



MARKETING PLAN OF HAWKERS

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DEGREE IN BUSINESS ADMINISTRATION

AE1049 – FINAL GRADE WORK

ACADEMIC YEAR 2021-22

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1. EXECUTIVE SUMMARY

Hawkers is a brand of sunglasses that was born in 2013 as an ecommerce and its success has been based on digital marketing, specifically through the effective use of Facebook Ads.

Nowadays, as of 2020 with the COVID-19 pandemic, online commerce has become one of the main attractions in the business world offering a wide range of competencies with a considerably reduced initial investment. And it should not be forgotten to mention that it has also changed consumers' consumption habits and preferences.

With this marketing plan, I intend to show the success of Hawkerc and illustrate how a small brand has managed to enter a market controlled by giants such as Ray-ban.

In this Hawkerc marketing plan, it has been able to observe the company from different perspectives. Thus, through the situational analysis both internal, such as the resources available to the brand, and external aspects have been analysed. In the latter, it has been studied the market, the behaviour of consumers, as well as the environment in which it operates and the competitors that currently exist in it.

A market study has been also carried out by means of a survey in which the frequency of online shopping, the number of people with visual problems, the preferred place of glasses purchase, as well as the opinions of Hawkerc customers and non-customers in terms of image, satisfaction, loyalty and trust were studied.

Once the analysis has been carried out, a series of objectives and actions have been settled, all of which are related to the company's mission, vision and values.

Finally, for the execution of these actions, a specific budget and timetable has been established in which the moment of their implementation and the duration of each one can be observed. Each of the objectives will be monitored by means of an indicator in order to supervise that they are being achieved.

2. SITUATIONAL ANALYSIS

To find out what Hawkers' current situation is, it is necessary to carry out an analysis of the situation. First, the company, its mission, vision and values will be described. Then, both the internal and external environment of the company will be analysed, so it will be possible to know both the resources the company has and all the external factors that condition its actions and decisions. In addition, the optician's market will also be analysed and finally the market study carried out will be detailed.

2.1. Company's presentation

Hawkers (Figure 1), is a Spanish company based in Elche (Alicante) founded in 2013 by Iñaki Soriano, Pablo Sánchez, Alejandro Moreno and David Moreno. Their goal was clear, to differentiate themselves from the competition by offering quality eyewear at a reasonable price. In this way, they managed to revolutionise a monopolistic market, whose products are rarely priced below 150 euros. (Durán, 2016)

Figure 1.Hawkers logo



Source: Facebook Hawkers

Before embarking on this project, the four founders tried their luck with another start-up, *Saldum*, which was an online shopping site for second-hand goods, but proved unsuccessful. After this, they decided to do e-commerce consultancy tasks for other companies. Seeing that they were able to make large amounts of money for these businesses, they decided to launch their own company (*Knockaround*). (Plaza, 2015)

Knockaround, was a Californian company dedicated to the sale of sunglasses at affordable prices did not distribute outside the United States, so they decided to invest 300 euros and buy 27 models of sunglasses, to later distribute them in Spain with a profit margin.

They focused on a product that had an easy outlet, a large potential audience and low sale barriers. This product had the advantage that it could be launched economically and fulfilled a very important factor for them: people were willing to buy it online.

They soon started to see positive results, so they decided to reinvest their profits by buying more products and advertising them on Facebook. Within a few months, they increased their order volume and even surpassed their supplier, Knockaround. For this reason, in 2013 they decided to create their own brand, Hawkers, and market their glasses themselves.

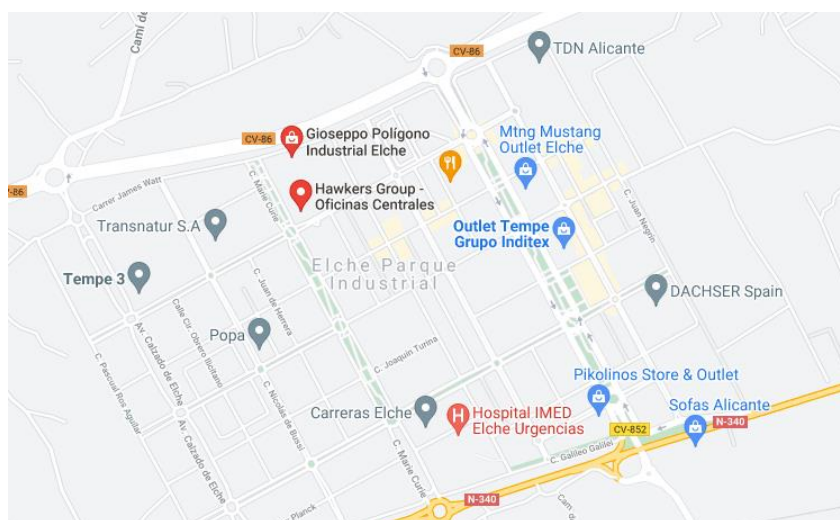
Since the birth of Hawkers, their strategy has been to launch advertising on social networks, especially Facebook, a platform that in 2013 was little used for this purpose.

Furthermore, one of the particularities that have had special relevance in their low prices is that the initial sale of Hawkers was made exclusively in e-commerce. Nowadays, they have physical establishments and can also be found in some independent stores, like in La Salera, or some Inditex Group shops.

Hawkers has undoubtedly grown very quickly since its creation and has completely changed the optical market. Thanks to its partnership with Pull and Bear, the brand can be found in more than 65 countries. Something to highlight is that it was the first Spanish brand to become an official sponsor of the L.A Lakers (EFE, 2016). In addition, some of the most important collaborations it has made are with El Corte Inglés, Pacha, Amazon, PayPal, Mercedes-Benz and Play Station (J. Martínez, 2016).

The following figure (Figure 2) shows where Hawkers' main office is located. As can be seen it is located within the industrial park of Elche (Alicante).

Figure 2. Hawkers' main office



Source: Google Maps

As shown in Figure 3, most Hawkers shops and optics are located in Spain, although it also has physical establishments in UK (London), Italy (Rome) and Portugal.

Figure 3.Hawkers shops



Source: Hawkers website

Mission

Our mission is to offer a brand at a fair price, selling directly to consumers from our website, avoiding all types of intermediaries (Forbes, 2017).

Vision

To become one of the world's most famous fashion brands in the sunglasses and eyewear sector (Silver, 2019).

Values

According to Villacampa (2021), Hawkers values are:

- Effort and Perseverance
- Ability to adapt to any environment
- Proximity to the final consumer
- Youthful spirit
- Creativity and Authenticity
- Courage

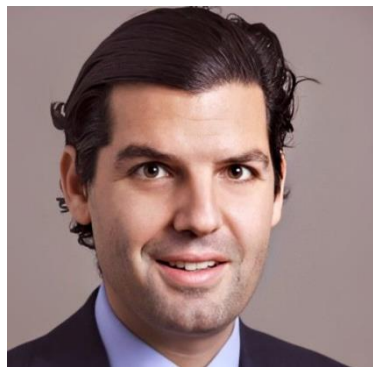
2.2. Internal Analysis

2.2.1. Company Resources

2.2.1.1. Human Resources

Initially the four founders (Iñaki Soriano, Pablo Sánchez, Alejandro Moreno and David Moreno) ran the company but all of them left in 2018, when Alejandro Betancourt (Figure 4), the company's president, decided to renew the entire management team with the appointment of Nacho Puig (Figure 5) as CEO (Mané, 2019). The company's objective was to boost its growth through retail and international expansion.

Figure 4. Alejandro Betancourt, Hawkers President



Source: <http://www.alejandrobetancourt.es/>

Figure 5. Nacho Puig, Hawkers CEO



Source: <http://www.alejandrobetancourt.es/>

As CoCEO of Hawkers is Chema Fernández, ex-manager of El Corte Inglés (Figure 6)

Figure 6.Chema Fernández, Hawkers CoCEO



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

Currently, Hawkers has 260 employees. However, with the aim of advancing in retail, in 2019 Nacho Puig transferred the management of Hawkers' physical sales to JN Brand Consulting, one of the firms in his group, which has an important track record in retail behind it. One of the consequences of this was the departure of managers and employees, leading to a slimming down of the company's structure (Martínez D & Terol D, 2019).

The opening in February 2021 of a new factory in Spain, specifically in Elche, led to the creation of thirty jobs in addition to the 120 people working in the offices above the factory.

2.2.1.2. Intangible resources

Apparently, as the founders of Hawkers imply, the company may have given more importance to intangible resources, as, in addition to the fact that these do not require as much investment, this is where the company has mainly boosted its competitive strategy.

1. Brand

“The product is not the brand, the brand is the product.” (Villacampa, 2021).

From the beginning, the founders emphasised this phrase quite a lot and the fact is that Hawkers, like other successful brands, where they really focus is on promoting the brand.

Being a new brand that manufactures its products in China and selling a product at such a cheap price can have the disadvantage that people perceive the brand as low quality.

Hawkers has managed to create an attractive brand, turning its low-cost product into something aspirational, where the main tool for transmitting this has been social networks. Hawkerc is a youthful, rebellious, creative, and different brand and has managed to transfer these attributes to its mainly young customers. Its key has been to project in the brand the personality that its customers have or wish to have.

The founders themselves say that “Hawkerc is not just glasses but an attitude”. or “Hawkerc sells Hawkerc not sunglasses.”(Villacampa, 2021).

Another factor that has made the brand have value and be perceived with prestige has been the collaboration with famous people (Jorge Lorenzo, Leo Messi, Paula Echevarría, etc.) or other highly reputable companies such as BBVA, Mercedes-Benz, L.A. Lakers, etc.

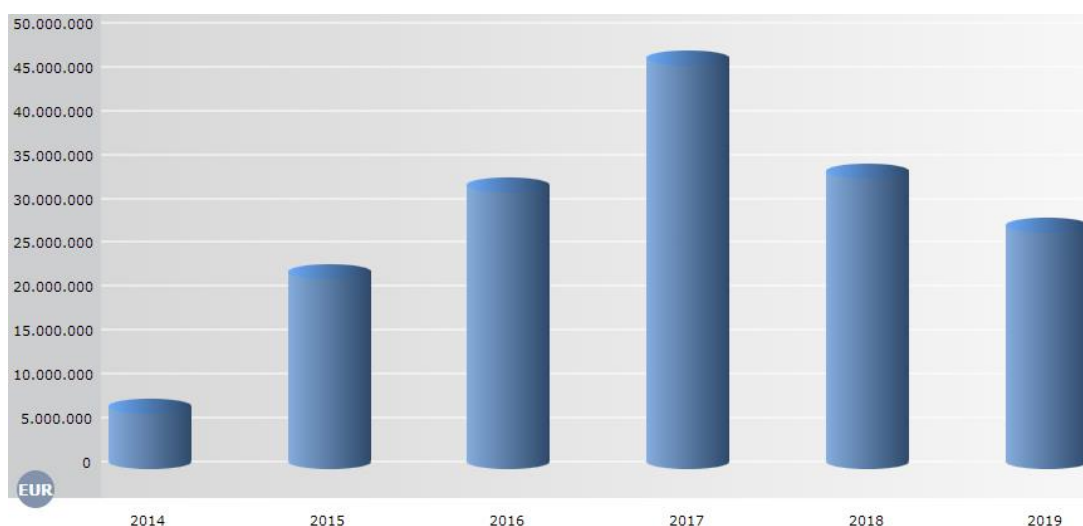
2.2.1.3. Tangible resources

1. Financial resources

This is Hawkerc's largest tangible asset. It is mainly due to the successful investments made by Alejandro Betancourt, Venezuelan entrepreneur and leader of the O'Hara investment group. With these investments, Betancourt became the largest shareholder and director of Hawkerc. In January 2018 Betancourt made a capital increase of 20 million that allowed him to undertake his strategic vision of consolidating the online market and penetrate the physical market reflecting as a fashion brand.

Although they have physical shops, most of their revenue comes online. Hawkerc began its journey with an increasing turnover every year, reaching 46 million euros in 2017. However, from 2018 onwards, the company started to have less operating income, reaching 26 million euros in 2019 (Figure 7).

Figure 7.Hawkers sales performance



Source: SABIT

However, it should be noted that the brand managed to close 2019 with a profit of 468,773 euros when in 2018 it had a loss of 2.8 million euros and an accumulated loss in recent years of 14.3 million euros (Table 1).

Table 1.Hawkers 2019 financial resources

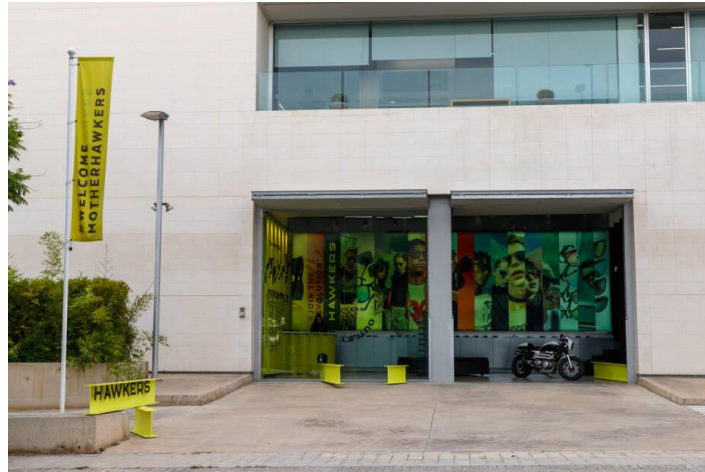
HAWKERS		
	2019	2018
Ingresos de explotación	26.968.885	33.061.954
Importe neto Cifra de Ventas	26.947.052	33.047.838
Consumo de mercaderías y de materias	n.d.	n.d.
Resultado bruto	n.d.	n.d.
Otros gastos de explotación	n.d.	n.d.
Resultado Explotación	1.131.778	-7.480.232
Ingresos financieros	232.336	182.577
Gastos financieros	725.571	516.326
Resultado financiero	-493.235	-333.749
Result. ordinarios antes Impuestos	638.543	-7.813.981
Impuestos sobre sociedades	169.770	-5.020.641
Resultado Actividades Ordinarias	468.773	-2.793.340
Ingresos extraordinarios	n.d.	n.d.
Gastos extraordinarios	n.d.	n.d.
Resultados actividades extraordinarias	n.d.	n.d.
Resultado del Ejercicio	468.773	-2.793.340

Source: Own elaboration. Data: SABIT

2. Headquarters and factories

Hawkers started manufacturing the glasses in China and later opened new plants in Italy. However, in February 2021 they decided to go one step further and opened the first factory in Spain, just below the headquarters (Figure 8) in Elche (Alicante).

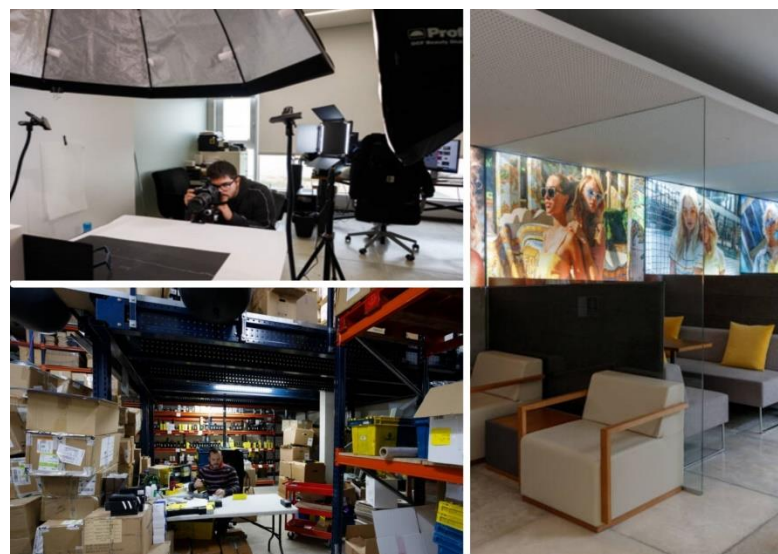
Figure 8.Hawkers headquarters



Source: <https://alicantaplaza.es/hawkers-ya-es-made-in-spain-entramos-en-la-primera-fabrica-de-gafas-de-espana-en-elche>

Hawkercs' headquarters (Figure 9) is quite modern and out of the ordinary. It has a photography studio, warehouse, dining and kitchen rooms.

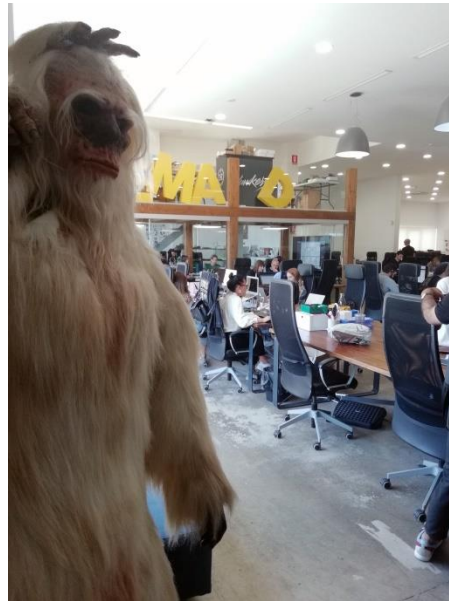
Figure 9. Inside Hawkercs headquarters



Source: Own elaboration. Data: <https://alicantaplaza.es/hawkers-ya-es-made-in-spain-entramos-en-la-primera-fabrica-de-gafas-de-espana-en-elche>

Inside you can also find their famous life-size yeti, used in one of their best advertising campaigns (Figure 10).

Figure 10.Hawkers famous yeti



Source: *Esquire website*

One of the most striking areas is the huge courtyard (Figure 11) with palm trees, where it is common to see even dogs running around, and a ping pong table. There is also a library, and the management offices consist of a huge screen connected to the PlayStation along with an arcade machine and a pool table.

Figure 11.Hawkers courtyard



Source: <https://alicanteplaza.es/hawkers-ya-es-made-in-spain-entramos-en-la-primera-fabrica-de-gafas-de-espana-en-elche>

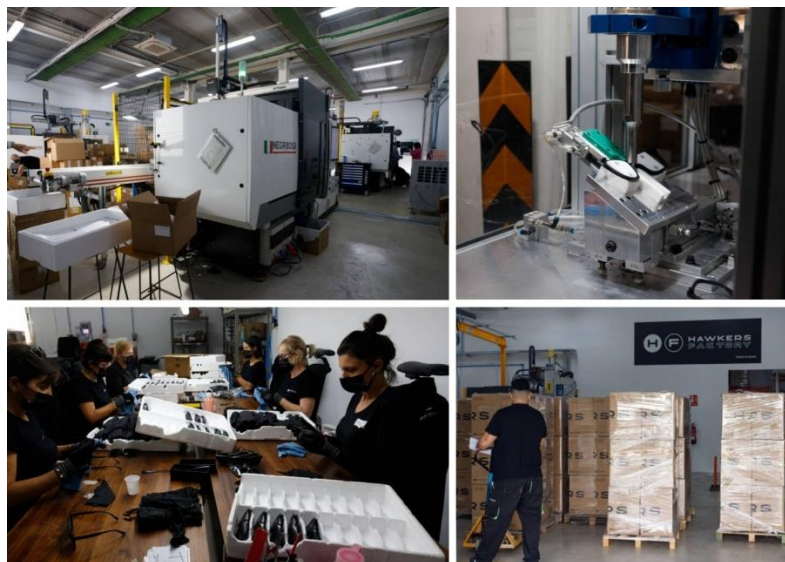
With regard to the factory in Spain, the company has developed its R&D and incorporated more advanced technologies such as two new injection moulding machines. This will enable the brand to expand its production, giving them the possibility of being able to reach 140,000 units manufactured per month. Their goal for 2022 is to sell 3.3 million glasses worldwide, and 1.9 million will come out of the Elche factory.

By setting up a factory in Spain, “the brand has not only brought production closer, but can sell the glasses at the same price as those made in China, but making them in Spain” (Scagni, 2021). This decision allows the company to save on transport costs and the manufacturer's margin.

The installation of the factory below the Hawkers headquarters has allowed the brand to centralise the entire process in a single facility, starting in the offices with the original idea, moving on to production and packaging and ending with the distribution of the final product. This step, in addition to making Hawkers grow, has allowed the company to begin to position itself in the minds of consumers as a brand made in Spain.

The factory (Figure 12) is made up of four machines to make the lenses and temples, robots to facilitate the work and a large number of workers who assemble the glasses by hand.

Figure 12.Hawkers spanish factory



Source: Own elaboration. Data: <https://alicanteplaza.es/hawkers-ya-es-made-in-spain-entramos-en-la-primera-fabrica-de-gafas-de-espana-en-elche>

3. Shops and Optics

Initially the company only sold online, but over the years, they began to open physical establishments all over Spain (Figure 13) They then decided to expand internationally, opening several shops in Portugal, another shop in Italy and another in the UK (figure 14). The brand has now reached a total of 90 physical shops.

Figure 13.Hawkers optics in Madrid



Source: Google Maps

Figure 14.Hawkercs shop in London



Source: Google Maps

2.2.1.4. Marketing resources

The marketing resources bring together four aspects. Firstly, the product will be explained, then the price, then the company's distribution and finally the communication tools they use.

1. Product

Hawkers' product portfolio can be divided into three lines: Glasses, Contact lenses and Clothing. Moreover, the brand offers products for men, women and unisex.

This product portfolio has been represented in three tables, one for each line, which will be explained below.

Glasses

This line is divided into three sub-lines: Sunglasses, Eyeglasses and Ski goggles. As can be seen in table 2, there is a considerable depth in relation to sunglasses, as the sub-line has 92 models. In addition, customers can choose between polarised and mirrored lenses.

If we look at the eyeglasses, this sub-line has less depth than the sunglasses, but even so, it can be said that it is also quite deep, with 17 models (Table 2).

For both sunglasses and eyeglasses, Hawkerc offers 4 types of designs: square, round, aviator and cat-eye.

