MARKETING PLAN FOR DEPENYAGOLOSA

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1. EXECUTIVE SUMMARY

DePenyagolosa is a cooperation initiative created by Cooperativa Agrícola Sant Bertomeu d'Atzeneta-Tossals that pursues cooperation between them and local producers to jointly market proximity products from the Penyagolosa region. The purpose of this thesis is to provide a marketing plan for the project through quantitative and qualitative research.

Thanks to the market research conducted through a structured questionnaire with 104 answers and the two in-depth interviews made to the company director, Mr. Roca and other in-depth interviews to different companies or people from the agricultural sector (Roberto Escrig, hanging tomatoes producer, Pilar Maestre, Masía Constante and Esteban Tomás, Mas dels Fumeros) we will obtain a broader, clearer, and more concise vision of the aspects that we are going to analyze afterwards.

Although DePenyagolosa initiative is very young, the values that underpin it and the current context related to proximity products perception favor its potential success over time. To fight against threats and weaknesses we are going to offer proposals in areas such as communication and product diversification.

The main objectives of this marketing plan are going to be integrating more local producers and companies to the initiative, adding new products to the marketplace and achieving a greater brand recognition. To accomplish these goals, we are going to focus on a comprehensive supply diversification plan, online and offline communication plans and customer loyalty plan among others.

Through this work we are going to try to revolutionize local products, offering more visibility to the initiative and easy access to products and directing consumer perception to value even more the importance of an initiative based on economic and environmental sustainability.

2. SITUATION ANALYSIS

2.1. Internal analysis

2.1.1. Presentation of the company

To fully understand the aim of this thesis, first we must investigate the company which is leading the project that we are going to analyze afterwards.

Cooperativa Agrícola Sant Bertomeu d'Atzeneta-Tossals (from now on, C.A. or Cooperativa Atzeneta) is an agricultural organization founded by diverse farmers the 3rd of August 1944 in response to the agriculture development and the population needs, due to the difficulty and hardships during those years. At the same time, the Credit Section was developed, looking for helping the associates in terms of anticipating harvests and postponing payments to farmers.

The performance of the association during the following years was intermittent, until 1972 when the Agrarian Section was split into two main departments: Almond Section and Supplies Section. The first one is based on managing everything which is related with the product commercialization, and the second one nowadays has a wide variety of products and services for all the members, such as agricultural supplies store, mobile phone and internet services, advice services, insurance services, oil supply for heating, electricity supply, gas station and Charter supermarket.

By the end of the 90s there was a diversification of services trying to give a responsible and quality response to the partners' demands. In 2007, based on a diversification strategy, the Renewable Energies Section was created, acquiring a solar photovoltaic plant, showing commitment to clean energy.

In 2008 a new private limited company (Autoservei Atzeneta S.L.) was created to manage the supermarket Charter, which has a franchise contract with Consum Supermercados. With this model, C.A. tries to endow the rural environment with proper services and job creation.

In 2021, C.A. started a new section called Common Crop Management, with the idea of designing and implementing a project to recover abandoned farms of olive trees and almond trees and their own exploitation, fighting against their abandonment, offering new harvesting and work opportunities to those who may be interested in. Regarding this question, the olive oil own production through the local oil mill Almazara la Adzanetense, is going to be one of the main aspects of this thesis.

Some new projects such as the creation of a local energy community with collaboration with the local government are coming, offering discounts for C.A. members, and it is expected to be ready during 2022.

Regarding social and environmental sustainability, C.A. presented in 2020 the Balance del Bien Común based on the Economy of the Common Good (model based on turning the money back into a means and not an end and establishing collaboration and mutual benefit as basic principles) getting a remarkable mark. C.A. is also the first cooperative in the province of Castelló to be registered in the carbon footprint registry, obtaining neutral results today. “Apart from economic sustainability, we must not ignore social and environmental sustainability. Not only is it enough to say it, but you also must be it and prove it” according to the conversation with Mr. Roca

“We cannot depend on just one source of income, that is why we always have been seeking to enter in new business areas that cover basic needs of the population, those of Atzeneta and other neighboring villages such as Xodos, Vistabella, Benafigos and Useres among others. We do not only offer services, but we also look for creating new jobs and being responsible with the environment”. These were some words of Mr. Roca.

2.1.1.1 Presentation of the DePenyagolosa project

After having explained what Cooperativa Atzeneta is, we can introduce DePenyagolosa.

DePenyagolosa is a cooperation initiative that pursues cooperation between local producers and Cooperativa Atzeneta to market proximity products jointly. This collaboration seeks to add value to the products and services produced in the surroundings of the Penyagolosa Natural Park.

This cooperation between entities becomes tangible through a **marketplace**, where products are available for purchase.

DePenyagolosa **objectives** are:

- Energize and economically develop a territory at risk of depopulation
- To value the importance and dignity of the work of primary production
- Conserve socially and environmentally an area of high ecological value
- Increase the added value of local products and services
- Improve the image of the region and the rural environment
- Fix population and fight against depopulation
- Create new opportunities and jobs
- Generate a multiplier effect

Linked with its objectives we must distinguish the **values** followed by the initiative DePenyagolosa, which define the brand and are a fundamental pillar of the project.

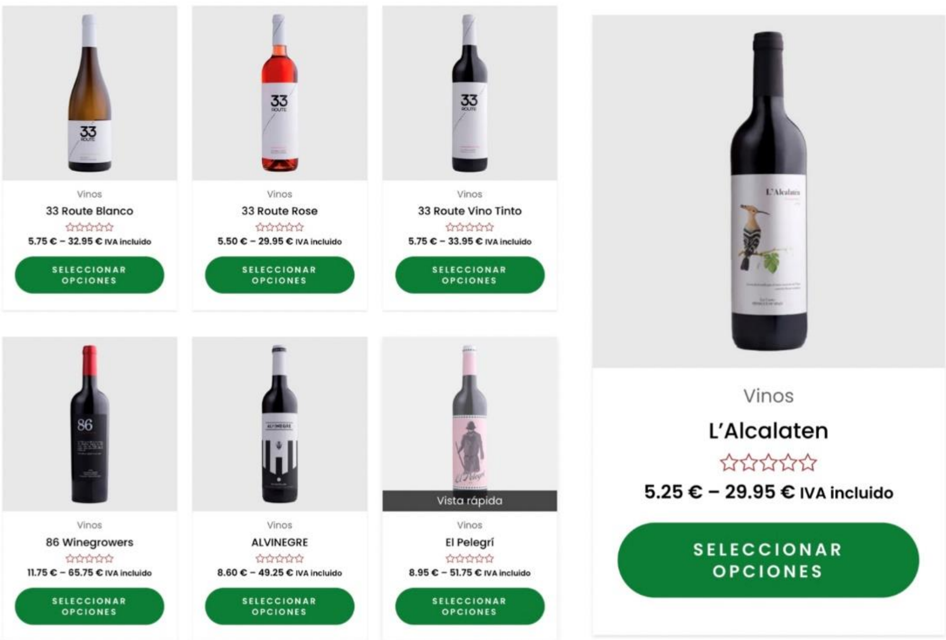
First, we should mention sustainability, related to the sustainable development goals projected by the UN in September 2015. Secondly, their cooperative values are also very important for the project due to the nature of its “creator”, which is the C.A. Last, with respect to the products, natural and proximity products are the main characteristics of the products that DePenyagolosa works on.

When talking about the **products** offered in DePenyagolosa marketplace, we can distinguish two main categories: products from local producers and companies, and DePenyagolosa’s own products.

For the second category of products, C.A. has registered in Oficina Española de Patentes y Marcas the brand **Magia de Penyagolosa.** With Magia de Penyagolosa, C.A. is taking advantage of its own olive oil production and through it, offers own products in different categories such as extra virgin olive oil and honey.

Regarding products, first we find the wine section, elaborated by Bodega de les Useres, a company that since its foundation in 1960 has worked with autochthonous varieties (such as “macabeu”, “tempranillo” and “bonicaire”) and at this time we can observe 7 different types of wine.

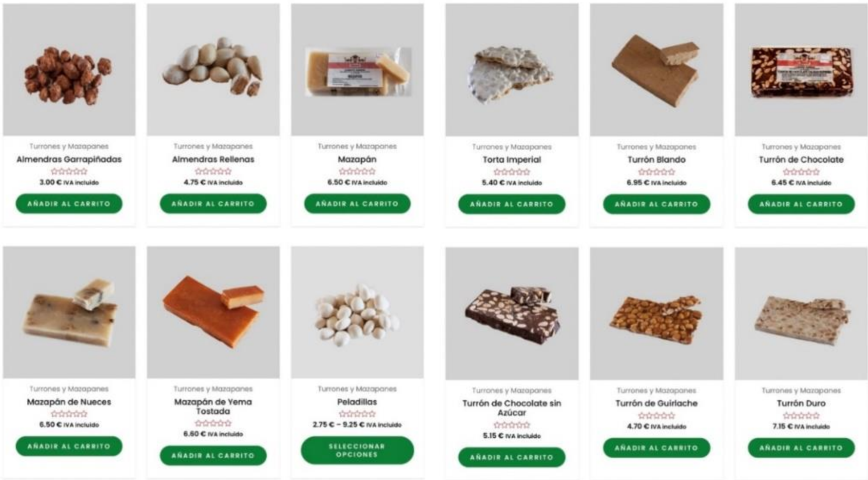
Illustration 1. Product: Wines from Bodega de les Useres



Source: www.depenyagolosa.com

Second, nougat and marzipan from Turrones Barberá are very well-known products in Castelló due to the big tradition of Barberá's family. Twelve different products are now available (nougat of different flavours, marzipan, stuffed almonds, "almendras garrapiñadas" and "peladillas").

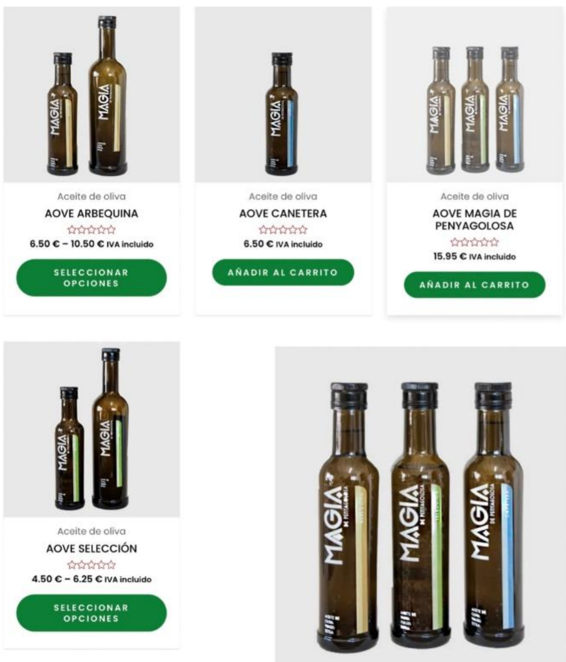
Illustration 2. Product: Nougat and marzipan from Turrones Barberá



Source: www.depenyagolosa.com

Using the brand Magia de Penyagolosa, DePenyagolsoa offers its own extra virgin olive oil with three main varieties: "arbequina", "canetera" and "selección", all of them produced by centennial and millennial olive trees from Atzeneta del Maestrat. Note that these products are offered in different bottle sizes: 250ml and 500ml.

Illustration 3. Product: Extra virgin olive oil Magia de Penyagolosa

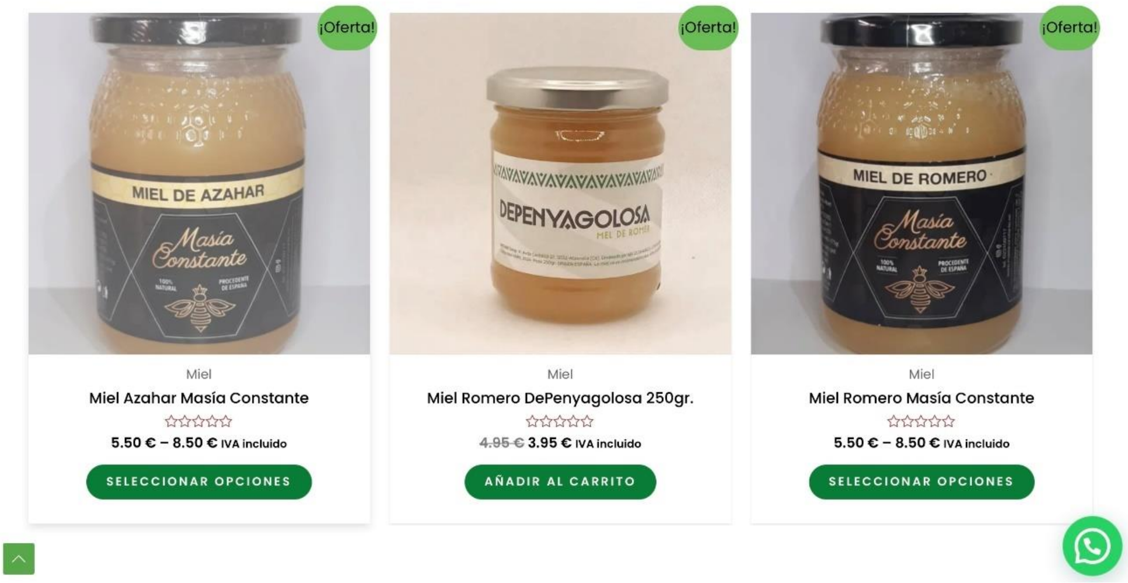


Source: www.depenyagolosa.com

The fourth category of products available inside DePenyagolosa’s marketplace is honey. Here we notice two main categories: DePenyagolosa’s own production honey and local producers’ honey from Masía Constante.

For DePenyagolosa’s honey we find a 250gr jar of rosemary honey, and for Masía Constante’s honey we can distinguish between orange blossom and rosemary honey, both available in 475gr/975gr jars.

Illustration 4. Product: Honey Magia de Penyagolosa and Masía Constante



Source: *www.depenyagolosa.com*

Apart from these main product categories, DePenyagolosa is working on new agreements with local entities for implementing new products such as vegetables, and nuts.

2.1.2. Company resources

2.1.2.1 Human resources

The C.A. is composed by seven workers (four men and three women), where six of them are full-time employees and one is working partial-time on a 75% basis. Additionally, there are eight women working on the supermarket Charter. Note that despite being Mr. Roca the C.A. Director, the organization’s idiosyncrasy is quite lineal.

Illustration 5. C.A. Organization chart

Source: Own elaboration

2.1.2.2 Marketing resources

Regarding marketing resources, the C.A. is not designed on a marketing basis, and it has not a defined structure. Despite the absence of a marketing department, every worker has taken part in marketing tasks sometimes, but the focus is on commercial tasks.

Next, there are no **distribution** channels in C.A., but there are some exemptions: Cooperativa Atzeneta works as an intermediary for the almond production between farmers and different markets located in Reus, Albacete, Murcia and other entities or individuals, but it does not work as a wholesale company; instead, they sell their products directly to agents or another wholesale companies.

Furthermore, in the marketplace www.depenyagolosa.com there is a direct distribution channel between the company and the client. Also notice that DePenyagolosa products are available in the Consum franchise in Atzeneta del Maestrat apart from their marketplace, with the potential expansion to other Consum franchises along the region (Valencian Community is the area of influence).

Finally, regarding **communication**, DePenyagolosa has a marketplace (www.depenyagolosa.com) which was created in October 2021, where we can find information about the brand and the online shop. When talking about social media, DePenyagolosa has a Facebook page (www.facebook.com/depenyagolosa/) and an Instagram profile (www.instagram.com/depenyagolosa) where the brand tries to publicize its initiative and promote its products. Thanks to the agreements with the Universitat Jaume I, they have another channel to announce press releases. The main figure in this process is Mr. Roca, who oversees the main tasks regarding communication.

2.1.2.3 Financial resources

To analyze the Cooperativa Atzeneta financial resources we have consulted the dossier of the ordinary general assembly as of June 21, 202, facilitated by Mr. Roca, and we have elaborated the following table to better understand financial data.

Table 1. Financial profile Cooperativa Atzeneta. Periods from 2019 to 2020

	31st December 2020	31st December 2019
Net turnover	2.524.472,76	3.012.059,27
Operating revenues	91.114,78	50.168,00
Ordinary profit before tax	94.891,13	69.363,33
Net profit	62.334,56	46.079,98
Total assets	5.422.487,62	5.709.111,10
Equity capital	1.897.703,79	1.846.634,12

Source: Asamblea general ordinaria 21 junio 2021, Cooperativa Agrícola Sant Bertomeu d'Atzeneta-Tossals de Penyagolosa, COOP.V.

As we can observe in the previous table, comparing periods from 2019 to 2020 there is an increase in operating revenues and ordinary profit before tax (36,69% increase), while a little decrease in total assets.

