MARKETING PLAN OF RE-READ

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INDEX

4

1. EXECUTIVE SUMMARY

This academic project is based on a study and research of the commercial activities of the second-hand bookstore franchise called Re-Read.

One of the biggest challenges for bookstores nowadays is to find effective ways to promote their space and usage, in addition to the economic challenge of book purchasing in the current world. Therefore, the development of a marketing plan is an excellent starting point to encourage both the improvement of the Re-Read company and reading in society. A marketing plan provides a company the necessary information to use its limited resources in the most effective and efficient way.

Through this study, the aim is to understand the methods employed by this company in Spain. It seeks to identify its maximum potential through proposals and recommendations for the company to adapt to the market and needs of current consumers, ultimately positioning itself as a highly recognized bookstore.

The project has conducted an analysis of different crucial aspects in the behavior of the Re-Read company. Firstly, we will observe an internal and external analysis of the company to understand its current situation. The internal analysis details the resources available to Re-Read for the development of its functions, while the external analysis presents the most important environmental factors that have influenced the company. Additionally, we will study its microenvironment, focusing on its competitive environment and level of demand.

Subsequently, with the same objective of understanding the company's situation, a SWOT analysis is conducted, which allows the identification of its positive and negative aspects. After that, we find an analysis of its market, distinguishing its segmentation and positioning.

Once this comprehensive analysis is done, 6 objectives will be presented with the purpose of achieving significant growth in the consumers of Re-Read bookstores. Finally, after developing the necessary strategies and action plans for their successful implementation, a budget has been calculated for each of these action plans. Furthermore, a control system has been established to ensure that the execution of the strategies and action plans effectively achieves the stated objectives.

In my Bachelor's Thesis, I had the opportunity to obtain relevant information about the company through interviews with Ms. María Martí, a prominent bookseller in the organization. During the interviews, Ms. Riera provided valuable and insightful information on various aspects of the company.

2. SITUATION ANALYSIS

2.1. Internal Analysis

2.1.1. Presentation of the company

We have chosen the company Re-Read, located in Spain, for this academic project. The main objective of this Marketing Plan is to increase the visibility and demand for their products.

Re-Read is a chain of second-hand bookstores in Spain. The company was founded in 2013 by Mercedes Zendrera and Nicolás Weber in the city of Barcelona. Currently, it has 56 physical stores in 39 Spanish cities, including two in the Canary Islands, one in the Balearic Islands, and the rest spread across the Peninsula.

The franchise buys and sells books of all genres and languages, except for dictionaries, encyclopedias, and textbooks. Additionally, it has an online store where second-hand books from any of its bookstores nationwide can be purchased. The company caters to a wide range of audiences, from those seeking classic and reference titles to those interested in more contemporary themes.

Therefore, Re-Read's business model is based on buying books from individuals and selling them in their physical stores and online platform. The company focuses on the quality of the books it acquires, selecting those in better condition and in higher demand among its customers.

Figure 1. Re-Read physical stores
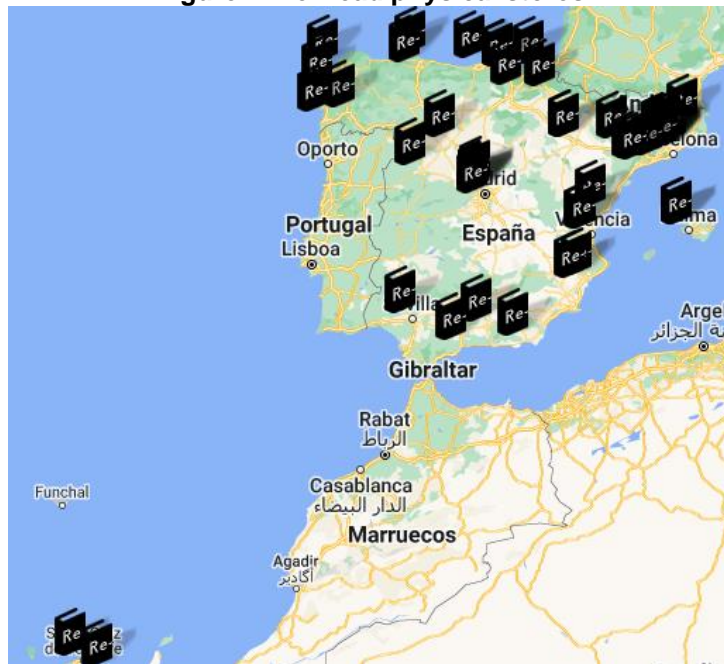
Source: Re-Read (2023)

MISSION

The mission of Re-Read is to promote culture, reading, and responsible consumption of books by offering customers a wide selection of titles at affordable prices and in perfect condition.