About ski goggles, the brand partners with ZEISS, a German optics manufacturer. All models are unisex and include two specific lenses for different weather conditions and brightness. Unlike sunglasses and eyeglasses, Hawkerc only markets one model for ski goggles, so this sub-line is shallow.(Table 2).

Table 2.Product portfolio: Eyewear

Product portfolio		
Glasses		
Sunglasses	Eyeglasses	Ski goggles
AUDREY	ULLAGE	-Artik
BEL AIR CROSSWALK	AERATE	
BLAST	ARROYA	
CHAZARA	CHAPTAL	
FELINE	CHENIN	
GEN	FOXY	
LENOX	KIJAJA	
NW HALE	RIMON	
NW PHANTOM WALL	TOKAY	
NW WALL	UMESHU	
ONE DIAMOND	DOURO	
SAUVAGE	HUNTER	
TEARDROP	JERKUM	
USIL	CHABLIS	
CAPTAIN	CHARDON	
CITYLIFE	ROSE	
CLASSIC	ONE	
LUST		
MOTION		
N35		
ONE DOWNTOWN		
ONE LS FUSION		
ONE VENM HYBRID		
ONE VENM METAL		
RESORT		
SIXGON		
BAVE		

BRIGITTE		
BRONY		
CITYBREAK		
HYDE		
MOMA		
NEIVE		
NW DEMON		
NW GRAVITY		
REETZY		
ROW		
TADAO		
WEEKENDER		
BEL AIR		
BHANU		
B-TOWN		
CINDY		
CLAUDIA		
CRUSH		
DOUMU		
EAGLE		
G-LIST		
IBIZA		
IDLE		
KATE		
LINDA		
N9		
NEW CLASSIC		
ONE CROSSWALK		
ONE LIMITED EDITION		
PEAK METAL		
POLAR		
SLATER		
VITAL		
WARWICK VENM HYBRID		
360		
CORE		

FALCON		
MOMA MIDTOWN		
ONE FUSION		
ONE SPORT		
PEAK		
WARWICK X		
CLASSIC ROUNDED		
HAWK		
INWOOD		
LAX		
MIRANDA		
NOLITA		
OLLIE		
ONE UPTOWN		
RUSHHOUR		
SIXGON DRIVE		
STEEZY		
WARWICK CROSSWALK		
CHEEDO		
ONE AIR		
ONE X		
SHADOW		
TOX		
WARWICK UPTOWN		
F18		
ONE CARBONO		
WARWICK		
ONE LS		
ONE		

Source: Own elaboration. Data: <https://www.hawkersco.com/>

Contact Lenses

Daily wear contact lenses have been a recent addition to the brand's product range. They are only sold online via the brand's website are available for people with both myopia and hyperopia. As can be seen in table 3, there is little depth in this line as the brand only offers one type of contact lenses.

Table 3.Product Portfolio: Contact Lenses

Product portfolio
Contact Lenses
-Daily replacement contact lenses

Source: Own elaboration. Data: <https://www.hawkersco.com/>

Clothing

Although Hawkers is a brand that mainly sells eyewear, the company launched in 2021 a line of urban and sportswear which is made in Portugal. At the moment it is only available online and the brand is not yet planning to sell the garments in physical shops. This line, consists of six sub-lines: oversized and cropped sweatshirts, hoodies, joggers, T-shirts, crop tops and sports bras (Figure 15). In table 4, it can be seen that any sub-line of clothing has little depth as the brand offers at most 4 models for sweatshirts and T-shirts, 3 for hoodies, 2 for Joggers and 1 for crop tops and sport bras (Table 4).

Table 4.Product portfolio: Clothes

Product Portfolio					
Clothing					
Hoddies	Sweatshirts	Joggers	T-shirts	Crop tops	Sport Bras
-JFK -Much -Fra Crop	-SVO -LHR -CDG -MEX crop	-MAD -BCN	-ATH -LAX -IBZ -AMS	-DXB	-GRU

Source: Own elaboration. Data: <https://www.hawkersco.com/>

Figure 15.Hawkers clothes



Source: Own elaboration. Data:<https://www.informacion.es/fotos/economia/2021/12/14/primera-linea-ropa-ilicitana-hawkers-60656077.html>

We can say that Hawkerclothes' product portfolio has quite a lot of length, as if we add up all the references of each line, the brand has a total of 126 products. On the contrary, in terms of width, the company's portfolio is narrow considering it has only 3 product lines.

Moreover, we can observe that the consistency is high as all the lines are related to each other. In the case of glasses and contact lenses there is no doubt, and for clothing, we have to take into account that glasses nowadays are also used as a fashion accessory.

Finally, in terms of brand strategy, Hawkerclothes has been characterised from the beginning by a single brand strategy. Over the years, however, it has shifted to a multi-brand strategy and the brand now owns Hawkerclothes Eyewear, Northweek, Miss Hamptons, Brattleboro and Wolfnoir (Martínez, 2018).

2. Price

According to Hawkerclothes website, the price of the eyewear depends on whether they are sunglasses, eyeglasses and ski goggles. In addition, within sunglasses, there are different prices depending on the model, so the prices vary 34.99€ to 74.99€ while eyeglasses have the same price of 39.99€ regardless of the model. For ski goggles, they

also have the same price of 129.99€. It can be seen that for the last two lines, the brand follows a one-price strategy, thus allowing consumers to make their purchasing decision based on aspects other than price.

The following table (Table 5) shows the prices for each type of glasses.

Table 5.Hawkers eyewear prices

SUNGLASSES	34.99€ - 74.99€
EYEGLASSES	39.99€
SKI GOGGLES	129.99€

Source: Own elaboration. Data: <https://www.hawkersco.com/>

In relation to clothing prices, the different prices for each garment can be seen in Table 6.

Table 6. Hawkers clothes prices

HOODIES	JFK HOODIE	64.99€
	MUCH HOODIE	59.99€
	FRA CROP HOODIE	54.99€
SWEATSHIRTS	SVO SWEATSHIRT	54.99€
	LHR SWEATSHIRT	49.99€
	CDG SWEATSHIRT	54.99€
	MEX CROP SWEATSHIRT	44.99€
JOGGERS	MAD JOGGER	49.99€
	BCN JOGGER	49.99€
T-SHIRTS	ATH T-SHIRT	34.99€
	LAX T-SHIRT	29.99€
	IBZ T-SHIRT	34.99€
	AMS T-SHIRT	34.99€
CROP TOPS	DXB CROP TOP	24.99€
SPORT BRAS	GRU SPORTS BRA	29.99€

Source: Own elaboration. Data: <https://www.hawkersco.com/>

With regard to contact lenses, Hawkers offers a 10-day trial where the customer pays only the shipping cost of 3.99€. Then, there are two ways to buy the contact lenses. The first is the flexible subscription where if the customer chooses the quarterly option pays 12.50€ and if he chooses the monthly option pays 13.50€. The second is the one-time purchase and within this, the customer can choose between 1 box of contact lenses per eye, 2 boxes or three. Prices depend on the number of boxes and are 17.50€, 16.50€ and 15.00€.

The following table, Table 7, shows the range of prices for contact lenses.

Table 7.Hawkers contact lenses prices

CONTACT LENSES	FLEXIBLE SUBSCRIPTION	QUARTERLY 12.50€
		MONTHLY 13.50€
	ONE-TIME PURCHASE	1 BOX PER EYE 17.50€
		2 BOXES PER EYE 16.50€
		3 BOXES PER EYE 15.00€

Source: Own elaboration. Data: <https://www.hawkersco.com/>

One factor that makes the brand stand out is that it is constantly offering discounts. As an example (Figure 16), in January 2022 the brand offered a 35% discount for the first pair of glasses and a 50% discount if the customer buys 2 or more pairs. This type of discount is called volume discount.

Figure 16.Hawkers discount example



Source: Hawkers website

After analysing the prices that the brand sets for its products, it can be seen that the company usually follows a strategy of odd prices. In this way, they manage to make the consumer perceive the product as cheaper.

3. Distribution

In reference to distribution, the supply chain used by Hawkers will be explained. The supply chain starts with the procurement of raw materials and then continues with suppliers and the manufacturing of products. Once the products are finished, they are

distributed to intermediaries, who are responsible for providing them to the final consumers (Figure 17)

Figure 17. Supply Chain



Source: Own elaboration

Raw Materials, Supplier and Manufacturer

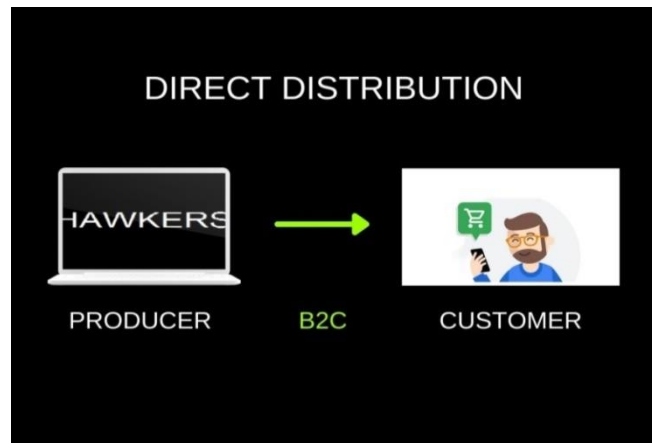
Hawkers lenses are generally produced in Germany and once they have been checked for compliance, they are sent to the Chinese factories Hawkerc works with, where they are assembled by hand.

Although, as already mentioned, in 2021 the brand decided to open a factory in Elche (Alicante), so that today, Hawkerc also plays the role of manufacturer. In its factory, the company is committed to a production model based on sustainability through the reduction of aerosols, the use of environmentally friendly materials with biodegradable bases and the recycling of raw materials. With this new production system, it is possible to recycle 100% of the material used and achieve Zero Waste in the manufacturing process of the frame. This is achieved by using the latest state-of-the-art Italian technology that recovers the surplus material from each unit manufactured. (La Razón, 2021)

Distributer, Retailer and Consumer

Hawkerc was initially a brand with a direct distribution channel (Figure 18) this means, the company sold its products online directly to the consumer without using any intermediaries.

Figure 18.Hawkers direct distribution

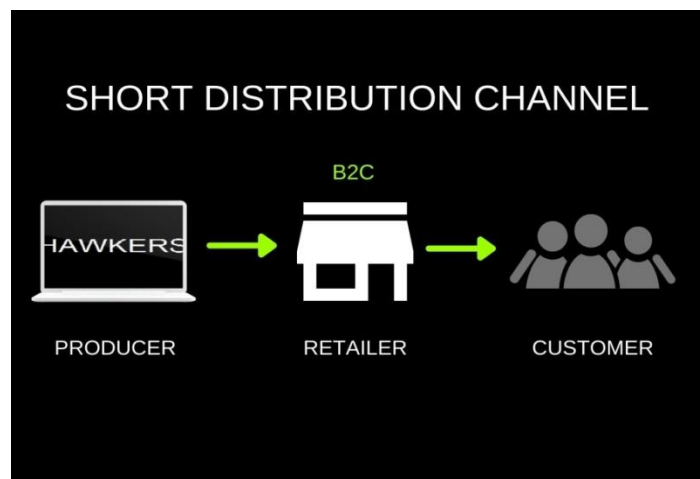


Source: Own elaboration

This has the advantage of cost savings, a closer and more direct relationship with the final consumer, no cost sharing with distributors and greater reach and promotion. Besides, as it is an e-commerce, the product is available 24 hours a day.

Nevertheless, by introducing own physical shops and offering their products in other establishments with which the brand has partnerships, its distribution channel has expanded to a short channel with a single intermediary (Figure 19). This is not to say that the company has stopped selling online as much of its revenue comes from there.

Figure 19.Hawkers short distribution channel



Source: Own elaboration

Finally, Hawkers' distribution strategy can be described as selective distribution. This means that the company has a small number of retailers and they must meet a series of requirements.

4. Communication

Communication is the element that Hawkers works on and focuses on the most. This tool has been the key to the company's success. It can be said that they have a direct and aggressive communication where they make quite clear the price of their product and transmit to the consumer that it is not necessary to spend a high amount of money for sunglasses, which have a great resemblance to those of the most recognised brands.

Therefore, in this section it will be explained the different medias that the brand uses to carry out its communication.

First of all, **online communication** will be detailed.

Online marketing and social media

1. Website

Nowadays it is vital for a company to have a website as it is a way of presenting the company to those who do not know it, thus improving the brand image and customer service. In addition, through a good SEO positioning the website can be found among the first results of the search engine.

In the case of Hawkers, as soon as you enter its website, images of promotions or new products that the brand incorporates and wants its customers to know about appear on the screen. For example, in January, the brand had an image of the January sales and another of the new clothing line (Figure 20).

Figure 20.Hawkers website



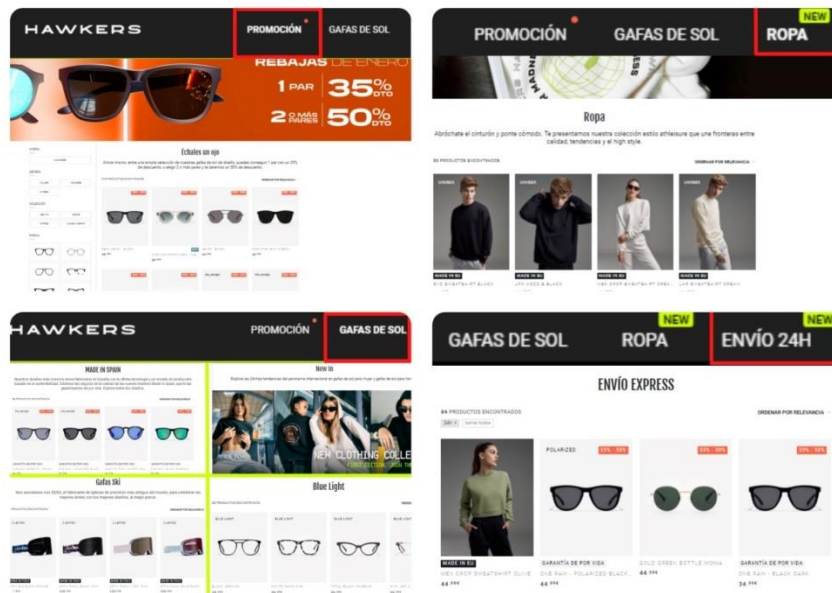
Source: Own elaboration. Data: <https://www.hawkersco.com/>

In addition, different sections can be found at the top. From left to right customers first can find the promotions, where the company shows all the discounts and products that are included in the promotion.

Then, there is the sunglasses section, where customers can choose between glasses made in Spain, ski goggles, the new collection, and eyeglasses. The next two sections are the clothing and 24h delivery.

Figure 21 shows the first four sections of the Hawkercos website.

Figure 21. First four sections of the Hawkers website



Source: Own elaboration. Data: <https://www.hawkersco.com/>

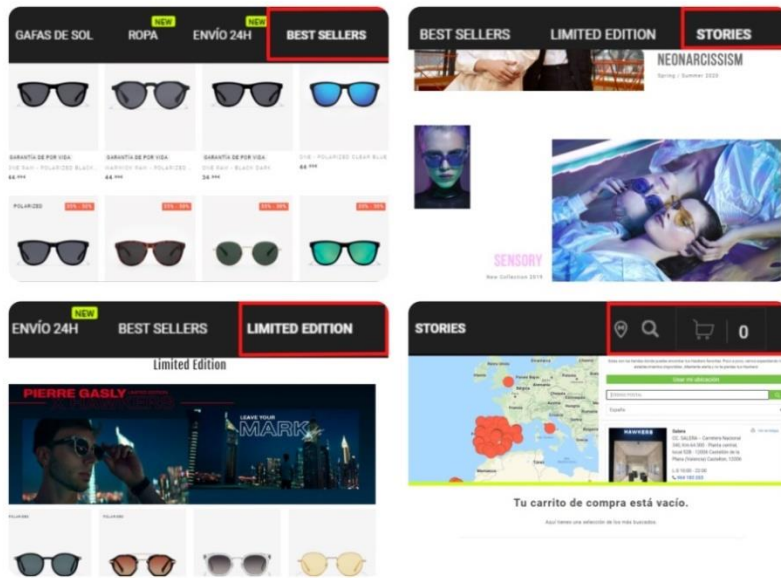
The brand's website also has a section of their bestsellers and a limited edition glasses section. In the latter the customer can find Hawkers glasses with celebrities such as Pierre Gasly, Álex Rins, Paula Echevarría and Jorge Martín.

Additionally, there is a stories section where the company shows a timeline starting in 2019 with advertising campaigns and collaborations that the brand has done as well as the new eyewear collections it has brought to the market.

Besides, the customer has a search engine, a section with a list of physical shops and a shopping cart section.

All these sections mentioned above can be seen in the following figure (Figure 22).

Figure 22. Other sections of the Hawkers website

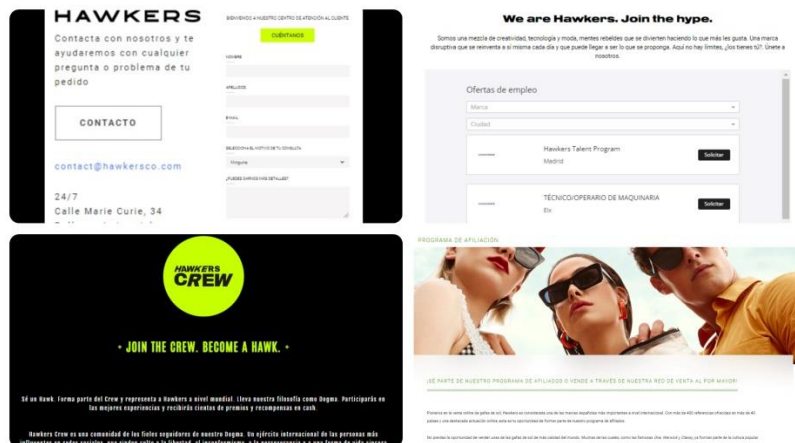


Source: Own elaboration. Data: <https://www.hawkersco.com/>

At the same time, there is also a contact section where customers can send their queries to the company, a careers section where people can see what jobs the company has to offer and another section called "Hawkers crew" where the most influential people on social networks can be members of Hawkers and promote their products on their profiles. Finally, the company also has an affiliate programme for those interested in selling Hawkers products.

The following figure (Figure 23) shows all four sections mentioned above.

Figure 23. Latest sections of Hawkers website



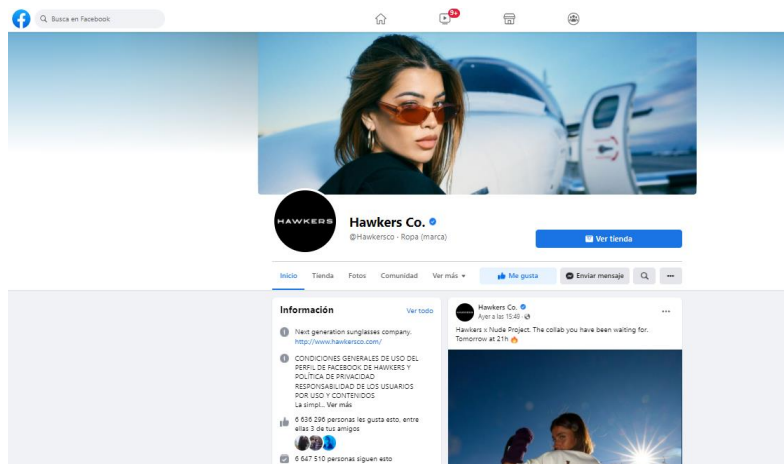
Source: Own elaboration. Data: <https://www.hawkersco.com/>

2. Facebook

Facebook has been Hawkers' cradle in e-commerce and its subsequent success (Figure 24).

From the beginning, when nobody or almost nobody used Facebook to advertise, they started to use Facebook Ads, and thanks to this Hawkers has become a millionaire e-commerce. They realised that through this platform they could reach a lot of people with a small budget. This tool has allowed them to impact on their target customer, displaying personalised ads for each customer. Their case is so spectacular that the company even invited them to its headquarters to explain their success through the platform.

Figure 24.Hawkers Facebook

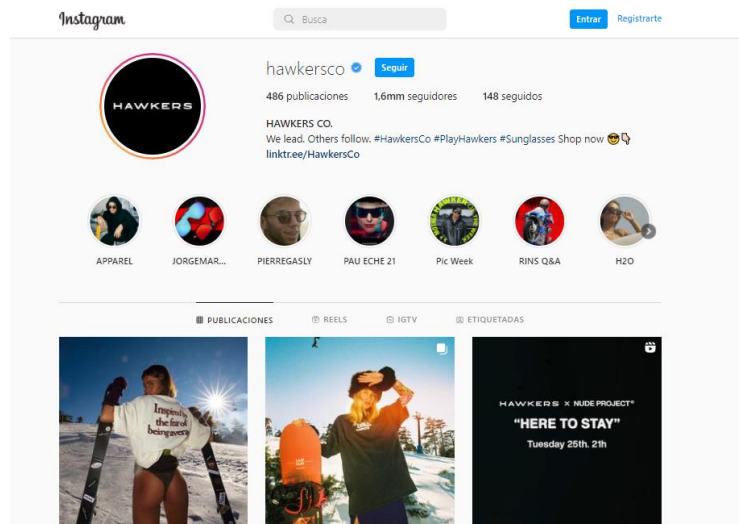


Source: <https://es-es.facebook.com/Hawkersco/>

3. Instagram

Instagram is one of the most used social networks by young people and nowadays the influencers that are within it are a key piece to promote products. Thanks to them, what is known as influencer marketing has been born, a strategy that Hawkers has not let slip away (Figure 25)

Figure 25.Hawkers Instagram

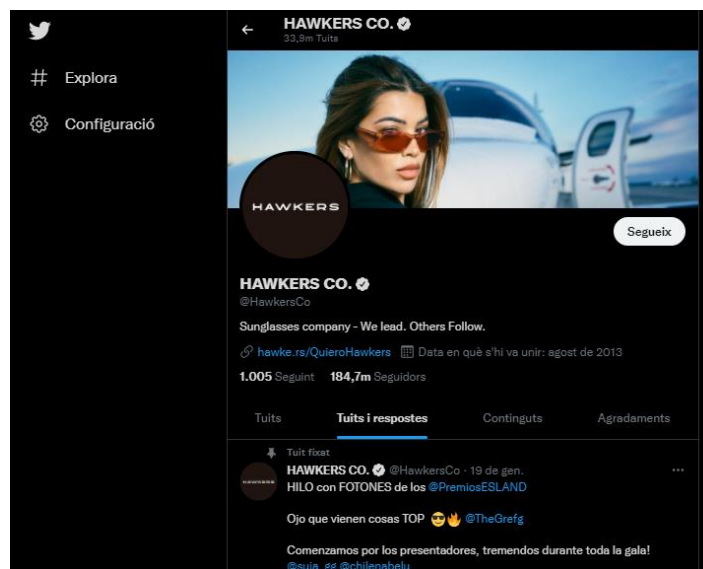


Source: <https://www.instagram.com/hawkersco/?hl=es>

4. Twitter

Twitter, a social network used by young and old alike, is also a must. Here the brand mainly shares important news, opinions, and memes (Figure 26).