When we analyse the economic results, we can separate the most significant data into four sections: The Supplies Section (which its principal services consist of the sale of agricultural material, fuel supplies and services to members), the Almond Section (which commercializes nuts), the Renewable Energies Section (created in 2007 with the aim of creating innovative businesses) and the Credit Section (that nowadays works with Arquia Bank S.A.).

Thanks to a general increase along these sections, the C.A. continues adding value to their members, but always considering the importance to use the financial results in order to grow itself and to be prepared for future challenges.

Sources of financing mainly come from the own resources that the C.A has acquired during years, and from grants from different organizations such as Generalitat Valenciana (LEADER grants) and Diputació de Castelló (but the problem with these grants is the required time of the process that may last between 15 and 18 months, and that is why the main source of financing it is the C.A. itself).

Although there has been an increase in the benefits of the C.A., we should consider the current ratio which is 0.81 which measures liquidity, indicating the company's ability to pay-off short term debt with its own treasury. This value is quite lower than 1, which should be more than 1, but this does not only mean that the C.A. is unable to face short-term debt pay-off, because we should also consider another variable. When looking into the C.A. solvency, we can use the debt-to-equity ratio, which has a value of 0.06; this means that the company is financially secure but also indicates a diluted equity.

To sum up the financial resources of the C.A. we can quote Mr. Roca: “It is important to emphasize that the C.A. is healthy and has an important remnant to make investments”

2.1.3 Capacities of the company

2.1.3.1 Organizational capacities

We can distinguish different capacities when analyzing the C.A. that belong to different areas.

The **name** of the project (DePenyagolosa) is a distinctive capacity for the C.A. because it uses a very well-known toponym which is Penyagolosa, and it also has coherence with the products under this name, due to their proximity to the Penyagolosa mountain.

Related with the name, we can also distinguish the silhouette of the Penyagolosa mountain on the **logo,** which also integrates what DePenyagolosa is trying to sell, proximity product and quality product. The mountain in the logo is surrounded by what it seems to be a window, aiming to welcome customers to Penyagolosa and its products. Magia de Penyagolosa logo stands for the gourmet brand from DePenyagolosa.

Illustration 6. DePenyagolosa logos

Source: *www.depenyagolosa.com*

There is also another important capacity of the company: the good relationship between the C.A. and the local government. Thanks to the involvement of the local government, an interest in publicizing the project has arisen due to the reciprocity of the benefits.

Another capacity which is distinctive is the values surrounding a **cooperative model** of business, which is the one developed in the DePenyagolosa brand. Those cooperative values build the basis where the C.A. operates, aiming to offer a quality and proximity product while contributing to an improvement in the situation of the people of the region.

Additionally, the C.A. was recently nominated for the 25th edition of "Company of the Year Awards 2021" by the Castelló newspaper El Mediterráneo in the category "Environmental Company of the Year", winning the award ex-aequo with Elektrosol (renewable energies company).

Illustration 7. Eladi Roca (C.A. director) and Angelino Barberà (C.A. president) receiving the Environmental Company of the Year 2021 award

Source: www.elperiodicomediterraneo.com

2.2. External analysis

2.2.1. General analysis of the environment (PESTEL ANALYSIS)

2.2.1.1. Political factors

- Increasing importance of agricultural investments by the common agricultural policy (CAP), reaching 1/3 of the total EU budget
- During the 2023 period, and coinciding with the new CAP (which aims to be greener, fairer and more performance-based), EU Agricultural policy will support 7 million beneficiaries across the EU while contributing to climate action with 40% of its budget.
- Rural development is the second pillar of the CAP, and it helps at the same time to reinforce the first pillar (market measures and income supports to strengthen social, economic, and environmental sustainability of rural areas.

- The LEADER approach (consisting in different groups such as farmers, rural businesses, and authorities, working together from a bottom-up perspective developing strategies and managing their own budgets), has gained importance these last years, and it has been adopted by the European social fund (ESF) and European regional development fund (ERFD) as a part of wider community led local development (CLLD).

2.2.1.2. Economic factors

- European agricultural fund for rural development (EAFRD) budget for the period 2021-2027 ascends to 95.5 billion euros, including an 8.1 billion euros injection from the Next Generation EU (recovery instrument to help address the challenges posed by the COVID-19 pandemic)
- During the period 2021-2022 and 2023, the Spanish government will destinate 345 million euros to promote competitiveness, modernization and biosecurity of the agricultural sector. These grants will finance actions contemplated within the Recovery, Transformation and Resilience Plan (RTRP), so they will be financed by funds from the EU recovery instrument Next Generation EU.
- Due to the recent conflicts between Russia and Ukraine leading to a war and an agricultural crisis, EU Commission has activated the crisis fund contemplated by the Common Organization of Agricultural markets and Spain is going to obtain 64.5 million euros to support farmers.
- World economy and therefore Spanish economy, has entered a recession due to the pandemic of Covid-19, showing a decrease in GDP by 10.8%, a decrease notably above the average countries of the EU zone. During 2021 the economic recovery has been gradual but heterogenic in Spain.
- The war between Russia and Ukraine has dampened optimistic macroeconomic expectations, leading to distortions in supply chains and an inflationary rebound, reaching the estimated annual inflation of the CPI in April 2022 of 8.4%.

2.2.1.3. Social factors

Regarding social factors we are going to mainly focus on consumer’s habits, as these are an important factor in the research we are going to work on next.

- During 2020, the average total consumption of Spain decreased by 3.2% due to the minor consumption outside households. This factor was induced by the Covid-19 pandemic.

- After the Covid-19 pandemic, the interest on buying in local businesses and proximity products experimented a notable increase as a consequence of movement limitations, increase in teleworking and the desire to support local businesses to mitigate the economic consequences of the pandemic.
- Related to the previous matter, according to a study conducted by the investigation group UPC-IRTA in November 2020, 4.8% of Spaniards have decreased their purchase in hypermarkets and supermarkets, leading to an increase in local businesses of 4.8%.
- According to the study mentioned before, 18,5% of Spaniards have increased their interest in proximity products.

2.2.1.4. Technological factors

- Following recent research conducted by AEVAE (Asociación Española para la Valorización de Envases), ArcGIS software (aiming to compile data with respect to temperature, crop yields and crop health among others) developed by Esri Industries is gaining popularity.
- Data derived from satellites, planes and drones are also some of the biggest advances in the agricultural field.
- Hardware systems which group automatism, navigation and control systems are starting to be more used among the agriculture.
- The use of robots in agriculture is growing, and above all the use of these in laborious and repetitive tasks to increase labor productivity.

2.2.1.5. Environmental factors

- In accordance with the UN Global Compact, 61% of the entities adhering to the Un initiative are aware about the environmental aspect, being 91% with respect to IBEX 35 Spanish entities.
- Environmental policies today demand more concrete actions beyond corporate policies and impact assessments, especially focusing on diminishing CO_2 emissions.
- Another trend on environmental sustainability takes part when using renewable energies and responsible resource management among companies.
- The circular economy is a concept that is gaining acceptance today. In line with entities adhered to the UN Global Compact, these actions are adopted by 31% of them, in contrast to the higher Spanish level, which ascends to 86% of IBEX 35 entities.

2.2.1.6. Legal factors

European Union:

- Regulation (EU) No. 1307/2013 of the European Parliament and Council of 17 December 2013, and the following Delegated Regulation (Eu) No. 639/2014 (European Commission) and Implementing Regulation (EU) No. 641/2014 (European Commission), by which lay down rules for direct payments to farmers under support schemes under the CAP.

Spain:

- Royal Decree 1075/2014, of December 19, on the application from 2015 of direct payments to agriculture and livestock and other aid schemes, as well as on the management and control of direct payments and payments to the rural development.
- Royal Decree 1076/2014, of December 19, on the allocation of basic payment regime rights of the common agricultural policy.
- Royal Decree 1078/2014, of December 19, which establishes the rules of conditionality that must be met by beneficiaries who receive direct payments

Valencian Community:

- Legislative Decree 2/2015, of May 15, of the Consell, by which approves the revised text of the Law on Cooperatives of the Valencian Community.

2.2.2. Porter's five forces analysis

In the interest of following the external analysis, we must investigate Porter's five forces analysis aiming to determine the level of competition within the industry and the best strategies with respect to the industry.

First, regarding **competition in the industry**, we can say that there are a lot of cooperatives along the Valencian Community, but only a minor fraction of them could be considered as competitors, since they are not specialized and built as a marketplace offering proximity products. These cooperatives are local operators that offer services to their members and only a few of them have already developed a trade network. Second, concerning the **potential of new entrants** it is important to highlight sustainability trends and buying trends post Covid-19 that have brought consumers closer to local products. These behaviors could positively alter demand, leaving gaps in the market since there is no monopolization in the sector in which DePenyagolosa operates. Since it would be difficult to cover all the potentially increasing demand by actual companies and projects, new competitors could arise. Third, with respect to the **power of suppliers** we could affirm that is average/low-average. We must understand that DePenyagolosa is an initiative that pursues cooperation between local producers and Cooperativa Atzeneta to market proximity products jointly, based on environmental and economic, so this initially would not mean a problem. Fourth, respecting **power of customers** we could say that they have an average bargaining power. Customers are aware about the values in which proximity products are based and as we would appreciate in the further analysis, price sensibility affects in a minimum way to them. Fifth and last, with reference to **threat of substitute products**, the principal substitute for DePenyagolosa's products could be other proximity or local products from another geographic area, with similar values and ways of production but with a different product offer to the current one available in DePenyagolosa. As the target market is very concrete and there are not a lot of similar products, this threat would be low-average/average.

To conclude the Porter's five forces analysis, we can affirm that the industry is moderately attractive. Nevertheless, it is important to conduct and consider further analysis in contemplation of acquiring a broader view and offer rational solutions and decisions based on empirical results.

Table 2. Porter's five forces analysis: Summary

GENERAL EVALUATION FACTORS	INDUSTRY						
	LESS ATTRACTIVE	UNATTRACTIVE	MODERATELY UNATTRACTIVE	NEUTRAL	MODERATELY ATTRACTIVE	VERY ATTRACTIVE	MORE ATTRACTIVE
		1	2	3	4	5	
Competition in the industry	LOW						HIGH
Potential of new entrants	LOW						HIGH
Power of suppliers	HIGH						LOW
Power of customers	LOW						HIGH
Threat of substitute products	HIGH						LOW
	MODERATELY ATTRACTIVE						

Source: Own elaboration

2.2.3. Analysis of the competition

There are some local producers that work with their own marketplace, offering similar products compared to DePenyagolosa, but in order to analyze the competition we should focus on companies and initiatives that offer similar goods and services, so here we are going to analyze Cooperativa de Viver and Cistella Castelló 2.0.

2.2.3.1. Cooperativa de Viver

The main company competing nowadays with Cooperativa Atzeneta is Cooperativa de Viver (from now on, C.V.).

Although its foundations date back to 1915, it was not until 1990 that the Cooperativa de Viver was truly constituted (with the name "Cooperativa Oleícola Serrana del Palancia, Coop. V"), with 242 initial members who enjoyed the mill service.

During the following ten years, C.V. started growing fast with its main service being the oil mill, but in 2002 started the diversification as an agricultural cooperative. With the fusion between C.V. and SAT Joven Viver (Sociedad Agraria de Transformación), the creation of the common crop section, the Charter supermarket opening, and first elaborations regarding "Lágrima" (which is their own extra virgin olive oil), Cooperativa de Viver began to gain notoriety with its investments, which have led in recent years to firm bets in innovative aspects, such as the creation of their marketplace (www.cooperativadeviver.es), a natural cosmetic line of products produced with extra virgin olive oil, production and commercialization of vegetables and fruits and two more Charter supermarket openings in Almenara and Altura.

Their mission, as stated on their website, is "The management of mainly agricultural activities for the improvement of life quality of our partner, and the development of our territory through an efficient and innovative management, generating new opportunities." and their main values are efficiency, participation, cooperation, innovation and commitment to people and the territory.

Illustration 8. Cooperativa de Viver Logo

COOPERATIVA DE VIVER

Source: www.cooperativaviver.es

After introducing C.V. we may notice similar paths and actions in comparison to C.A.. For Cooperativa Atzeneta, Cooperativa de Viver is a benchmark in most of its fields due to its innovation and its great involvement in the improvement of the territory while creating value and opportunities.

Once we have analyzed their history and briefly introduced similarities between the two cooperatives it is time to get into knowing their product catalogue.

We can find in their marketplace several product categories:

- **Extra virgin olive oil**, with three main varieties; Lágrima, Vivarium Green and Vivarium (being Lágrima their gourmet bet).
- **Nuts**, from almonds to walnuts.
- **Wines** from different varieties, such as white, rosé, and red wine, produced on their own wine cellar.
- **Fruit and vegetables** under their generic brand Hortifrut. We can find artichoke and “Alubia del confit” (which is an autochthonous legume) as vegetables, and cherries and apples. Note that these products are subjected to seasonality.
- **Gourmet section**, composed by olive pâtés and table olives, both under the Vivarium brand.
- **Natural cosmetics “Olea Nature”** elaborated with extra virgin olive oil such as moisturizer, body wash, after shave, hand cream and soap among others.

As we have may noticed, Cooperativa de Viver offers a wider variety of products compared to Cooperativa Atzeneta, due to its background in the business and their experience.

Although there are products that we cannot still compare (such as natural cosmetics or fruits or vegetables, just because they are not produced by C.A.) we can observe the price relation between Magia de Penyagolosa extra virgin olive oil (C.A.) and Lágrima and Vivarium extra virgin olive oil (C.V.). Extra virgin olive oil is one of the star products of both cooperatives due its great importance for the business because of its quality, and it also has a great impact not only on the region, but also outside the Valencian Community borders.

Here we can appreciate a price comparison between extra virgin olive oil options offered by both cooperatives.

Illustration 9. C.A. Price comparison between AOVE

Price comparison between AOVE

Product	Bottle size (ml)	Price Cooperativa Atzeneta (€)	Product	Bottle size (ml)	Price Cooperativa de Viver (€)
AOVE Arbequina y Canetera*	250ml 500ml	6.50€ 10.50€	AOVE Lágrima	250ml 500ml	5.25€ 9.50€
AOVE Selección	250ml 500ml	4.50€ 6.25€	AOVE Vivarium Green	500ml	5.70€
Magia de Penyagolosa	3x250ml	15.95€	———	———	———

Canetera: only one bottle size, 250ml.*

Source: Own elaboration

We can observe similar prices within the gourmet olive oil, with slightly bigger prices for the Cooperativa Atzeneta products.

There is one important difference between both cooperatives: C.V. works on their marketplace under the same name as their company name (which is Cooperativa de Viver), while Cooperativa Atzeneta has created a project called DePenyagolosa for marketing and commercializing their products.

After having analyzed the C.V. itself and its product catalogue we can state that they are the C.A. main competitor, and therefore, also of the Depenyagolosa project.

2.2.3.2. Cistella Castelló

Cistella Castelló is after C.V. the main project with similarities with DePenyagolosa.

Illustration 10. Cistella Castelló Logo

Source: www.cistellacastello.org

As stated on their website, “The new way to buy”, Cistella Castelló (www.cistellacastello.org) is a project promoted by the city council of Castelló that allows its customers to buy online in local shops and municipal markets in Castelló, everything concentrated under their webpage.

With more than 135 businesses involved, 12.000 products and 17 product categories such as food, florists, health, and fashion, all their products come from local shops and two markets from the city (Mercat Central and Mercat de Sant Antoni).

We have said before that Cistella Castelló has similarities with DePenyagolosa, as both are marketplaces that offer products from local businesses, but the biggest different appears to be their wide product catalogue, which cannot be really compared with DePenyagolosa’s one, because this is strongly focused on proximity and quality products. This fact makes Cistella Castelló not really a direct competitor to DePenyagolosa in terms of target market and products.

3. CONSUMER BEHAVIOR ANALYSIS AND MARKET RESEARCH

To conduct a proper consumer behavior analysis, it is important, on one hand, to analyze data from secondary sources and on the other hand, to conduct market research (primary data). Therefore, due to the lack of specific information on the matter of proximity products regarding the first three studies that we are going to consider, executing market research will be very valuable and it is going to complete our analysis.

3.1. Local food consumer behavior: state of the art

3.1.1. Report on food consumption in Spain 2020[1]

The first study we are going to work with is the Informe de Consumo Alimentario en España 2020 (Ministry of Agriculture, Fisheries and Food of the Spanish Government, 2020).