In doing so, the company promotes sustainability and environmental care, as the reuse of books contributes to resource savings and a reduction in the amount of waste generated by the publishing industry. Moreover, the company collaborates with various organizations and associations to donate books to individuals who do not have access to them.

VISION

Re-Read's vision is to become the leading company in the second-hand book market by offering a wide variety of affordable titles and promoting sustainability and environmental care.

They aim to be recognized as a company committed to society and the planet, generating a positive impact on the community and the business world.

VALUES

Re-Read's core values are sustainability, culture, and innovation. These values are detailed below:

➢ Sustainability: Re-Read is committed to promoting the circular economy and environmental sustainability. The company believes that books are a cultural asset and that their reuse is a way to care for the environment.

➢ Culture: Re-Read values culture and education as a means for personal and social development. The company sees reading as a fundamental tool to promote culture and critical thinking.

➢ Innovation: Re-Read embraces innovation as a way to improve its processes and provide quality service to its customers. The company has developed an innovative business model that has been recognized by different entities and organizations.

Additionally, the company also promotes other values such as social responsibility, respect, and diversity. Re-Read is committed to responsible and ethical management of its business, respecting human rights, and promoting diversity and equality.

In summary, Re-Read's core values are sustainability, culture, and innovation, while also promoting social responsibility, respect, and diversity. These values are reflected in the company's business model and its commitment to society and the environment.

Figure 2. Mission, vision and values

Source: Own elaboration

OBJECTIVES

On the other hand, notable achievements of Re-Read include promoting sustainability and environmental care through its business model. It is also mentioned that the company holds regular meetings with its staff to evaluate the bookstore's operations, indicating another significant achievement of maintaining good management and business operation. Additionally, Re-Read has succeeded in promoting reading by making used books more accessible at affordable prices.

In summary, the main objectives achieved by Re-Read are the reduction of environmental impact, effective management and operation of the business, and the promotion of reading.

In conclusion, Re-Read is a company committed to culture and sustainability, offering a wide catalog of second-hand books at very affordable prices. Its business model has proven to be successful, allowing it to expand nationwide and establish itself as one of the leading companies in its sector.

2.1.2. Company resources

2.1.2.1. Human Resources

The company Re-Read has a committed and specialized team in the second-hand book sales sector. The employees of Re-Read are considered an important part of the company's success, as they are the ones who transmit the company's philosophy and organizational culture.

The bookstores are franchises, and each franchise manages its own staff. Re-Read has a small but highly qualified team, composed of 1-2 employees per bookstore. As for the number of employees, Re-Read has a total of 109 people distributed across different areas of the company.

The development of Re-Read's human resources focuses on providing the necessary support to franchisees and ensuring efficiency in the management of the bookstores. The following are the main areas and functions related to human resources in the company:

- Directors: The owners of the Re-Read brand are the directors of the company and play a crucial role in making strategic decisions at a global level. Their focus is on making strategic decisions globally and ensuring that the quality standards and values of the Re-Read brand are met in all franchised bookstores.

- Marketing Department: Re-Read has hired an external specialized company to manage marketing, brand image, and design. This company works in collaboration with the owners and the internal team of Re-Read to develop effective marketing strategies that promote the brand and attract customers. They are also responsible for designing the brand's visual identity, including the logo, promotional material, and online presence.

- Administration, Sales, and Finance Department: The franchisees are the managers of the Re-Read local bookstores. They are independent entrepreneurs operating under the Re-Read brand. Their responsibilities include daily customer management and service, personnel management, book inventory, and accounting. Additionally, they implement marketing strategies provided by the external specialized company, such as promotions, events, or local advertising campaigns, to drive sales and increase the visibility of the bookstore.

- Communication Department: Between the directors and the franchisees, there is a team or department responsible for providing support and assistance to the franchisees. This team handles providing guidance and advice to the franchisees on aspects related to opening new franchises, daily operations, personnel management, company policies and procedures, among others. They also serve as a communication link between the franchisees and management.