Figure 26.Hawkers twitter



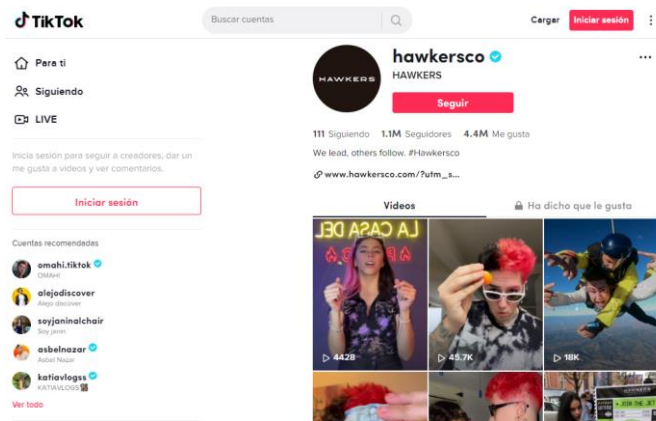
Source: https://twitter.com/HawkersCo?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eaut%7Chor

5. Tik tok

In the wake of the Covid pandemic, TikTok was one of the fastest growing social networks, becoming the world's most downloaded app in 2020, surpassing Facebook, Instagram and WhatsApp. Hawkers, being aware of its success, has also become part of this social network.

The brand does not directly manage the account on this social network, but an influencer who has his own account also manages the Hawkers account (Figure 27)

Figure 27.Hawkers TikTok



Source: <https://www.tiktok.com/@hawkersco?lang=es>

6. LinkedIn

The company is also present on LinkedIn where it publishes its latest job offers (Figure 28).

Figure 28.Hawkers LinkedIn

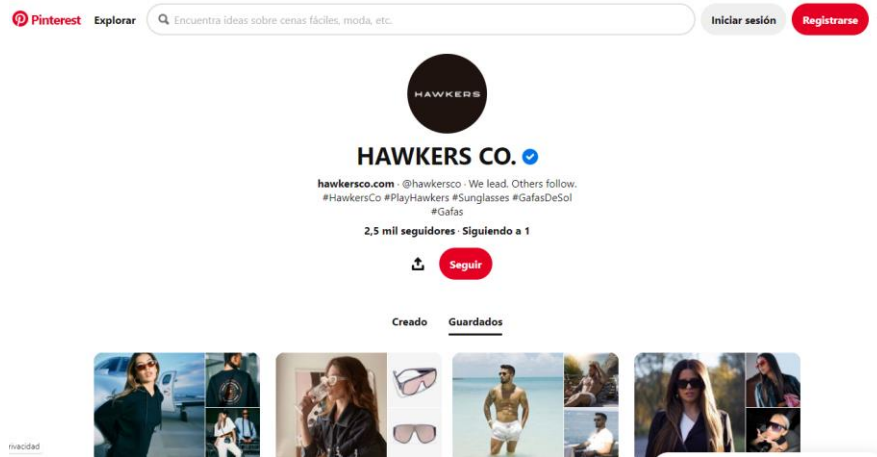


Source: <https://www.linkedin.com/company/play-hawkers-sl/?originalSubdomain=es>

7. Pinterest

Another of the social networks that Hawkers is part of is Pinterest (Figure 29). Most people use this for inspiration and to discover new things, so it is especially important for fashion brands, as many people look to this network for inspiration for their outfits.

Figure 29.Hawkers Pinterest



Source: <https://www.pinterest.es/hawkersco/>

8. Youtube

Finally, the brand also uses Youtube to launch its latest news and advertising campaigns (Figure 30).

Figure 30.Hawkers Youtube



Source: https://www.youtube.com/channel/UC5cJ2-Zy-BEP7q1vx_-EFw

After explaining online communication, we will proceed to analyse **offline communication**.

1. Public relations

Events

The Hawkers brand has organised several events such as Hawkers Dogma, an event held in 2019 in Ibiza where influencers were invited to live with the brand in a retreat for seven days. The aim of this event was for them to learn the brand's philosophy and become followers and ambassadors of the company.

Moreover, after the success of this event, the firm announced that there would be a second edition in a different location.

Hawkers has also attended various events. One of its latest appearances was on 17 January at the Esland Awards event in Barcelona. This event, held by the streamer David Cánovas (The Grefg) awarded the best content creators from Spain, Latin America and Andorra (Look Vision, 2022)

The brand was present with the famous Hawkers Yeti as the main character, who was in charge of parading down the red carpet, giving away glasses, signing autographs and answering interviews (Figure 31)

Figure 31. Hawkers yeti at the Esland Awards



Source: <https://lapublicidad.net/un-yeti-en-la-alfombra-roja-de-los-premios-esland/>

According to Hawkers (2022):

We had to be here not only as sponsors of the Esland Awards, but also to support the gamer community, which is a community whose growth is undoubtedly exponential, and with which we intend to write many chapters of success in the future.

Charity campaigns

Hawkers has carried out a number of charity campaigns and one to highlight is the one that took place on 15th February 2018, World Childhood Cancer Day. The brand launched an exclusive design of sunglasses to raise money for research into childhood leukaemia. This campaign was starred by Julione, a child suffering from the disease who published a video on Hawkerc's social networks showing how he fought against cancer. The action was carried out under the slogan #FuckLeukaemia.

News

Finally, Hawkerc also appears in newspapers and magazines, a factor that helps the brand to gain credibility and more visibility.

The firm appears in both national and foreign newspapers. In 2017, Hawkerc was featured on the cover of the Spanish Forbes magazine, where it was recognised for making e-commerce history in Spain (Figure 32). On the international stage, he can be found in newspapers such as Newsanyway (Figure 33).

Figure 32. Spanish Forbes magazine



Source: <https://forbes.es/seccion/portadas-print/page/3/>

Figure 33. NewsAnyway newspaper



Source: <https://www.newsanyway.com/2021/03/30/alejandro-betancourt-lopez-used-capital-investment-and-effective-management-to-scale-up-hawkers/>

2. Advertising

Tv Commercials

With regard to TV commercials, the brand does not advertise on television, but through its Youtube channel, it has different advertisements. It should be noted that one of them was announced on the screen in 2015 through the Modalia platform, an e-commerce company that sells shoes and accessories.

3. Sales Promotion

The brand carries out a wide variety of consumer promotions, either in the form of monetary incentives (2 for 1, volume discounts...) or non-monetary incentives (prize draws through its social networks, gifts...).

4. Direct marketing

They make great use of mailing to customers' e-mails, where they send discounts that last 24 hours as well as discounts on special days like Black Friday, Saint Valentine's Day, etc. They also partner with other brands such as Vodafone, BBVA, and when customers contract a service from these companies, they receive a gift from Hawkers.

As seen above in the description of the Hawkers website, the company uses another direct marketing tool such as the affiliate programme. Bloggers, couponers as well as websites can sign up for this programme and can receive up to 10% commission on sales.

2.3. External Analysis

2.3.1. Macroenvironment (PESTEL ANALYSYS)

2.3.1.1. Political and Legal Factors

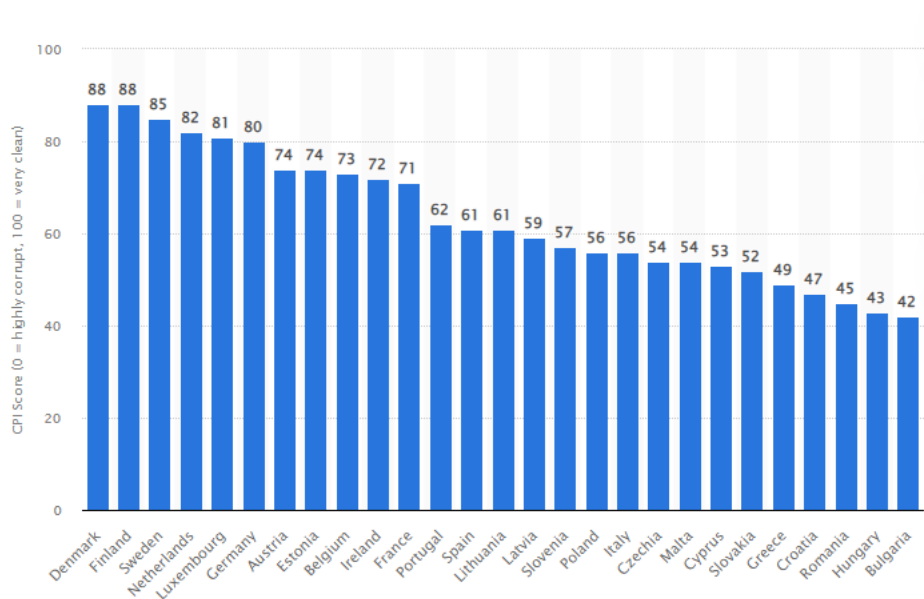
1. Political factors

Spain is characterised as a monarchical country. After a period of political instability, Pedro Sánchez, president of the Socialist Party (PSOE), won the elections in November 2019 thanks to a simple majority in the Congress of Deputies with the votes in favour of PSOE, Unidas Podemos, PNV, Más País, Nueva Canarias, BNG and Teruel Existe. Subsequently, in January 2020, a government agreement was formed between PSOE and Unidas Podemos, thus forming the second government of Pedro Sánchez.

Over the years, Spain has faced several major political problems, many of which persist today. These include corruption, political instability, unemployment, the 2008 economic crisis and Catalan independence, among others.

In terms of corruption, Spain has always been one of the countries with a high level of corruption in the European Union. As can be seen in Graphic 1, Spain had a CPI score of 61 in 2020. Countries with a higher score mean that they have less corruption and countries with a lower score are the most corrupt.

Graphic 1. Corruption perception index score of countries in the European Union 2020.



Source: Statista

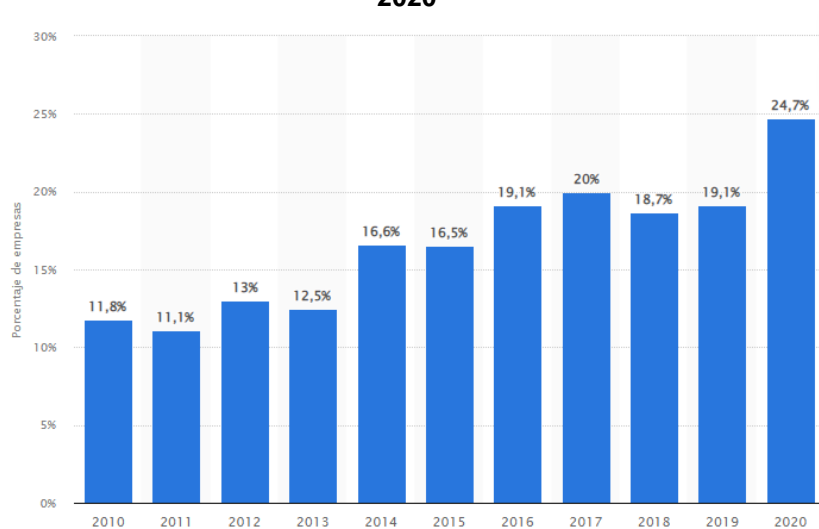
As for the political instability and Catalan independence, this makes foreign trade more difficult, leading to fewer agreements as the country becomes less attractive. This problem in turn causes many companies to stop or not want to invest in the country (Redacción ADP, 2019).

On top of all these problems, from 2020, another big one was added to the list, such as the consequences of the Covid-19 pandemic. Undoubtedly, this has been a problem for many firms, but for e-commerce companies like Hawkers it has been an opportunity for the most part.

At the beginning of the year 2020, when Covid-19 was at its peak, practically every government in the world, including Spain, had to establish restrictions, limiting the movement of people through quarantine in order to prevent the disease from spreading further.

With physical shops closed and subject to severe restrictions, online shopping soared to unexpected levels. To better understand how this way of selling has grown, Graphic 2 clearly shows the evolution of e-commerce in Spain. While in 2010, 11.8% of companies sold online, by 2020 this percentage increased to 24.7%.

Graphic 2. Percentage of companies that made sales on the Internet in Spain from 2010 to 2020



Source: Statista

2. Legal Factors

We will start with the laws that regulate the whole field of e-commerce.

Firstly, in Spain the main law regulating e-commerce is Law 34/2002, of 11 July, on information society services and e-commerce. According to Article 1 of the BOE in relation to the aforementioned law:

The purpose of this Law is to regulate the legal regime of information society services and electronic contracting, with regard to the obligations of service providers, including those who act as intermediaries in the transmission of content over telecommunications networks, commercial communications by electronic means, information prior and subsequent to the conclusion of electronic contracts, the conditions relating to their validity and effectiveness, and the penalties applicable to information society service providers.

Other laws to be taken into account are:

- Royal Legislative Decree 1/2007, of 16 November, approving the revised text of the General Law for the Defence of Consumers and Users and other complementary laws.

This law affects all countries belonging to the European Union and aims to promote transparency of communication in online shops

- Organic Law 3/2018, of 5 December, on the Protection of Personal Data and Guarantee of Digital Rights.

Under this law, all e-commerce companies must register with the Spanish Data Protection Agency in order to ensure that the collection of user data is done legally. In addition, it is mandatory that there is a section on policy and privacy, shipping and returns and information about cookies.

- Regulation (EU) 2016/679 of the European Parliament and of the council of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data and repealing Directive 95/46/EC (General Data Protection Regulation).

The purpose of this regulation is to regulate data management and data traffic within the European Union.

In terms of manufacturing of sunglasses and contact lenses, the following laws must be respected:

- Royal Decree 1082/1991 of 28 June 1991 laying down the technical and health conditions for products for the care and maintenance of contact lenses.

According to point 1 of article 1 of this law:

This Royal Decree establishes the technical and sanitary conditions that must be met by those products used exclusively for the care and maintenance of contact lenses. At the same time, it establishes, with obligatory character, the requirements for their elaboration, importation and commercialisation.

- UNE-EN ISO 12312-1:2013.

This law cites the minimum requirements that manufacturers must follow when producing sunglasses. A filter category from 0 to 4 must be established, depending on the higher or lower level of protection against luminosity.

- UNE-EN ISO 12311:2013

This regulation facilitates the steps that companies must follow when carrying out quality and product safety tests.

- European Community (EC) seal on the labelling of the goggle.

This is an indicator that the product fulfils the current regulations as well as the category number of the UV protection filter.

One point to highlight is the lack of action on the part of the authorities to stop the purchase of sunglasses that do not have the required approval and therefore do not meet the minimum quality requirements and can be harmful to eyesight.

This is a worrying phenomenon that occurs globally, and no government has taken sufficient measures to eliminate this issue.

Finally, in order to open an establishment specialising in eyewear, this is an example of the laws that must be followed:

- Royal Decree 2207/1979 of 13 July 1979 approving the Statutes of the National College of Opticians.

In accordance with Article 3 of the aforementioned law:

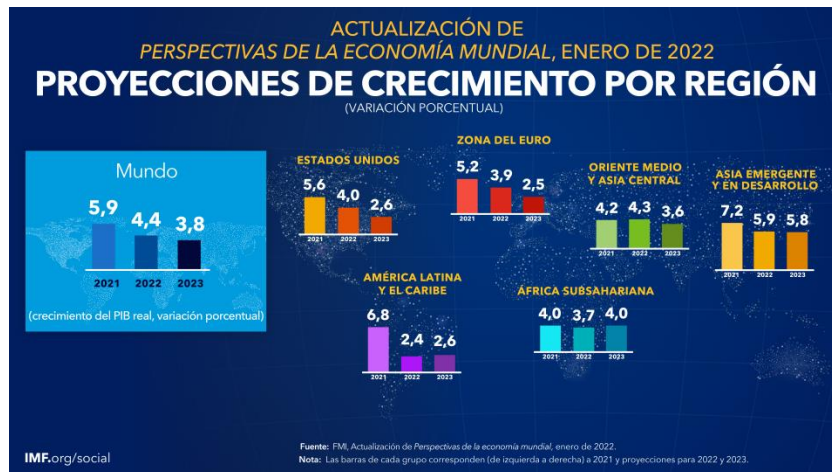
In order to legally exercise the profession of optician referred to in Decree 1387/1961 of 20 July 1961, it is essential to hold the qualifications required by the provisions in force and to be a member of the National College of Opticians.

2.3.1.2. Economic Factors

According to the International Monetary Fund (IMF), the year 2022 started weaker than expected for the global economy. With the new omicron variant of the COVID-19 virus, countries once again imposed restrictions on mobility. Factors such as rising energy prices and supply chain disruptions have led to a marked increase in inflation, especially in the United States and many developing economies. In addition, growth prospects have also been constrained by the contraction in China's real estate sector and the on-going conflict between Russia and Ukraine (Fondo Monetario Internacional, 2022)

As shown in Figure 34, overall growth is expected to decrease each year. While in 2021 the percentage stood at 5.9%, in 2022 this percentage has decreased by half a percentage point to 4.4% and will further decrease to 3.8% by 2023.

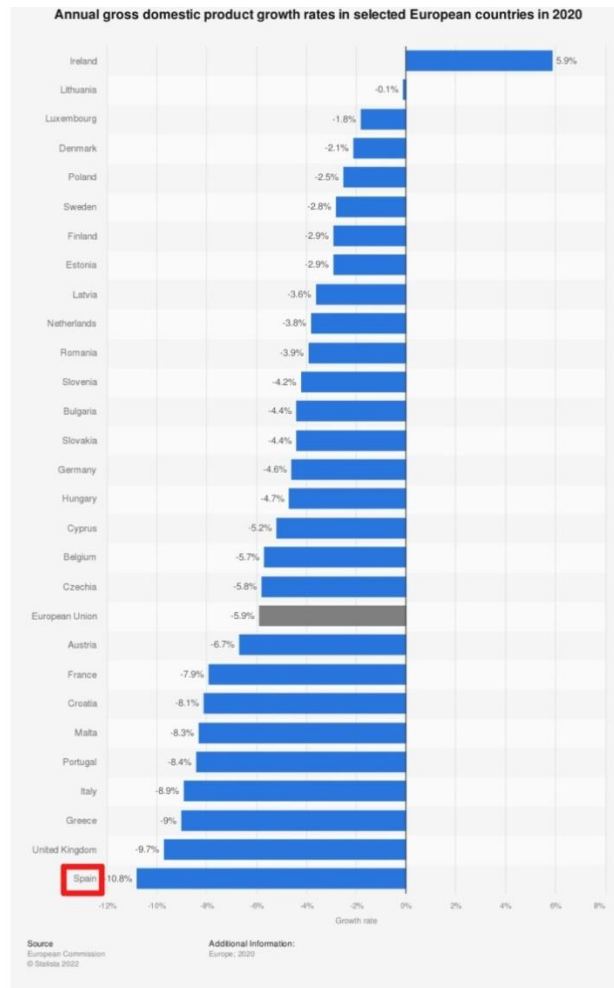
Figure 34. Growth forecast by region



Source: <https://www.imf.org/es/Home>

Spain is currently the country with the highest deficit in the European Union, which closed 2020 with a percentage of -10.8% of GDP. It was followed by the United Kingdom with a percentage of -9.8% of GDP. It is worth mentioning that in that year practically all countries except Ireland had a large deficit due to the pandemic. As stated by Bankinter's analysis department, Spain is expected to reach a GDP of 5.8% in 2022. Graphic 3 shows the Annual growth rates of gross domestic product in selected European countries in 2020.

Graphic 3.GDP in the European countries



Source: Statista

Another indicator that reflects the economic situation of a country is the level of employment. According to the INE (Instituto Nacional de Estadística), the number of employed persons in Spain stood at 20,184,900 at the end of 2021, an inter-annual variation of 4.35%, compared with a decrease of 3.12% in 2020. In 2021, the highest level of employed persons since 2008 was recorded and involved the creation of 153,900 jobs in the last quarter. Unemployment fell by 615,900 persons in the last year, or 16.6%, bringing the total number of unemployed to 3,103,800.

Table 8 compares work activity in Spain between the fourth quarter of 2020 and 2021.