If we add the consumption inside and outside home, during the year 2020 each Spaniard ingested in average around 774.29 kiloliters of food and beverages, an amount higher by 2.1% to that consumed in 2019. According to these figures, the total consumption in Spain reached the figure of €102,082.72 million, with a negative variation of 3.2%, as consequence of the negative impact of the reduction in consumption made outside the homes. This represents an average expenditure of €2,383.49 per person per year (7.2% less than the total expenditure made in the previous year).

[1] Informe de Consumo Alimentario en España 2020

If we make a comparison with the consumption that takes place both inside and outside home, of households, the proportion is as follows: 91.7% of the volume of food and beverages are consumed at home, and the part corresponding to consumption outside reaches 8.3% of the total volume. If we consider per capita consumption data, the proportion is similar: 89.1% of the total consumption ingested is made within the home, while this proportion reaches 10.9% outside the domestic sphere.

Regarding the distribution of value, the difference is somewhat greater, since consumption outside the household reaches a value corresponding to 22.3% of total spending, because of the average price paid away from home, whose average price is generally higher.

3.1.2. Mercasa's Food Report in Spain 2021[2]

When analyzing Informe de la Alimentación en España 2021 (Mercasa, 2021) we are only going to refer the Valencian Community part to specify a bit more in contrast with the previous study.

Regarding the structure of spending on food in Valencian Community we can highlight the great investment made by Valencians in meat. Other relevant products are fish, dairy products, fresh fruits, and vegetables. Considering the proximity products elaborated in the territory of Penyagolosa and their importance in our next analysis, we can highlight the olive oil (€23.1/year), wine (€23.8/year), potatoes (€30.6/year) and nuts (€30.2/year).

Table 3. Structure of expenditure on food in the Valencian Community (Households), 2020.

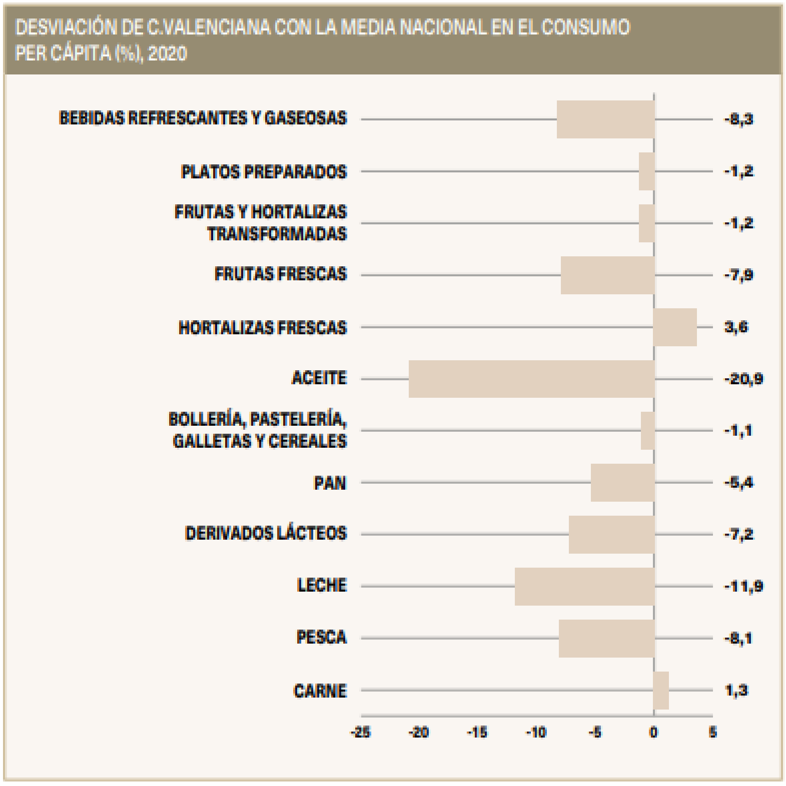
ESTRUCTURA DE GASTO EN ALIMENTACIÓN EN LA COMUNIDAD VALENCIANA (HOGARES), 2020			
	Gasto per cápita (euros)	Participación sobre el gasto total (%)	Desviación con la media nacional (%)
HUEVOS	21,5	1,3	-6,1
CARNE	335,8	20,5	-3,9
PESCA	200,3	12,2	-9,6
LECHE	44,6	2,7	-12,8
DERIVADOS LÁCTEOS	134,2	8,2	-2,9
PAN	78,0	4,8	-0,3
BOLLERÍA, PASTELERÍA, GALLETAS Y CEREALES	63,4	3,9	-3,3
CHOCOLATES Y CACAOS	25,7	1,6	-15,2
ACEITE	23,1	1,4	-26,4
VINO	23,8	1,5	-15,6
CERVEZAS	29,8	1,8	-7,4
ZUMO Y NÉCTAR	9,7	0,6	11,8
PATATAS	30,6	1,9	-1,9
HORTALIZAS FRESCAS	127,9	7,8	3,0
FRUTAS FRESCAS	152,5	9,3	-10,5
FRUTOS SECOS	30,2	1,8	6,2
FRUTAS Y HORTALIZAS TRANSFORMADAS	29,9	1,8	-6,8
PLATOS PREPARADOS	73,9	4,5	0,5
CAFÉS E INFUSIONES	32,2	2,0	4,9
AGUA MINERAL	16,8	1,0	31,4
BEBIDAS REFRESCANTES Y GASEOSAS	17,7	1,1	29,4
OTROS PRODUCTOS	139,6	8,5	-1,4
TOTAL ALIMENTACIÓN	1.641,1	100,0	-4,4

Source: Mercasa (2021)

[2] Informe de la Alimentación en España 2021 de Mercasa

If we analyze the following chart, we may notice that Valencian people consume more fresh vegetables and meat than the rest of Spanish people, but also consume quite less olive oil in comparison with the rest of Spanish people.

Chart 1. Valencian Community deviation with the national average in per capita consumption (%) 2020.



Source: Mercasa (2021)

Finally, regarding absolute values in comparison with the Spanish mean, we can highlight a higher consumption than the Spanish mean in fresh vegetables (2kg per capita/year) and a lower consumption than the Spanish mean in wine (2 l. per capita/year).

Table 4. Food and beverages consumption in the Valencian Community compared to the national average, 2020.

CONSUMO DE ALIMENTOS Y BEBIDAS EN LA COMUNIDAD VALENCIANA EN COMPARACIÓN CON LA MEDIA NACIONAL, 2020	
CONSUMO SUPERIOR A LA MEDIA NACIONAL	CONSUMO INFERIOR A LA MEDIA NACIONAL
26 litros de agua mineral	2 unidades de huevos
2 kilos de hortalizas frescas	8 kilos de frutas frescas
2 kilos de carne fresca	9 litros de leche líquida
2 kilos de carne de pollo	9 litros de leche envasada
2 kilos de arroz	4 litros de gaseosas y bebidas refrescantes
1 kilo de queso	2 kilos de pescado fresco
1 litro de zumo y néctar	3 litros de leches fermentadas
	1 litro de vino y derivados

Source: Mercasa (2021)

3.1.3. Consumption habits of local and ecological products of the Zaragoza city 2018[3]

Both previous studies have analyzed the alimentation sector from a general vision, but the study Hábitos de consumo de productos de proximidad y ecológicos de la ciudad de Zaragoza 2018 (Sigmados, 2018) tries to narrow the scope and works on consumption habits and proximity and ecological products from Zaragoza, with a questionnaire composed by a sample of 800 individuals.

First, the study analyzes the type of consumer, providing a market segmentation proposition into four different types of consumers:

1) **Product consumer**: For them, prevail those aspects related to the quality of the product. These account for 11.3% of the buyers of Zaragoza.
2) **Supportive consumer**: These consumers give prominence to those aspects related to a certain component of social responsibility. These buyers represent 20,4%, and are concentrated between 30 and 65 years old, and have an upper economic level than the mean.
3) **Maximalist consumer**: A maximalist consumer is the one that gives more relative importance to the price when selecting the products of the shopping basket. They represent 49,4% of the total buyers of Zaragoza.
4) **Pragmatic consumer**: These types of consumers do not attach much relative importance to any of the dimensions of decision and only gives more relevance, in comparative terms, to the proximity to their home of the distribution channel. They represent 19% of the buyers and they are focused on people over 65 years of age.

[3] Hábitos de consumo de productos de proximidad y ecológicos de la ciudad de Zaragoza 2018

Table 5. Consumer type

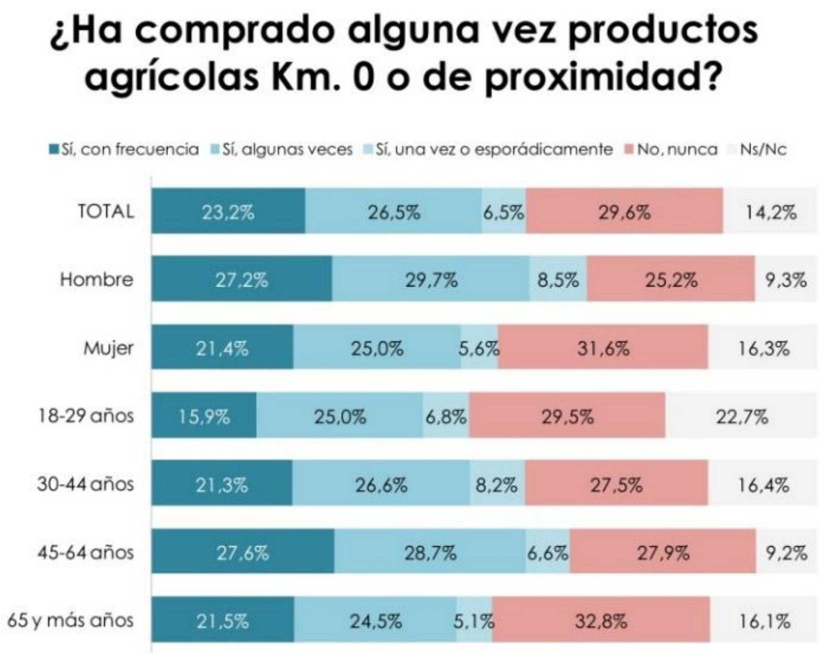
	TOTAL	Tipo de consumidor			
		Producto	Solidario	Maximalista	Pragmático
Que sea saludable	9,20	8,56	9,43	9,73	7,96
Que tengan buen olor y sabor	9,06	9,06	9,30	9,65	7,28
Que se vendan cerca de mi vivienda	8,71	8,21	8,48	9,18	8,02
Que fomente la economía local	8,67	6,26	9,04	9,38	7,83
Que el agricultor perciba un precio justo	8,52	5,14	9,30	9,29	7,64
Que sea respetuoso con el medio ambiente	8,39	5,86	8,22	9,39	7,51
Que tenga buen aspecto	8,34	8,51	6,31	9,36	7,77
Que sean de huertos cercanos	8,15	4,58	8,81	8,94	7,55
Que estén avalados por un sello de calidad	7,99	6,01	6,43	9,21	7,69
El precio	7,48	6,47	6,94	8,06	7,19

		TOTAL	Predisposición a comprar productos Km.0				
			Fieles	Probables según el precio	Potenciales	Potenciales según precio	Lejanos
Tipo de consumidor	Producto	11,3%	6.0%	9,3%	11,1%	10,4%	15,6%
	Solidario	20,4%	33,3%	25,6%	18,4%	17,0%	18,6%
	Maximalista	49,4%	48,8%	48,8%	52,6%	56,8%	37,7%
	Pragmático	19,0%	11,9%	16,3%	17,9%	15,8%	28,1%
Sexo	Hombre	30,8%	39,3%	29,1%	31,1%	29,0%	29,6%
	Mujer	69,3%	60,7%	70,9%	68,9%	71,0%	70,4%
Edad	18-29 años	5,5%	4,8%	1,2%	6,8%	6,2%	5,5%
	30-44 años	25,9%	28,6%	20,9%	40,5%	21,6%	18,1%
	45-64 años	34,1%	44,0%	40,7%	34,2%	31,1%	30,7%
	65 y más años	34,5%	22,6%	37,2%	18,4%	41,1%	45,7%
22. Contándole a usted, ¿cuántas personas viven en su hogar?		3,31	2,90	2,62	2,93	2,68	4,93
23. Actualmente, ¿está viviendo...?	Solo/a	13,3%	9,5%	11,6%	13,2%	12,9%	16,1%
	En pareja	27,4%	21,4%	32,6%	23,7%	29,9%	28,1%
	Con sus hijos (solo o en pareja	45,8%	61,9%	43,0%	47,9%	44,4%	39,7%
	Con sus padres y/o hermanos	8,0%	6,0%	5,8%	10,5%	8,7%	6,5%
	Otra situación	4,4%	1,2%	5,8%	3,7%	2,9%	7,5%
	NC	1,3%	0,0%	1,2%	1,1%	1,2%	2,0%

Source: Sigmados (2018)

Concerning the matter if consumers have ever bought proximity products, we observe that in general, a 50% of consumers buy proximity and ecological products, being the age range between 45 and 60 years those who buy them the most.

Chart 2. ¿Have you ever bought Km. 0 products or proximity products?



Source: Sigmados (2018)

With reference to advantages, consumers accept positively the fact that they help the local agriculture, they are healthier, and the product is under better conditions, while the main disadvantages are their higher prices and the difficulty to find them.

Chart 3. Advantages and disadvantages of buying proximity or Km. 0 products.

Source: Sigmados (2018)

3.2. Market research

3.2.1. Research objectives

General objective: The general objective of the research is to know the consumption and purchase habits of proximity products as well as the positioning of the Penyagolosa brand.

Research objectives:

- Determine consumption habits regarding proximity and local products
- To know the consumer's purchase habits within the target market
- Set future trends in consumption and purchasing habits of proximity products
- Know the degree of notoriety and positioning of the Penyagolosa brand
- Determine the consumption of proximity products in the Penyagolosa area
- Identify the profile of consumers of local products

3.2.2. Methodology

3.2.2.1. Research design

Table 6. Research design

Universe	Residents in Valencian Community
Sample size	104 valid questionnaires[4]
Location of the sample	Valencian Community
Questionnaires	Structured questionnaires with five-point Likert scales
Sampling procedure	By convenience
Date of fieldwork	4th March 2022 – 4th April 2022

Source: Own elaboration

It is important to note that for having a broader scope and acquiring more information about the project, there has also been conducted an in-depth interview with Mr. Roca, who is the director of C.A.

3.2.2.2. Questionnaire structure and measured variables

As we have mentioned before, the questionnaire used for the research follows structured questions. It is also important to emphasize that the research has two sides; first we are going to analyze buying and consumption habits of proximity products, and then we are going to focus on the Penyagolosa brand.

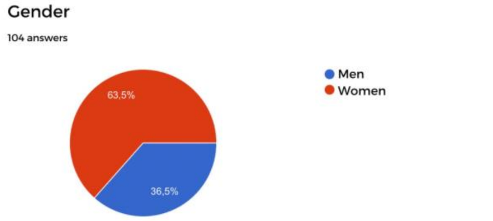
The reason behind this structure is that first, we are interested in the buying and consumption habits of proximity products, as we are willing to know characteristics such as interest in the products' origin, money spent on proximity products and buying trends (actual and future).

In the second part, when analyzing the Penyagolosa brand, we are interested in their perception with respect to Penyagolosa's attributes, linked emotions, and predisposition to buy products belonging to the Penyagolosa's region. Therefore, having both sides in the questionnaire is going to be very useful for knowing the brand positioning and determining the target market, marketing objectives and strategies.

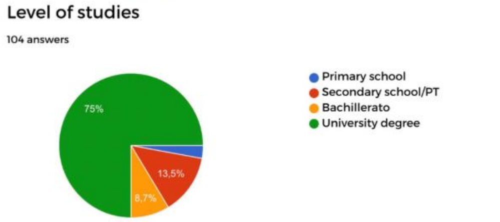
[4] 92 interviewees from the Valencian Community and 12 from other Communities from Spain.

3.2.2.3. Description of the sample

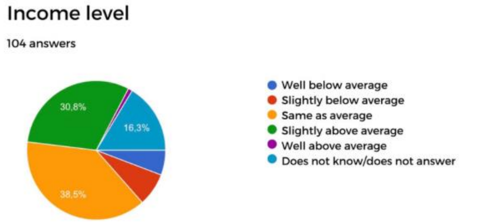
Illustration 11. Description of the sample



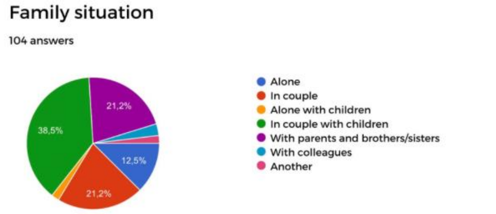
With respect to the **gender** we can observe that there are more women (63,5%) than men (36,4%).