Figure 3. Organizational chart
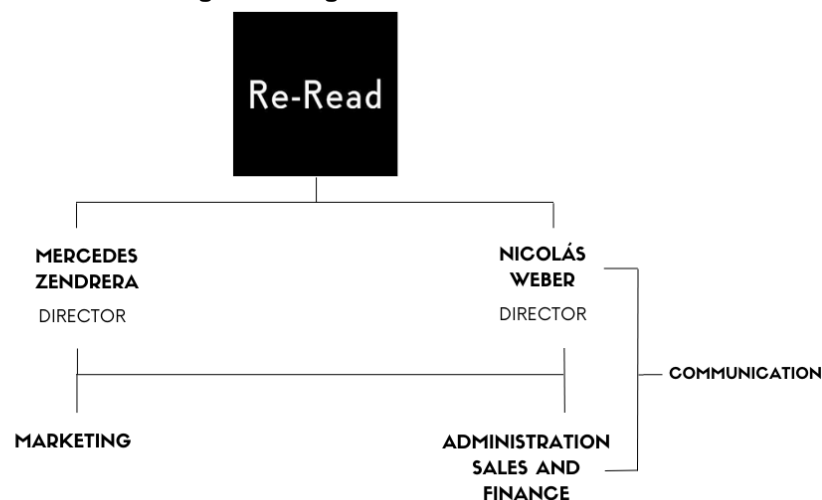
Source: Own elaboration

Figure 4. Re-Read employees

The more books we
sell, the more jobs.

39 | 56 | 109

CITIES •BOOKSTORES• EMPLOYEES •

Source: Re-Read (2023)

2.1.2.2. Physical Resources

The physical resources of the company Re-Read are essential for carrying out its business model based on the circular economy and the sale of second-hand books. The main physical resources of the company are described below:

➢ Physical stores: Re-Read has several physical stores spread across different cities. These stores are a fundamental physical resource as they allow customers to see, touch, and browse through books before purchasing them. Additionally, these stores are used as collection points for used books.

➢ Online store: Re-Read has an online store where customers can purchase second-hand books from anywhere. It is an important physical resource as it allows reaching a wider audience and managing orders from a single location.

➢ Storage system: The company has a specific storage system for managing the used books it acquires. This storage system is essential for organizing and keeping the acquired books in good condition until they are sold.

➢ IT equipment: Re-Read has different IT equipment for managing the online store, order management, invoicing, and accounting. This equipment is indispensable for the day-to-day operations of the company.

➢ Fleet of vehicles: Re-Read has its own fleet of vehicles for the collection and transportation of used books from collection points to company warehouses. These vehicles are crucial for the company's logistics.

➢ Furniture and equipment in stores: The company's physical stores have specific furniture and equipment for book sales. These physical resources are important for creating a welcoming and pleasant environment for customers.

In conclusion, the physical resources of the company Re-Read are essential for carrying out its business model. The company has invested in different physical resources to ensure the proper management of acquired used books, their sale, and the satisfaction of its customers.

Figure 5. Interior and exterior of physical Re-Read stores

Source: Re-Read (2023)

2.1.2.3. Marketing Resources

The company Re-Read has a series of marketing resources that allow it to promote its business model and reach a wide audience. The following is an analysis of the company's marketing mix: product, price, distribution, and communication. The Marketing Mix is important for understanding a company's marketing resources because it is a key tool that enables companies to plan and develop effective marketing strategies, adapt to market needs, and stay competitive in their industry.

Product

Product Lines
Some of the product lines offered by Re-Read are:

➢ Second-hand books: Re-Read specializes in the sale of second-hand books in good condition and at affordable prices. They offer a wide selection of genres, from classic literature to cookbooks, science fiction, essays, among others.

➢ Buying and selling used books: Re-Read offers customers the opportunity to sell their used books in exchange for cash or store credit. They also accept book donations.

- Book exchange: The company allows customers to exchange books they have already read for other titles they want to read. This system is very popular among readers looking to save money and sustainably refresh their library.

- Literary merchandising: Re-Read also offers products related to reading, such as bookmarks, notebooks, cups, bags, among others. These products often have fun and original designs related to the world of literature.

In summary, Re-Read's product lines focus on the sale, purchase, and exchange of used books, in addition to offering literary merchandising related to reading.

Table 1. Re-Read product/service lines

PRODUCT/SERVICE LINE	CHARACTERISTICS	PRODUCTS/ SERVICES
Second-hand books	Specialized in selling second-hand books in good condition and affordable prices.	Genres: -Classic literature -Cookbooks -Science fiction -Romance -Children's books -Essays
Buying and selling used books	Specialized in offering customers the opportunity to sell used books.	-Selling used books for cash -Selling used books for store credit -Book donations
Book exchange	Specialized in allowing the costumers to exchange books they read for others they would like to read to save money.	-Exchange of books
Literary merchandising	Specialized in offering products related to reading.	-Bookmarks -Notebooks -Cups -Bags

Source: Own elaboration. Data: Re-Read (2023)

Figure 6. Bookmarks Re-Read


Source: El Blog de Anita (2018)

Business Lines

Re-Read has several business lines, which are detailed below, along with their target audience:

- ➢ Sale of used books in physical stores: Re-Read has several physical stores in Spain, where customers can buy books at affordable prices. The company focuses on providing a pleasant shopping experience and on the careful selections of the books it offers. This business line is aimed at anyone interested in acquiring quality books at a reasonable price.