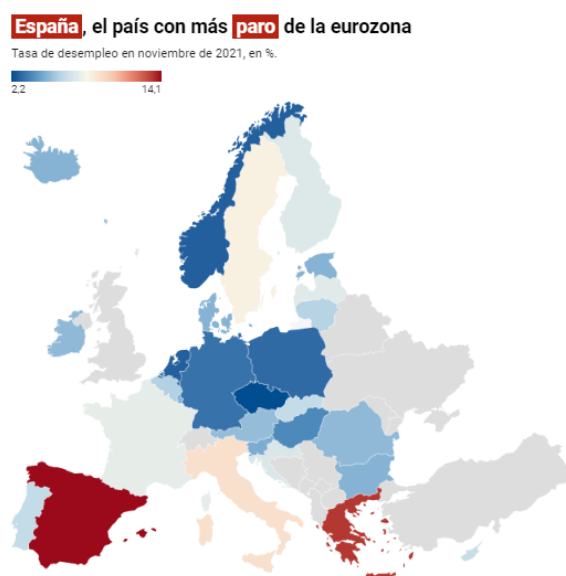
Table 8. Comparison of work activity in Spain between 2020 and 2021

4th quarter 2021		
Both sexes	Thousands of people	Inter-annual variation %
TOTAL	39.707,0	0,18
Actives	23.288,8	0,97
- Employed	20.184,9	4,35
- Unemployed	3.103,8	-16,56
Inactives	16.418,2	-0,92
4th quarter 2020		
Both sexes	Thousands of people	Inter-annual variation %
TOTAL	39.635,5	0,53
Actives	23.064,1	-0,41
- Employed	19.344,3	-3,12
- Unemployed	3.179,8	16,54
Inactives	16.517,4	1,86

Source: Own elaboration. Data: INE

In the EU, Spain is the country with the highest unemployment. According to the latest data published by Eurostat in 2021, Spain has an average unemployment rate of 14.1% (Figure 35). In addition, in November 2021, the EU had 13.98 million unemployed, of which 3.27 million were in Spain.

Figure 35. EU unemployment rate in November 2021



Source: Eurostat

As for the optical sector, according to the latest study 'Labour insertion of university graduates', carried out by the Ministry of Education, it has an employability rate of over 90%, so it can be seen that despite the pandemic, it has not suffered a negative impact in terms of employment.

In relation to the turnover of the optical sector in 2020, this fell by 318.5 million euros, which represents a decrease of 18.22% according to data published by the Spanish Federation of Optical Sector Associations (Fedao). This was mainly due to the slowdown in activity in the optical sector because of the pandemic.

As for e-commerce, according to a report published by the CNMCD (National Commission for Markets and Competition), e-commerce closed 2020 in Spain with a turnover of 51,677 million euros. In fact, based on a study conducted by the EXE agency, e-commerce is expected to grow by up to 50% by 2022.

In the opinion of Víctor Navarro CIO/CTO of Hawkers, (2021):

The fashion accessories sector was one of the hardest hit by the pandemic, because during the confinement people continued to buy clothes, but without being able to go out and without events, the sector fell by around 40%. At Hawkers we fell by 7% in 2020, and the pandemic caught us at a time of brutal shop expansion.

In terms of average income per person in Spain, in 2019 a total of 12,292€ was reached as reported by the INE. As can be seen in Table 9, the evolution from 2010 to 2019 has been mainly upward.

Table 9. Evolution of average income per person from 2010 to 2019

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Average income per person in €	10,858	10,795	10,531	10,391	10,419	10,708	11,074	11,412	11,680	12,292

Source: Own elaboration. Data: INE

However, the above wages are the nominal wages that are not related to the CPI. Therefore, we have to consider the CPI in order to know the real wages and see if they have grown in the same proportion as nominal wages.

As can be seen in Table 10, real wages grow to €11,114 in 2019. If we look at the variation rate of nominal wages for 2019, they grew by 13.21%. Nevertheless, real wages did not grow in the same proportion as the variation rate of real wages for 2019 was only 2.36%. Moreover, the cumulative average annual rate of real wages in 2019 was very low, at 0.26%.

Table 10. CPI, nominal wages, real wages

Years	CPI	Nominal Wage	CPI (with base year 2010)	Real Wage	% variation in real wage	% variation in nominal wages	Average annual rate of real wages
2010	94,08	10858	100,00	10858			
2011	97,08	10795	103,19	10461	-365,25%	-58,02%	0,9635
2012	99,46	10531	105,72	9961	-478,00%	-244,56%	0,9522
2013	100,86	10391	107,21	9692	-269,90%	-132,94%	0,9730
2014	100,71	10419	107,05	9733	41,88%	26,95%	1,0042
2015	100,2	10708	106,51	10054	329,69%	277,38%	1,0330
2016	100	11074	106,29	10418	362,48%	341,80%	1,0362
2017	101,96	11412	108,38	10530	107,12%	305,22%	1,0107
2018	103,66	11680	110,18	10601	66,99%	234,84%	1,0067
2019	104,05	12292	110,60	11114	484,53%	523,97%	1,0485

Variation rate of nominal wages for 2019	13,21%
Variation rate of real wages for 2019	2,36%
Cummulative average annual rate of real wages in 2019	0,26%

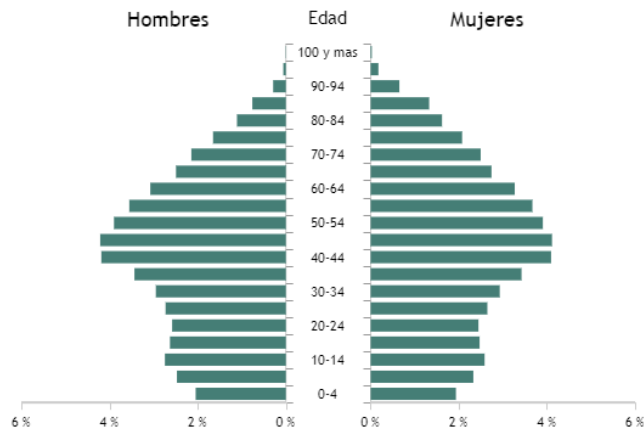
Source: Own elaboration. Data: INE and Statista

2.3.1.3. Sociocultural Factors

1. Demographic factors

In first place, Graphic 4 shows the Spain's population pyramid in 2021. As can be seen, it is a regressive population pyramid, which tends to be typical of developed countries. These countries are characterised by a low birth rate and a very high life expectancy, which is why the bases of the pyramid tend to be thin and the tops thick, as they have a small young population and a large adult and ageing population.

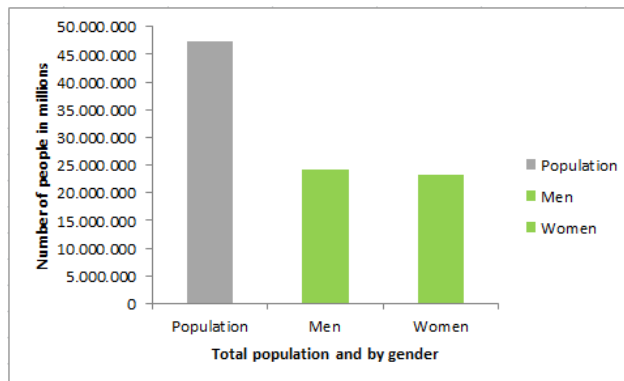
Graphic 4. Spain's population pyramid in 2021



Source: Own elaboration. Data: INE

Based on the national statistics institute (INE), the Spanish population decreased for the first time since 2016 by 72.007 persons in the first half of 2021, thus standing at a total of 47,326,687 inhabitants on 1 July 2021. As can be seen in Graphic 5, there are a total of 24,137,787 women and 23.188.901 men.

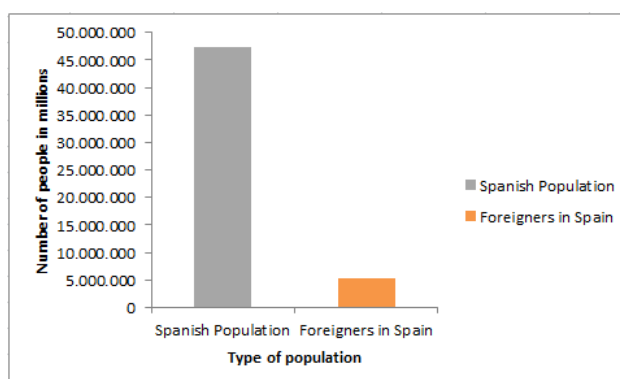
Graphic 5. Spanish population 2021



Source: Own elaboration. Data: INE

As for foreigners, the figure is 5,325,907 persons. Graphic 6 shows the comparison between the number of Spanish population and the total number of foreigners in Spain.

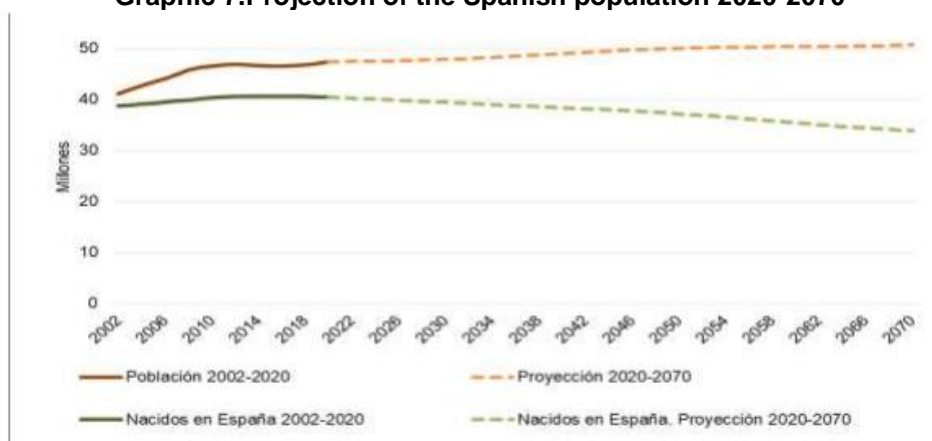
Graphic 6. Spanish population and foreigners



Source: Own elaboration. Data: INE

If current demographic trends continue, the INE forecasts an increase of one million inhabitants in the next 15 years and more than three million by 2070. Thus, by 2035 the population would exceed 48 million inhabitants and by 2070 the population would reach 50.6 million inhabitants (Graphic 7)

Graphic 7. Projection of the Spanish population 2020-2070



Source: INE

2. Social and Cultural factors

From the beginning, sunglasses have been evolving and adapting to social and cultural trends. Initially designed to protect the eyes from ultraviolet rays, sunglasses have undergone a continuous evolution, both in their design and functionality, and are nowadays considered as an additional accessory when it comes to clothing.

Fashion is ephemeral and therefore it is exposed to constant changes, which means that trends are renewed every few years. Thus, the sunglasses in demand each year will vary depending on what the latest trends are (Table 11)

Table 11.Sunglasses trends 2022

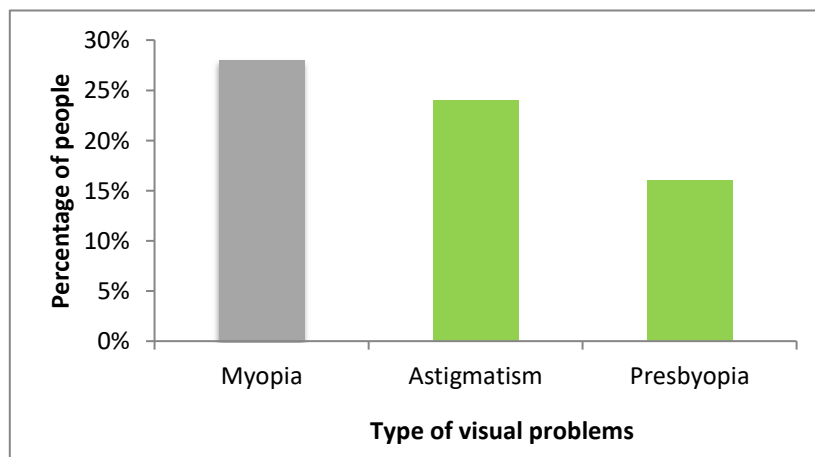
Predominant sunglasses trends 2022
Photochromic sunglasses with pink, yellow, green or orange coloured lenses
Mirrored sunglasses
Oversized sunglasses
Aviator sunglasses
Cat eye sunglasses

Source: Own elaboration. Data:

<https://www.opticauniversitaria.es/comunicacion/blog/tendencias-en-gafas-de-sol/>

As for prescription glasses and contact lenses, according to the data collected by the White Paper on Visual Health in 2019, around 67% of people in Spain have some kind of visual anomaly. The most common problems are myopia, which represents 28% of the population, followed by astigmatism with 24% and presbyopia with 16% (Graphic 8).

Graphic 8.Main visual problems



Source: Own Elaboration. Data: White Paper on Eye Health

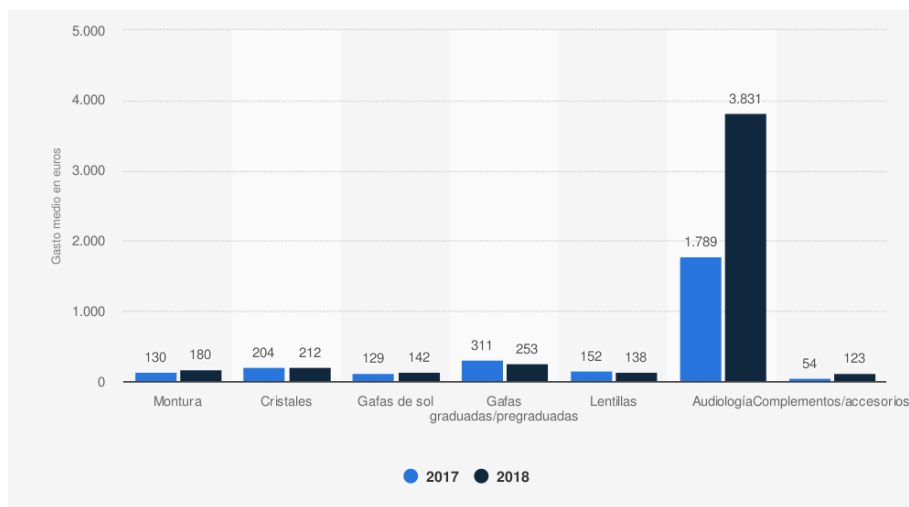
If we focus on the average expenditure of Spaniards on optical products, based on the study on Consumption in Spain carried out by the Cetelem observatory in 2021, the average expenditure stands at €283.

However, a distinction must be made between the average amount spent by Spaniards buying these products in physical shops and online shops.

As for physical shops, according to the latest data published by Statista in 2018, Spaniards spent an average of €142 on sunglasses, €253 on prescription glasses and €138 on contact lenses (Graphic 9)

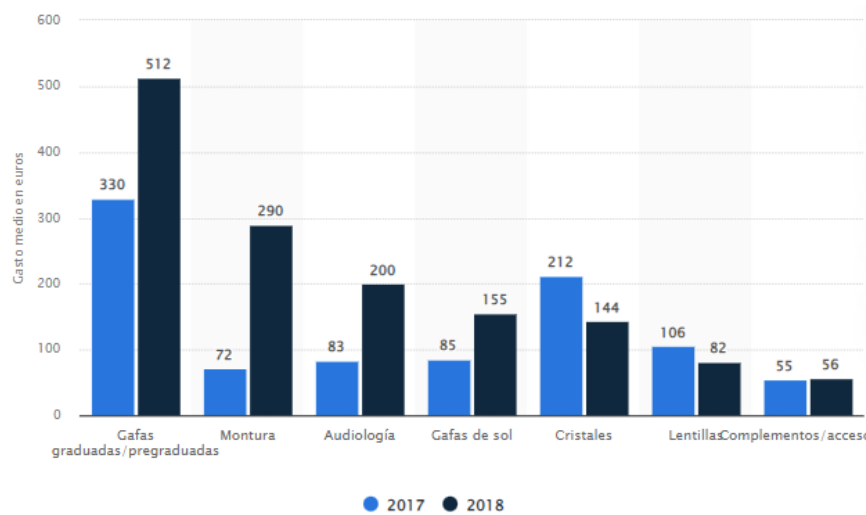
In terms of online shopping, Spaniards spent an average of €155 on sunglasses, €512 on prescription glasses and €82 on contact lenses (Graphic 10).

Graphic 9. Average amount spent on optical and audiology products in physical shops in Spain in 2017 and 2018, by product type



Source: Statista

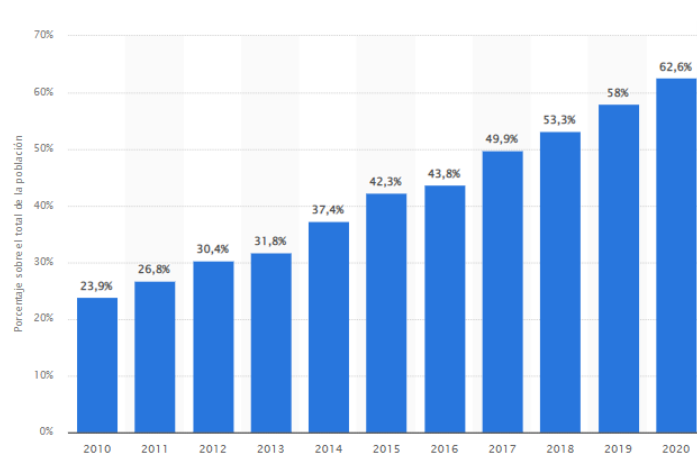
Graphic 10. Average amount spent on optical and audiology products purchased online in Spain in 2017 and 2018, by product type



Source: Statista

Finally, the data collected in IAB Spain's Ecommerce 2021 study shows that 25.8 million people in Spain, around 76%, are online shoppers. Graphic 11 illustrates the evolution of the percentage of people shopping online in Spain from 2010 to 2020. This is an evolution that is constantly growing, which intensified even more from 2020 due to the pandemic where the percentage was above 60% for the first time.

Graphic 11. Evolution of online shopping users in Spain from 2010 to 2020



Source: Statista

2.3.1.4. Technological Factors

First of all, the development of new technologies to improve the performance of glasses has been a crucial variable and a key factor to increase the sales. It should be mentioned that Zeiss is the leading international technology company that produces and distributes to its customers the latest technologies and product innovations in the optical sector. In fact, the company spends 13% of its sales on R&D, a factor that contributes to the continued expansion of its technological and market leadership.

For the manufacture of lenses, according to the specialist ophthalmic lens manufacturer Essilor, there are four technologies to improve lens protection, whether prescription or non-prescription lenses:

- Anti-reflective technology.
- Anti-scratch technology
- Water-repellent technology
- UV protection

Another aspect to mention is that over the years many brands have tried to develop traditional glasses by turning them into smart glasses. Currently, there are all kinds of glasses that incorporate augmented reality technology, with which we can interact through a double tap on one of the legs or by voice with assistants such as Alexa. They have the same functions as a smart watch, such as writing messages, checking the weather or even making calls.

In addition, the glasses that have been quite popular in recent years have been the virtual reality glasses that offer an experience closely linked to video games.

Finally, the internet has been the biggest advance to date in any industry, making any kind of process much simpler for companies. E-commerce brings an improvement in market knowledge as it enables greater capabilities for obtaining relevant consumer data and also reduces set-up costs by not requiring a physical space in each market in which the company operates.

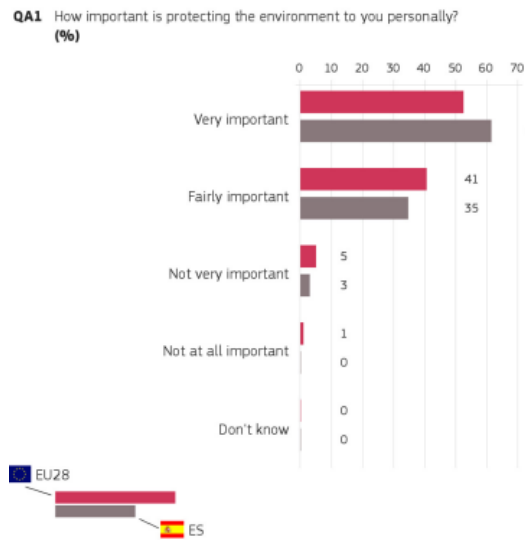
Without a doubt, the Internet has been the great technological revolution that has boosted Hawkers, since with very few resources it allowed to create a shop on the network without the need to own more assets than the product itself.

2.3.1.5. Ecological Factors

With the problem of climate change becoming more acute, people are no longer looking so much at price or design when buying an item, but at the way the product has been made.

According to the results of the Eurobarometer on attitudes towards the environment in 2019, at least 62% of Spaniards consider environmental protection very important (Graphic 12).

Graphic 12. Importance that Spaniards give to the environment



Source: Eurobarometer 2019

Moreover, according to a study carried out by Jealsa in 2021, sustainability and care for the environment influence at least 60% of Spaniards' purchasing decisions when it comes to buying a product or service. In fact, 52% of Spaniards would only be willing to buy products that certify the sustainable origin of the raw materials used.

Brands are aware of this change in customer preferences and are increasingly trying to sell sustainable products in order to position themselves in the minds of consumers as environmentally conscious brands. In fact, in the optical sector, consumers can nowadays find glasses made from wood, bamboo and recycled materials. At the same time, the packaging is also environmentally friendly.

In the table below, the degree of impact that each element of the Pestel analysis has on Hawkers is shown from 1 to 5, with 1 being the lowest impact and 5 the highest (Table 12). As can be seen, the covid-19 has had a great effect on the company and as we have already mentioned, many people changed their shopping habits and changed to buying more online, which was an opportunity for ecommerce companies such as Hawkers to take advantage of. Legal factors are also important as nowadays ecommerce must have adequate data and privacy policies, and in the case of opticians' regulations, they need to comply with all the requirements.

The global growth of the economy also affects the brand because if, for example, it wants to expand to other countries outside Europe, it will have to consider certain factors. As we have already mentioned, nowadays inflation in the US is sky high or in the case of China with the slowdown in the real estate sector.

It can also be noted that almost all socio-cultural factors influence the brand, as fashion is constantly changing, and so are consumer tastes, plus there are more and more people with visual problems and an increasing number of people who shop online.

Technology could not be missing either. First of all, it is important for people's health that the glasses have good quality lenses. Then, technological development is advancing rapidly and one day brands like Hawkers will have to start offering smart glasses. Lastly, the internet is everything for the brand, as it was born there, and it is where they have based their main strategy.