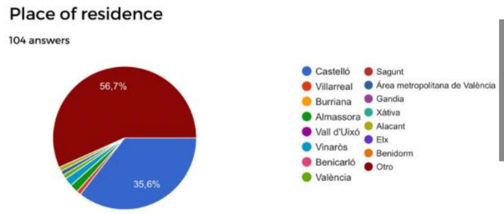
Regarding the **level of studies** of the interviewees, it stands out that the vast majority of them have secondary school studies (22,2% between secondary school/PT and bachillerato) and university studies (75%). This aspect is going to be relevant when analyzing the target market.



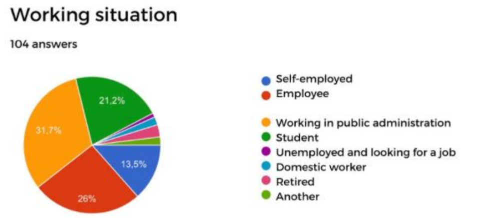
Concerning the **income level** of the interviewees, 69,3% of them have an income level same as average or slightly above average. Another aspect to take into account is that 16,3% does not know or does not want to answer.
This is also going to be a main aspect when defining the target market.



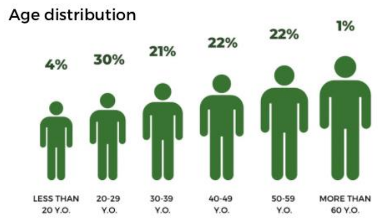
Respecting their **family situation**, 59,7% live in couple or in couple with children, while 21,2% live with their parents and 12,5% live alone.



With regard to their **place of residence**, we observe that 35,6% of them live in Castelló. In the "Other" section, we find some other villages such as Atzeneta del Maestrat (23%), Benicàssim (2,9%), Vistabella, Cabanes, Vall d'Alba, Vilafamés, Vilavella (1,92% each one of them).
Note that 11,5% of the "Other section" are outside C.Val.



The **working situation** comprehends on its majority economically active population (71,2%). There it is also a 21,2% of people who are students.



The average **age** interviewee is 37 years old, while almost 2/3 of the interviewees (65%) are comprehended between 30 and 59 years old.

Source: Own elaboration

3.2.3. Results

3.2.3.1. Buying and consumption habits of proximity products

In the following section we are going to analyze the consumer of proximity products behavior going through the different phases of the purchase decision process: motivation, search for information, alternatives evaluation, purchase decision and post-purchase.

Almost every interviewee (97,1%) is informed about the products' origin. The main difference relies on the frequency of informing themselves with respect to the product: 80,7% is informed always, frequently or sometimes, while 16,3% is informed sporadically and 2,9% never.

Chart 4. Informational level regarding the origin of agri-food products

Source: Own elaboration

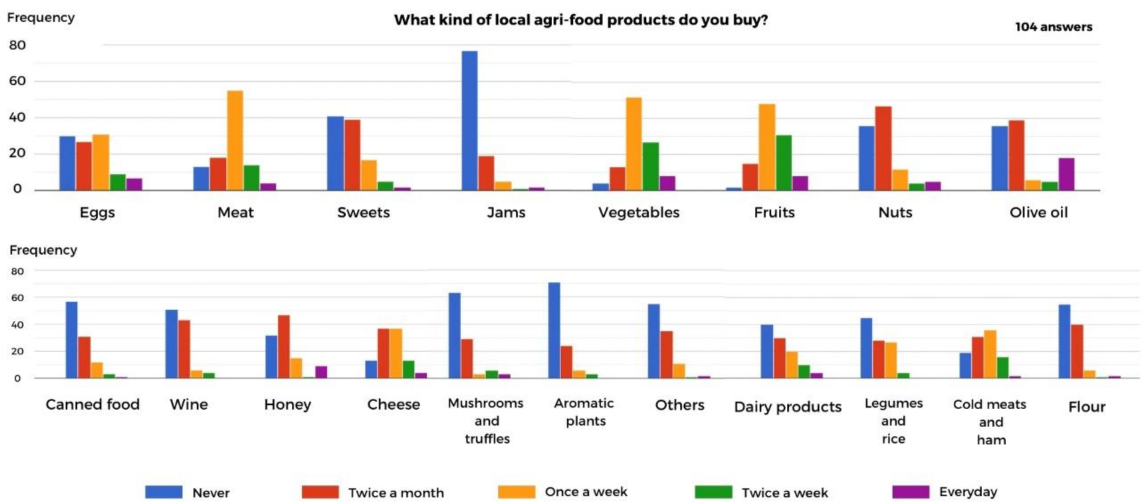
With respect to the most consumed agri-food proximity products we can distinguish three main groups: on the first group, we find meat, vegetables, and fruits, being the average consumption once a week.

On the second group, we find eggs, cheese, cold meats and ham, legumes and rice, honey, wine, dairy products, olive oil, nuts, and sweets, being their consumption frequency between twice a month and once a week.

On the third group, we observe products which are consumed between never and twice a month, belonging to jams, canned food, mushrooms and truffles, aromatic plants, flour, and others.

Note that olive oil is the most consumed product within an everyday frequency by the interviewees, corresponding to a 17,3%.

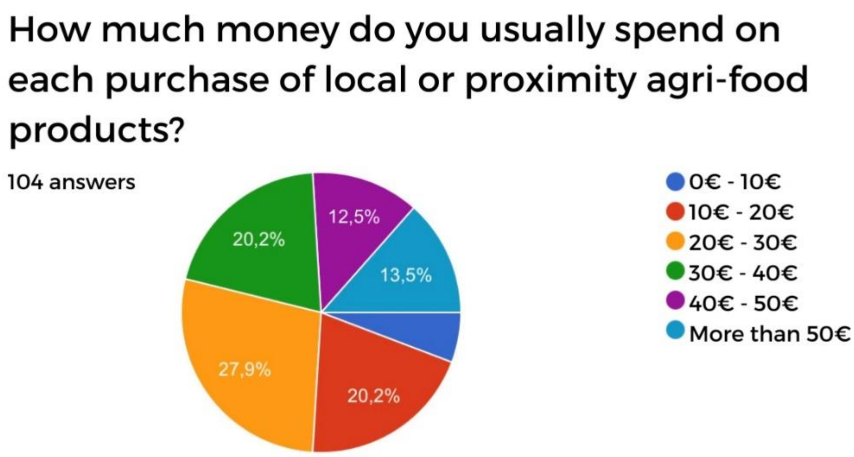
Chart 5. Local agri-food products bought



Source: Own elaboration

With respect to the money spent on each proximity agri-food products purchased, the average expenditure on each purchase of local or proximity agri-food products is 30,38€. 68,3% of people are located between the expenditure values of 10€ and 40€.

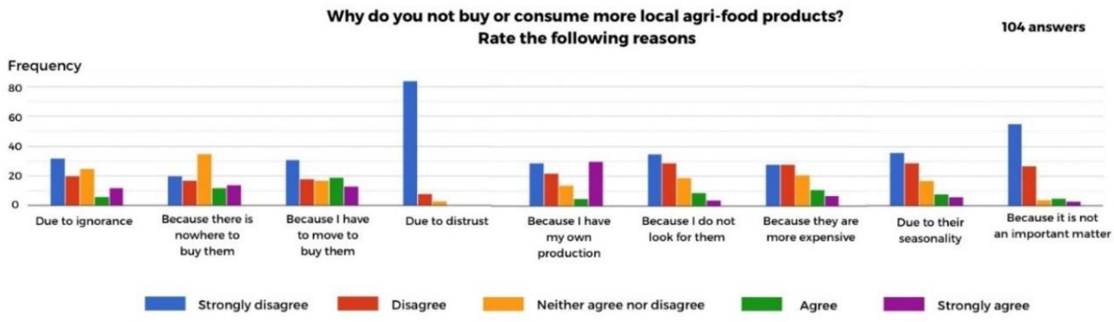
Chart 6. Expenditure on each proximity agri-food products purchase



Source: Own elaboration

Among the mainly reasons related to not buying agri-food proximity products we observe "there is nowhere to buy them", "because I have my own production" and "because I have to move to buy them". On the other hand, "because it is not an important matter" and "due to distrust" are not relevant arguments to not buying local agri-food products; in fact, 80,7% of the interviewees do not perceive distrust as an important fact for not buying them.

Chart 7. Reasons behind not buying local agri-food products

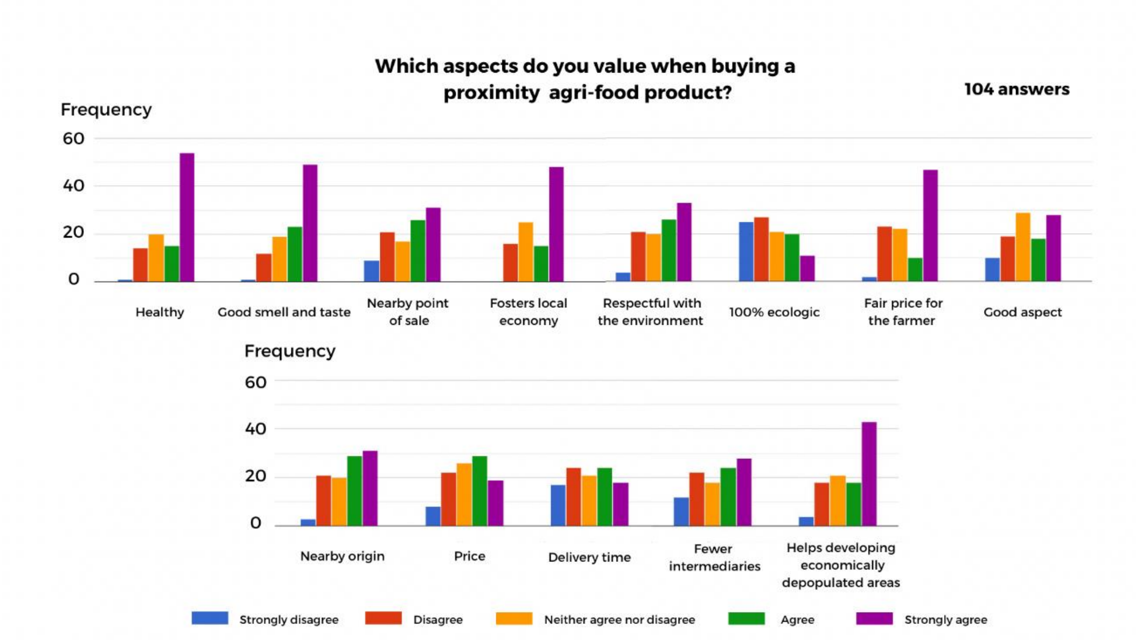


Source: Own elaboration

About the criteria of purchasing a local product, it is worth noting the large number of positive aspects. The five most important aspects for the consumer sorted by relevance (from 1 of 5 scale) would be the following: healthy product (4,0), good taste and smell (4,0), fosters local economy (3,9), helps to develop economically depopulated areas (3,8) and fair price for the farmer (3,7). There are other factors which the consumer values positively, such as nearby point of sale, nearby origin and respectful with the environment. The only factor which stands out being one aspect not very valued by the consumer when buying a proximity product is that it must be 100% ecological.

When analyzing these valued attributes by the consumer we realize that environmental and economic sustainability are two main pillars for the interviewee when it is time to buy proximity products, at the same level as product characteristics.

Chart 8. Valued aspects by the consumer when buying proximity products.

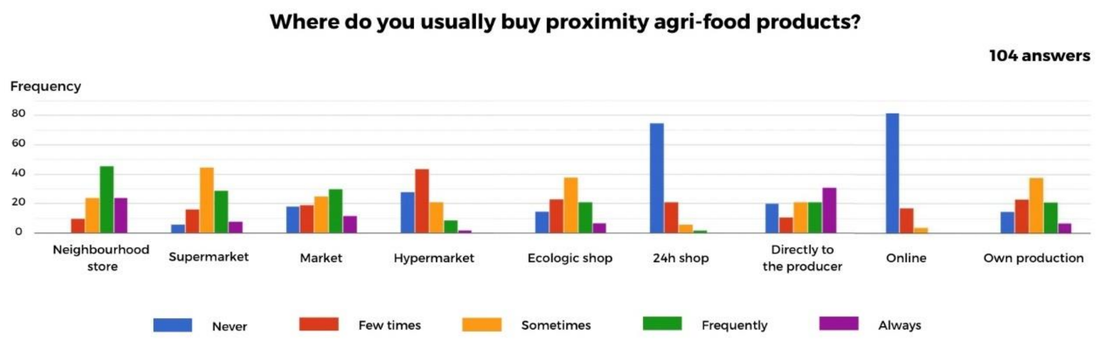


Source: Own elaboration

With reference to the places where the consumer usually buys proximity products and distribution channels we find neighborhood store, directly to the producer, supermarket and market. Note that big platforms and 24h shops do not appear within the usual places where the consumer buys these types of products.

It is also important to highlight that the consumer does not buy in online shops.

Chart 9. Places where the consumer usually buys proximity products



Source: Own elaboration

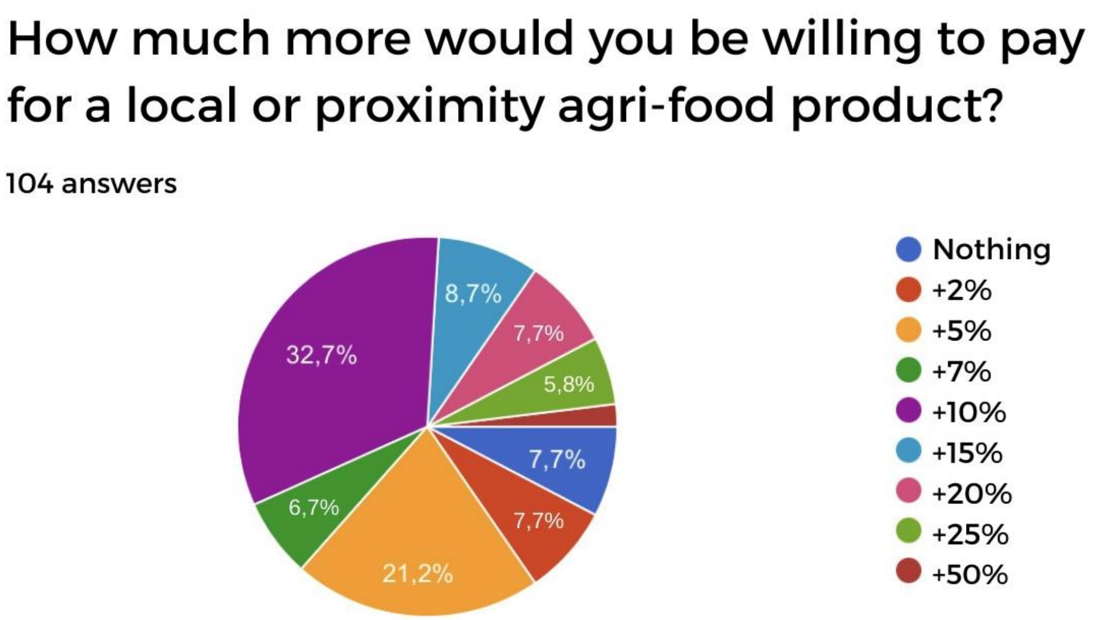
After having analyzed the previous aspects, we could say that the consumer is aware about what proximity products are, where are they produced and their relationship with environmental and economic sustainability; therefore, exists a positive view with respect to proximity products.

This positive valuation is important, but it is also convenient to know if this aspect is traduced into the consumers' willingness to pay for a local product

Concerning to the willingness to pay for proximity products, 7,7% of the interviewees are not willing to pay anything else for a proximity product, more than one third (35,6%) would be willing to pay between 2% and more than 7% for a proximity product, almost one third (32,7%) would be willing to pay more than 10% and almost one fourth (24,1%) would be willing to pay more than 15% for a local product.

The average willingness to pay (increase) for a proximity product is +12,83%, between the +10% and +15% range; this data reveals that consumers perceive the added value of these type of products and the previous mentioned positive vision is traduced on the price.