- ➢ Purchase of used books: Re-Read allows customers to sell their used books in exchange for cash or store credit. This business line is oriented towards individuals who want to sell their used books and obtain financial compensation.

- ➢ Online sale of used books: Re-Read also has an online store where customers can buy used books from anywhere, with the convenience of having the books delivered to their home. It is aimed at all those people interested in reading who want to buy books conveniently from their home or from anywhere via the internet. In other words, customers who, due to distance or availability reasons, cannot physically visit Re-Read stores.

- ➢ Sale of book bundles: The company also offers the possibility of acquiring discounted book bundles, both for individuals aiming to save money and for companies that want to use them as corporate gifts.

> Book pick-up service: Re-Read offers a home pick-up service for used books to facilitate customers in donating their books and subsequently selling them in the company's stores. The target audience includes people with reduced mobility, people who live in areas far from the store, people with complicated work schedules, and anyone who prefers the convenience of home pick-up.

Figure 7. Re-Read business lines
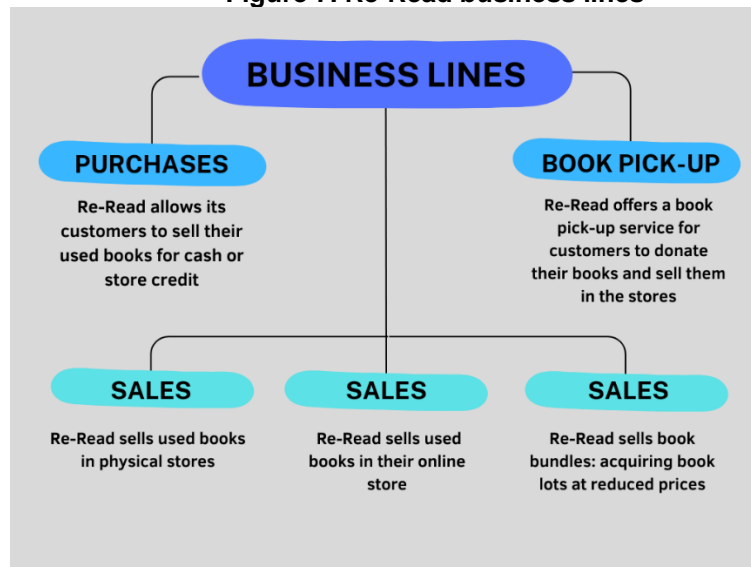
Source: Own elaboration. Data: Re-Read (2023)

Analysis of the product portfolio

In this study, we will specifically focus on the business line of selling books in physical stores, as it represents approximately 70% of the company's production.

Regarding the product mix, the analysis of Re-Read's product portfolio is detailed below in terms of breadth, length, and depth:

> Breadth: Re-Read's product portfolio exclusively focuses on the sale of used books. However, within this category, the company offers a wide variety of literary genres, ranging from fiction to essays, including books on cooking, history, art, and more. Additionally, Re-Read also offers other reading-related products, such as bookmarks and stationery accessories.

> Length: The number of products offered by Re-Read varies according to the literary genre and the availability of used books. For example, within the fiction category, Re-Read offers a wide variety of titles and authors, while the selection may be more limited in the cooking book category.

➢ Depth: The depth also varies depending on the availability of used books for each title. Therefore, some titles may be available in multiple editions or formats, while others may be available only in a particular edition.

As a result, Re-Read maintains a high degree of consistency.

Packaging

As a second-hand bookstore, Re-Read focuses on sustainability and recycling. Therefore, most of the books it sells have already been used, and their original packaging may be worn out or damaged. However, to keep the books in good condition and protect them during transportation and storage, Re-Read uses appropriate packaging.

In general, the bookstore uses recyclable paper bags to protect and transport the books. These bags are designed in different sizes to fit different book sizes, from pocket books to large hardcover books. The packaging not only serves as a way to safeguard the product, but also as an opportunity for the company to interact directly with the end consumer.

Figure 8. Re-Read book bags

Source: Re-Read (2023)

Brand

Re-Read has built a strong and recognized brand in the market for selling second-hand books. The brand is related to sustainability, environmental care, and the promotion of culture through reading. The brand highlights these aspects in its marketing campaigns to attract an environmentally conscious audience, seeking sustainable alternatives.

As a result, the company's brand increases its value and generates consumer trust. The quality related to the brand provides customer satisfaction, which can lead to loyalty.

