position, we are going to try to increase traffic to the website through blogs (Illustration 38). Thanks to this action, we contribute to provide value to our consumers, as well as, having content for the Newsletter and improving our position in search engines with SEO strategies, in other words, using keywords to climb the search engine rankings.

Illustration 38 Website Tips, Laboratorios Calduch 09/2023

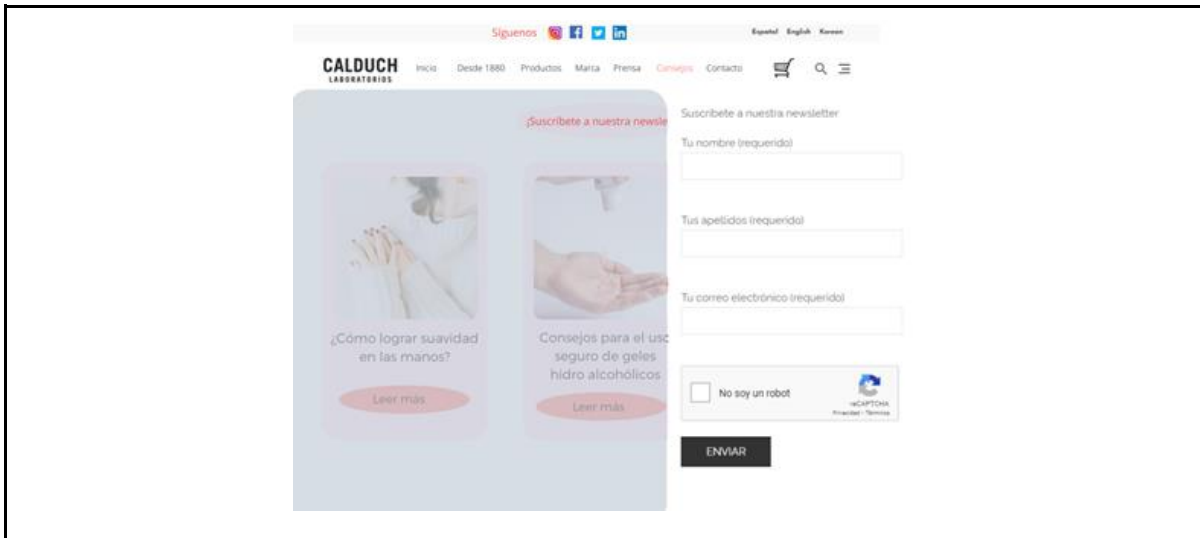


Source: Own elaboration

- ACTION 3: NEWSLETTER

This action is focused on informing customers about the latest news in this sector, reinforcing the brand name and, like the previous action, increasing traffic to our website. To do this, customers will have the opportunity to subscribe in three different ways: from the "Tips" section of the website (Illustration 39), at the time of making an online purchase or through social networks. The subscription is completely free.

Illustration 39 Website Newsletter Laboratorios Calduch 09/2022




Source: Own elaboration

As we have mentioned, the cosmetics sector is characterised by being very innovative, which is why we will have bimonthly news to tell our subscribers. The content, as we can see in illustrations 40 and 41 (pre-summer and pre-winter season, respectively), it will be about the brand, but also about events, cosmetic news, tips according to the seasons, among others, and from the Newsletter they will access to the articles where the information is explained in more detail.


Illustration 40 Newsletter Laboratorios Calduch Edition 05/2023

CALDUCH
LABORATORIOS



¡GET READY FOR SUMMER!


El verano está a la vuelta de la esquina, y nosotros tenemos muchas novedades que contaros. ¡No te las pierdas! 📩



¿CÚANTO DURA LA PROTECCIÓN SOLAR?

¿Cuál es la más adecuada?
¿Después del baño es necesario volver a ponerse?


[Respondemos tus dudas AQUÍ](#)



RUTINA REPARADORA TRAS LA PLAYA

¿Labios secos después de la playa?
Te desvelamos los 5 mejores tratamientos para combatirlo.

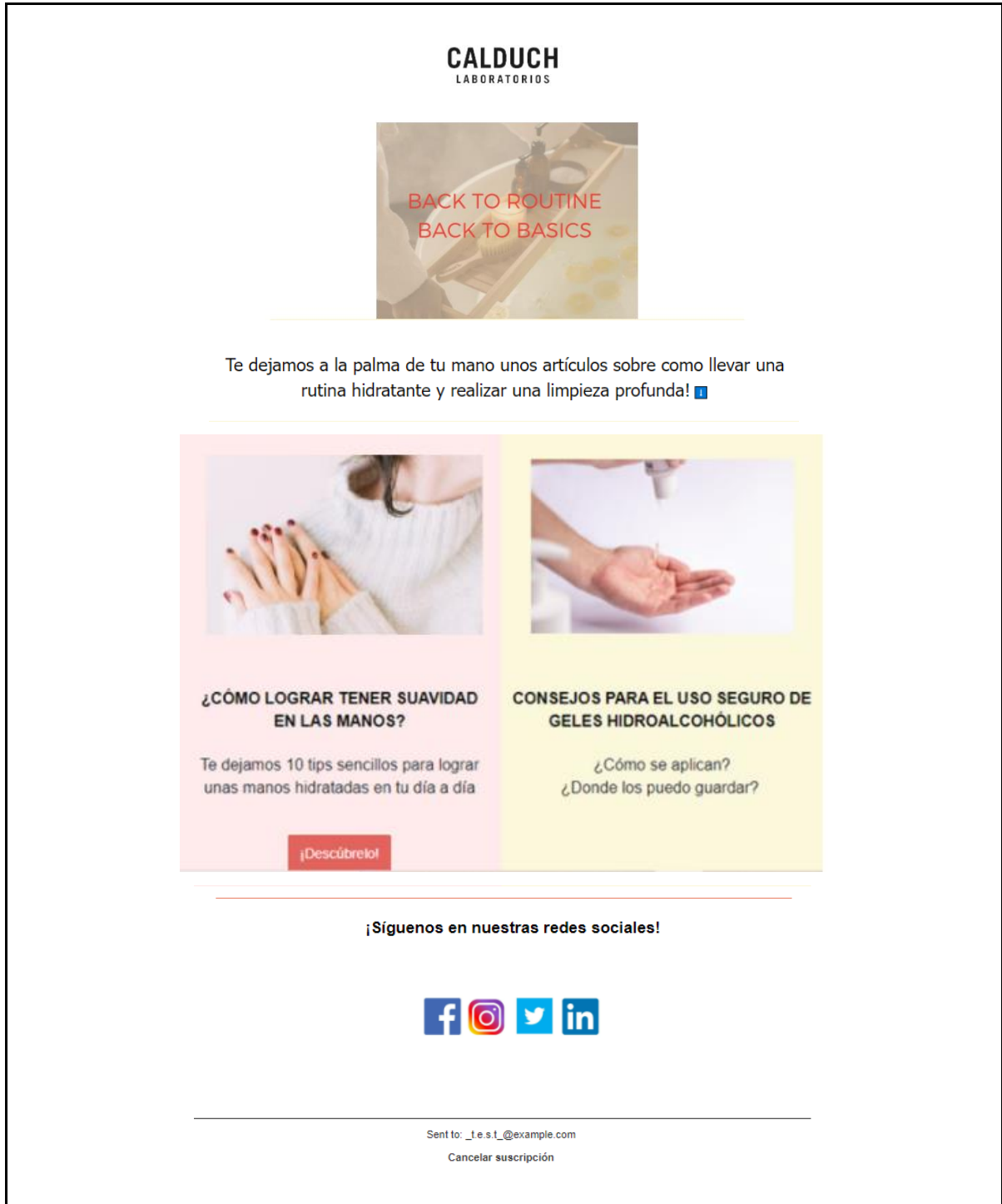
¡Síguenos en nuestras redes sociales!