Chart 10. Willingness to pay (in addition) for proximity agri-food products



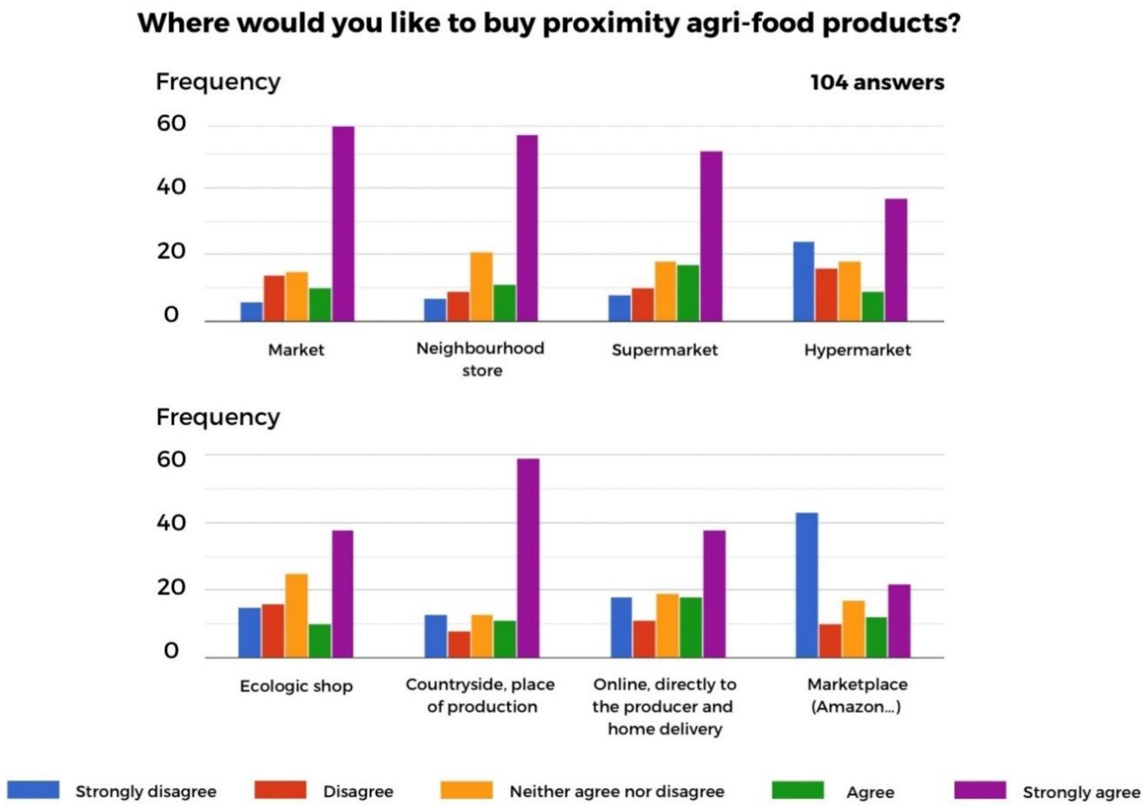
Source: Own elaboration

Thanks to having analyzed previously the places where the consumer usually buys proximity products and distribution channels, now it is important to know where consumers would like to buy proximity products.

In relation to future consumption tendencies, we notice that consumers would like to buy local products mostly in markets, neighborhood stores, supermarkets and in the countryside (directly on the place of production). Other places such as ecologic shops and hypermarkets are not as relevant as the aforementioned locations.

It is also important to highlight various aspects regarding buying online: first, 53,85% of consumers agree or strongly agree to buying online, directly to the producer, compared to the 32,7% regarding buying in a marketplace such Amazon. Second, almost half of the interviewees (41,35%) strongly disagree on buying in platforms such as Amazon; this could be because from the consumer perspective, these types of marketplaces are not related to the values and economic and environmental sustainability of proximity products.

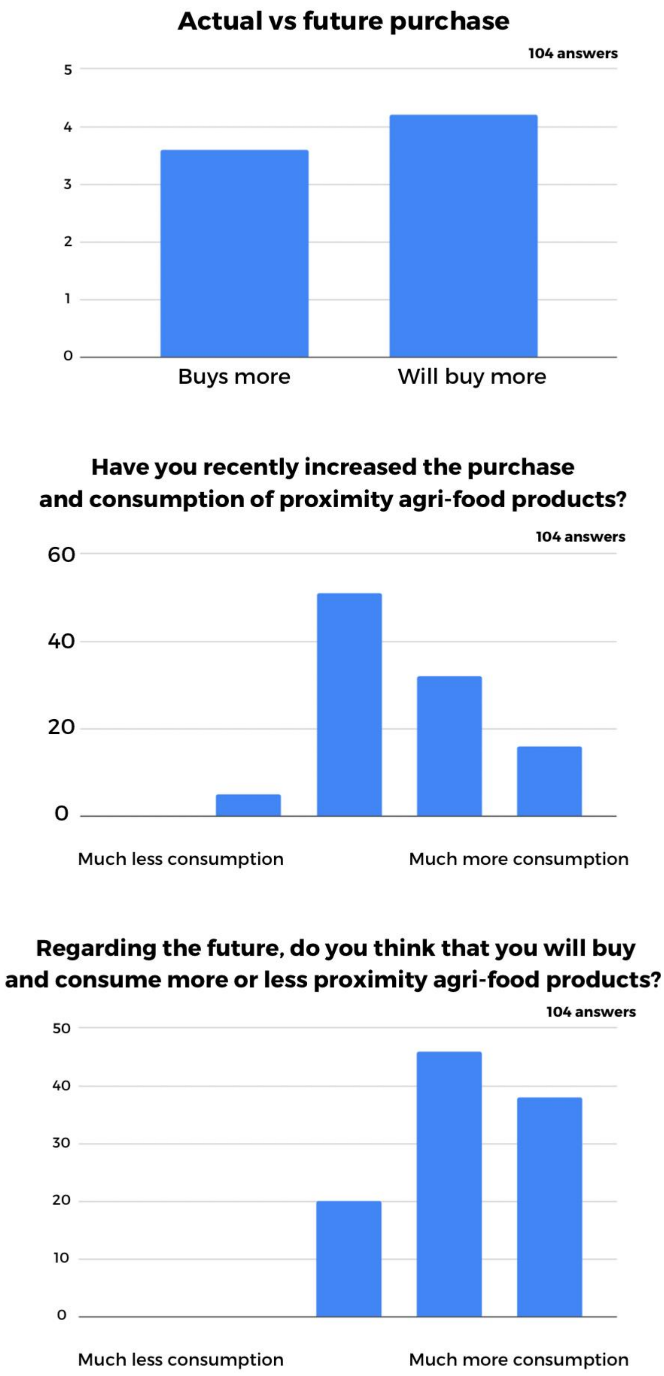
Chart 11. Where do consumers would like to buy proximity products



Source: Own elaboration

With respect to the quantity purchased the consumer declares that during the last months has increased his buying and consumption habits of proximity products (3,6 out of 5) while his future prospective is to buy and consume more proximity products (4,2 out of 5) than now (incrementing these habits in 12%).

Chart 12. Buying and consumption tendencies (actual and future) of proximity products



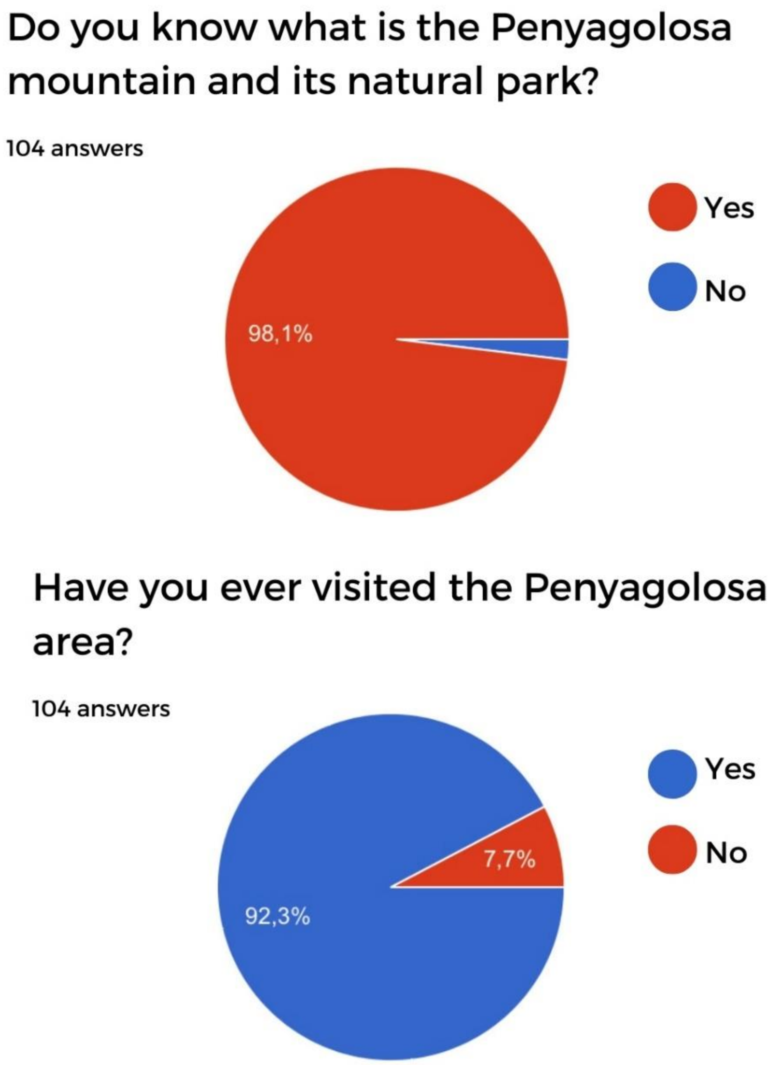
Source: Own elaboration

3.2.3.2. Penyagolosa brand

Previously, we have analyzed buying and consumption habits of the interviewees, so now we are ready to start the second part about market research: the Penyagolosa brand.

The first two questions for the interviewees are if they know what Penyagolosa and its natural park are, and if they have ever visited this area. 98,1% of the interviewees do know what Penyagolosa is, and 92,3% have visited the Penyagolosa area. This means that the mountain and the natural park's notoriety is very high.

Chart 13. Interviewees' level of knowledge regarding Penyagolosa, its area and if they have ever visited the region.



Source: Own elaboration

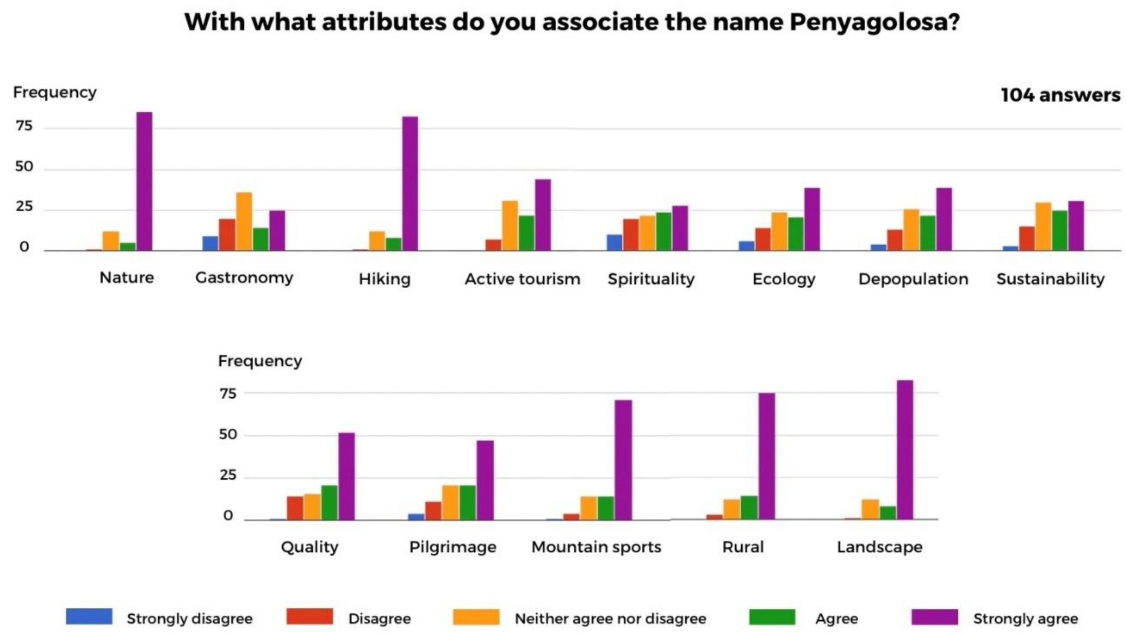
Respecting Penyagolosa's brand image there are five main associated attributes with the brand: nature, hiking, mountain sports, rural and landscape. Consumers agree or strongly agree to associate these attributes with the Penyagolosa's brand image with values between 81,73% and 87,5%.

Then, we find a gap between the most associated values, and the other values proposed by the questionnaire; gastronomy and spirituality do not seem to be adjectives associated with the brand image (which correspond to levels of agreement around 60%).

Although at first sight there seems to be a gap between both categories, it appears to be that quality could fill it, with an agree or strongly agree level of 70,2%.

Thanks to the main associated attributes with the brand, we notice that consumers perceive the Penyagolosa brand with nature aspects.

Chart 14. Perceived attributes related to the Penyagolosa name



Source: Own elaboration

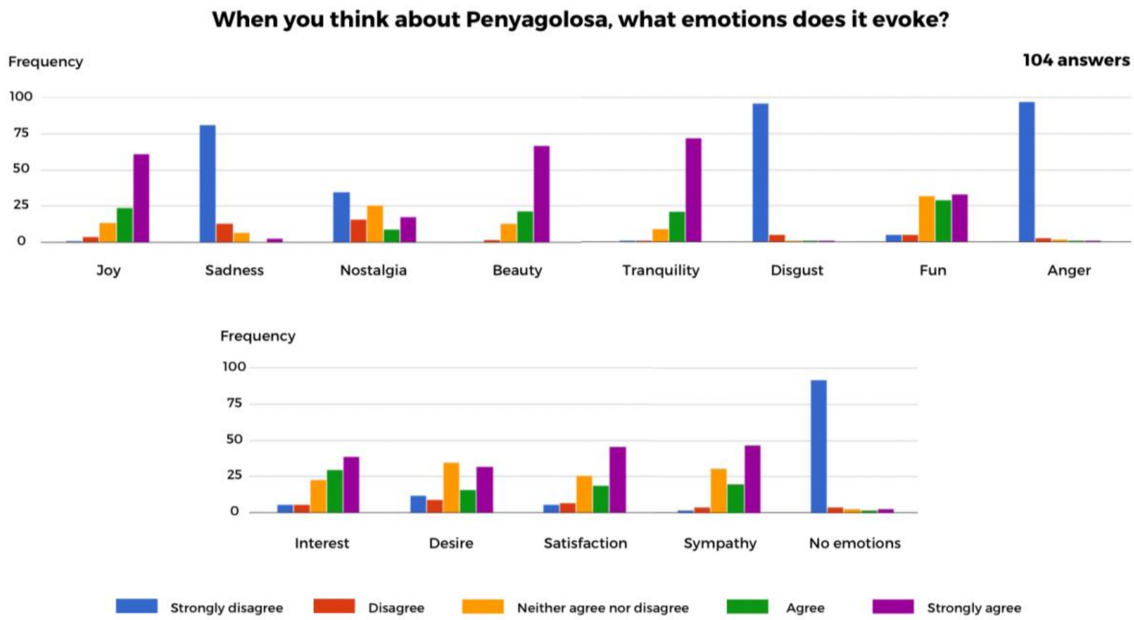
Emotions evoked are also an important aspect to investigate along with the previous analysis with respect to the attributes of Penyagolosa.

To identify the customer's feelings (positive and negative) we have proposed some emotions to the interviewees. On one hand, tranquility, beauty, and joy are the three emotions that have been more evoked to the interviewees.

On the other hand, negative emotions such as anger, disgust or sadness don't seem to be a relevant aspect.

Therefore, emotions linked to the Penyagolosa brand are positive.

Chart 15. Emotions evoked when thinking about Penyagolosa



Source: Own elaboration

To finish our Penyagolosa brand analysis we are going to appreciate if these positive emotions and attributes linked to the brand could be transferred to buying proximity products from the Penyagolosa area.