In terms of ecological factors, they do not currently have a high impact for Hawkers, but they should not be ignored either. It is true that gradually more people are paying greater attention to the materials that are used to produce products and Hawkers has been aware of this by using in their factory biodegradable eco-friendly materials and recycling them.

Table 12. Influence of macro-environment in Hawkers

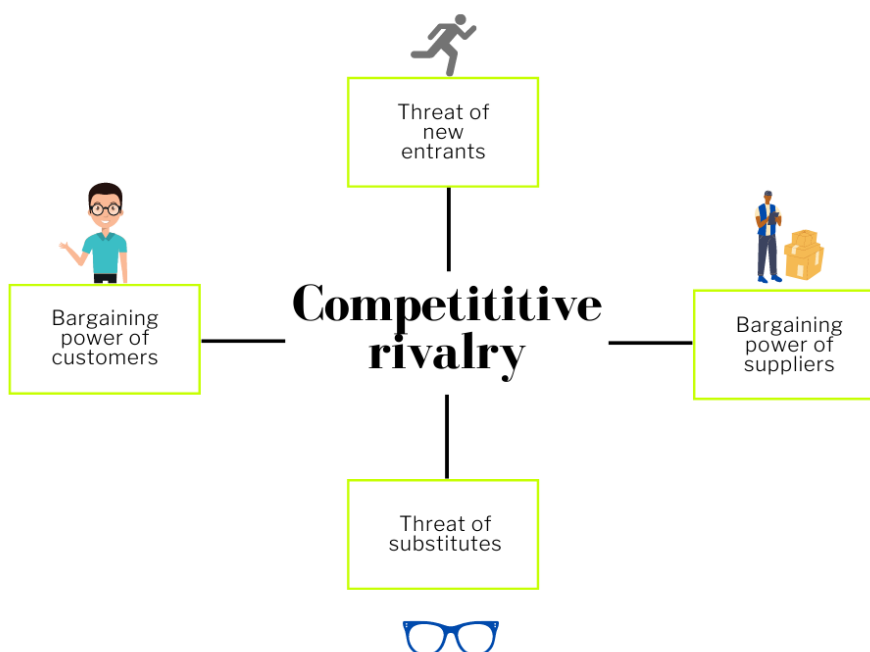
FACTORS	How much does it affect?				
	1	2	3	4	5
Political					
Change of president			3	4	
Corruption			3	4	
Catalan independence		2	3	4	
Covid 19					5
Legal					
E-commerce laws					5
Manufacturing glasses laws					5
Optics laws					5
Economic					
Growth of the global economy					5
Deficit		2	3	4	
Level of employment			3	4	
Average income per person				4	
Socio-cultural					
Population			3	4	
Trends					5
Visual problems					5
Expenses on optical products					5
Online Buyers					5
Technological					
Manufacturing technology					5
Smart glasses					5
Internet					5
Ecologic					
Environmental concern			3	4	

Source: Own elaboration

2.3.2. Microenvironment (PORTER)

For the following section, Porter's five forces analysis (Figure 36) will be used to assess and analyse the attractiveness and profitability of the optical sector and the level of competition that exists.

Figure 36. Porter's five forces model



Source: Own elaboration

2.3.2.1. Bargaining power of customers

In the optical sector, the bargaining power of customers is high, as the range of suppliers is very wide, there is strong competition for new suppliers to enter the market and there is a wide variety of substitute products. This gives customers much more options and information before choosing a product.

In addition, the existence of the internet offers even more information to customers and the possibility to buy such products online provides a growth opportunity for companies in the sector.

At last, because of the changes brought about by the Covid-19 pandemic, it is now particularly important for brands to focus more on analysing and understanding how customers' bargaining power influences them. It is no longer enough to offer competitive prices or faster delivery; it is a process that covers the entire buying cycle.

2.3.2.2. Bargaining power of suppliers

If suppliers have power over the company or if it depends on only one or a few suppliers, the risk increases considerably because if they decide to stop working with the company or change prices, it can negatively affect the business. Therefore, the less bargaining power suppliers have, the more attractive the environment will be. (Ramírez, 2021)

For the sector in which Hawkers operates, the bargaining power of suppliers is relatively low. There are a huge number of manufacturers of the components needed to make the glasses and there is no high cost of switching suppliers.

There are different types of suppliers in the optical sector such as frame designers and manufacturers of UV protection components and lenses.

Frame designers have always belonged to the staff of optical companies, especially after the change in consumers' mentality and their perception that prescription glasses, and more specifically sunglasses, are considered a fashion accessory. As a result, most companies choose to include design in the production process and no longer use third parties for this service. (Prieto Masides, 2019)

As regards component manufacturers, Italian component manufacturers have for many years been considered the most important in the sector, as the major companies in the optical sector have been created and developed in Italy. Nevertheless, they have been forced to reduce prices considerably due to the fact that Chinese companies offer the same products at much lower prices (González Fernández, 2016).

Finally, the establishment of a strategy of vertical integration upwards in the most representative companies in the sector is an increasingly frequent strategy. In the case of Hawkers, the lenses are produced in Germany and once they have passed all the controls that ensure that they comply with the regulations, they are sent to the Chinese factories with which Hawkers works, where the most expert hands in the production of glasses are in charge of manufacturing the final product (La Vanguardia, 2016). Nevertheless, as mentioned above, in 2021 the company decided to adopt a strategy of vertical integration by building a factory in Spain and starting to produce its eyewear as well.

2.3.2.3. Threats of new entrants

Potential competitors, or the threat of new entrants, are those companies that may enter the optical sector but do not yet compete in it. The degree of threat will depend on the barriers to entry they face in entering the market. The reaction of existing companies to new entrants must also be taken into account.

The threat of new entrants is not high as the barriers for new competitors to enter the optical sector are very high. For example, factors such as high investment requirements or extensive knowledge of the different international markets are necessary.

One factor that positively influences the level of attractiveness of the sector is the incorporation of technological improvements in sunglasses. Customers tend to appreciate such changes, as it better meets their needs.

Therefore, existing companies should pay special attention to the risk that technology companies detect the potential of this sector and, instead of entering into cooperation agreements with eyewear companies, they start selling the glasses themselves. An example of this is the company Google, which entered the optical sector with the creation of Google Glass, a pair of smart glasses. However, criticism made Google decide to collaborate with a company with more experience in the sector, such as Luxottica.

Although, for the time being, companies such as Google are looking for support from established companies in the sector, there is a risk that, once they have sufficient knowledge of the optical market, they may decide to enter the eyewear market, thus becoming direct competitors to existing companies in the sector.

Lastly, another entry barrier is access to distribution channels as the leading companies in this sector have almost total control over the production cycle of sunglasses. However, the emergence of a new distribution channel such as e-commerce has facilitated the entry of new firms.

2.3.2.4. Threat of substitutes products

The threat of substitute products refers to the existence of products that satisfy the same need. Thus, the higher the threat of substitutes, the lower the attractiveness of the industry.

In relation to eyeglasses and contact lenses, myopia surgery would be an example of substitute products. If we focus on sunglasses, there are countless substitutes as there is always the possibility of buying another garment or accessory other than sunglasses.

2.3.2.5. Rivalry between competitors

As seen in the figure above (Figure 36), rivalry between competitors is at the centre of the forces and is the determining element in Porter's forces.

It is the strength with which companies undertake actions, usually to strengthen their market position in a given sector and thus protect their competitive position at the expense of their rivals.

In the case of the optical sector, there is a high intensity of existing competition as there is a high degree of concentration where Luxottica and Safilo are the two large companies that control the vast majority of sunglasses brands, making the market in this sector an almost oligopolistic market. While Luxottica owns brands such as Oakley, Ray-ban, Chanel, Arnette, Polo and Dolce Gabbana, Safilo owns brands like Carrera, Dior, Jimmy Choo, Gucci and Hugo Boss.

For Hawkers, the fact that the company sells mainly online has given it an advantage over the competition and allows it to sell at an affordable price. This, together with the collaboration of large companies and relevant personalities, as well as advertising on social networks, has allowed the brand to enter a very complicated market and compete successfully with large specialised companies highly experienced in the sector.

Conclusion:

To conclude, it can be observed in Table 13 that there is a predominance of competitive forces with high intensity (bargaining power of customers, threat of substitutes products, rivalry between competitors) over those with low intensity (bargaining power of suppliers, threats of new entrants). Therefore, we can say that the sector is not very attractive unless, for example, niche strategies are pursued.

Table 13. Influence of Porter's five forces to Hawkers

FORCES	How much does it affect?				
	1	2	3	4	5
Bargaining power of customers					█
Bargaining power of suppliers	█				
Threat of new entrants		█			
Threat of substitutes products					█
Rivalry between competitors					█

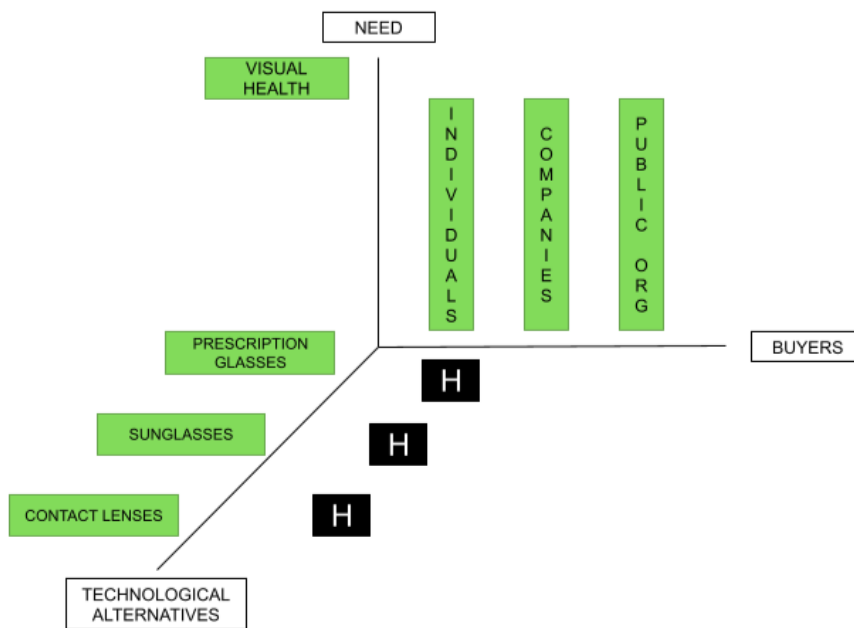
Source: Own elaboration.

2.3.3. Market and demand analysis

2.3.3.1. Reference market

As can be seen in Figure 37, Hawkers addresses the product market composed of individuals who want to satisfy the need for visual health through three technological alternatives like prescription glasses, sunglasses and contact lenses.

Figure 37. Reference Market



Source: Own elaboration

2.3.3.2. Consumer Analysis

According to the study carried out by the Observatorio de Cetelem Consumo España, around 38% of Spaniards bought optical products in 2021, especially those between 25 and 34 years of age and those over 45 years of age.

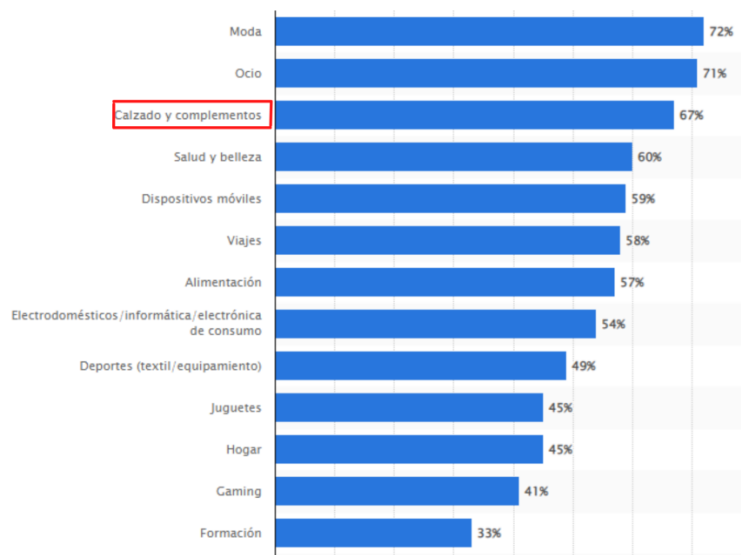
Among Spaniards who have purchased an optical product in 2021, the highest percentage is held by women, with 52%. They are followed by men with 46% and the last ones are children with 11%.

Of the most purchased optical products, prescription glasses are the most popular with 40% of mentions. They are followed by sunglasses with 33% and contact lenses with 28%.

As for the type of establishment, 41% of Spaniards prefer to shop in physical shops, while 14% prefer online. It is worth noting the difference in the way consumers buy glasses and contact lenses compared to sunglasses. Normally, people usually buy their glasses and contact lenses in opticians' shops as it is a health element and many people trust opticians' shops more than if they buy them online. In addition, they can have an eye examination there to find out exactly what their vision prescription is and to see for themselves how the glasses fit. In contrast, sunglasses are seen more as a fashion accessory and many people have no problem buying them online. However, it should not be forgotten that even though they are an accessory, glasses lenses are very important and should be properly regulated.

It should also be pointed out that among the top 3 products most purchased online by Spaniards in 2021, we find footwear and fashion accessories in third place (Graphic 13).

Graphic 13 Products purchased online by online consumers in Spain in 2021, by category



Source: Statista

Another aspect to note is that as a result of the pandemic, there has been an increase in the population with visual problems. This has been due to the increase in screen time because of online work, online education, longer hours in front of the TV or mobile devices. In fact, according to the World Health Organisation (WHO), it is estimated that the number of myopic people could rise to 324 million by 2025.

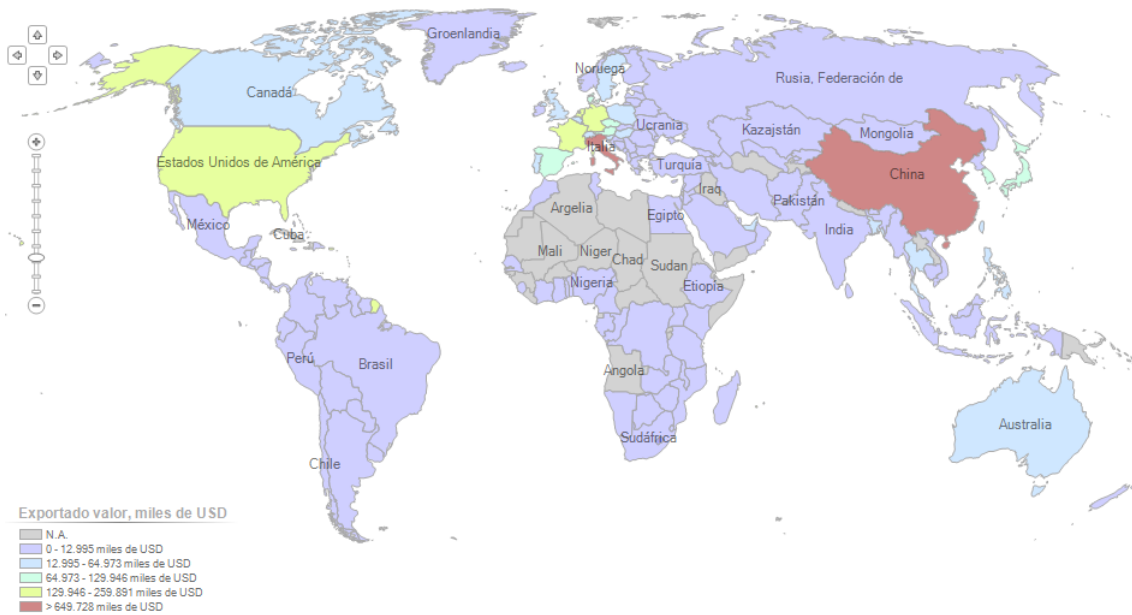
2.3.3.3. Sector Analysis

It should be noted that the eyewear market will have a good evolution in the coming years, which according to Global Industry Analysts is expected to grow at a CAGR of 4% between now and 2027.

Therefore, as mentioned above, even if in 2020, due to the pandemic, the turnover of the optical sector decreased by 18.22%, the outlook for this sector is promising.

It can be said that Italy is the leading country in this sector, which concentrates 25% of world production according to a study carried out by ICEX (Spain, exports and investments). This is due to the fact that four of the five leading business groups in the optical market are based in Italy. However, China, which has such an economical offer, has become increasingly important, reaching the level of Italy. Actually, as can be seen in the figure below (Figure 38), the main exports of optical products in 2020 were made by China (export value of USD 1,299,455 thousand) and Italy (export value of USD 1,070,749 thousand), followed by the USA, Alaska, France and Germany.

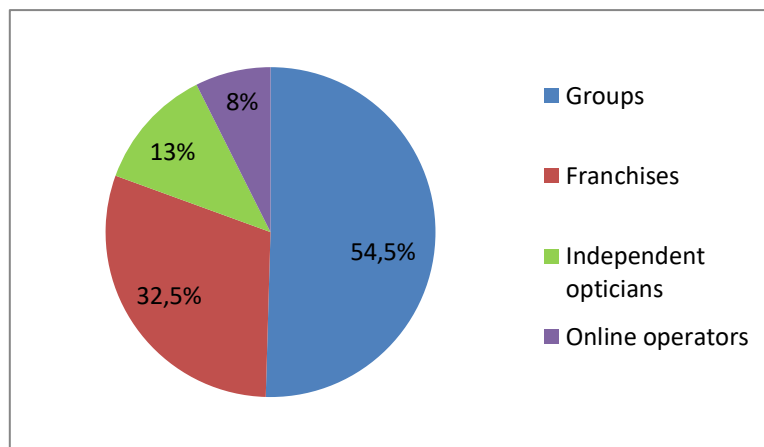
Figure 38. Value of optical exports by country in 2020



Source: Trade map

Moving on to the organisational structure (Graphic 14) in Spain there are about 10,000 opticians' shops divided into four categories: Groups are the most representative (54.5%), followed by franchises (32.5%), independent opticians (13%) and online operators (8%). According to FEDAO, franchises and groups have decreased the most with the Covid -19 crisis (22.17% and 16.61% respectively), while independent opticians' shops have only decreased by 9.08%.

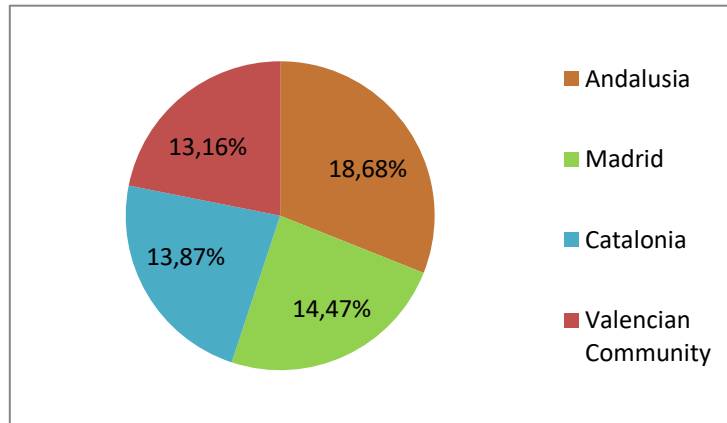
Graphic 14. Organisational structure in Spain in 2020



Source: Own elaboration. Data: Fedao

With regard to the distribution of opticians' health establishments throughout Spain (Graphic 13), Andalusia (18.68%), Madrid (14.47%), Catalonia (13.87%) and the Valencian Community (13.16%) are the communities with the highest number of opticians' shops (Graphic 15).

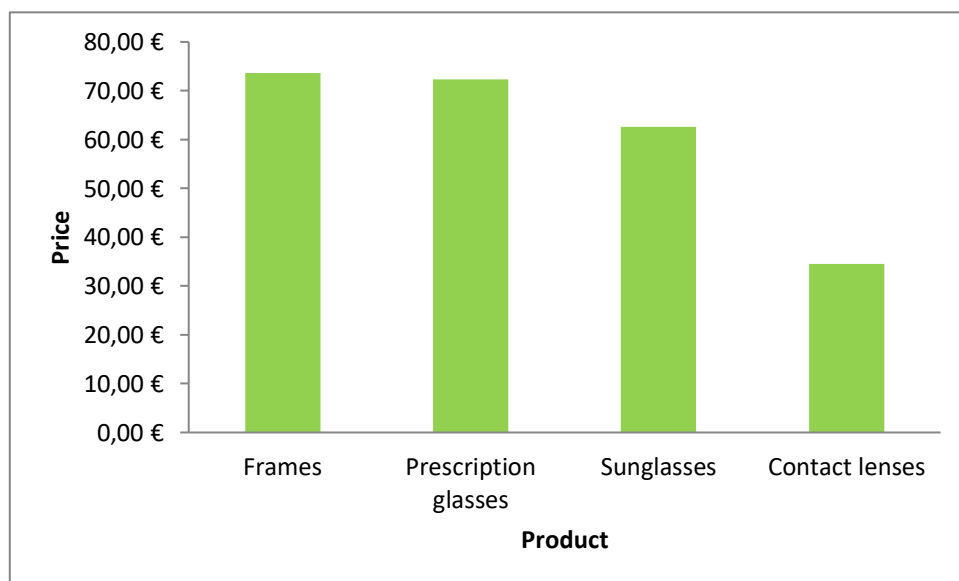
Graphic 15. Communities with the highest percentage of optician's shops in 2020



Source: Own elaboration. Data: Fedao

Regarding the average prices of optical products according to Fedao in 2020, frames stand at around 73.62 euros, sunglasses at 62.66 euros, prescription glasses at 72.28 euros and contact lenses at 34.53 euros (Graphic 16).

Graphic 16. Average price of optical products in 2020



Source: Own elaboration. Data: Fedao

2.3.3.4. Potential demand

According to Ilu Vallet Bellmunt and Antonio Vallet Bellmunt (2015) “Potential demand is the maximum volume of sales that could be available to all firms in a given industry over a given period of time, given specific conditions and a specific level of marketing expenditure”.