Sent to: _l.e.s.t_@example.com
[Cancelar suscripción](#)

Source: Own elaboration

Illustration 41 Newsletter Laboratorios Calduch Edition 09/2023



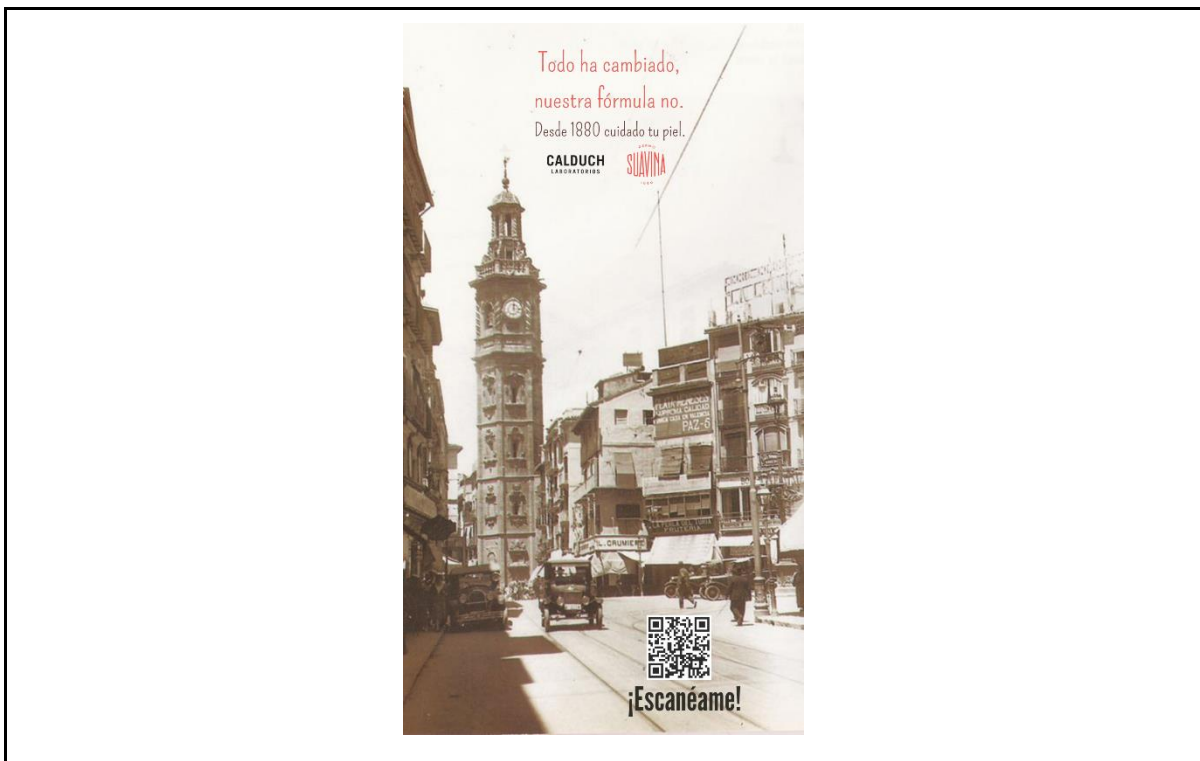
Source: Own elaboration

- ACTION 4: BUS SHELTER AND PROMOTION

To achieve brand interaction with the customer, create a close experience and provide value, several bus shelter will be placed in the three main cities of the Valencia region, specifically in areas with a flow of people between 18 and 25 years old, for this reason we will focus on bus stops on the way to the universities.