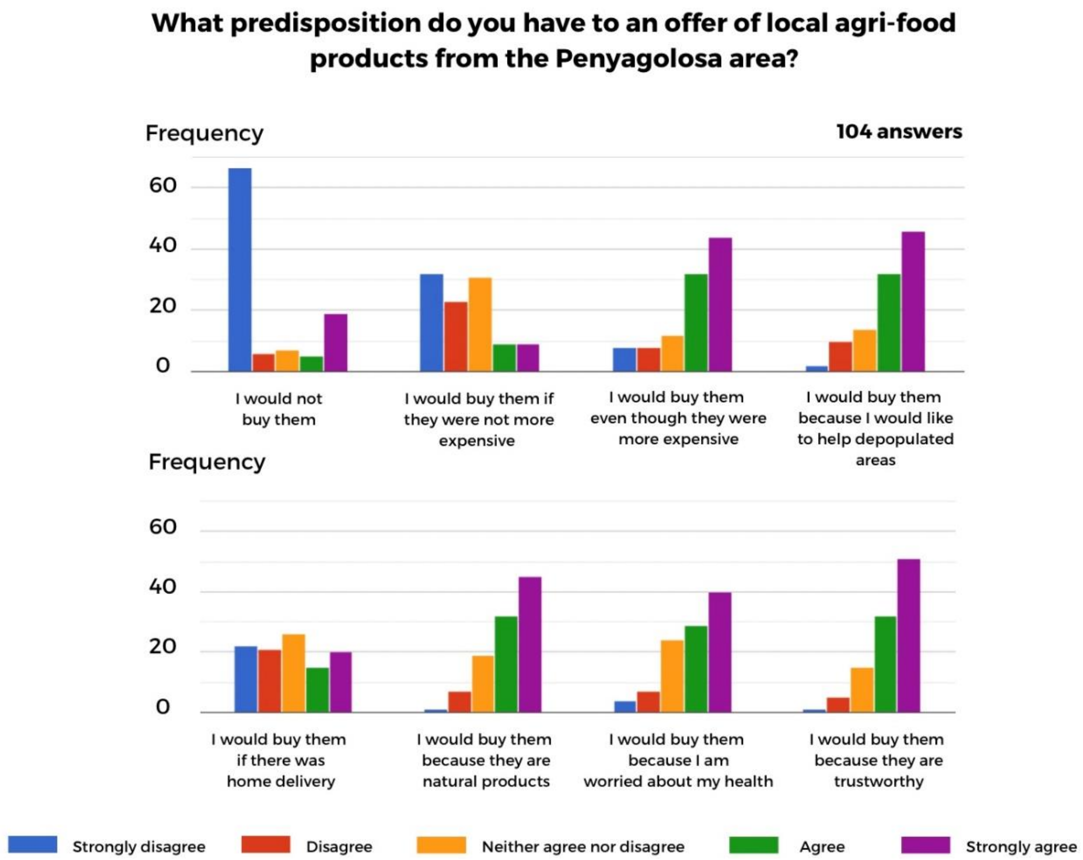
Firstly, almost 2/3 of the interviewees (65,4%) have ever bought a product from the Penyagolosa area: honey, potatoes, olive oil, meat, nougat, and truffle are among the most bought products.

Secondly and last, we are going to comment the predisposition of the interviewees when it is time to buy Penyagolosa's area products: consumers are firmly predisposed to buy proximity products. The trustworthiness proved by the Penyagolosa brand is the main argument followed by consumers; then we also find that for them helping a depopulated area and the fact that they are natural-based products are also important.

Concerning the negative arguments (to not buying them and not buying them due to a high price) they are not relevant.

Even though these products were more expensive, 73,1% of interviewees agree and strongly agree buying them.

Chart 16. Interviewees' predisposition to buy proximity products from the Penyagolosa area



Source: Own elaboration

3.3. Conclusions

3.3.1. With respect to food consumption in Spain

- In 2020 each Spaniard ingested in average 774.29 kiloliters of food and beverages (+2,1% with respect to 2019) for a total expenditure of €102,082.72 million (with a negative variation of 3.2% compared to 2019).
- The average Spaniard spends €2,383.49 per year (7.2% less than the total expenditure made in 2019).
- 91.7% of the volume of food and beverages are consumed at home, and the part corresponding to consumption outside reaches 8.3% of the total volume, but the outside consumption represents 22,3% of total spending.
- Valencians' expenditure in meat, fish, dairy products, fresh fruits and vegetables is a very important part of their total expenditure.
- Valencian people consume more fresh vegetables (+3,6%) and meat (+1,3%) than the rest of Spanish people, and quite less olive oil (-20,9%) in comparison with the rest of Spanish people.

3.3.2. Proximity products perception

- It exists a positive view concerning proximity products; the consumer is aware about what proximity products are, where are they produced and their relationship with environmental and economic sustainability.
- The average expenditure on each purchase of local or proximity agri-food products is 30,38€.
- More than a half of the interviewees is always or sometimes informed about the origin of the product.
- The most bought products are meat, vegetables, and fruit.
- The main reasons behind purchasing a local product are economic and environmental sustainability and intrinsic aspects of the product (such as smell/taste and healthy).
- The main reasons for not buying a proximity product are because there is nowhere to buy them, they must move to buy them and due to their own production.
- The places where the consumer usually buys proximity products are neighborhood store, directly to the producer, supermarket, and market, and he would like to buy them also in the countryside or online.

- The consumer would be willing to pay an extra 12,83% more for proximity products.
- The future prospective for the consumer is to buy and consume more proximity products

3.3.3. Penyagolosa brand perception

- The brand is mainly associated to nature, sports, and quality.
- Emotions evoked are positive (such as tranquility, beauty, and joy)
- 65,4% of the interviewees have ever bought a product from the Penyagolosa area, for example honey, potatoes, olive oil, meat, nougat, and truffle.
- Trustworthiness, helping a depopulated area and the fact that they are natural products are among the main arguments for buying products from Penyagolosa.
- Consumers would be willing to pay a higher price for products from the Penyagolosa area.
- When interviewees have been asked about other equivalent regions compared to Penyagolosa in terms of area and proximity products, the most mentioned ones are Els Ports, Alt Maestrat, Serra d'Espadà and La Plana. It is also important to consider these regions due to the similarities when analyzing their values, attributes, and emotions.

3.3.4. Analysis of the final consumer of proximity products in Valencian Community

- Level of studies: secondary and university studies.
- Income: medium and medium-high.
- Family situation: in couple with and without children.
- Average age: 37 years old.

4. DIAGNOSTIC SITUATION (SWOT ANALYSIS)

To evaluate DePenyagolosa's competitive position we are going to use the SWOT analysis, evaluating internal and external factors together with future and current potential.

4.1 Strengths

- Economic and environmental sustainability values together with cooperative values define DePenyagolosa.
- DePenyagolosa project is aligned with the SDG objectives proposed by the UN.
- Notoriety of the Penyagolosa brand.
- Role of Cooperativa Atzeneta in the Mancomunitat de Penyagolosa-Pobles del Nord, being the most important company.

4.2 Weaknesses

- Lack of a specific marketing department.
- Little presence and activity on social media.
- Difficulty to ship fresh products.
- Lack of distribution channels.

4.3 Opportunities

- There is an increasing tendency to consume more proximity products
- Focusing on offering consumers the opportunity to know that they can buy proximity products online through the DePenyagolosa marketplace could counteract the biggest two arguments of non-purchasing local products, which are that consumers must move to buy them and there is nowhere to buy them.
- Increase the presence of proximity products in physical stores, such as supermarkets.
- Expand their product line to other product categories which are produced in the Penyagolosa area.
- Conventional marketing campaigns could be suitable for elder consumers, while online marketing campaigns could reach younger consumers.
- Increase its presence in gastronomic fairs around the Valencian Community.

4.4 Threats

- The actual olive oil consumption in the Valencian Community is lower than the Spanish average and that could harm the prospective of one of dePenyagolosa's main products: Magia de Penyagolosa extra virgin olive oil.
- Although the food sector is not very affected by crisis, a change in that tendency could torment the consumption of proximity products.
- Despite consumers seem to be ready to pay a little extra for proximity products, the ascending inflation could affect negatively to this behavior.
- Competitors offering similar products at lower prices.
- Seasonality of some products.

5. TARGET MARKET AND BRAND POSITIONING

Our strategic decision according to the target market is going to be to focus on men and women adults (between 35 and 60 years old) from the Valencian Community (mainly coastal cities) with medium and medium-high purchasing power and secondary and university studies living in couples with and without children.

To better understand our target market, we can visualize the following illustration that proposes three different buyer persona.

Illustration 12. Buyer persona

Source: Own elaboration

With respect to brand positioning, we should highlight the notoriety of Penyagolosa and everything regarding the natural park, the mountain, and its surroundings. Thanks to the previous analysis we can confirm that it evokes positive emotions (a very important aspect towards purchasing proximity products from the Penyagolosa area).

Among the values associated with the brand we can distinguish quality (traduced in paying a higher price for the products) and nature (also linked with natural products.

Finally, it is also important to notice that consumers are concerned about its trustworthiness, and they are aware about helping a depopulated area.

6. DEFINITION OF THE MARKETING OBJECTIVES

To define our marketing objectives, we are going to establish three main categories (relational, commercial, and economic) and their respective objectives quantified and referred to a period of time.

Table 7. Marketing objectives.

CATEGORY	OBJECTIVE	SHORT TERM <1 year	MEDIUM TERM 1-3 years
Relational	**Increase consumer satisfaction on annual surveys**	4/5 valuation on annual survey	4.5/5 valuation on annual surveys
	Increase the presence of DePenyagolosa products in "Consum" supermarkets along the Valencian Community	10 Consum supermarkets in the province of Castelló, 5 in València and 5 in Alacant	20 Consum supermarkets in the province of Castelló, 10 in València and 10 in Alacant
	Integrate new local producers/companies to the project	2 new companies or local producers	5 new companies or local producers
Commercial	**Add new products to the marketplace**	Add at least 1 product to each category: cheese, nuts and vegetables	Expand the gourmet product line "Magia de Penyagolosa"
	Brand positioning	Recognize "DePenyagolosa" products as quality products	Be the reference of proximity products in the province of Castelló
	Increase "Magia de Penyagolosa" olive oil sales	1000 olive oil bottles	3500 olive oil bottles
Economic	**Increase the ROI**	7%	10%
	Increase the commercial margin	10%	15%

Source: Own elaboration

7. SELECTION OF MARKETING STRATEGIES

Now that we have already proposed our marketing objectives, we need to establish a set of marketing strategies to achieve them. The strategies proposed are going to be concerning to the competitive advantage of the initiative, the environment, the competitors and the growth and diversification.

7.1. Generic competitive strategy: Specialization

Following the classification of Porter generic strategies, the strategy that DePenyagolosa is going to follow to work on its competitive advantage is specialization. Working on this strategy would lead DePenyagolosa to focus on few specific segments as proposed before.

7.2. Competitive strategy with respect to the environment: Prospector

Concerning the strategies of Miles and Snow we could affirm that DePenyagolosa is going to follow the Prospector strategy. Although DePenyagolosa may not be the first project involving proximity products through a marketplace, its product innovation, its will to change the vision about proximity products, as they way they are sold and its prices, are some characteristics that fill the Prospector strategy.

7.3. Competitive strategy with respect to the competitors: Specialist

Regarding the competitive strategy that DePenyagolosa is going to follow with respect to the competitors we have chosen niche specialist.

DePenyagolosa’s project is going to attend people with a specific profile (between the range of 30-65 years old from the Valencian Community living in couple or in couple with children with secondary and university studies, average and average-high income). This specialization is going to be materialized through their product line and a concrete customer profile.

7.4. Growth strategy: Intensive growth, market penetration and product development

In order to grow as a project, the best fit strategy for DePenyagolosa is to follow an intensive growth (due to the lack of experience in its operating market) and market penetration, also linked with the prospection of developing new products. DePenyagolosa’s aim is to increment their market share, so that is why the project is going to follow the aforementioned strategies.

7.5. Relationship between objectives and strategies: Summary

Once we have analyzed DePenyaolosa's marketing objectives and the respective strategies to achieve them, we can integrate both aspects into a table that summarizes the analysis.

Table 8. Relationship between objectives and strategies: Summary

CATEGORY	OBJECTIVE	SPECIALIZATION STRATEGY	PROSPECTOR STRATEGY	SPECIALIST STRATEGY	GROWTH STRATEGY
Relational	Increase consumer satisfaction on quarterly surveys	X			
	Increase the presence of DePenyagolosa products in "Consum" supermarkets along the Valencian Community	X			
	Integrate new local producers/companies to the project		X		X
Commercial	Add new products to the marketplace		X		X
	Brand positioning			X	
	Increase "Magia de Penyagolosa" olive oil sales	X	X	X	X
Economic	Increase the ROI				X
	Increase the commercial margin				X

Source: Own elaboration

8. ACTION PROGRAMS

In the following section we are going to propose different plans with respect to the actions that could be implemented by DePenyagolosa.

8.1. Comprehensive supply diversification plan

Previously we have introduced DePenyagolosa's product line, which are proximity products from own elaboration and also from local producers, but on this part we are going to propose new product lines, some modifications to actual products, new products, logo applications and price decisions that could be incorporated into DePenyagolosa's actual catalogue according to the conclusions extracted from the market research.

With an eye into the actual catalogue, we can distinguish seven main product categories: olive oil, vegetables, wine, nougat and marzipan, cheese, honey and nuts; now only four of them are fulfilled with products, which are olive oil (4 products), wine(9 products), nougat and marzipan (13 products) and honey(3 products). If we analyze this aspect, we can extract the conclusion that DePenyagolosa is working to add some products to the empty categories.

Note that for acquiring a broader view with respect to these aspects and offering more valuable information we have conducted some interviews with different local producers and companies, such as Roberto Escrig (hanging tomatoes producer), Pilar Maestre (Masía Constante, honey company) and Esteban Tomás (Mas dels Fumeros, wholesale hanging tomatoes company).

8.1.1. New products to empty product lines

The first main decision would be to fulfill those empty categories with proximity products to offer to the customer more products that could potentially buy.

Within the **vegetables** category the first product that could be integrated would be potatoes from Vistabella. Created by the Cooperativa Agrícola Biopenyagolosa, Coop.V., the registered trademark Pataca de Vistabella is the main product offered by local producers from Vistabella. They cultivate different varieties of potatoes using only natural products (both in land and in the control of possible pests) thus favoring soil fertility and respecting the maximum the environment can be integrated under the trademark. To obtain its particular characteristics, late dry potatoes from Vistabella are cultivated at 1,100m from late June to early July and harvested from October to early November, providing the consumer with healthy proximity food that is kept in optimal conditions.

Illustration 13. Pataca de Vistabella®

Source: www.facebook.com/patacadevistabella/

The main potato varieties offered under the trademark Pataca de Vistabella are Baraka, Sour and Kennebec, that could be ecologic or in-ecologic-process (being ecologic potatoes the most interesting ones to add into DePenyagolosa).

Apart from potatoes from Vistabella, there is another product that could also fit into this category: hanging tomatoes. These types of tomatoes are typical from the Penyagolosa region, cultivated during spring and harvested during summer. Additionally, one of its special characteristics is that these tomatoes last for almost a year (if they are stored correctly). What's more, apart from being used as normal tomatoes in salads, they are also special to be used for rubbing them with the bread.

There are different local producers who could potentially integrate the DePenyagolosa's initiative. First, the local producer from Atzeneta del Maestrat who has been during the last seven years working with hanging tomatoes is Roberto Escrig, who could be a new local producer integrating the project DePenyagolosa. He has sold them during last years to the supply market in Castelló, and at this time, he sells them to people who are interested in his product, in a 2,5kg basket mainly.

Illustration 14. Hanging tomatoes from Roberto Escrig

Source: Own elaboration

Our second proposition regarding hanging tomatoes could be Mas dels Fumeros, which is a family business dedicated to production, handling, and commercialization of hanging tomatoes, almonds, and truffles. They offer different products within the aforementioned categories, but the one we are interested in are hanging tomatoes and crushed tomato.

The products that could be integrated to the project would be 500g basket of bio tomatoes and crushed tomato. This last category is very interesting in terms of commercialization due to the HPP technique used for its elaboration, because the high-pressure technology applied allows food preservation without the need for additives and artificial preservatives.

Illustration 15. Products from Mas dels Fumeros

Source: www.masdelsfumeros.com

Despite being a wholesale company, during the interview with Esteban Tomás, worker at Masia dels Fumeros, he confirmed that his company could be adhered to the project and market its products to the final consumer through DePenyagolosa's marketplace.

The second category where there are still no products is the **cheese** one. The main objective of this category is to integrate different types of cheese produced in the Penyagolosa region. For this purpose, Masia Els Masets, a company situated in La Torre d'en Besora, produces curd and cheese from different varieties, mostly from Lacaune sheep (characterized by the milk quality composed by high percentage of protein and fat).

The potential products that could be included in the initiative DePenyagolosa would be fresh cheese and ripened cheese.

Illustration 16. Products from Masia Els Masets

Source: www.masiaelsmasets.es

The second company concerning the cheese category would be Cabritillo del Maestrazgo, which is another family business from Torre d'en Besora with more than 20 years of experience in the business of raising goats and processing and selling products derived from them, such as cheese and roasted goat meat. Here, in the cheese category, the products that could be convenient to incorporate would be goat cheese from different varieties, such as fresh cheese and ripened cheese.

Illustration 17. Products from Cabritillo del Maestrazgo

Source: www.cabritillodelmaestrazgo.es

Third, the **nuts** section is also with zero products. Here, the main product that could be incorporated would be almond, and due to production, packaging and conservation issues, raw almond, grated almond, and toasted almond. In this section we could take advantage of the C.A. production of the almond section, to sell the raw almond under the brand Magia de Penyagolosa. It is also important to highlight the fact that the C.A. is working on a new project building a common workshop, where interested local producers and C.A. partners could use these facilities for the transformation of some products, including almonds.