Figure 9. Visual brand identity

Re-Read
LIBRERÍA LOWCOST
Source: Re-Read (2023)

<u>**Price**</u>

Price is one of the fundamental elements of Re-Read's marketing mix, as it directly affects the company's profitability and customers' perception of the brand's value. The following is an analysis of the pricing and marketing strategies used by the company:

➢ Competitive prices: Re-Read uses competitive pricing to attract a broad audience of used book buyers. The company ensures that its prices are similar to or even lower than those of its direct competitors in the sale of second-hand books. This way, Re-Read manages to attract customers who are looking for good prices and do not want to spend too much money on book purchases.

➢ Volume discounts: This strategy involves offering a discount based on the quantity of products the customer purchases. In the case of Re-Read, the price per book decreases as the customer buys more books: one book is sold for 3 euros, two books for 5 euros, and five books for 10 euros. This pricing strategy is effective in attracting customers who want to buy several books at once, as the discount provides them with an incentive to increase their purchase. Additionally, it can help the company reduce its inventory costs by selling more products at once.

➢ Discounts and promotions: Re-Read uses different discounting strategies and promotions to build customer loyalty and attract new buyers. The company offers special discounts on certain dates (such as Book Day), promotions for specific customer groups (such as students), and loyalty cards for regular customers. Additionally, Re-Read often publishes offers on its website and social media platforms to keep customers informed about the best buying opportunities.

➢ Pricing based on book rarity: Some books for Re-Read are priced above average due to their rarity or historical and cultural value. The company sets higher prices for books that are hard to find or have high sentimental or historical value for buyers.

➢ Book buying and selling: An important pricing strategy for Re-Read is the buying and selling of books. The company purchases used books from individuals and then sells them at affordable prices. The price at which the bookstore buys books is always 25 cents. This way, Re-Read maintains a constant supply of diverse and updated books in its catalog, while attracting customers who want to sell their books and earn extra money.

In conclusion, price is a fundamental tool in Re-Read's marketing strategy. All of these strategies allow the company to attract different types of customers and increase profitability while maintaining a good balance between quality and price in its products.

Figure 10. Re-Read prices with volume discount

Source: Re-Read (2023)

Distribution

Distribution Channels

Re-Read's marketing strategy for its distribution channels focuses on creating a unique and sustainable shopping experience for its customers. The company is focused on promoting its values of sustainability, social commitment, and culture to differentiate itself from the competition and attract an audience interested in these values. The company has various distribution channels to reach its customers, including:

➢ Physical stores: The company has several physical stores in different locations, allowing them to reach a local audience and offer a close shopping experience. The physical stores also enable the company to collect book donations for reuse.

- ➢ Online store: Re-Read has an online store through its website. Their service is called Re-bookfinder or The Book Finder, offering online sales with national shipping. It provides customers with the convenience of buying books from anywhere and at any time. The online store also allows customers to browse a complete catalog of books and place orders online. Additionally, it offers a free book alert service.

- ➢ Events and fairs: The company also participates in events and fairs, such as book fairs or literary events, to promote its brand and reach new customers.

Marketing Strategies

To maximize the effectiveness of its distribution, Re-Read employs several marketing strategies, including:

- ➢ Store locations: The company ensures that its physical stores are located in central and high-traffic areas to be easily accessible to customers and increase visibility.

- ➢ Online promotion: Re-Read utilizes its website and social media platforms to promote its products, offers, and discounts, allowing them to reach a wider audience and attract new customers.

- ➢ Partnerships with charitable organizations: The company collaborates with local charitable organizations to collect book donations and promote its physical and online stores.

- ➢ Strategic alliances: Re-Read also works in collaboration with other businesses or institutions, such as libraries or universities, to promote its products and services and reach a broader audience.

Overall, Re-Read's distribution is solid and diverse, and their use of different marketing strategies allows them to reach a wide audience and increase their reach and visibility.

Logistics

On the other hand, logistics is a critical component of Re-Read's operation, as it involves the transportation and storage of large quantities of second-hand books in different locations. To optimize its logistics, Re-Read utilizes advanced technology and software to manage its inventory and track the transportation and storage of books. They also work with external logistics providers to handle the transportation and distribution of books efficiently.

Re-Read offers several delivery and shipping options for customers, both in their physical stores and online store. Here are some of the shipping and delivery methods the company uses:

➢ In-store pickup: Customers can purchase books online and choose the option to pick up in-store. This allows them to collect their purchases at the nearest Re-Read physical store.

➢ Home delivery: The company offers home delivery through courier services such as Correos (the post office), MRW, SEUR, among others. Customers can choose from various shipping options based on their preference for speed and cost.

➢ Free shipping: The company offers free shipping to customers who make online purchases of more than seven books. This shipping option is a way to incentivize customers to make larger purchases and retain existing customers.

➢ Customized packaging: The company provides a personalized packaging service for customers who wish to send books as gifts. This includes special packaging and a personalized note.