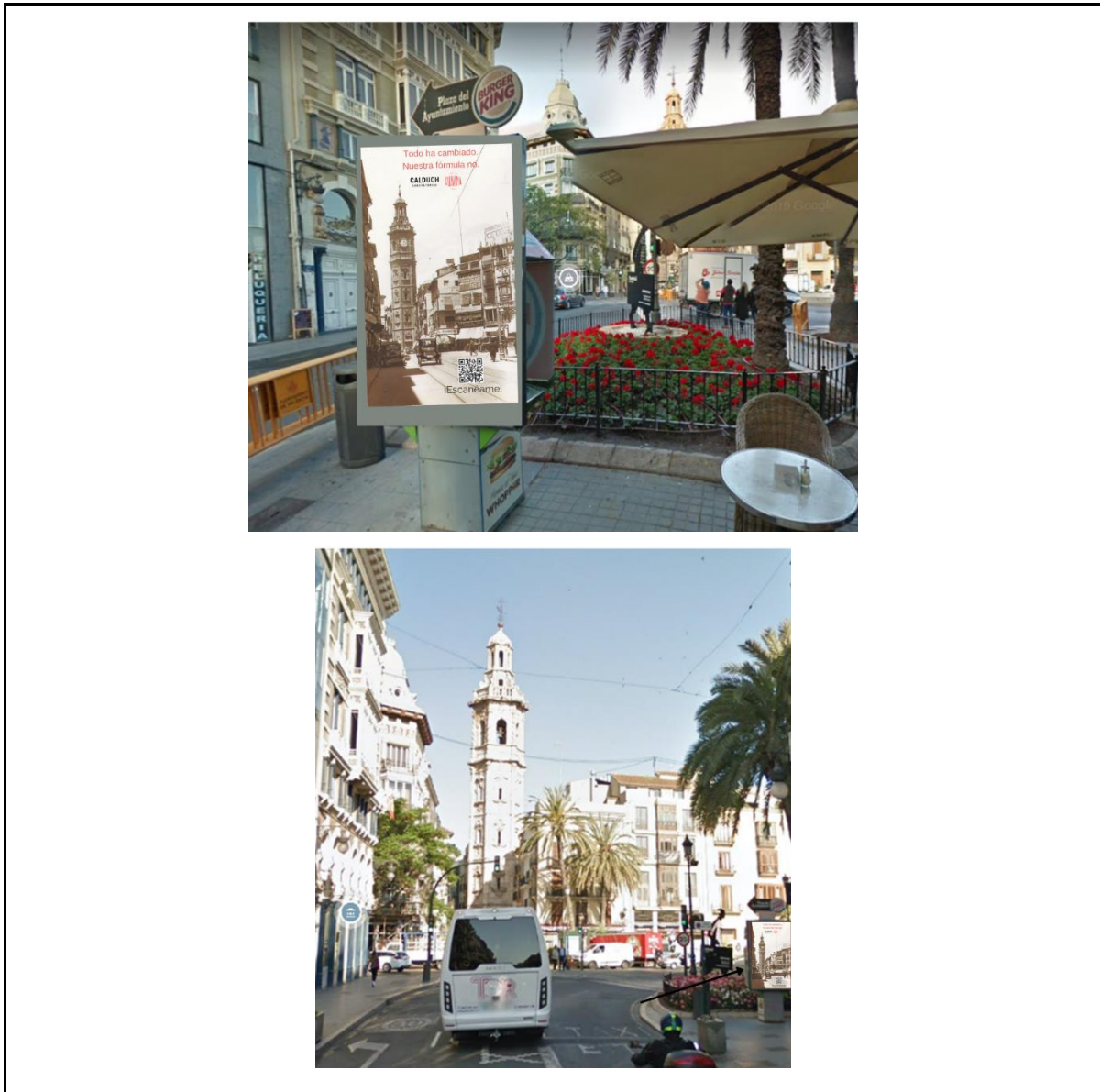
Following the communication axis "Since 1880 take care of your skin" we tried to show the value of preserving the traditional formula in their products, showing that the rest of the world has changed except Laboratorios Calduch. We do this by showing with a photo the same place approximately a century before (Illustration 42 and 43). In addition, there is the opportunity to scan a QR code that takes you to Illustration 37 and offers you a 25% discount on the purchase of #Roll for hands.

Illustration 42 Sign for a bus shelter in Calle de la Paz in Valencia.



Source: Own elaboration

Illustration 43 How the bus shelter would look like in the Paz Street in Valencia.



Source: Own elaboration

- ACTION 5: BIOCULTURA FAIR

Because Laboratorios Calduch meets the admission criteria for the Biocultura Fair, we are going to take this opportunity and present ourselves at the next celebration that takes place during a weekend in September 2023, coinciding with the launch of the product Roll for hands. In this meeting we can find many sectors and all of them have the same