8.1.2. New products to existing product lines

After having completed the remaining categories with zero products, we are ready to add some new products to the existing categories.

In this section we are going to focus on adding products to the honey category, which is the one with less products nowadays and the one with the local producer, Masía Constante, that offers a broader catalogue of products outside the initiative DePenyagolosa.

The first products that could be integrated into this section would be more honey varieties, such as thyme, forest, eucalyptus and thousand flower honey, also adding the opportunity to expanding the actual available sizes (which are 475gr and 975gr) into 45gr, 125gr and 250gr. Secondly, pollen could also be integrated into the honey section, in 120gr, 225gr, 460gr and 975gr sizes. Thirdly, it would be crucial to offer three-pot packs of 125gr honey of diverse varieties.

8.1.3. New product lines

Once we have fulfilled the remaining categories with no products, and we have finished adding some products and product changes to existing lines, we can work on developing a new section: the **gourmet** product line under the brand Magia de Penyagolosa.

The brand is already registered in the OEPM with the Nice classification number 29 (which integrates meat, fish, fruits and vegetables and dairy products) so there would not be any problem when trying to expand the brand further into new product categories.

Nowadays we find Magia de Penyagolosa products in the olive oil section of the marketplace, but it would be interesting to create a gourmet section also integrating these products and new potential products under the brand name Magia de Penyagolosa.

The second decision that we should consider when talking about creating a new section would be to integrate a new product line regarding **cosmetic products** elaborated with honey. Masía Constante is working on the creation of their own brand for producing these types of products, so adding cosmetic products elaborated with honey could be possible in the mid-term.

Previously we have introduced Cabritillo del Maestrazgo, which is a family business that works with products related to goats from their own farm, and we have also commented that they produce roasted goat meat. The third new section would be **meat and cold meat**, integrated by roasted goat meat from Cabritillo del Maestrazgo. Here there would be three different types of products, which are oven roasted goat products from different sizes (quarters, half, and whole piece). Apart from being a very healthy type of meat (due to its low-fat content), this meat has been cooked for 14hr in wood oven, and is vacuum packed, thus allowing a conservation up to 90 days.

Illustration 18. Cabritillo del Maestrazgo's roasted goat meat

Source: www.cabritillodelmaestrazgo.es

The fourth and last new section that could be incorporated into the initiative could be the **truffle** one. Despite the difficulties associated with this product (respecting cultivating them, its elaboration and scarcity) along the Penyagolosa area there are local producers who work with truffles. Truffles are a gourmet product, so these also could be linked to the gourmet section.

8.1.4. Product packaging and logo applications

Although products may represent the central axis of our comprehensive supply diversification plan, we must look into the packaging related to the products. If we want to be faithful to the values of the project and transmit them appropriately, it would be necessary to bet on packaging that is as sustainable as possible.

In general terms we can distinguish two main product packaging categories: product packaging (which in turn can be subdivided in own products and products from companies or local producers) and shipping packaging.

On one hand, product packaging related to companies and local producers there would not be any problem due to their own established packaging. But, about own product packaging we should look into those products which are not already packed: raw almond, grated almond and toasted almond. The proposed packaging for these products would be a Doypack bag, created by OsonaSealPack, which is a company that manufactures custom flexible packaging from laminated plastics with barrier properties. This type of packaging is inclusive as well as committed to the environment due to the materials used, therefore it follows the line of the DePenyagolosa project.

Illustration 19. Almond packaging proposition

Source: Own elaboration

The second product packaging question would be the shipping packaging. For this purpose, we need two main sizes, a small box, and a medium box, both labeled with DePenyagolosa's logo.

Illustration 20. DePenyagolosa's shipping packaging proposition

Source: Own elaboration

With respect to the logo application, we must also distinguish between own products and products from local producers and companies adhered to the project. The logo would be visible in own products, such as olive oil and almonds, but not in the case for products from local producers and companies because of the difficulties in labeling every product which is not from the C.A. Then, for branding purposes, the logo would be integrated into shipping boxes.

We cannot forget the problems that arise regarding shipments when we introduce new fresh products, because the current contract with the shipping company, Correos Express, does not offer fresh product services. Here, DePenyagolosa should open negotiations with carriers that offer that service, offering an initial free shipping policy for the first three months regarding fresh products (5eur per shipment, calculating 100 shipments).

8.1.5. Price decisions

When establishing prices, we must discern between own products and local producers and companies' products, which follow different strategies. But, when adhering every product to the marketplace we should apply the margins mentioned before in order to reach our objectives; commercial margin for the first year is 10%, and from the first to the third year would be 15%.

Although these are the margins that should be applied, we can also differentiate pack prices, which would be 5% less than buying each product separately.

The price method followed at this time for own products is based on the competition, with prices slightly above its main competitor, which is Cooperativa de Viver (as we have seen previously on this analysis).

To determine price strategies, we can also distinguish between prices based on the product and with respect to the market. Prices based on the product, which could be introductory prices for new products, the strategy could focus on applying a lower margin than the initially proposed for penetrating the market and looking for a higher sales volume. The strategy to follow regarding prices based on the market could be fixed prices and some periodic discounts concerning the most affected products by its seasonality (vegetables, nuts).

Psychologic prices also are a very important aspect when determining the future success of the products. The strategy that should be implemented could be to offer round prices. The intention behind these decisions is giving the sensation of a high quality and prestige product while showing reliability.

Last, we should comment the actual shipping cost policy. DePenyagolosa's has a contract with the carrier Correos Express for all the products in the marketplace, being the shipping fee fixed at 7 euros per order below 60 euros, and free shipping for orders higher than 60 euros. An interesting strategy to apply regarding this aspect could be offering shipping discounts for determined time periods.

8.1.6. Comprehensive supply diversification plan: Summary

Table 9. Comprehensive supply diversification plan: Summary

DECISION	PRODUCT	COMPANY OR LOCAL PRODUCER	OTHER ACTIONS
New products to empty product lines	**Vegetables** (Pataca de Vistabella, hanging tomatoes) **Cheese** (Sheep/goat fresh and ripened cheese) **Nuts** (Raw, grated, and toasted almond)	Local producers from Vistabella, Roberto Escrig and Masia dels Fumeros Masia Els Masets and Cabritillo del Maestrazgo Local producers and C.A.	---
New products to existing product lines	New **honey** varieties and pollen in different sizes	Masía Constante	---
New product lines	**Gourmet** (Extra virgin olive oil) **Cosmetic products** (Honey-based products) **Meat and cold meat** (Roasted goat meat) **Truffle**	Magia de Penyagolosa (C.A.) Masía Constante Cabritillo del Maestrazgo Local producers	---
Product packaging and logo applications	---	---	Nuts packaging, general shipping packaging with logo, fresh products shipment
Price decisions	---	---	Applying commercial margin, price based on the competition, rounded prices, new product prices, shipping cost policy

Source: Own elaboration

8.2. Customer loyalty plan

Apart from the comprehensive supply diversification plan we must also design a customer loyalty plan to build customer loyalty; as explained by Somalo (2017, p. 175) “Loyalty is at the end of the process in the value chain, but since we developed our strategy, we have to be thinking about how to approach customer relationship management, that is, designing a good CRM”

Therefore, the first action regarding customer loyalty plan is going to be to modify some basis with respect to the actual Club Gourmet DePenyagolosa. It consists of a WhatsApp broadcast list where DePenyagolosa informs to its members about new products and promotions on the marketplace monthly. For improving the actual results, it could be convenient to double the message frequently to two times a month, for keeping them updated. Related to this matter, a monthly newsletter via email with a summary of monthly information could also fit into this aspect.

The second action could be to implement a point system; when a customer buys products, leaves a review on the platform or becomes a Club Gourmet DePenyagolosa member, some points could be offered to him aiming a future discount on the next purchase. For every euro spent on the marketplace, the customer would be rewarded with 10 points. When the customer reaches 500 points (50 euros spent on the marketplace), he can transform those points into a 10% discount on the next purchase. It would be also important to emphasize that the points would have an expiration date (six months after the purchase). This action could improve the relationship between DePenyagolosa and the frequent client.

Associated to this point system, a 10% discount for the customer on its birthday could also be another action, demonstrating in this way a closeness between the brand and the client.

The third decision would be to draw among the members of the gourmet club agrotourism experiences, visiting the local producers to see where the products are made and offer a closer image of the production process.

Fourth and last decision would be to implement a system of periodic satisfaction surveys looking for consumers’ attention and evoking a positive image with respect to the brand.

The composition of the periodic satisfaction surveys would be broken down into two survey types: post-purchase surveys and quarterly surveys. This would allow us to know the immediate opinion of the customer after the purchase and would also offer us information related to our goal of increasing consumer satisfaction in quarterly surveys.

Some of the questions that may be integrated in our satisfaction surveys would be: Are our prices high or low? Do you need more products? What level of loyalty do you have to the brand?

Table 10. Customer loyalty plan: Summary

DECISION	MAIN ACTIONS
Modifying some Club Gourmet DePenyagolosa aspects	Bimonthly messages via WhatsApp Monthly newsletter
Points system	Discounts on next purchases 10% birthday discount
Draw system	Agrotourism experiences among Club Gourmet DePenyagolosa members
Periodic satisfaction surveys	Post-purchase surveys Quarterly surveys

Source: Own elaboration

8.3. Local product fairs participation plan

Respecting local product fairs, we can distinguish between participating in existing local product fairs and creating a new proximity products fair of Penyagolosa.

First, DePenyagolosa should increase its presence in local and proximity products fairs throughout the Valencian Community Here there are some local and proximity products fairs that could fit into the participation plan:

- Feria Artesanal y Gastronómica, Montán
- Feria del aceite, Canet lo Roig
- Fira del vi, Les Useres
- Fira de Sant Vicent i dolços tradicionals, Càlig
- Fira de la mel, Montroi
- Jornades gastronòmiques de la tòfona, Els Ports, Alt Maestrat and Alt Palància
- Feria Gastronómica del Tomate, El Perelló
- Fira Gastronòmica d’Utiel, Utiel
- Mostra de Vins i Aliments de la Comunitat Valenciana, València
- Fira de la Caça i la Natura, Atzeneta del Maestrat

As we may have noticed, almost every fair proposed before is related to the products offered by DePenyagolosa.

Here we can appreciate a stand proposition for the attendance to local product fairs.

Illustration 21. Fair stand proposition

Source: Own elaboration

The second question regarding this plan is the creation of a local and proximity products fair in Atzeneta del Maestrat, based on products that are produced along the Penyagolosa region. It should not only be prepared for producers adhering to the DePenyagolosa initiative, but it would also be open to other producers and companies in the region.

Aiming to attract more people and not overlapping with any other proximity products fair, the proposed date would be mid-July, and the location would be Atzeneta del Maestrat.

Thanks to the creation of this proximity products fair, it could be integrated into Castelló Ruta de Sabor, which is a platform created to promote and boost development of products, companies, and initiatives of local products from Castelló. DePenyagolosa's products, as well as other proximity products from the Penyagolosa region, would reach more potential consumers and could bring visibility to the initiative.

Table 11. Local product fairs participation plan: Summary

DECISION	MAIN ACTIONS
Assisting to local product fairs	Region: Valencian Community
Creating a local product fair	Design and create a local product fair for producers from the Penyagolosa region Location: Atzeneta del Maestrat

Source: Own elaboration

8.4. Online and offline communication plan

Both types of communication, online and offline plan, are crucial to the success of our brand, so we should care equally regarding both plans.

First, for the online communication plan, we could use a mix of inbound and outbound strategies to maximize the results. When talking about inbound strategies, the ones that could be used would be SEO, content marketing (through DePenyagolosa's blog) and social media. We know that C.A. is not built under a marketing basis; the lack of a marketing department shows a weakness in the actual context. Therefore, concerning social media it would be convenient to hire a community manager to disseminate the products offered in the marketplace, reaching more users with related content and boost the engagement towards the brand.

Looking at the following table we can appreciate the current status of some keywords related to the project, giving us a clue for working on those which are not as well positioned as the other ones.

Table 12. Keywords and position on Google

KEYWORD	GOOGLE PAGE	POSITION
“Productos naturales de Penyagolosa”	Page 1	1st position
“Productos de proximidad de Penyagolosa”	Page 1	2nd position
“Vino de Penyagolosa”	Page 1	1st position
“Miel de Penyagolosa”	Page 1	1st position
“Aceite de Penyagolosa”	Page 1	5th position

Source: Own elaboration

Outbound strategies such as SEM, digital advertising, social ads, and affiliation could also be used aiming to complete our online communication plan, but it is not enough with practicing these strategies; we must measure and compare the effectiveness of every channel (impressions, clicks, leads and sales).

Some convenient actions would be to create seasonal campaigns (such as Christmas and summer) hiring photographers to create content and then creating marketing campaigns.

Second, offline communication is also an important pillar of the communication actions due to the average age of our target audience. It is important to understand that this segment does not make a frequent use of social media and the internet, and the older segment of our target market prefers offline communication actions.

Some of the convenient strategies would be reports and press releases in newspapers at the provincial level and the Valencian Community to establish a public relations policy. Agreements with the local government could also be a good aspect to work on with respect to institutional public relations, due to their involvement in projects of this matter.

Taking advantage of the existence of an old phone booth in the center of Atzeneta del Maestrat, it could be labeled with information related to DePenyagolosa (promotional poster of the marketplace and local product fair creation) as we can see in the following illustrations.

Illustration 22. Atzeneta del Maestrat Phone booth labeling proposition

Source: Own elaboration

Presence on large billboards across the coastal cities of the Valencian Community would also be a great way to promote the marketplace. The starting city would be Castelló with the prospection of expanding the presence in billboards across the Valencian Community for the next years.

Illustration 23. Large billboard design proposition

Source: Own elaboration

Table 13. Online and offline communication plan: Summary

DECISION	MAIN ACTIONS
Online communication plan	Hiring a Community Manager SEO and content creation through the blog SEM, digital advertising, social ads, and affiliation Seasonal campaigns
Offline communication plan	Reports and press releases Public relations policy Labeling (phone booth, billboards)

Source: Own elaboration

8.5. Restaurant business plan

Although we have talked about the final consumer it would also be convenient to establish a restaurant business plan with the aim of increasing the presence in gourmet restaurants. The extra virgin olive oil Magia de Penyagolosa would be the first product introduced to restaurants along the province of Castelló with the expectation of gradually expanding the territory covered to the entire Valencian Community.

The specific actions that should be carried out concerning the restaurant business plan would be the following:

- Mailing campaign
- Send Magia de Penyagolosa extra virgin olive oil samples to restaurants
- Personal sales

Some restaurants that could be potentially interested in Magia de Penygolosa products could be:

- Cal Mistero, Useres
- Restaurant La Carrasca, Torre d'en Besora
- El Faixero, Cinctorres
- Pou de Beca, Vall d'Alba
- Cal Paradís, Vall d'Alba
- Vía Natura Restaurant, Cabanes
- Cremor, Castelló
- Sopa de lletres, Castelló
- Daluan, Morella

Thanks to these actions, the gourmet brand from DePenyagolosa, Magia de Penyagolosa, could increase its notoriety and be perceived as a gourmet proximity product of high quality.

Table 14. Restaurant business plan: Summary

DECISION	MAIN ACTIONS
Increase the presence in gourmet restaurants across the Valencian Community	Mailing campaign Offering samples to restaurants Personal sales

Source: Own elaboration

9. TIMELINE

Table 15. Timeline

PLAN	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025
COMPREHENSIVE SUPPLY DIVERSIFICATION PLAN												
CUSTOMER LOYALTY PLAN												
LOCAL PRODUCT FAIRS PARTICIPATION PLAN												
ONLINE AND OFFLINE COMMUNICATION PLAN												
RESTAURANT BUSINESS PLAN												

Source: Own elaboration

10. BUDGET

Table 16. Budget

CONCEPT	DESCRIPTION	ANNUAL BUDGET
Packaging	Product packaging	450€
	Shipping packaging	750€
Communication plan	Community Manager	5000€
	Online seasonal campaigns	800€
	Promotional videos	400€
	Promotional photos	100€
	Fair stand	300€
	Fair promotional posters	100€
	Restaurant product samples	150€
	Large billboard in Castelló	1000€
Customer loyalty plan	CRM plan	800€
Shipping contract	Fresh products shipping contract	500€
TOTAL EXPENDITURE		**10350€**

Source: Own elaboration

11. CONTROL

Table 17. Control

STRATEGIC OBJECTIVE	INDICATOR	FREQUENCY MEASUREMENTS	FOLLOW-UP ACTIVITIES
Increase consumer satisfaction	Annual surveys	Annual	Online surveys
Increase the presence of DePenyagolosa's products in Consum supermarkets across the Valencian Community	% Of presence in Consum supermarkets across the Valencian Community	Quarterly	Contact with the supervisors of Consum franchises to follow the product integration
Integrate new local producers/companies to the project	Number of local producers or companies	Quarterly	Contact with local producers and companies to follow their integration
Add new products to the marketplace	Number of products integrating the marketplace	Quarterly	Monitor the marketplace
Brand positioning	Number of visits to the marketplace	Monthly	Monitor Google Analytics
Increase "Magia de Penyagolosa" olive oil sales	Number of olive oil bottles sold	Annual	Monitor number of bottles sold
Increase the ROI	ROI	Annual	Check the annual accounts
Increase the commercial margin	Commercial margin	Annual	Check the annual accounts

Source: Own elaboration

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13. ANNEXES

Annex 1: Market research survey

Illustration 24. Market research survey

Hábitos de compra y consumo de productos locales

Esta es una investigación de mercados para un Trabajo Final de Grado en Administración y Dirección de Empresas de la Universitat Jaume I. El objetivo del mismo es estudiar los hábitos de compra y consumo de los productos agroalimentarios locales o de proximidad (verduras, frutas, frutos secos, carnes, aceites, ...) y analizar el posicionamiento de las marcas.