With various delivery options and attractive promotions, the company aims to enhance the customer experience and foster customer loyalty.

Figure 11. Re-Read distribution channels
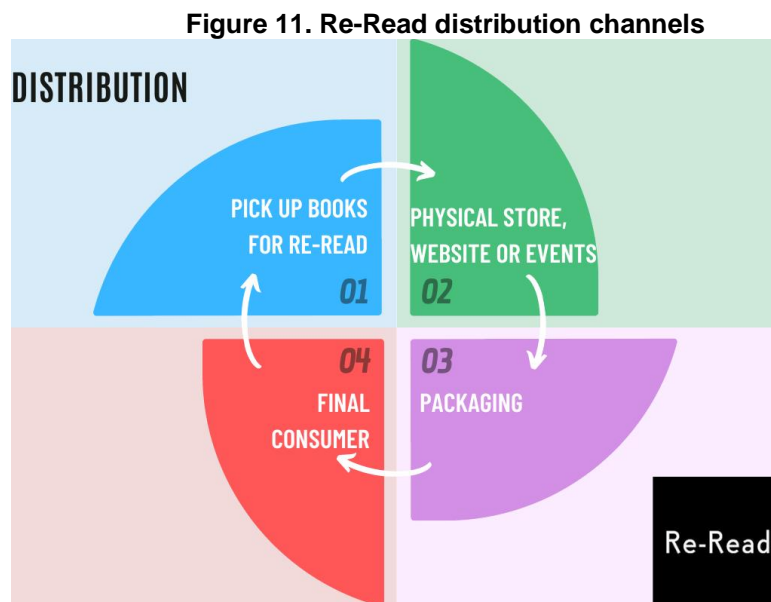
Source: Own elaboration. Data: Re-Read (2023)

Figure 12. Re-bookfinder
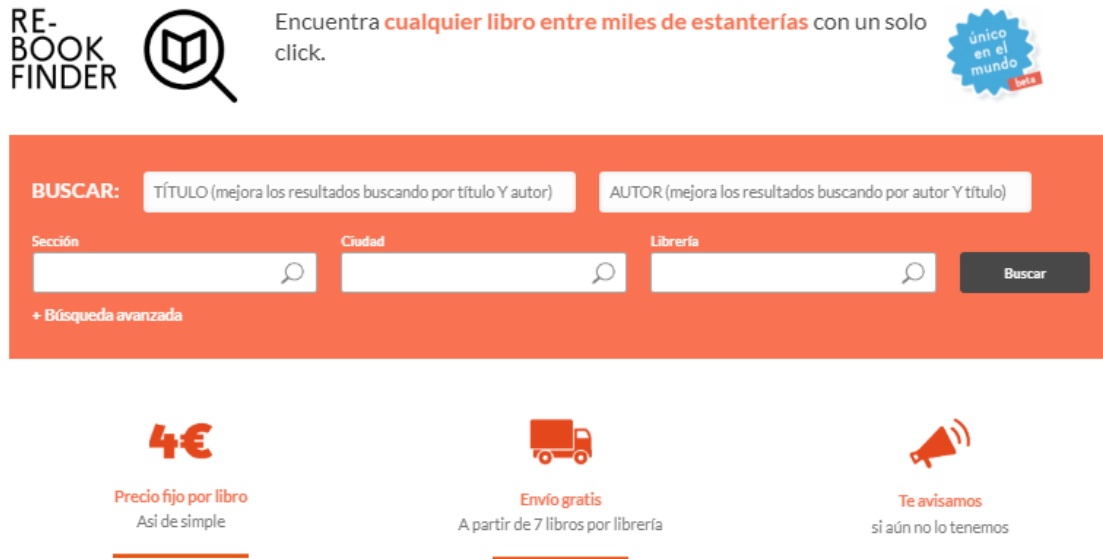
Source: Re-Read (2023)

Communication

To describe how Re-Read uses its communication tool, we will use the POEM model. This marketing approach shows how different types of media can be integrated into a communication strategy.

POEM is an acronym that represents the three main categories of media: Paid, Owned, and Earned. In the Paid category, traditional advertising is included. Owned encompasses media that the company fully controls, such as its website or its own social media channels. The Earned category includes media obtained spontaneously, such as positive customer reviews or brand dissemination through social media. Next, we will explain how Re-Read utilizes the POEM model for its communication tool:

➢ **Paid Media:**

Re-Read employs a series of paid media tactics to promote its products and services. Firstly, it includes advertising on social media platforms like Facebook and Instagram to promote its products and reach a wider audience. Re-Read also uses online advertising through Google Ads to promote its products and drive traffic to its website. Additionally, the company employs print advertising, such as newspaper and magazine ads, as well as outdoor advertising, to reach a broader audience and promote its brand.