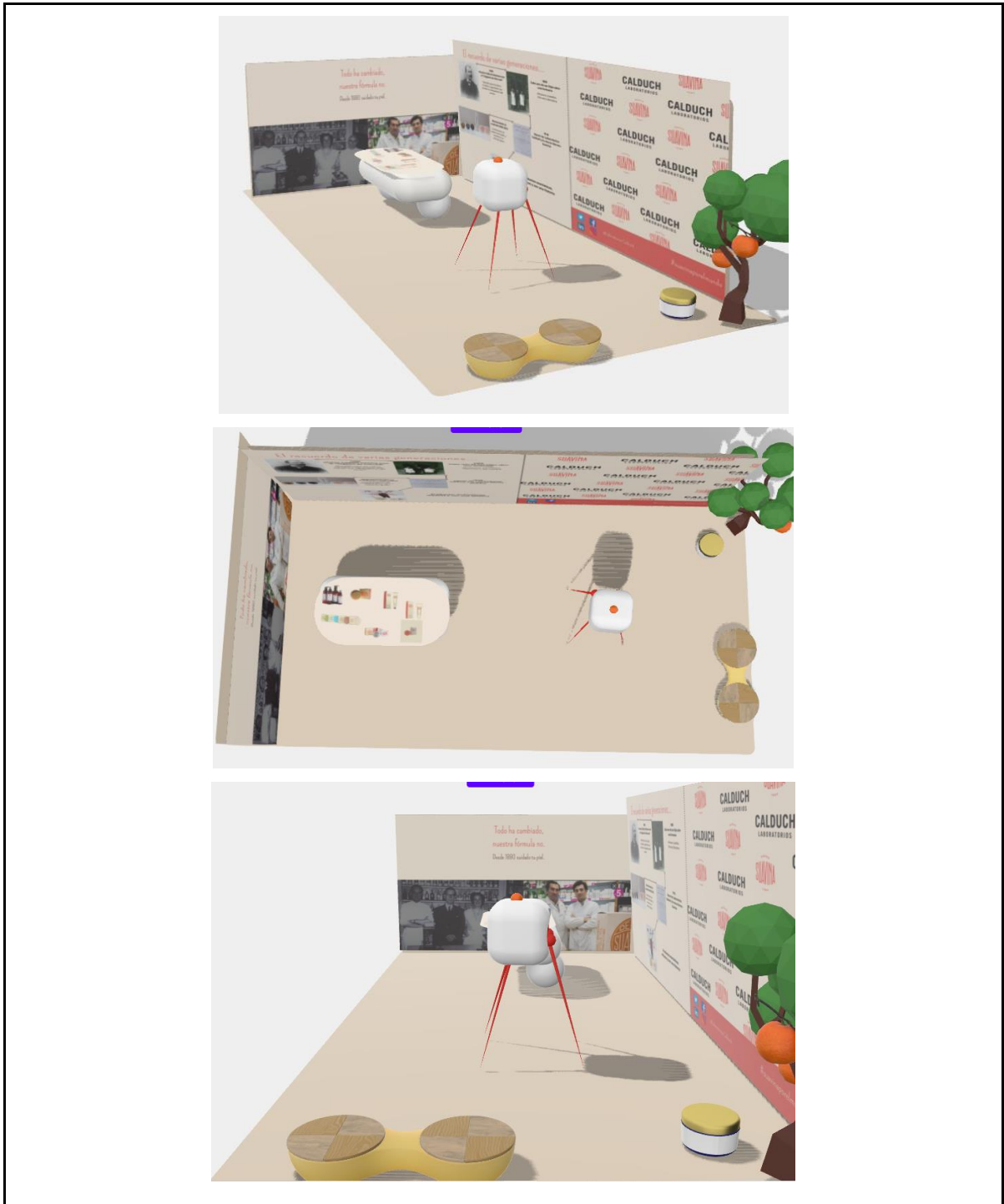
culture. It is estimated that 13000 people will visit the event, including producers, distributors, professionals and consumers.

With our presence we aim to improve our brand image, make ourselves known in the sector and make new contacts in a province where Laboratorios Calduch is not very present and, as a result, increase our sales.

As we can see in Illustration 44, our stand consists of two walls and, in the centre, we find a table with wheels (for ease use) where the products are displayed, a photocall with brand accessories to take photos and where you can take them in the form of the traditional film and even upload them to the networks. There is also an orange tree that gives a sense of the "terreta" and its link to the origin of the first Dermo-Suavina.

On one of the walls, we wanted to follow the same line as in the bus shelters, that is, showing the before and after of the Calduch generation. On the other wall, we can see their history in a schematic way, showing their experience to the visitors.

Illustration 44 Image of Laboratorios Calduch's Biocultura Fair stand 2023

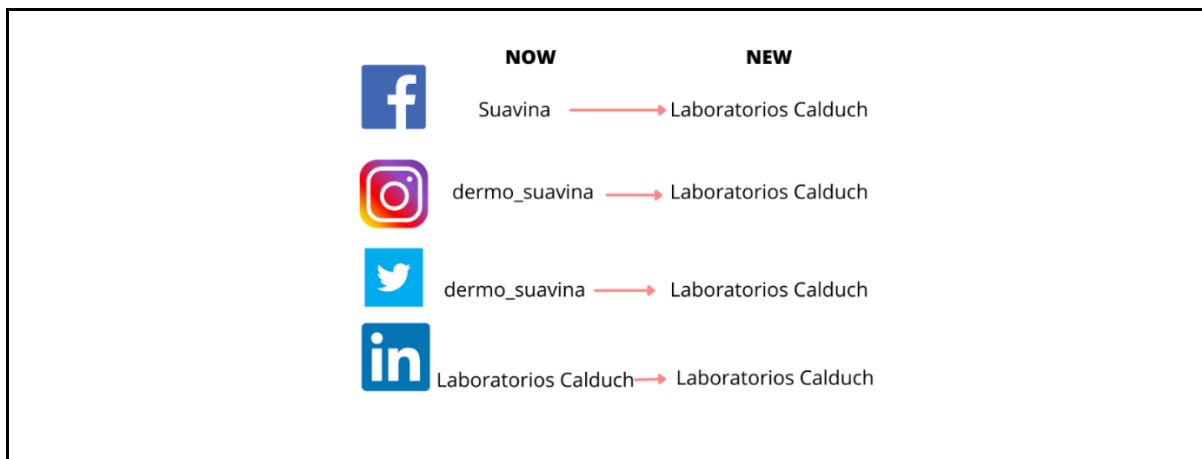


Source: Own elaboration

- ACTION 6: SOCIAL NETWORKING

As we mentioned earlier, one of the weaknesses of Laboratorios Calduch is that it has several usernames on the social networks, this creates difficulties for our target to reach the company. Therefore, the first thing to do is to unify them with the company name. (Illustration 45)

Illustration 45 The new usernames on the social networks



Source: Own elaboration

Then, we are going to modify the content of the social networks. For this campaign, we are going to focus on Instagram as it is the network most used by our target. However, further down the line, it would be necessary to change and/or modify the content of the other networks, such as LinkedIn, Twitter and Facebook. This change would have to be made with a cohesion between all of them.

At the moment, on Instagram, we are going to focus on humanising the brand, providing value to followers, increasing traffic to the website, engagement and leads.

Illustrations 46 and 47 show a possible calendar for the month of October 2023, several weeks after the launch of the new product: #Roll for hands (in capital letters we find the name of the section and in small print the specific topic).