No hay respuestas correctas o incorrectas, sino opiniones y valoraciones. Los datos serán tratados de acuerdo con la política de privacidad establecida en la legislación vigente. El tratamiento de los datos se realizará de manera agregada.

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*Campo obbligatorio

Email *

Il tuo indirizzo email

En general, a la hora de comprar productos agroalimentarios, ¿te informas del origen de los productos? *

Scegli

Un producto local o de proximidad es aquel producido cerca del lugar de consumo por agricultores y ganaderos locales. ¿Qué tipo de productos agroalimentarios locales o de proximidad compras? *

	Nunca	Un par de veces al mes	Una vez a la semana	Un par de veces a la semana	Todos los días
Verduras					
Frutas					
Frutos secos					
Aceite de oliva					
Huevos					
Carne y derivados					
Dulces					
Mermeladas					
Conservas					
Vino					
Miel					
Queso					
Lacteos (yougurt, cuajada, leche fresca)					
Legumbres y arroces					
Embutidos y jamones					
Harina					
Setas y trufas					
Plantas aromáticas					
Otros					

¿Cuánto dinero sueles gastar en cada compra de productos agroalimentarios locales o de proximidad? *

Scegli

¿Porqué no compras o consumes más productos agroalimentarios locales o de proximidad? Valora los siguientes motivos

	1. Totalmente en desacuerdo	2	3	4	5. Totalmente de acuerdo
Por desconocimiento	○	○	○	○	○
Porqué no hay donde comprarlos	○	○	○	○	○
Porqué me tengo que desplazar para comprarlos	○	○	○	○	○
Por desconfianza	○	○	○	○	○
Porqué tengo producción propia	○	○	○	○	○
Porqué no los busco y no me fijo	○	○	○	○	○
Porque son más caros	○	○	○	○	○
Porqué solo se venden en una fecha determinada	○	○	○	○	○
Porqué no es una cuestión importante para mí	○	○	○	○	○

En los últimos meses, ¿has incrementado la compra y consumo de productos agroalimentarios locales o de proximidad? *

	1	2	3	4	
Consumo mucho menos	○	○	○	○	Consumo mucho más

Respecto al futuro, ¿crees que comprarás y consumirás más o menos productos agroalimentarios locales o de proximidad?

	1	2	3	4	5	
Mucho menos	○	○	○	○	○	Mucho más

¿Qué aspectos valoras a la hora de comprar un producto agroalimentario local o de proximidad? *

	1. Nada	2	3	4	5. Totalmente
Que sea saludable	○	○	○	○	○
Que tenga buen olor y sabor	○	○	○	○	○
Que se venda cerca de mi casa	○	○	○	○	○
Que fomente la economía local	○	○	○	○	○
Qué sea respetuoso con el medioambiente	○	○	○	○	○
Que sea totalmente ecológico	○	○	○	○	○
Que el agricultor reciba un precio justo	○	○	○	○	○
Que tenga un buen aspecto	○	○	○	○	○
Que proceda de poblaciones cercanas	○	○	○	○	○
El precio	○	○	○	○	○
La disponibilidad/plazo de entrega	○	○	○	○	○
Que haya menos intermediarios	○	○	○	○	○
Que ayude a desarrollar económicamente zonas deprimidas y despobladas	○	○	○	○	○

¿Dónde sueles comprar los productos agroalimentarios locales o de proximidad? *

	Nunca	Pocas veces	A veces	Con bastante frecuencia	Siempre
Tienda de barrio	○	○	○	○	○
Supermercado	○	○	○	○	○
Mercado	○	○	○	○	○
Hipermercado/gran superficie	○	○	○	○	○
Herbolario/tienda ecológica	○	○	○	○	○
Tienda de conveniencia (horario 24h)	○	○	○	○	○
Directamente al productor	○	○	○	○	○
On-line	○	○	○	○	○
Producción propia	○	○	○	○	○

¿Cuánto más estarías dispuesto a pagar por un producto agroalimentario local o de proximidad? *

Scegli

¿Dónde te gustaría comprar los productos agroalimentarios locales o de proximidad? *

	1. Totalmente en desacuerdo	2	3	4	5. Totalmente de acuerdo
Mercado	○	○	○	○	○
Mercadillo de barrio	○	○	○	○	○
Supermercado	○	○	○	○	○
Hipermercado	○	○	○	○	○
Tienda ecológica	○	○	○	○	○
En el campo, en el propio lugar de producción	○	○	○	○	○
On-line directamente al productor y entrega a domicilio	○	○	○	○	○
Plataformas comercio electrónico (Amazon, Correos Market, ...)	○	○	○	○	○

Además de los lugares de compra habituales, ¿cómo valoras la posibilidad de comprar productos de proximidad a través de internet?

Scegli

Si existiera la posibilidad de comprar productos de proximidad a través de internet, ¿con qué frecuencia utilizarías la plataforma?

Scegli

Penyagolosa

A continuación te vamos a preguntar sobre el conocimiento que tienes de Penyagolosa.

¿Conoces el pico y el parque natural de Penyagolosa? *

Scegli

¿Has visitado alguna vez la zona de Penyagolosa? *

Scegli

¿Con qué atributos asocias el nombre de Penyagolosa? *

	1. Totalmente en desacuerdo	2	3	4	5. Totalmente de acuerdo
Naturaleza	○	○	○	○	○
Gastronomía	○	○	○	○	○
Senderismo	○	○	○	○	○
Turismo activo	○	○	○	○	○
Espiritualidad	○	○	○	○	○
Ecología	○	○	○	○	○
Despoblación	○	○	○	○	○
Sostenibilidad	○	○	○	○	○
Calidad	○	○	○	○	○
Peregrinación	○	○	○	○	○
Deportes de montaña	○	○	○	○	○
Rural	○	○	○	○	○
Paisaje	○	○	○	○	○

¿Cuándo piensas en Penyagolosa, qué emociones te evoca? *

	1. Totalmente en desacuerdo	2	3	4	5. Totalmente de acuerdo
Alegria	○	○	○	○	○
Tristeza	○	○	○	○	○
Nostalgia	○	○	○	○	○
Belleza	○	○	○	○	○
Tranquilidad	○	○	○	○	○
Disgusto	○	○	○	○	○
Diversión	○	○	○	○	○
Enfado	○	○	○	○	○
Interés	○	○	○	○	○
Deseo	○	○	○	○	○
Satisfacción	○	○	○	○	○
Simpatía	○	○	○	○	○
Ninguna emoción	○	○	○	○	○

Si has comprado productos de la zona de Penyagolosa, ¿nos puedes indicar cuáles?

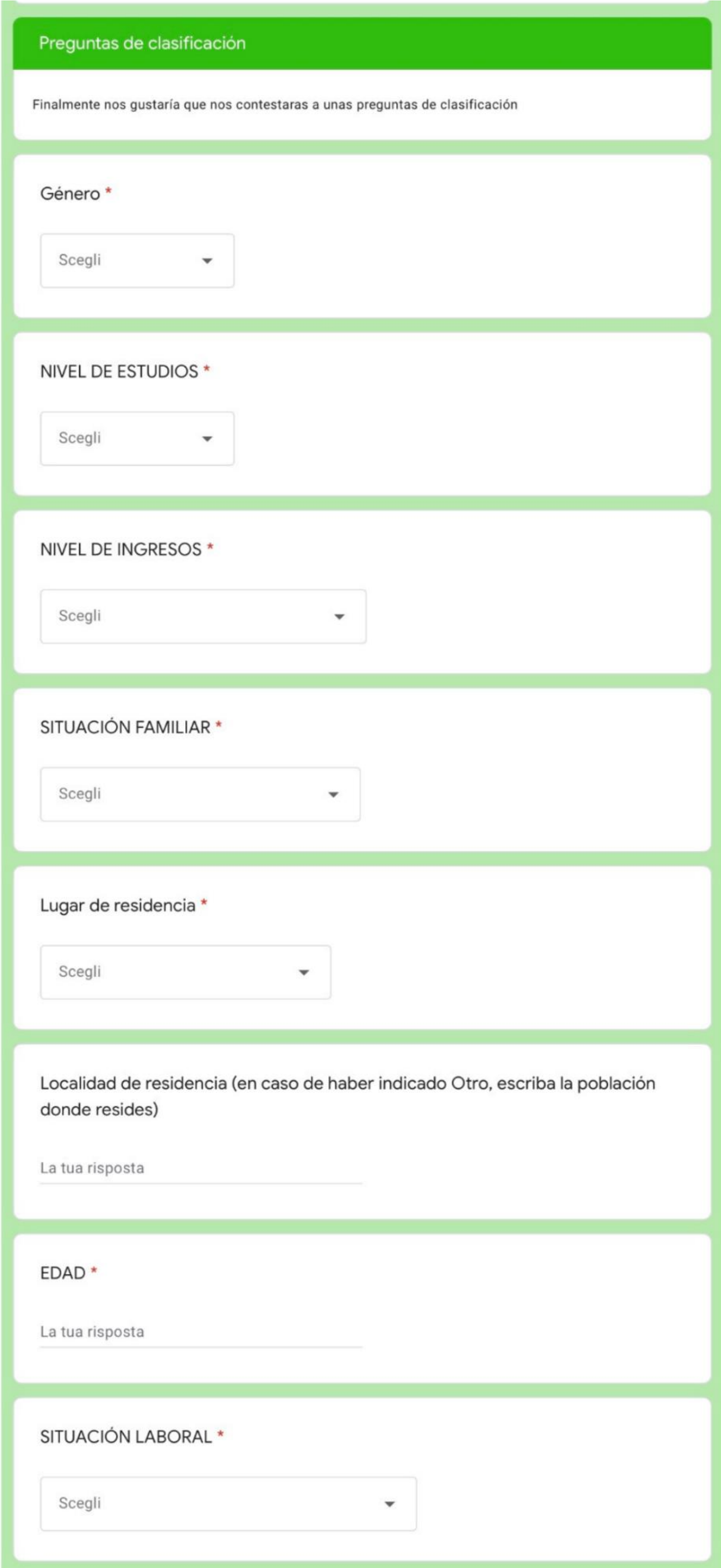
La tua risposta

Ante una oferta de productos agroalimentarios locales o de proximidad de la zona de Penyagolosa, ¿qué predisposición tienes? *

	1. Totalmente en desacuerdo	2	3	4	5. Totalmente de acuerdo
No los compraría	○	○	○	○	○
Los compraría si no fueran más caros	○	○	○	○	○
Los compraría aunque fueran un poco más caros	○	○	○	○	○
Los compraría porqué quiero ayudar a las zonas despobladas	○	○	○	○	○
Los compraría si me los trajeran a casa	○	○	○	○	○
Los compraría porque son productos naturales	○	○	○	○	○
Los compraría porque me preocupo por mi salud	○	○	○	○	○
Los compraría porque me dan confianza	○	○	○	○	○

¿Qué otras zonas de productos de proximidad consideras equivalentes a Penyagolosa? señala un máximo de 3

La tua risposta



Preguntas de clasificación

Finalmente nos gustaría que nos contestaras a unas preguntas de clasificación

Género *

Scegli

NIVEL DE ESTUDIOS *

Scegli

NIVEL DE INGRESOS *

Scegli

SITUACIÓN FAMILIAR *

Scegli

Lugar de residencia *

Scegli

Localidad de residencia (en caso de haber indicado Otro, escriba la población donde resides)

La tua risposta

EDAD *

La tua risposta

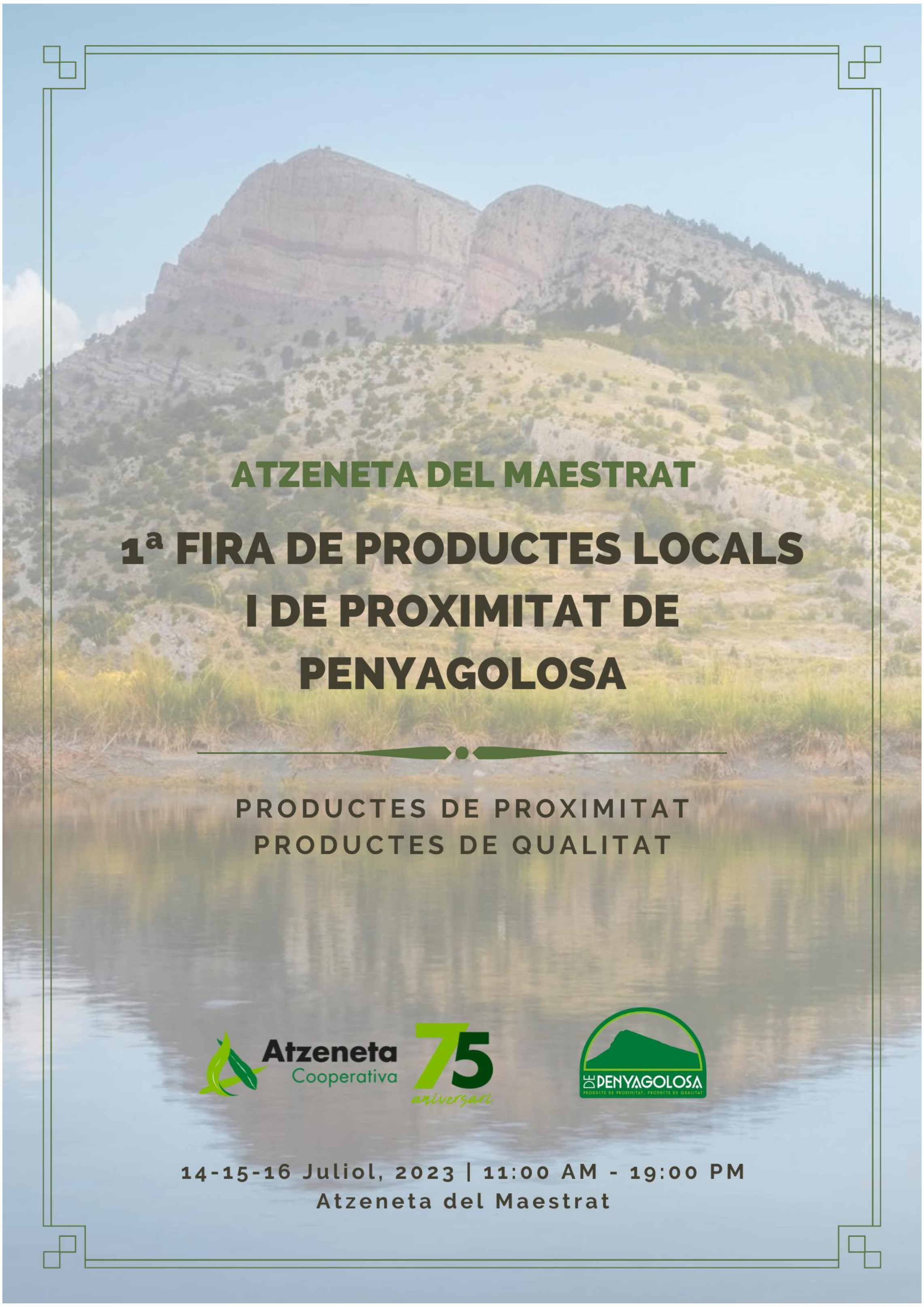
SITUACIÓN LABORAL *

Scegli

Source: Own elaboration

Annex 2: DePenyagolosa's proximity products fair poster

Illustration 25. Proximity products fair from the Penyagolosa area poster proposition



Source: Own elaboration