Furthermore, it can be observed that the brand's SEO positioning is quite solid. When conducting a search related to second-hand bookstores, Re-Read appears in the top positions of search results. This increases the brand's visibility among potential customers who are unaware of its existence, potentially leading to long-term sales growth.

Figure 13. Re-Read paid advertising on public streets

Source: La voz de Galicia (2022)

➤ **Owned Media:**

Re-Read also utilizes owned media to promote its brand and communicate with its target audience. Firstly, Re-Read has an attractive and user-friendly website where customers can purchase books, view promotions and events, and learn more about the company.

The company also utilizes social media platforms such as Facebook, Instagram, and Twitter to communicate with its customers, promote its products and services, and share news and events related to reading and sustainability.

Additionally, Re-Read has a free magazine that customers can subscribe to through the website. It is a monthly magazine received via email called Re-vista. The content can be both general and city-specific. As the name suggests, it is published once a month and is designed to provide readers with fresh and relevant content about books, literature, and related topics.

In the monthly Re-vista, users can find a selection of articles, book reviews, interviews, reading recommendations, literary news, and other interesting content. The main objective is to keep readers informed about the latest developments in the world of literature, introduce them to new works and authors, and provide material to enhance their reading experience. It allows Re-Read to communicate its values and create a community of followers. Currently, Re-vista has over 45,000 subscribers.

Furthermore, Re-Read organized a giveaway as a promotional strategy to celebrate the company's first 10 years. The giveaway consisted of giving away a year of reading to 10 lucky winners. Each winner received a pack of 30 books that they could choose from the available selection. This giveaway offers a great incentive for book lovers, as it provides the opportunity to enjoy a wide variety of books for an entire year. In this case, Re-Read used its own website to promote and display the terms and conditions of the giveaway.

Figure 14. Re-Read website
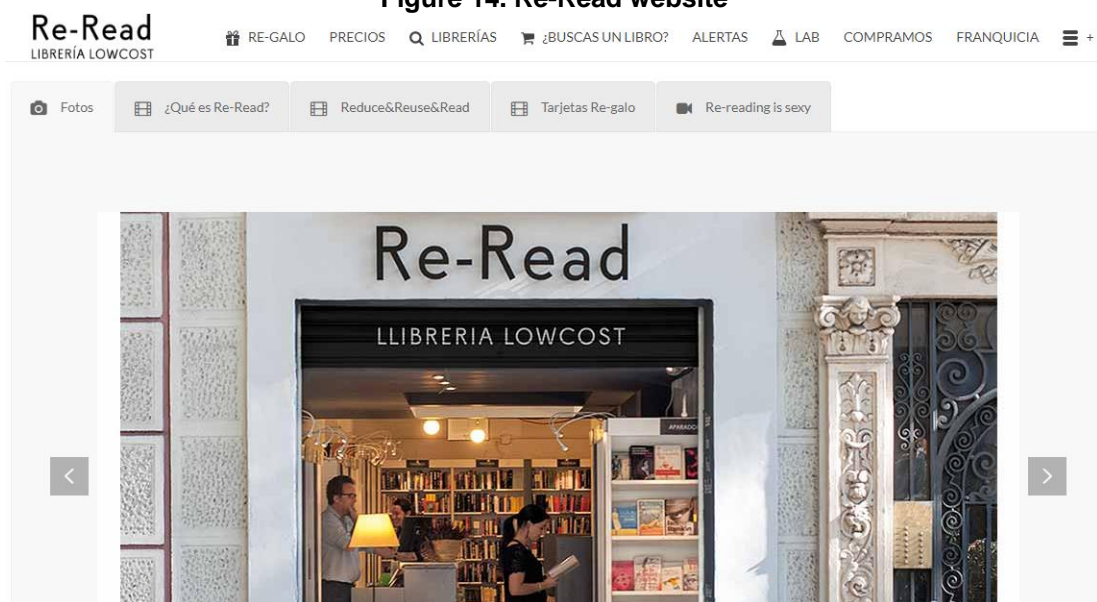
Source: Re-Read (2023)

Figure 15. Re-Read's Instagram post

Source: Instagram Re-Read Tirso de Molina (2021)

Figure 16. Re-vista

Source: Re-Read (2023)

> **Earned Media:**

Finally, Re-Read uses a series of earned media tactics to gain greater exposure and improve its reputation. The company works with public relations agencies to obtain media coverage and enhance its reputation.

Additionally, Re-Read has established strategic partnerships with different organizations and entities such as libraries, non-profit organizations, and educational institutions to acquire books and promote its values of sustainability and social commitment, allowing them to gain greater exposure and improve their reputation.