But, why a possible calendar and not a fixed one? It is because a great variety of changes can occur and they can alter the content, for this reason it would be advisable to prepare it with a month in advance, taking into account that last minute changes can be made.

Illustration 46 Timeline 10/2023: Instagram post

Lunes	Martes	Miércoles	Jueves	Viernes	Sábado	Domingo
25	26	27	28	29	30	1 EVENTO: Feria de BioCultura
2 BLOG: Suavidad en las manos	3	4 PRODUCTO: Lanzamiento del #Roll para manos	5	6 FRASE INTERNA: José	7 DÍA MUNDIAL DE: la sonrisa	8
9 DÍA MUNDIAL DE: la sonrisa	10	11	12	13 LIVE REEL 5 trucos para hacer un minihuerto	14	15 DÍA MUNDIAL DE: Lavado de manos
16 DERMO-TIPS ¿Pelo enredado?	17	18	19 EVENTO: Campaña mupis Castellón	20	21 #SABIAS QUÉ ¿Mudamos de piel? ¡Nos parecemos a las serpientes!	22
23	24 DÍA INTERNACIONA: Contra el cambio climático	25	26	27 BLOG: Qué significan las etiquetas de los cosméticos	28	29
30	31 PRODUCTO: Jabón natural	1 Todos los Santos	2	3	4	5

Source: Own elaboration

Illustration 47 Timeline 10/2023: Instagram stories

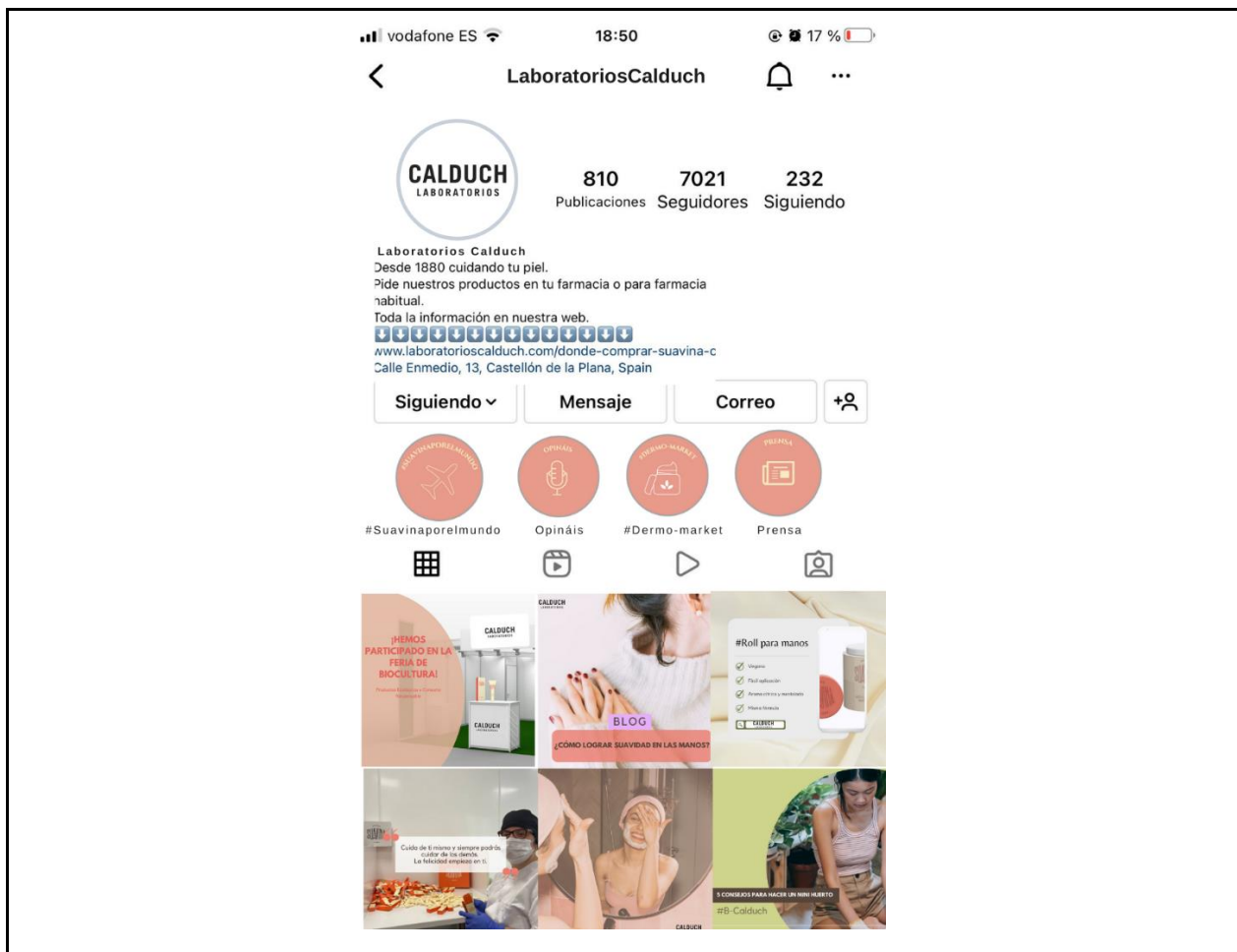
Lunes	Martes	Miércoles	Jueves	Viernes	Sábado	Domingo
25	26	27	28	29 CUESTIONARIO: Para el blog: suavidad en las manos	30	1
2 EVENTO: Feria de BioCultura	3	4 PRODUCTO: Lanzamiento del #Roll para manos	5	6	7 DÍA MUNDIAL DE: la sonrisa	8
9 LIVE REEL ¿Cómo hacer un minihuerto?	10	11 HELP Solicitar fotos de los mupis]	12 #SuevinaFans Sobre los orígenes	13	14 CAMPAÑA MUPIS CASTELLÓN Pasar fotos	15 DÍA MUNDIAL DE: Lavado de manos
16	17 DERMO-TIPS ¿Piel porosa?	18 NOTICIA DE LA ACTUALIDAD: Mediterráneo	19	20 #Suavinaporemundo	21	22 PÍLDORA HISTÓRICA Imágenes de la primera Dermo- Suavina
23	24 DÍA INTERNACIONA: contra el cambio climático	25 CUESTIONARIO: Significados de las etiquetas de los cosméticos	26	27 BLOG: Significados de las etiquetas de los cosméticos	28	29
30 PRODUCTO: Jabón natural	31	1 Todos los Santos	2	3	4	5