Thus, potential demand is calculated by multiplying the number of buyers by the average quantity purchased and by the price.

$$Q = n^{\circ} \text{ of buyers} \times \text{average quantity purchased} \times \text{price}$$

So, for the optical sector, the potential demand for prescription glasses, contact lenses and sunglasses will be calculated.

Prescription glasses

According to Fedao, there are 25 million people in Spain who use this type of glasses. If we estimate that the average buyer purchases 1 glasses per year and the average price of prescription glasses is €72.28, the potential demand for this product is €1,807 million for one year (Table 14).

Table 14. Potential demand for prescription glasses.

Nº of buyers	25 million
Nº of glasses	1 per year
Price	€72.28
Potential demand in Spain	€1,807 million

Source: Own elaboration

Contact lenses

As Fedao reports, like prescription glasses, there are also 25 million contact lens buyers in Spain. The average purchaser buys 1 contact lens case per month, so this means that 12 contact lenses are purchased per year. Moreover, the average price is 34.53 euros, so the potential demand will be 10,359 million euros for one year (Table 15).

Table 15. Potential demand for contact lenses.

Nº of buyers	25 million
Nº of contact lenses	12 per year
Price	€34.53
Potential demand in Spain	€10,359 million

Source: Own elaboration

Sunglasses

FEDAO estimates that 21.6 million people in Spain wear sunglasses. If we consider that the average buyer purchases 1 glasses per year and the average price of sunglasses is 62.66 euros, the potential demand for this product is 1,353,456 thousand euros for one year (Table 16).

Table 16. Potential demand for sunglasses.

Nº of buyers	21.6 million
Nº of sunglasses	1 per year
Price	€62.66
Potential demand in Spain	€1,353,456 thousand

Source: Own elaboration

Once the potential demand in the optical sector has been calculated, we will estimate the market share of our company, Hawkers. This value is obtained by dividing the company's total sales by the total market sales and multiplying by 100.

In the case of Hawkers, the company's total sales in 2019 were almost €27 million. In terms of total sales of the optical market in Spain for the year 2019, the amount was €775 million. If we divide these two values and multiply by 100, Hawkers has a 3.35% share of the optical market (Table 17).

Table 17. Hawkers market share.

Total sales of Hawkers	€26 million
Total market sales	€775 million
Hawkers market share	3.35%

Source: Own elaboration

2.3.4. Competitive Analysis

In this section we will analyse the four levels of competition that exist and how they affect the Hawkers brand. Once identified, it will be explained in more detail the main competitors of the brand and a comparative table will be made with the characteristics of each one in comparison with Hawkers.

2.3.4.1. Levels of competition

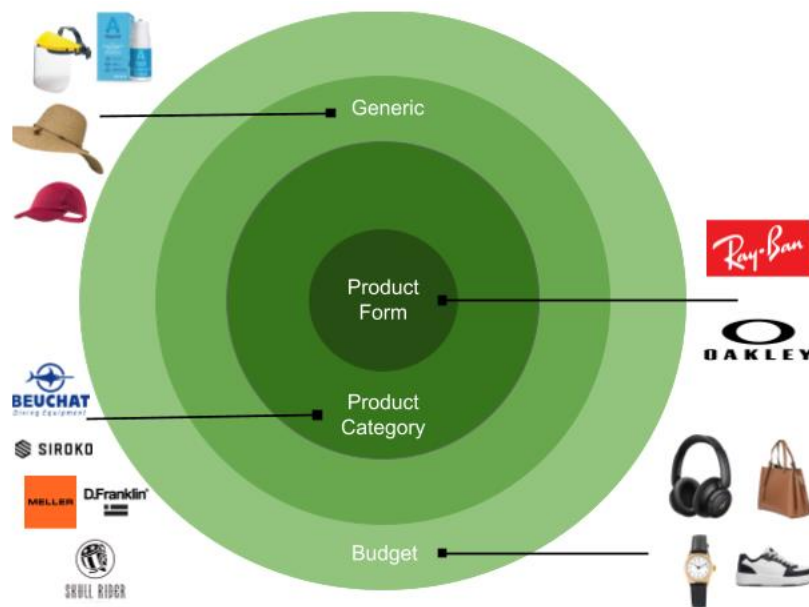
Thus, the four levels of competition from a consumer perspective are: product form competition, product category competition, generic competition and budget competition (Figure 39).

- **Product form.** This level identifies products and brands that provide the same service or meet the same need to the same market segments. In the case of Hawkers, as will be explained below, Luxottica and Safilo control practically all the eyewear brands on the market. As for sunglasses and eyeglasses, we can say that the main direct competitor is Ray-ban. In relation to ski goggles, Oakley represents the direct competitor as it is a brand mainly focused on sport..
- **Product category.** In this second level, products or brands with the same attributes but with different presence of the same attributes are detected. In the case of Hawkers, this would be all the brands that apart from offering eyewear and urban clothing, also offer other products like cycling glasses (Siroko) diving glasses (Beuchat), watches (Meller), footwear (Dr. Franklin), jewelry (Skull rider), etc.
- **Generic.** The third level groups together those products and brands that satisfy the same need, in this case, visual health. Therefore, eye operations, accessories

such as caps, sun hats or eye protection products like face shields or eye drops are Hawkers' competitors. In this category it could be found brands such as Parfois, New era or Aquoral.

- **Budget.** The last level determines all those products and brands that fight for the same consumer budget and do not satisfy the same need. Examples could be headphones, watches, shoes, handbags, etc. Brands like JBL, Nike, Casio, Misako belong to this level.

Figure 39. Levels of competition



Source: Own elaboration

2.3.4.2. Main competitors

The main competitors are those that belong to the product form competition level. In the case of Hawkers, the company has a large number of competing eyewear brands, many of which belong to two groups, Luxottica and Safilo. First, it will be detailed all the characteristics of the Luxottica group and then, those of the Safilo group.

LUXOTTICA

Luxottica is an Italian company that was founded in 1961 by Leonardo del Vecchio. Initially, the firm only manufactured eyewear frames for other brands, but in 1971 it decided to launch its first collection of prescription glasses under the Luxottica brand. Currently, the company is considered to be the world's leading eyewear monopoly.

As they define themselves (Luxottica, 2018) "they are leaders in the design, manufacture and distribution of both sunglasses and prescription glasses".

Over the years, the brand began to gain importance in both the national and international environment, and this enabled it to obtain the necessary resources to begin a strategy of vertical integration downwards.


Therefore, Luxottica acquired a wide range of retail businesses, owning around 7,200 retail shops, thus having full control over the eyewear production chain. In addition, its entry into the world of e-commerce has also strengthened its position in this distribution channel.




Acquiring licences has been another part of the company's expansion strategy since 1988, when it entered into an alliance with Giorgio Armani, one of the most recognised brands in the fashion industry.

An action that has also allowed Luxottica to consolidate its position in the optical industry has been the purchase of well-recognised brands. Among these operations, it is worth mentioning the Ray-Ban brand in 1999 or the purchase in 2007 of Oakley, one of the leading brands in sports sunglasses. Other own brands include Vogue, Persol, Oliver Peoples and Alain Mikli.

The figure below (Figure 40) shows all the brands, both owned and licensed, that Luxottica has in its portfolio.

Figure 40. Luxottica's brands

OLIVER PEOPLES LOS ANGELES		POLO RALPH LAUREN
PRADA EYEWEAR	RALPH RALPH LAUREN EYEWEAR	RALPH LAUREN
		Sferoflex
STARCK BIOTECH PARIS	TIFFANY & CO.	TORY BURCH
VALENTINO	VERSACE	vogue eyewear

Source: <https://www.luxottica.com/en>

Nowadays, the brand is present in more than 150 countries. It is dedicated to the wholesale of eyewear, both prescription and sunglasses, in many of these countries and has 50 sales offices in those regions it considers strategic markets.

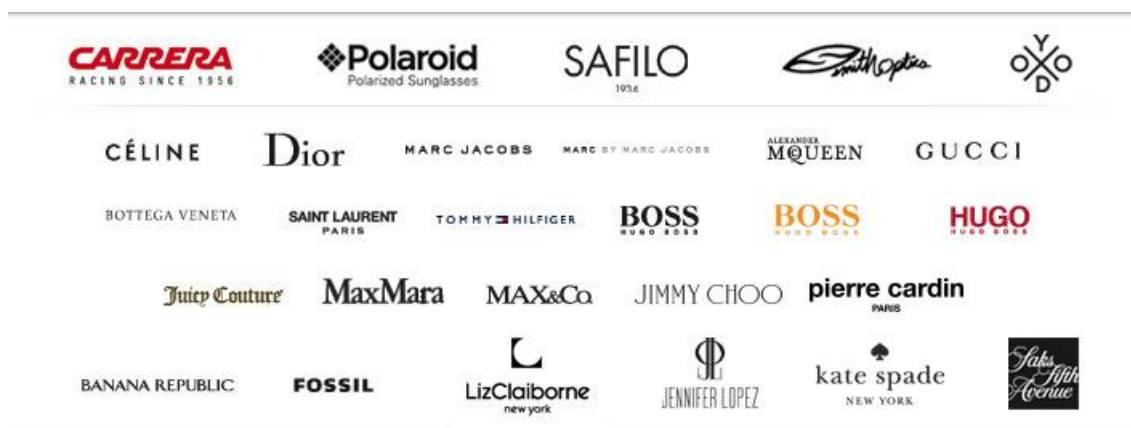
SAFILO

Safilo is another Italian company that was born in 1934 when Guglielmo Tabacchi acquired the first Italian industrial complex producing lenses and frames that had been active since 1878 in Calalzo di Cadore.

The firm began by producing frames for sunglasses and prescription glasses, and when it became more relevant, it started acquiring the first subsidiaries in Belgium, Spain, Germany, France and Sweden.

Like Luxottica, the company also manages a portfolio of own brands (Carrera, Smith, Oxydo and Polaroid) and licensed brands selected on the basis of competitive positioning, international prestige and careful customer segmentation (Figure 41)

Figure 41. Safilo's brands



Source: <https://www.safilogroup.com/en/product/brands>

Finally, the company is present in around 130 countries worldwide and markets its products through 40 direct subsidiaries and a network of local agents and distributors in the main markets (America, Asia and Europe). In addition, Pure Player's partners and e-commerce platforms also enable them to be closer to customers and meet their needs anytime, anywhere.

The following table (Table 18) shows a more visual comparison between Hawkers and its competitors. It details aspects such as the year of foundation and origin of the companies, business model, target audience, sales mode, mission of each company, number of social networks, competitive advantage, as well as strengths and weaknesses.

Table 18. Comparison of competitors.

Characteristics	HAWKERS	LUXOTTICA GROUP	SAFILO <small>MADE IN ITALY DAL 1934</small>
Foundation	2013	1961	1934
Origin	Spain	Italy	Italy
Level of presence	International	International	International
Business Model	B2C	B2B	B2B2C
Target audience	Low-income and young consumers	High and middle income consumers of all ages	High and middle income consumers of all ages

Mode of sale	Mainly Online	Mainly physical shops	Mainly physical shops
Company mission	To offer a brand at a fair price, selling directly to consumers from our website, avoiding all types of intermediaries	To protect the eyes and enhance the look of women and men in the world, creating the best possible eyewear to satisfy its clients and interpret consumer tastes and aspirations.	To create high-quality eyewear with innovative designs
Social Networks	<p>Website</p> <p>Instagram</p> <p>Facebook</p> <p>Twitter</p> <p>Tik tok</p> <p>Pinterest</p> <p>Youtube</p> <p>LinkedIn</p>	<p>Website</p> <p>Instagram</p> <p>Facebook</p> <p>Twitter</p> <p>Pinterest</p> <p>Youtube</p> <p>LinkedIn</p>	<p>Website</p> <p>Instagram</p> <p>Facebook</p> <p>Twitter</p> <p>Youtube</p> <p>LinkedIn</p>
Competitive advantage	Cost advantage by operating at the lowest costs in the market thus enabling them to offer products at an affordable price to the consumer.	Differentiation advantage by owning brands of high prestige and status	Differentiation advantage by owning brands of high prestige and status
Strengths	<p>Quality eyewear at low prices</p> <p>Effective use of online sales</p> <p>Use of social media as the main advertising channel, thus saving costs.</p>	<p>High brand recognition globally</p> <p>Experience and market positioning</p> <p>Vertical integration downwards and tight control over the entire production cycle.</p>	<p>Well-known brands</p> <p>Fairly sustainable company</p> <p>High level of market experience</p> <p>High digitisation of processes</p>

	Successful cobranding strategy.	Wide range of optical products	
Weaknesses	Lack of physical points of sale Little experience in the sector Inferior financial resources compared to its competitors	Lower incidence than other companies in the sector in e-commerce Future expiry of many patents Danger of losing brand licenses by becoming independent and becoming competitors	Little control over the online sales channel Risk of losing customers who are less loyal to the company. Danger of losing brand licenses by becoming independent and becoming competitors

Source: Own elaboration

2.4. Market Research

To obtain data closer to reality, external research was carried out with the aim of analysing the optical and e-commerce sector as well as measuring the satisfaction of customers with Hawkers.

The tool used was an online survey that was sent to a certain number of Hawkers customers and non-customers. By conducting the survey online, it was possible to reach all respondents without any problems, in a faster and more convenient way.

2.4.1. Research Objectives

The objectives of the survey are the following:

1. Descriptive analysis of the sample
 - a. Gender of the sample
 - b. Age range of the sample
 - c. Occupation of the sample
 - d. If they have any visual health problems
 - e. Place where they usually buy sunglasses
 - f. Frequency of online shopping
 - g. Which brand of sunglasses do they value the most
 - h. How many people have bought Hawkers
2. To find out the importance that consumers attach to certain characteristics when buying sunglasses

3. To find out how Hawkers' customers and non-customers rate image of the company
4. To find out the degree of satisfaction of Hawkers' customers and non-customers
5. To find out how loyal Hawkers' customers and non-customers are to the company
6. To find out the degree of trust of Hawkers' customers and non-customers

This information will later be used in order to be able to adjust the different marketing variables as accurately as possible.

2.4.2. Methodology

In this section, it will be explained how this research has been carried out.

As mentioned above, the research was conducted online through a survey. The aim was to carry out a quantitative research, so that we can extract measurable information about the degree of satisfaction of Hawkers customers.

2.4.2.1. Research design

Table 19 shows the research data sheet.

Table 19. Technical specifications of the investigation.

Universe	Consumers and non-consumers of optical products
Method of information collection	Online survey
Scope of study	-Optical and e-commerce sector -Hawkers customers satisfaction
Sample size	45
Location	Spain
Questionnaire	Structured questionnaire with 17 closed-ended questions
Significance level	0.05
Date of the survey	02/14/2022 to 02/21/2022

Source: Own elaboration

Survey design

The survey is an ad-hoc survey and serves to systematically and orderly obtain information from the research population on the variables that are the object of the research. The type of survey used is a “Structured” survey, as it consists only of closed questions.

The types of closed questions that have been used are dichotomous questions (Yes or No), multiple choice questions, filter questions and measurement questions (Likert scale 1 to 5).

Sample selection

The sample is represented by 45 Spanish people who have purchased Hawkers products and not.

Data collection

Data have been collected from February 14, 2022 to February 21, 2022.

→ ***The survey and the results obtained will be attached in the annex.***

2.4.2.2. Measured variables

The first objective is significant because it will allow us to analyse the demographic characteristics and purchasing habits of optical products consumers.

The second objective is to find out how much importance consumers attach to certain characteristics when buying sunglasses. This means that we will be able to observe which characteristic is the most influential for Spanish consumers when choosing sunglasses.

With regard to the third objective, the aim is to find out how Hawkers' customers rate the image that the brand transmits. This will help us, for example, to observe if the company is well positioned socially.

The fourth objective is to measure the degree of satisfaction that Hawkers customers have with the brand. This means that we will be able to know if the company manages to satisfy its customers, if it offers good quality/price ratio, etc.

As for the fifth objective, it consists of analysing the degree of loyalty that Hawkers customers have with the brand. Therefore, it will be possible to find out if they intend to continue buying products from the company or if they will recommend the brand.

The last objective is to find out the degree of trust that Hawkers customers have with the brand. Through this objective, we can know if the brand transmits trust to its customers, if it works in a professional manner, etc.

2.4.3. Analysis of results

As for the results obtained, a detailed analysis will be carried out in terms of descriptive analysis (frequencies). Tables and graphs will be used to represent the results in a more visual way.

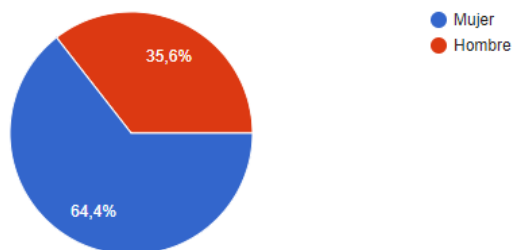
OBJECTIVE 1: Descriptive analysis of the sample

a. Gender of the sample

Firstly, table 20 shows that most of the participants were females (64.4%), while 35.6% were males.

Table 20. Gender of the sample.

Sample gender		
	Frequency	Valid percentage
Females	29	64.4%
Males	16	35.6%
TOTAL	45	100%



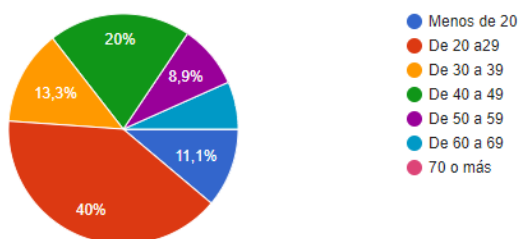
Source: Own elaboration. Data: Spss

b. Age range of the sample

As can be seen in table 21, the majority of participants were between 20 and 29 years old, representing 40%. The second largest group was made up of people between 40 and 49 years of age, with 20%. Next in line were those aged 30-39 with 13.3%, less than 20 with 11.1%, 50-59 with 8.9%, and finally persons between 60-69 with 6.7%, as no one over the age of 70 answered.

Table 21. Age of the sample.

Age of sample		
	Frequency	Valid percentage
Less than 20	5	11.1%
From 20 to 29	18	40%
From 30 to 39	6	13.3%
From 40 to 49	9	20%
From 50 to 59	4	8.9%
From 60 to 69	3	6.7%
70 or more	0	0
TOTAL	45	100%



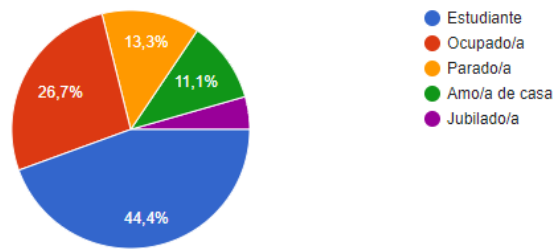
Source: Own elaboration. Data: Spss

c. Occupation of the sample

As the main participants are young people, the principal occupation is represented by students, with 44.4%. They are followed by working people with a percentage of 26.7%. The unemployed and people who work at home have almost equal percentages, 13.3% and 11.1% respectively. The last group are pensioners, with 4.4% (Table 22).

Table 22. Principal occupation of the sample.

Principal occupation of the sample		
	Frequency	Valid percentage
Student	20	44.4%
Working	12	26.7%
Unemployed	6	13.3%
Workhome	5	11.1
Pensioner	2	4.4%
TOTAL	45	100%



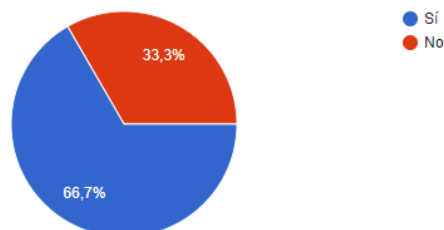
Source: Own elaboration. Data: Survey

d. If they have any visual health problems

In table 23, it can be seen that the majority of the sample suffers from some visual health problem; more specifically 35 people (66.7%).

Table 23. Number of people who have a visual problem.

Number of people who have a visual problem		
	Frequency	Valid percentage
Yes	30	66.7%
No	15	33.3%
TOTAL	45	100%



Source: Own elaboration. Data: Spss

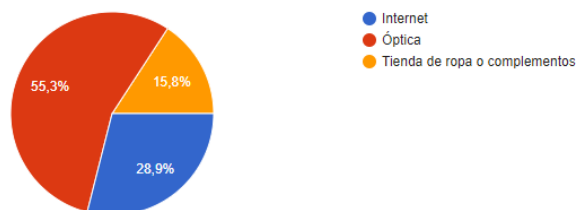
e. Place where they usually buy sunglasses

21 people prefer to buy sunglasses in opticians' shops, so it can be said that they are still the main channel for buying sunglasses. However, the internet is not far behind either, with 11 people preferring to buy sunglasses online (28.9%). Finally, 15.8% of the participants (6 people) usually buy their glasses in clothes or accessories shops (Table 24).

If we add the number of people who buy sunglasses in opticians' shops to the number of people who buy them in clothing or accessory shops, we get a total of 27 people. This means that people still prefer to continue buying this type of product in physical establishments rather than online.

Table 24. Place where consumers usually buy sunglasses.

Place where consumers usually buy sunglasses		
	Frequency	Valid percentage
Internet	11	28.9%
Optics	21	55.3%
Clothing or accessories shop	6	15.8%
TOTAL	38	100%



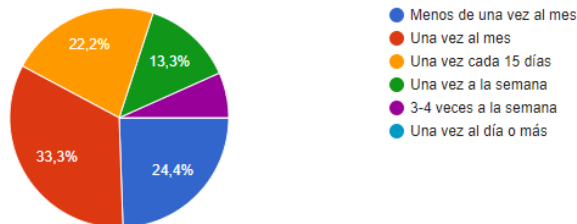
Source: Own elaboration. Data: Spss

f. Frequency of online shopping.