Source: Own elaboration

As we can see in the two illustrations above, some content is repeated in posts and stories, the main objective of this is to reach a larger audience, as is the case with Blogs and Reels. On the other hand, other sections such as “#SabíasQué” or “Cuestionarios” will only appear in one of the two formats of this social network. It should also be noted that, as far as possible, the aim is to be present almost every day of the week, that is why we try to intersperse both formats.

In Illustration 48 we find how the Feed would look like after the posts of the first two weeks of October. As we can see, we have tried to use the corporate colours of the Dermo-Suavina brand. We have decided that because the colours of this brand are more reminiscent of skin.

Illustration 48 Feed Instagram Laboratorios Calduch first two weeks 10/2023



Source: Own elaboration

Finally, we are going to explain some sections, specifically, those that appear in Illustration 48, to know what type of content would be published and what "templates" would be used.

- Instagram post:
 - **EVENTS:** images of the event are shared to increase our notoriety.

Illustration 49 Post events



Source: Own elaboration

- **BLOGS:** they are published to generate traffic to our website and to be able to position ourselves organically through KeyWords.

Illustration 50 Post Blog



Source: Own elaboration

- **PRODUCT:** we will take the opportunity to launch them for the first time or give

them more visibility depending on the season. On the post we will show the basic characteristics that differentiate Laboratorios Calduch from the others.

Illustration 51 Post product



Source: Own elaboration

- INTERNAL PHRASES: in this section we try to personalise the brand, so we will show different employees in their workplaces and with phrases that they identify with the cosmetics.

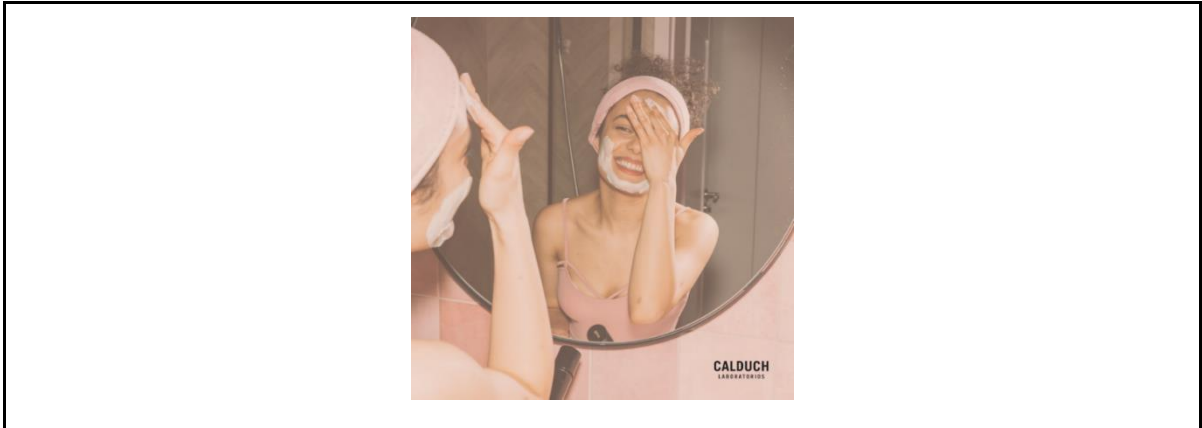
Illustration 52 Post Internal Phrase



Source: Own elaboration

- WORLD DAY OF: we try to choose those days related to the cosmetics sector to connect them to the products.

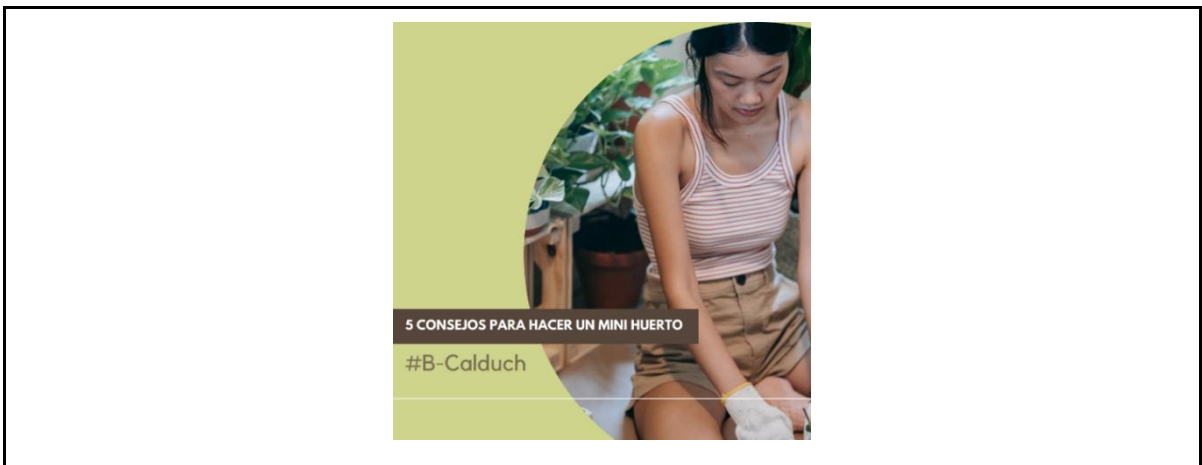
Illustration 53 Post World Day of...