In terms of frequency of online shopping, the majority of the sample (33.3%) shop once a month. The number of people who shop less than once a month and once every 15 days is very equal, 11 and 10 respectively, the former representing 24.4% of the sample and the latter 22.2%. They are followed by 6 people who shop once a week, accounting for 13.3%. Finally, 3 participants (6.7%) shop 3-4 times a week and none shop once a day or more (Table 25).

Table 25.Frequency of online shopping.

Frequency of online shopping		
	Frequency	Valid percentage
Less than once a month	11	24.4%
Once a month	15	33.3%
Once every 15 days	10	22.2%
Once a week	6	13.3%
3-4 times a week	3	6.7%
once a day or more	0	0%
TOTAL	45	100%



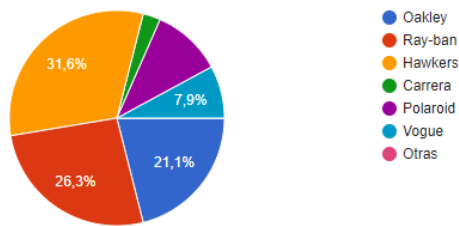
Source: Own elaboration. Data: Spss

g. Which brand of sunglasses do consumers value the most

As for the brand of sunglasses that consumers value the most, it can be seen in table 26 that the top 3 are Hawkers with 31.6%, Rayban with 26.3% and Oakley with 21.1%. Polaroid is in fourth place (10.5%) followed by Vogue (7.9%) and Carrera (2.6%).

Table 26.Which brand of sunglasses do consumers value the most

Which brand of sunglasses do consumers value the most		
	Frequency	Valid percentage
Hawkers	12	31.6%
Ray-ban	10	26.3%
Oakley	8	21.1%
Carrera	1	2.6%
Polaroid	4	10.5%
Vogue	3	7.9%
Others	0	0%
TOTAL	38	100%



Source: Own elaboration. Data: Spss

h. How many people have bought Hawkers eyewear

Finally, table 27 shows that of the 45 people who responded to the survey, 30 have bought Hawkers eyewear at least once.

Table 27. How many people have bought Hawkers

How many people have bought Hawkers		
	Frequency	Valid percentage
Yes	30	66.67%
No	15	33.3%
TOTAL	45	100%

Source: Own elaboration. Data: Spss

2.4.4. ANOVA Analysis

Analysis of variance or ANOVA is a technique that helps us to compare two or more means, even if they are from different situations. This method is very useful because when we are looking to compare two means it is incorrect to repeatedly perform the t-student test.

In such an analysis, it must be taken into account that if the result is less than 0.05, the difference will be significant.

In terms of variables, as the ANOVA can compare two or more means, it can be used for either qualitative variables (gender, age, occupation ...) as well as quantitative variables (scale of Likert 1 to 5).

The above-mentioned objectives will be analysed in order, to see if they make a significant difference or not.

OBJECTIVE 2: To find out the importance that consumers attach to certain characteristics when buying sunglasses.

Table 28 indicates the correlation between the importance that consumers attach to certain features when buying sunglasses, and the type of shop where they usually buy them.

Table 28. Importance that consumers attach to certain features when choosing sunglasses by type of shop

Nº	Aspect covered	Group	N	Average	Sig.
P10.1	Importance given to quality of lenses	Optics	21	4.67	0.532
		Internet	11	4.64	
		Clothing or accessories shop	6	4.33	
		TOTAL	38	4.61	
P10.2	Importance given to design	Optics	21	4.52	0.020*
		Internet	11	4.00	
		Clothing or accessories shop	6	3.33	
		TOTAL	38	4.18	
P10.3	Importance given to price	Optics	21	4.10	0.244
		Internet	11	3.45	
		Clothing or accessories shop	6	3.83	
		TOTAL	38	3.87	
P10.4	Importance given to brand	Optics	21	3.43	0.761
		Internet	11	3.45	
		Clothing or accessories shop	6	3.00	
		TOTAL	38	3.37	
P10.5	Importance given to fashion / how they fit	Optics	21	4.57	0.943
		Internet	11	4.64	
		Clothing or accessories shop	6	4.67	

		TOTAL	38	4.61	
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Source: Own elaboration. Data: Spss

When analysing the total averages of all the questions, it can be observed that without a doubt, the two factors that people give most importance to when choosing sunglasses are the quality of the lenses and how they fit (average of 4.67 out of 5).

As can be seen, the values between the groups **do appear to be significant** in the case of the design (P10.2), since $0.020 < 0.05$. Therefore, people who buy in opticians' shops do give greater importance to the design of sunglasses.

While, in the other questions **no significant differences** can be found, as the result is greater than 0.05. So the type of shop chosen does not influence the degree of importance that consumers give to the quality of the glasses, the price, the brand and how they fit.

OBJECTIVE 3: To find out how Hawkers' customers and non-customers rate image of the company

Table 29 shows the correlation between the value customers place on Hawkers' image and whether have bought Hawkers eyewear or not.

Table 29. Value customers place on Hawkers' image depending on whether they have bought Hawkers eyewear or not.

Nº	Aspect covered	Group	N	Average	Sig.
P14.1	Offers a good after-sales service	Yes	27	4.15	0.803
		No	2	4.00	
		TOTAL	29	4.14	
P14.2	Maintains a strong image and personality	Yes	27	4.27	0.687
		No	2	4.00	
		TOTAL	29	4.25	
P14.3		Yes	27	4.19	0.294

		No	2	3.50	
	It arouses my interest and admiration	TOTAL	29	4.14	
P14.4	Does not disappoint the customer	Yes	27	3.96	0.536
		No	2	3.50	
		TOTAL	29	3.93	
P14.5	Has a high social standing	Yes	27	4.26	0.157
		No	2	3.50	
		TOTAL	29	4.21	
P14.6	I think is one of the best	Yes	27	4.85	0.319
		No	2	3.00	
		TOTAL	29	3.79	

Source: Own elaboration. Data:Spss

Once the total averages have been analysed, it can be seen that the majority of people think Hawkers has a good image and personality (average of 4.25 out of 5).

We can see that **no significant differences** can be found in all questions, as the result is greater than 0.05. Thus, the fact that the consumer has purchased Hawkers eyewear does not have an influence on the brand image valuation.

OBJECTIVE 4: To find out the degree of satisfaction of Hawkers' customers and non-customers.

Table 30 indicates the correlation between the customer satisfaction with Hawkers image and whether they have bought Hawkers eyewear or not.

Table 30. Customer satisfaction with Hawkers if they have bought Hawkers eyewear or not.

Nº	Aspect covered	Group	N	Average	Sig.
P15.1		Yes	27	4.11	0.429

		No	2	3.50	
	My expectations have been met	TOTAL	29	4.07	

P15.2	I am satisfied with the price/quality ratio	Yes	27	4.11	0.325
		No	2	3.50	
		TOTAL	29	4.07	
P15.3	I am satisfied with the customer service	Yes	27	3.93	0.528
		No	2	3.50	
		TOTAL	29	3.90	
P15.4	I am satisfied with the company	Yes	27	3.93	0.561
		No	2	3.50	
		TOTAL	29	3.90	
P15.5	Overall I am really satisfied	Yes	27	3.96	0.536
		No	2	3.50	
		TOTAL	29	3.93	

Source: Own elaboration. Data:Spss

Having analysed the overall averages, it can be seen that the majority have had their expectations met and believe that it is good quality/price ratio (average 4.07 out of 5).

In this case, there are **no significant differences** for any of the questions as the result is much higher than 0.05. Therefore, whether or not customers have bought Hawkers eyewear does not influence the degree of satisfaction with the brand.

OBJECTIVE 5: To find out how loyal Hawkers' customers and non-customers are to the company

Table 31 shows the correlation between customer loyalty to Hawkers and whether they have bought Hawkers eyewear or not.

Table 31. Customer loyalty to Hawkers depending on whether they have bought Hawkers eyewear or not.

Nº	Aspect covered	Group	N	Average	Sig.
P16.1	I will try to keep buying Hawkers glasses for years to come.	Yes	27	3.78	0.357
		No	2	3.00	
		TOTAL	29	3.72	
P16.2	I will encourage my relatives and friends to become customers of the brand.	Yes	27	3.89	0.249
		No	2	3.00	
		TOTAL	29	3.83	
P16.3	If they continue the way they are going, I doubt I will change to another brand.	Yes	27	3.89	0.118
		No	2	2.50	
		TOTAL	29	3.79	

Source: Own elaboration. Data: Spss

After analysing the total averages, it can be seen that there is a medium degree of loyalty and the majority would encourage their relatives and friends to become customers of the brand (average of 3.83 out of 5).

There are also **no significant differences** for any of the questions, as the result is much higher than 0.05. Therefore, whether or not customers have bought Hawkers eyewear has no influence on the degree of brand loyalty.

OBJECTIVE 6: To find out the degree of trust of Hawkers' customers and non-customers

Table 32 indicates the correlation between customers' trust in Hawkers and whether have bought Hawkers eyewear or not.

Table 32. Customers' trust in Hawkers if they have bought Hawkers eyewear or not.

Nº	Aspect covered	Group	N	Average	Sig.
P17.1	I trust the company	Yes	27	4.07	0.375
		No	2	3.50	
		TOTAL	29	4.03	
P17.2	I consider the values it communicates are positive..	Yes	27	4.19	0.243
		No	2	3.50	
		TOTAL	29	4.14	
P17.3	I think it is a professional company	Yes	27	4.00	0.168
		No	2	3.00	
		TOTAL	29	3.93	
P17.4	The company cares about customer satisfaction	Yes	27	3.93	0.561
		No	2	3.50	
		TOTAL	29	3.90	

Source: Own elaboration. Data: Spss

Looking at the total averages, it can be seen that the majority of respondents believe that the values communicated by the brand are positive (average 4.14 out of 5).

Again, there is **no significant difference** in any of the questions, since the result is much higher than 0.05. Therefore, whether or not customers have bought Hawkers eyewear has no influence on the degree of trust in the brand.

2.4.5. General conclusions of the investigation

Regarding the influence of certain factors when buying sunglasses, there are significant differences in one of the questions, as most of the respondents who have bought sunglasses in an optician's shop give more importance to the design feature. However, as mentioned above, there are no significant differences in terms of the quality of the

lenses, the price, the brand and how they fit, so the type of shop chosen has no influence on these factors. This may be because glasses reflect our personality and lifestyle. For example, the most daring and extroverted people will opt for glasses with bright colours and original shapes. While a more reserved person or someone who doesn't want their glasses to attract attention will choose a design with neutral colours or one that resembles glasses they have worn before. The colour of the eyes and the shape of the face should not be forgotten because not all glasses are suitable for everyone. For this reason, when choosing a pair of sunglasses, people focus more on the design, which is what catches the eye at first glance, than on other aspects.

Another aspect to mention is that whether or not participants have purchased Hawkers eyewear does not affect the image of the company, and the satisfaction, loyalty and trust they have with the brand. Furthermore, it can also be observed that there is a high level of these characteristics among the participants, so we can say that the brand is well valued and has a good social acceptance.

3. SWOT ANALYSIS

After conducting all the internal and external analysis of the company, this section will detail the strengths and weaknesses (internal factors) of the brand, as well as the opportunities and threats (external factors) it faces.

These four elements can be seen summarised in Figure 42.

Figure 42.SWOT Analysis



Source: Own elaboration.

Strengths

- **Acquisition of other brands operating in the sector and were competing with them.** One example is the acquisition of the company Northweek, which was Hawkers' main competitor. This has allowed the brand to grow and position itself better in this market.
- **Quality eyewear at low prices.** This is undoubtedly one of the company's greatest strengths. It has managed to carve out a place for itself in this market by offering quality products at a low price.
- **Effective use of online sales.** The brand has been characterised from the beginning as an e-commerce, a factor that has allowed it to reduce costs.
- **Use of the social media, as the main advertising channel.** Thanks to Facebook Ads, the brand managed to get known and its sales gradually increased until it became a million-dollar e-commerce. Later on, Hawkers entered Instagram with influencer marketing and other social networks.
- **Successfully cobranding strategy.** Successful collaborations with people (Messi, Paula Echevarría, Jorge Lorenzo...) and brands (El Corte Inglés, PayPal, BBVA, Amazon...) of a certain influence, has made the company become more recognised on a social level.

Weaknesses

- **Lack of physical points of sale.** As an e-commerce company, the majority of its sales are online and although the brand decided to change its strategy and introduce retailers; and expanded to other countries, its points of sale are still much lower than those of its competitors.
- **Little experience in the sector.** It can be said that Hawkers is a recent company since it was founded in 2013. Its track record in the optical sector is not as long as that of its main competitors who have been in the market for many years, controlling almost all of it.
- **Inferior financial resources compared to its competitors.** This point is linked to the previous one, being a recent and independent brand, this means, not belonging to any group such as Luxottica and Safilo, its financial capacities are much lower than those of its competitors.
- **Lack of innovation in their eyewear models.** The company works on expired patents of brands such as Oakley, or Ray Ban and changes the colour of the lenses to give them a more youthful look.

Opportunities

- **Increased consumption of optical products.** As mentioned above, there is an increase in the consumption of optical products as we become more digitalised and spend longer periods of time in front of screens. This consumption has arguably been accentuated since 2020 with the pandemic.
- **Development of new technologies to be incorporated to eyewear.** We are heading towards an over digitalised world and it is not surprising that in a few years' time people will be buying more smart glasses than traditional glasses. We have already seen how some technology companies are taking advantage of this change and are carving out a place for themselves in this market.
- **Increase in online shopping.** Restrictions imposed because of the Covid-19 pandemic have encouraged new consumers to try the online channel and have increased the purchases of people who were already buying in this way.

Threats

- **Change in fashion trends and consumer tastes.** Fashion is always changing and people like to be trendy. Therefore, brands must adapt to it and constantly bring out new, more innovative and unique product lines.
- **Risk of entry of new firms competing on price or offering better designs.** New brands may enter the market copying Hawkers' business model, offering affordable quality products with a better design, making them direct competition to the company, as was the case with Northweek.
- **Sunglasses are mostly a seasonal product.** It can be said that sunglasses are mainly a seasonal product, as their consumption is higher in the spring and summer months. However, they are increasingly becoming a necessary product for every month of the year.
- **Glasses that do not have the required approval.** As we have already mentioned, online companies or street sellers sell many glasses that do not meet the minimum quality requirements and at very low prices compared to the regulated brands. This presents a threat to Hawkers, as many people buy them without being aware of the harmful effect they can have on their eyesight.
- **Decreasing growth of the global economy.** Currently, the projection of global economic growth poses a threat to the brand as it is expected to decline in the coming years. In addition, problems such as high inflation in the US and the war between Ukraine and Russia are also present.

4. SEGMENTATION STRATEGY, TARGET AND POSITIONING

4.1. Segmentation strategy

As Vallet states (Vallet-Bellmunt et al., 2015, p. 110) “segmentation is the process of identifying consumers with grouped preferences in order to establish a differentiated marketing offer or program for each selected group”.

In the case of Hawkers, as we will see below, the brand uses a **partial differentiation segmentation strategy** for the product market for sunglasses and eyeglasses, as it satisfies several segments with several products. However, for the contact lenses product market, Hawkers follows a **segmentation strategy of expansion to several segments**, as it satisfies different segments with a single product.

4.2. Target

As can be seen in section 2.4, the reference market, Hawkers covers three product markets, one of which consists of sunglasses, another of eyeglasses and a last one of contact lenses.

To carry out the segmentation within the product-markets targeted by Hawkers, we will use the following segmentation criteria. On the one hand, we have secondary criteria such as demographics, since Hawkers targets various segments of the population of different ages; and occupation, since people will have different occupations depending on their age. On the other hand, we have primary criteria such as the benefit sought, as people of different ages have different reasons for buying optical products.

Based on these criteria, 3 segments have been identified: young people, adults and older people. First the characteristics of these segments will be explained and then we will see how they apply to each product Hawkers sells: sunglasses, eyeglasses and contact lenses.

- **Young people.** This group includes individuals whose age range is between 18 and 34 years old. This is a segment that follows social media and influencers a lot and they want their eyewear to be in line with the latest fashion trends. They do not place as much importance on aspects such as quality and protection.
- **Adults.** This group includes individuals whose age range is from 35 to 55 years old. In this group, the benefit sought changes and for example younger adults look for glasses that flatter them. They don't care so much about fashion and are

more interested on how the design of the eyewear fits them. Older adults, in contrast, focus more on the activity they do and their lifestyle. They are people who have at least two different models of glasses and wear them both with the same frequency. For example, they won't wear the same glasses for cycling as they do for golf.

- **Older people.** This group is composed of individuals over 55 years of age. It should be noted that it is at this age when certain eye diseases, such as cataracts, start to appear. This is the reason why people over 55 years of age are more concerned about taking care of the visual health of their eyes and give more importance to protection than to fashion trends.

Once the profiles have been described, we will do a segmentation for each Hawkers product.

Sunglasses

Regarding sunglasses, young people and adults tend to wear mirrored sunglasses. They are normally used for aesthetic reasons as they do not show the eyes of the person who wears them. Moreover, it should be noted that they have become so fashionable that even the actress Paula Echevarría launched a line with Hawkers.

When it comes to polarised lenses, they have a special filter that blocks reflected light and lets only useful light through. That's why they are especially recommended for people with photosensitivity or people who are bothered by the sun even with normal sunglasses. They are also essential for certain sports activities at sea or in the mountains as well as for driving. We can say that it is a type of sunglasses usually used by people of all ages, both young people, adults and older people.

Finally, gradient sunglasses are also used by people of all age ranges. They are characterised by the fact that the ink on these glasses has a gradient that decreases from the top to the bottom. In addition, they can be used for different purposes, whether for driving, sports activities or as a fashion accessory.

Table 33 shows schematically the aspects discussed above.

Table 33. Hawker's segmentation (Sunglasses)

Sunglasses	Young people	Adults	Older people
Mirrored			
Polarised			
Gradient			

Source: own elaboration

Eye glasses

In terms of glasses, young people and adults wear more anti-fatigue glasses than older people as this age group tends to suffer more from eye fatigue because their eyes are exposed for several hours to digital screens at close range such as mobiles, tablets, computers both at work and in everyday life.

On the contrary, monofocal glasses are the most common type of glasses and can correct myopia, hyperopia, and astigmatism. They are used by anyone, young, old or adult.

Progressive glasses, instead, are the most recommended for people with presbyopia, which is a visual defect that appears after the age of 40 and affects the near and middle distance.

Lastly, occupational glasses are those that are only valid for near or intermediate distances and are normally used by young people and adults. These are people who need to correct their vision problem at these two distances during tasks such as working, surfing the internet, watching TV, cooking or reading.

Table 34 summarises the aspects discussed above.

Table 34. Hawker's segmentation (Eyeglasses)

Eyeglasses	Students	Adults	Pensioners
Anti-fatigue			
Monofocal			
Progressive			
Occupational			

Source: Own elaboration

Contact Lenses

As for contact lenses, they are a product that is used by everyone, no matter what age or benefit they are looking for (Table 35).

Table 35. Hawker's segmentation (Contact Lenses)

Contact lenses	Students	Adults	Pensioners
Daily replacement			

Source: Own elaboration

After analysing the different segments, the segment on which Hawkers focuses on is the "Young people" segment, given that a large number of its customers are in this age range and, therefore, this segment represents its main source of revenue.

Its target audience tends to have a low budget, so offering a competitively priced product makes it accessible to almost all budgets. Hawkers customers tend to be an extroverted, creative, cheeky and opportunistic public that follows current fashion trends, uses the Internet and all types of social networks.

4.3. Positioning

Once the three segments targeted by Hawkers have been identified, we will make two positioning maps (Figure 43 and Figure 44) based on the analysis carried out previously, where we will position Hawkers and its aforementioned competitors (Ray-ban, Oakley, Skull rider, Meller and Siroko) according to several attributes: the price of the glasses, the quality of customer service and the quality of the products.

As can be seen in the positioning map (Figure 43), Ray-ban is the brand that is at the top because it is one of the leading brands in the market and has a very good reputation as the quality of the products is quite good. In addition, it is also one of the brands whose products have a high price compared to the rest of the competitors. It is followed by other brands such as Oakley and Skull Rider. On the left, we find Meller, whose products have nothing to envy Ray-ban in terms of quality and have a more affordable price. Our brand is the lowest in terms of quality, and in terms of price we can say that Siroko and Hawkers offer similar prices.

Figure 43. Positioning Map 1



Source: Own elaboration. Data: <https://es.trustpilot.com/>

As Figure 44 shows, there is a change in the position of Ray-ban and Hawkers in terms of customer service quality, with Ray-ban being at the lowest level and Hawkers at the highest. Hawkers offers very good customer service and responds to customer requests quickly and nicely. In contrast, Ray-ban needs to improve in this area as it receives many complaints from customers due to poor customer service and unfriendly staff.

Figure 44. Positioning map 2



Source: Own elaboration. Data: <https://es.trustpilot.com/>

5. OBJECTIVES

Once aspects such as Hawkers' mission, vision and values, the company's environment, the market situation, as well as the weaknesses and strengths of the brand and the threats and opportunities of the optical sector have been analysed, the objectives must be set. These objectives have been set taking into account Hawkers' aforementioned mission and vision.

Mission

Hawker's mission is to offer a brand at a fair price, selling directly to consumers from our website, avoiding all types of intermediaries (Forbes, 2017)

Vision

To become one of the world's most famous fashion brands in the sunglasses and eyewear sector (Silver, 2019).

It has been considered to define 3 long-term objectives focused on fulfilling the mission and 6 short-term objectives classified into commercial, relationship and economic objectives (Table 36).