Source: Own elaboration

- B - CALDUCH: due to the importance that our target group gives to nature, it is necessary to create a section where tips and tricks for actions related to nature will be provided in the form of a Reel.

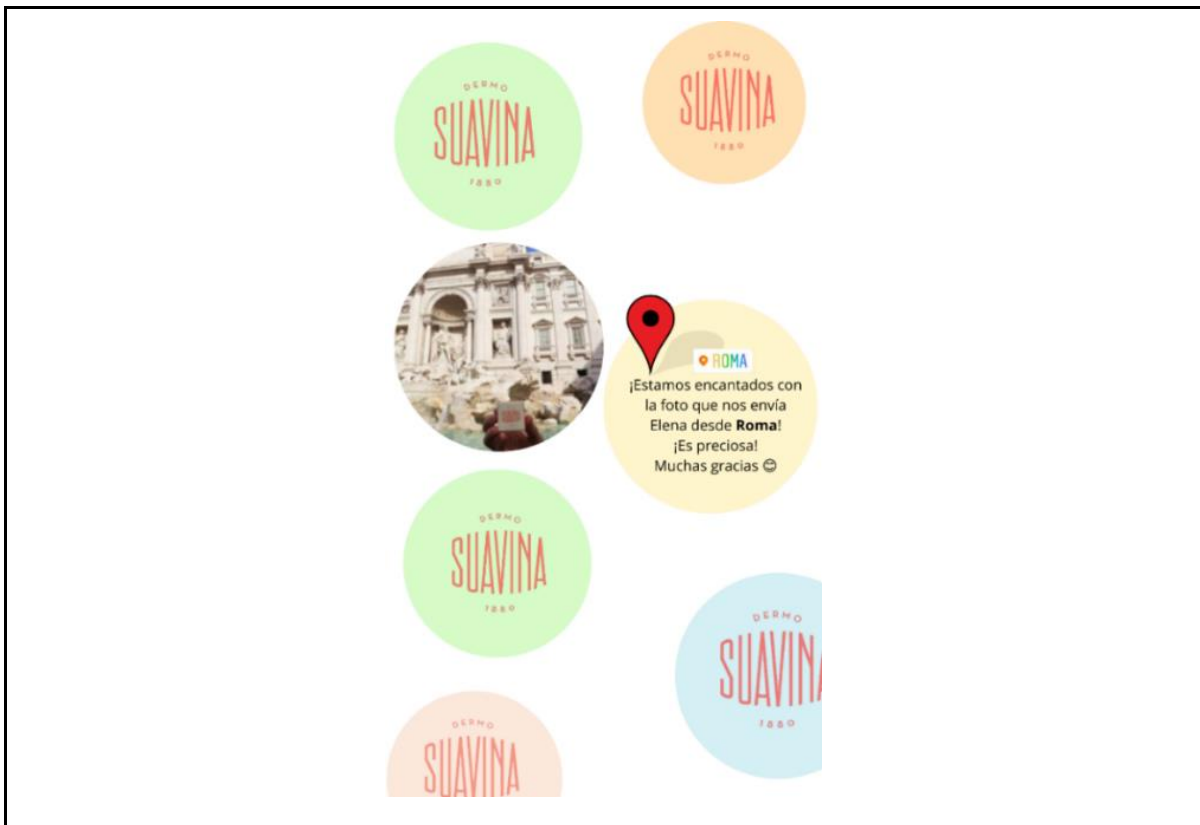
Illustration 54 Post B-Calduch



Source: Own elaboration

- Instagram Story
- “#Suavinaporemundo”: this initiative is already underway, but in the post format. However, we believe that this type of content should be more dynamic so, it should be transferred to the stories.

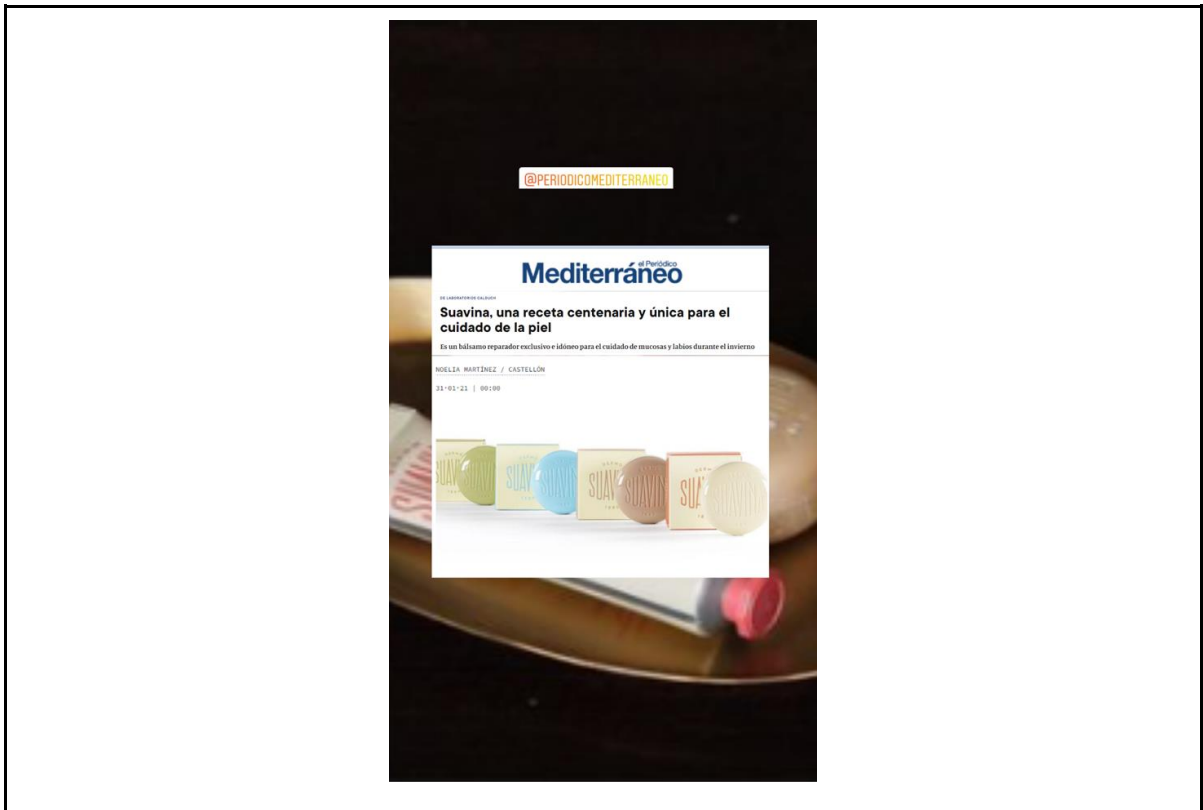
Illustration 55 Story #Suavinaporemundo



Source: Own elaboration

- CURRENT NEWS: as in the previous section, this content was already in a post format, but due to the possibility of being able to add the link to the news in the stories, it would be better if we modify it.

Illustration 56 Story News



Source: Own elaboration

- “#Suavinafans”: we will try to increase engagement, in other words, consumer interactions with the brand and this will increase their commitment to the brand.

Illustration 57 Story #SuavinaFans



Source: Own elaboration

11.5 Budget

In the moment of setting the budget, we should consider that not all actions have a cost. Those that are **your own**, such as the website, newsletter, blog and social networks, only have the cost of the platform to make the designs. The best option is a combination of Canva Pro and Sendinblue, according to the websites of these tools the annual costs are 109.99€ and 205.2€, respectively. Making a total for **ON** actions of 315.19€.

On the other hand, in the **paid** media, we find the bus shelters located for a month in various transit areas of the Valencian Community. In Castellón the printing and rental of ten sides is 6,790€, in Valencia 15 sides are 16320€ and in Alicante 10 sides are 6,290€. That makes a total of 29,400€. (Oblicua, 2022)

Finally, the space for the BioCultura Fair stand costs 92€ per square metre and, measuring 3 metres wide by 4 metres long, would be a total of 1104€ (BioCultura, 2022). The cost of the stand design, materials and installation would be 4,400€ (TodoRollUp, 2022). In addition, the rental of the photo booth with personalised printer would be 500€ (KRUU, 2022). In earned media it is not necessary to set a budget, as it is publicity earned indirectly by the actions.

Therefore, the total of paid media, which correspond with **OFF** media, and ON media is 35,404€. (Illustration 58)

Illustration 58 Budget of the Communication Plan

OWN Website Newsletter Blog Social networks	Canva Pro 109.99€ Sendinblue 205.2€, Total for ON actions of 315.19€.
PAID Bus shelters (1month)	Castellón 6,790€ Valencia 16320€ Alicante 6,290€
Fair	Stand space 1104€ Stand materials 4,400€ Rental of the photo booth 500€ Total for OFF actions of 35.088€

Source: Own elaboration

11. 6 Implementation schedule

As we have mentioned throughout this Communication Plan, the target date is 2023. We would start with the ON media, to gradually create content, (within each row in a darker colour are marked those months in which we have given examples of what the content and the structures to be followed would be like).

The ninth month is the one set for the product launch, as this is when temperatures start to drop and hands need more care, coinciding with the celebration of the Biocultura Fair. And, during the whole month of October, with the return to the universities, we would advertise and promote the product in bus shelters (generating traffic to the website) and we will launch the online shop.

Table 11 Implementation schedule

ACTIONS 2023	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Launch of online shop												
Blogs												
Newsletter												
Promotional bus shelters												
BioCultura Fair												
Social networks												
									#Roll of hands			

Source: Own elaboration

11.7 Definition and measurement of KPIs

The KPIs (key performance indicators) are those indicators that try to evaluate the success of the actions to achieve the objectives and to see if corrections are needed. To analyse actions 1, 2, 3, 4 and 6 we will use the data provided free by Google Analytics and Search Console (which provides us with a keyword ranking). With these programs we will have access to this information:

- Number of visits to the website.
- Time spent: to know the quality of the users who visit our site.
- Bounce rate: users who enter the website and leave it without interacting.
- Direct traffic: users who know the domain of the website and access it directly.

- Organic traffic: those users who come from the result of positioning our website with the keywords in the search engines (SEO).
- Mailing traffic: users accessing from the links of the newsletter blogs.
- Conversion rate (%): number of conversions divided by number of visits and multiplied by 100.
- CPL (Cost per Lead): (cost/conversion)
- Acceptance rate (%): (completed sales divided by number of orders) per 100. With this we can see if our payment terms and shipping benefits are adequate.
- CTR (Click Through Rate): number of clicks on the newsletter divided by the number of times it is displayed (impressions).

Engagement is measured by likes, shares and comments as they indicate a greater link with the brand.

- Engagement rate (%): sum of interactions divided by the total number of people reached, and all per 100.

We can also know the profitability of the campaign with the ROI (Return of Investment), which consists of dividing the cost of the campaign by the sales attributed to the campaign.

On the other hand, in the case of action 5, as it is an experience event, the best option is to use the delivery of the photo of the booth photo, so we can add a QR code to be able to count the satisfaction of the event through a questionnaire.

Another way to know the impact of this action is through the social media posts published during and after the Fair.

All KPI's would be reviewed in depth every three months and in the case of the action 5 it would be a daily review because the fair only consist in 3 days and there is little leeway for changes.

11.8 Contingency plan

In this section we will set out what actions, without increasing the budget, would be taken if the expected results are not obtained.

In the case of the online sales action, it is possible to check whether the product has a difficult access until the moment of purchase or whether the purchase moment is too long and the consumer gets "tired". In the case of the blog and social media actions, the content can be modified (new keywords) or the type of template used. In the action of the bus shelter with promotion, we could change the amount of discount applied when scanning the QR code. Finally, at the fair we could add a hashtag or change the oral discourse of the stand.

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