Table 36.Objectives

LONG-TERM GOAL	To establish itself as an international fashion and sports brand		
SHORT-TERM GOALS	01	Commercial (objective: new geographic markets)	Open physical stores in 4 countries in the next 12 months
	02	Relations (objective: relations with people of certain reputation) Commercial (objective: brand recognition)	Collaborate with 6 global fashion designers over the next 12 months
	03	Commercial (objective: product line)	Launch a new product line focusing on cycling glasses in the next 6 months

	04	Commercial (objective: brand recognition)	Increase brand reputation in the next 12 months
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LONG TERM GOAL	To consolidate online business		
SHORT-TERM GOALS	05	Commercial (objective: sunglasses sales increase)	Increase online sunglasses sales by 15% in the next 12 months
	06	Relations (objective: capturing new customers)	Increase the number of visits to the website by 15% in the next 12 months

LONG-TERM GOAL	To improve the financial situation of the company		
SHORT-TERM GOALS	07	Economic (objective: profits)	Increase profits by 10% over the previous year
	08	Commercial (Objective: sales increase)	Increase sales by 20% in the next 12 months

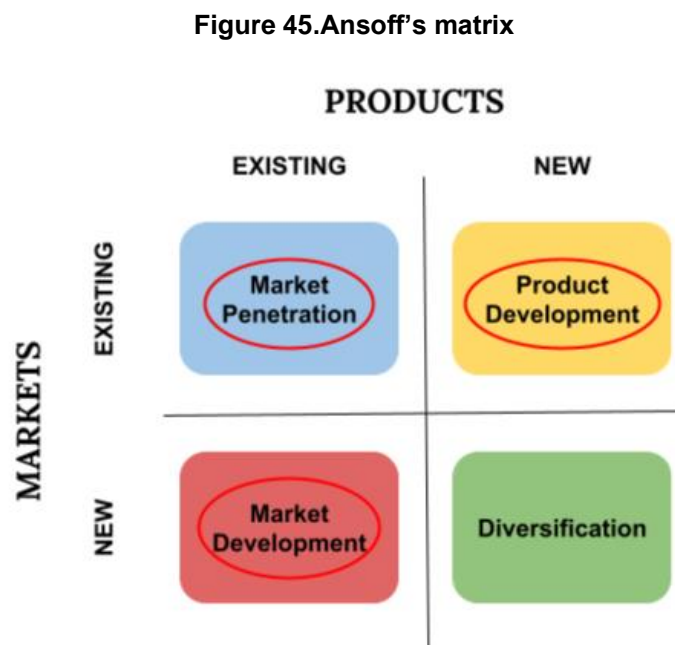
Source: Own elaboration

6. MARKETING STRATEGY

In this section, the strategies that Hawkers have to follow will be analysed. It is important to bear in mind that, depending on the objectives set, the brand will follow one strategy or another.

6.1. Growth Strategy

To analyse the type of growth strategy Hawkers will employ, the Ansoff matrix will be used (Figure 45).



Source: Own elaboration.

In the case of Hawkers, all four growth strategies will be implemented. Through the **market penetration strategy**, the company aims to achieve the objective of increasing sales, for which a series of actions will be used that will be described in the following sections.

The brand will also use the **product development strategy** because through it, Hawkers will expand its product offer by introducing a new product line, in this case cycling glasses. In this way, they will be able to attract more customers and begin to position itself in the minds of consumers as an international fashion and sports brand.

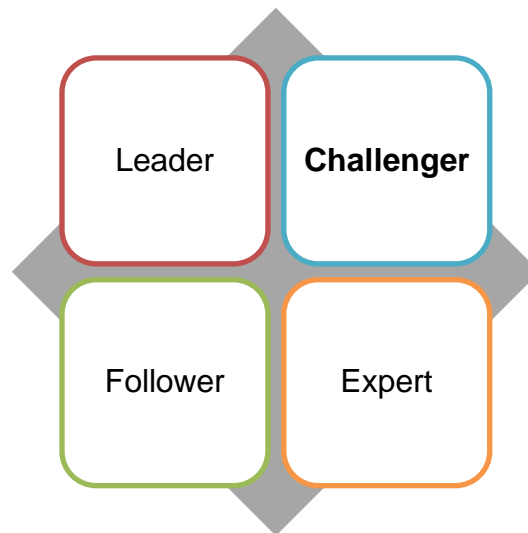
Finally, the brand will also implement a **market development strategy**. In this case, the company will carry out a geographical expansion through direct export where the

company itself will manage the sale of its products to customers in foreign markets. As will be detailed below, the company will enter countries such as the USA, Japan, Australia and Andorra.

6.2. Competitive Strategies

According to Kotler and Singh's four strategies (Figure 46), the strategy that fits the brand most appropriately is the **challenger strategy**, because consumers today can find an infinite number of eyewear brands and it is essential for Hawkers to gain market share.

Figure 46. Kotler competitive strategies



Source: Own elaboration

Within the challenger strategy, there are different types of attacks that the company can make on the competition. In the case of Hawkers, the most convenient would be the **guerrilla attack**, which would consist of launching small intermittent attacks at different points of the opponents. Normally, these attacks are usually carried out by smaller companies against larger ones, in order to achieve small advances.

One way to implement this attack is through intense promotions with the aim of weakening the opponent(s).

6.3. Strategy as competitive advantage

In terms of competitive advantage strategy (Figure 47), Hawkers will continue with **price leadership**, as this has been the strategy that has allowed the brand to carve out a place for itself in the optical sector and through which it has managed to differentiate itself from its competitors. The fact that until now the company has focused mainly on selling online, the decision to start manufacturing the glasses themselves and the use of advanced technology has made Hawkers the price leader in the optical sector.

Figure 47. Porter competitive strategies



Source: Own elaboration

7. ACTIONS PROGRAMS

Table 37 below shows the actions that will be carried out after setting the objectives and strategies:

Table 37. Actions

ACTIONS		GOALS	
1	Participate in Alicante and Madrid fashion week	02	Collaborate with 6 global fashion designers over the next 12 months
		04	Increase brand reputation in the next 12 months
		07	Increase profits by 10% over the previous year

		08	Increase sales by 20 in the next 12 months
2	Improve the website by adding new sections	05	Increase online sunglasses sales by 15% in the next 12 months
		06	Increase the number of visits to the website by 15% in the next 12 months
		07	Increase profits by 10% over the previous year
		08	Increase sales by 20% in the next 12 months
3	Partnering again with ZEISS to produce cycling glasses	03	Launch a new product line focusing on cycling glasses in the next 6 months
		07	Increase profits by 10% over the previous year
		08	Increase sales by 20% in the next 12 months
4	Create the Hawkers Club	01	Open physical stores in 4 countries in the next 12 months
		07	Increase profits by 10% over the previous year
		08	Increase sales by 20% in the next 12 months

Source: Own elaboration

To explain the actions and how they will affect the 4 Ps, first it will be detailed how each action will be implemented and then only those variables of the 4 Ps that are affected by the action will be mentioned.

ACTION 1: Participate in Alicante and Madrid fashion week

Table 38. Participate in Alicante and Madrid fashion week

02	Collaborate with 6 global fashion designers over the next 12 months
04	Increase brand reputation in the next 12 months
07	Increase profits by 10% over the previous year
08	Increase sales by 20% in the next 12 months
Implementation time	September and October 2023
Budget	7,331€

Source: Own elaboration

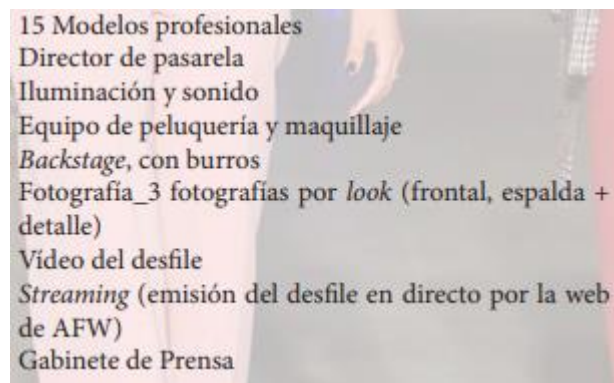
Hawkers has never participated in a fashion show, and as the brand is continuously launching new lines of urban and sportswear since 2021, I consider it essential for it to participate in Alicante and Madrid Fashion Week. In this way, the company can present the new clothing models it has designed along with its main product, the glasses. This event is one of the most important in the fashion market, as it is a promotional platform for brands in this powerful segment.

Moreover, as one of the short-term objectives is to collaborate with 5 world leaders in the fashion sector, this is the ideal place to establish this type of relationships and gain brand recognition.

According to the conditions of participation of the Alicante and Madrid fashion week:

In the case of Alicante, the brand must send the dossier in pdf format of the collection, the application form and must pay a fee of €1,331 which includes all the elements shown in Figure 48:

Figure 48. What is included in the participation of the Alicante fashion week?



Source: <https://www.fashionweekalicante.es/disenadores/bases-participacion/>

As for Madrid, the brand has to fill in an application form and must choose between three participation options. In the first two options, the fashion show takes place at IFEMA MADRID with the only difference being that in the first option, which costs €6,000 without VAT, 16 models will walk the runway and in the second option, with a price of €3,600, only 5 models will do so.

The cheapest option is the latter, priced at €600. However, this is an off runway show, which means that it takes place outside IFEMA MADRID and is not organised by itself. In addition, both the costs of the fashion show and the videos of the event are paid by the designer.

The first option would be the most suitable for the company as it will have the possibility of more models parading and the show being held at IFEMA MADRID (Figure 49).

Figure 49. What is included in the first participation of the Madrid fashion week?

OPCIÓN 1: Desfile presencial a invitados, prensa y clientes en el pabellón 14.1, en la sala de desfiles Mercedes-Benz del pabellón 14.1, con el aforo en la sala que permitan las autoridades sanitarias.

1. Dieciséis (16) modelos
2. Maquillaje y Peluquería
3. Presencia en la plataforma web de MBFWMADRID
4. Pantalla LED
5. Video desfile
6. Fotos total look previas al desfile
7. Retransmisión desfile via satélite y en streaming
8. Participación en las distintas acciones y actividades que se generen en la plataforma web
9. Promoción de su participación en la página web y redes sociales de la pasarela
10. Participación en las distintas acciones de comunicación (pre, durante y post)
11. Difusión en medios de comunicación del evento y apoyo a los equipos de comunicación del diseñador
12. Invitaciones online
13. Personal backstage y sala
14. Compradores

Precio edición marzo 2022: 6.000 euros (sin IVA)

Source: <https://www.ifema.es/mbfw-madrid/disenadores/como-participar>

Of the 4Ps, only Communication is affected by this action.

➤ **COMMUNICATION**

Public relations will be the key to this action and the target audience will be external to the company, as in addition to promoting the brand and reaching more customers, the main objective is to achieve collaborations with fashion leaders.

On the other hand, social media marketing will also play an important role, as in addition to the organisations of the two events being in charge of promoting everything related to the event, the brand itself will also do so on its own profiles.

ACTION 2: Improve the website by adding new sections

Table 39. Improve the website by adding new sections

05	Increase online sunglasses sales by 15% in the next 12 months
06	Increase the number of visits to the website by 15% in the next 12 months

07	Increase profits by 10% over the previous year
08	Increase sales by 20% in the next 12 months
Implementation time	From January 2023 onwards
Budget	3,120€

Source: Own elaboration

As can be seen in section 2.2.1.5. marketing resources, in the communication area, it can be said that Hawkers' website is quite complete and up to date. However, I consider that it is important to add new sections such as: create your own glasses, blog and access to the Hawkers Spotify list.

First, creating your own glasses section is interesting for the company as the customer will be able to receive glasses that are totally personalised to their taste and therefore exclusive, which gives added value to the brand.

As can be seen in Figure 50, the customer will follow a series of steps until the complete design of the glasses is finished. Moreover, it will also have the possibility to design his own case.

Figure 50. Create your own glasses



Source: Own elaboration

In relation to the blog (Figure 51), the fact of publishing useful content that solves customers' doubts will generate more trust with them. In addition, it is also a way to keep up to date and in the case of Hawkers, to give points of view on trends in the eyewear market, talk about events, new product launches, etc.

Besides, nowadays, having a blog on the website allows its content to go viral and attract more people. This translates into more traffic and more visits from users to the website.

Figure 51.Hawkers' Blog

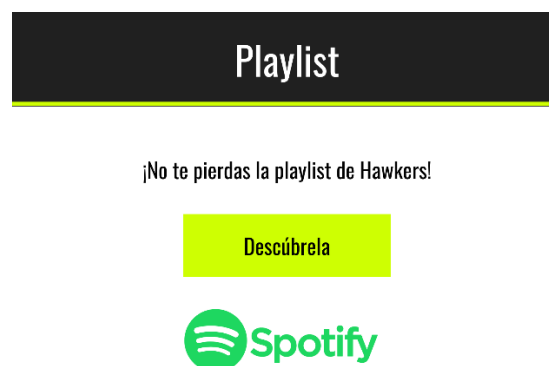


Source: Own elaboration

The fact that Hawkercs has a Spotify playlist (Figure 52) means that customers who enjoy the music on their playlist can relate to the brand on a deeper level. For example, they may associate Hawkercs with a specific song they like on their playlist or have a favourable memory of their previous interaction with the company.

Finally, to create the Hawkercs Spotify account, the brand will have to pay €9.99 per month, as it will choose the premium option, so it will have to spend around €120 per year.

Figure 52.Hawkercs's Spotify playlist



Source: Own elaboration

For this action, 2 of the 4 Ps will be affected: Product and Communication.

➤ PRODUCT

As Hawkers is going to add a new section that will consist of creating glasses to the consumer's taste, it will be carrying out a hyper-segmentation strategy.

This strategy is characterised by a much higher level of detail than traditional segmentation. The objective is to apply high levels of knowledge of a customer's needs and consumption habits to the development of products and communication for groups or individuals with specific interests. It is possible to hyper-segment all categories, which allows for much better targeting of potential customers (Bonilla, 2018). In the case of Hawkers, by offering this new service, it will target a very specific group that wants to have their glasses customised to their taste.

➤ COMMUNICATION

For this action, on the one hand, social media marketing will be used, as Hawkers will spread the three new updates through its own platforms and will use the hashtags #makeyourowncreation and #beyourself to promote the section of “creating your own glasses”.

On the other hand, direct marketing will also be important through the creation of blogs. Blogs help the SEO positioning of the company's website, as each blog published will be a new page indexed in search engines. This means that, if it is published periodically, it will have a better positioning on the web.

ACTION 3: Partnering again with ZEISS to produce cycling glasses

Table 40. Partnering again with ZEISS to produce cycling glasses

02	Collaborate with 6 global fashion designers over the next 12 months
03	Launch a new product line focusing on cycling glasses in the next 6 months
07	Increase profits by 10% over the previous year
08	Increase sales by 20% in the next 12 months
Implementation time	From January 2023 onwards

Budget	700,000€
--------	----------

Source: Own elaboration

Hawkers only offers one type of sports eyewear to date, skiing goggles. As one of the proposed objectives is to establish itself as an international fashion and sports brand, I consider it would be a good option to start offering cycling glasses.

To do this, the brand would first carry out market research in order to observe the current market situation and consumer preferences. Once the results are obtained, the production process will begin, through collaboration with ZEISS, which will manufacture the lenses in Italy and send them to the Hawkerc factory in Elche (Alicante, Spain) to complete the assembly.

The budget will depend on the cost of the market study, the cost for the production of the glasses, distribution and communication. The production cost will be given by part of the materials to be used and the price charged by ZEISS for manufacturing the lenses. It could be estimated that Hawkerc would spend approximately €700,000.

For this action, the 4Ps will be affected: Product, Price, Distribution and Communication.

➤ **PRODUCT**

Hawkerc will initially launch only one line of cycling glasses, the *Sport* line. Within this line, three unisex models will be offered and customers will have the option of choosing between polarised, photochromic, mirrored and clear lenses..

The first model will be called *Sport Total Black*, and the lenses will be grey as these will help reduce glare and allow for realistic colour viewing. They are ideal for both general use and mountain biking, and can be used on sunny and cloudy days. (Figure 53).

Figure 53. Sport Total Black



Source: Own elaboration

Then we have the *Sport Pink Black*, whose lenses will be pink as they offer the widest field of vision and are ideal for light conditions where sunlight is weak or even non-existent. Thanks to their ability to contrast, this colour is especially recommended for road cycling (Figure 54).

Figure 54.Sport Pink Black



Source: Own elaboration

Finally, the last model will be the *Sport Blue Green*, whose lenses will be blue as they are especially useful in changing light conditions, reduce glare, improve colour perception and are very useful for mountain biking (Figure 55).

Figure 55.Sport Blue Green



Source: Own elaboration

➤ **PRICE**

As this is a new market for the company and it has no customers in this sector, the pricing strategy that Hawkers will follow will be an introductory pricing strategy. This means that the brand will set low prices to encourage purchase. If it sees that the product is successful, it does not rule out increasing the price in the future.

Besides, the price that will be set will be unique and will have a value of €75.

➤ DISTRIBUTION

At first, the brand will follow an ultra-short distribution channel (from the manufacturer to the final consumer), as the glasses will only be sold online. However, if Hawkers sees that the product is proving successful, it will start to offer them in shops and optics, thus switching to a short distribution channel.

➤ COMMUNICATION

Firstly, public relations will be used through events and sponsorships. On the one hand, the brand will participate in the Tour de France through an advertising caravan where it will pay the ASO 600,000 dollars (MundoBici, 2020). On the other hand, it will take advantage of the Alicante and Madrid fashion week to promote its new line of cycling glasses.

Secondly, sales promotions aimed at consumers will be carried out in order to incentivise purchases. It will start with a contest on Instagram where the winner will win a free pair of cycling glasses. Following the contest, the brand will offer discounts such as a 10% discount on the first purchase of the glasses.

Finally, the social networks will also play a role as Hawkers will use them to promote its new product and the different promotions.

➤ ACTION 4: Create the Hawkers Club

Table 41. Create the Hawkers Club

01	Open physical stores in 4 countries in the next 12 months
07	Increase profits by 10% over the previous year
08	Increase sales by 20% in the next 12 months
Implementation time	From May 2023 onwards
Budget	100,000€

Source: Own elaboration

The first Hawkers club will be an experiential shop and it will be located on the Alicante promenade as a new way to connect with customers. There will be no fee to enter the premises and it will provide surfing lessons, paddle surfing and other nautical activities. Furthermore, there will also be a leisure and meeting space where users will be able to have a drink, eat, hang out with friends, listen to music, play table football, video games and once a week they will have the chance to enjoy live music.

The club will also have a space dedicated to its products, and anyone who enters will have the chance to buy the model of glasses they want. As it can be seen, it is a different kind of shop from the conventional ones, following Hawkers' values of creativity, young spirit, proximity, etc.

As one of the objectives is to establish itself internationally as a fashion and sports brand, in addition to Alicante, the brand will also open the club in Andorra la Vella (Andorra), New York (USA), (Sidney) Australia and (Tokyo) Japan. Each club will have a different theme, with the Andorra club focusing on skiing, the New York club on basketball, the Sidney club on adventure and the Tokyo club on technology.

The club will be located in premises rented by Hawkers and prices will vary depending on the area and country. In the case of Alicante, the price will be around €1,200 and for New York, being located on Fifth Avenue, the price will be around €12,815. As for Andorra la Vella, the price will be €1,500, for Tokyo €2,500 and finally for Sydney approximately €1,800. This, plus the permits that the company will have to apply for, the furniture for the shops and the transport costs of the goods, Hawkers will have to allocate more or less a budget of €100,000.

For this action only the distribution will be affected

➤ **DISTRIBUTION**

Distribution will be the key element in this action, as by setting up shops, a short distribution channel will be used, where the products will go directly from the manufacturer to the retailer, and from the retailer to the final consumer. The distribution will be exclusive, as only Hawkers branded products will be sold.

8. Timeline and budget

Table 42. Timeline and Budget

	2023											
ACTIONS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
01												
02												
03												
04												
Action 1. Participate in Alicante and Madrid fashion week									7,331€			
Action 2. Improve the website by adding new sections									3,120€			
Action 3. Partnering again with ZEISS to produce cycling glasses									700,00€			
Action 4. Create the Hawkers Club									100,000€			
TOTAL									810,451€			

Source: Own elaboration

9. Control

Table 43.Control

Objectives		Measuring Frequency	Control Method
01	Open physical stores in 4 countries in the next 12 months	Every three months	Through sales at Hawkers club
02	Collaborate with 6 global fashion designers over the next 12 months	Every three months	Through the collaboration agreements that Hawkers reaches and the projects it signs with them.
03	Launch a new product line focusing on cycling glasses in the next 6 months	Every month	Through the number of cycling glasses sales
04	Increase brand reputation in the next 12 months	Annually	Through public surveys, reports, etc.
05	Increase online sunglasses sales by 15% in the next 12 months	Every two months	Through the number of customers who have bought online
06	Increase the number of visits to the website by 15% in the next 12 months	Every three months	Through an application where the Hawkers website traffic can be observed.
07	Increase profits by 10% over the previous year	Annually	Benefits achieved in 2023 compared to the previous year
08	Increase sales by 20% in the next 12 months	Annually	Through the number of online sales and in the physical shops

Source: Own elaboration

10. CONCLUSIONS

We can see that although Hawkers is a small brand and does not have the same capital as the biggest brands in the optical market, it has known how to take advantage of opportunities from the start and carry out a very solid communication strategy.

It is true that since 2017 the company has been decreasing sales, but as it has also been observed in the marketing plan, 2019 closed with profits after a long period with losses. Moreover, with the integration of the factory in Spain, they have managed to position themselves in the minds of consumers as a brand that manufactures its products in Spain instead of China, which translates into better quality glasses and therefore a possible growth in sales.

Turning to consumer habits, there is also evidence that due to the pandemic, there has been an increase in online shopping, which has led more companies to follow Hawkers' footsteps and sell via the Internet as well.

However, in the case of optical products, we have observed that people still prefer to buy eyeglasses and contact lenses in opticians' shops, as they consider them to be a health-related product. For sunglasses, on the contrary, consumers have no problem buying them online, as these days they are perceived as an accessory.

Finally, through the market study we have managed to take a closer look at the tastes and preferences of consumers and we have also been able to reaffirm that the Hawkers brand is highly valued socially.

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