According to an interview with Mercedes Zendrera, director of Re-Read, by the digital economic newspaper "VIA Empresa" (2016), the company has received up to three LAUS awards, organized by the Association of Graphic Designers and Art Directors. One of them was a bronze LAUS award given in 2014, aimed at the solidarity project Re-Give Books. Re-Give Books was a solidarity campaign by Re-Read and the "Comparte Foundation" that involved an event to promote book donations.

In conclusion, Re-Read uses a variety of paid, owned, and earned media tactics to promote its brand, reach its target audience, and improve its reputation.

2.1.2.4. Research and Development

Re-Read is a company dedicated to research and development in the field of technology applied to the publishing industry. Their main innovation is the development of Re-Read Lab, which uses cutting-edge technologies to enhance the online shopping experience through book search and discovery for subsequent classification by title, author, genre, or language in their various bookstores.

Re-Read has robots that capture photographs of all the books present in their bookstores every morning. They work daily to improve the recognition of the titles and authors appearing on the book spines. Additionally, they strive to enhance the quality of the thousands of images they process daily. The robots are specifically designed to photograph the shelves, allowing them to keep the database up to date.

One of the technologies used by Re-Read Lab is computer vision. They have created software that can analyze book spines in any orientation, taking into account aspects such as color, background, and font type. This enables the Re-Read robots to take pictures of all the books, and the software can process and recognize the relevant information of each book.

Furthermore, Re-Read Lab utilizes big data to improve the accuracy of book reading and recognition. They have analyzed over 110 million words from all the books published in Spain in the last thirty years and use them as a reference to correct reading errors. They compare the words detected by the software with this large database, allowing them to determine the probability of a book title or author name being correct.

Artificial intelligence also plays a significant role in Re-Read Lab. Every day, The Book Finder (the online sales system developed by Re-Read) studies new words and enhances its recognition capability through its usage. This means that the system adapts and becomes more accurate over time, providing a more effective search experience for users.

Lastly, Re-Read Lab has developed The Book Finder to be multilingual. This means it can be used in various languages, with section names translated and adapted to each language. Additionally, the system is capable of searching for books with content in multiple languages, including Spanish, French, English, and more.

In summary, Re-Read's focus on computer vision, big data, artificial intelligence, and multilingualism allows them to improve efficiency and precision in book search and discovery in their bookstores.

2.1.2.5. Corporate Social Responsibility

Re-Read is strongly committed to corporate social responsibility (CSR) and strives to make positive contributions to the environment and society. Their commitment to the environment is reflected in one of the company's slogans: "Reduce&Reuse&Read". Some of the actions the company takes in this area include:

➢ Waste management: Re-Read is committed to responsible waste management and promotes the reuse and recycling of used books. The company has a collection and sorting system for books and works with non-profit organizations to donate books that cannot be sold.

➢ Promotion of reading: The company's mission is to promote reading and foster culture in society. To achieve this, Re-Read organizes activities and reading promotion campaigns in schools, libraries, and other institutions. Additionally, the company collaborates with non-profit organizations to donate books to underserved communities.

➢ Environmental responsibility: Re-Read is concerned with minimizing the environmental impact of its activities and works to reduce its carbon footprint. The company uses recyclable materials in the production of its products and reduces the use of plastics in packaging and shipping.

➢ Commitment to society: Re-Read is committed to being a socially responsible company and collaborates with various non-profit organizations to contribute to social and cultural development in the community. The company donates a portion of its profits to charitable organizations and participates in projects that aid vulnerable individuals.

➢ Quality control: To contribute to the quality of the company, Re-Read has rigorous quality control to ensure that the books sold in their stores meet the required standards. This quality control process begins when the company receives used books. The books are carefully inspected by a team of experts to ensure they are in good condition before being accepted into inventory.

Additionally, Re-Read understands that its employees are a key factor in the company, and they have implemented policies to ensure their satisfaction beyond compensation. These policies include allowing work-life balance, promoting open communication that fosters creativity and commitment, and creating a favorable work environment. The company believes that retaining and motivating employees is achieved by providing them with opportunities for professional growth, made possible by the company's continuous growth. All of this is done to keep the staff motivated and reflect their satisfaction in the company's results.

It is worth mentioning that as an SME, Re-Read has a significant advantage as labor relations tend to be closer. This facilitates more agile decision-making, and in the event of any problems, their identification and resolution can be carried out more efficiently.

In conclusion, the human team at Re-Read is highly qualified and specialized in their area of work. The company promotes teamwork, continuous training, and professional development of its employees, which translates into high motivation and commitment to the company's philosophy and objectives.

On their website, Re-Read (2023) provides a real-time report on the eco-friendly impact of their bookstores, with data that is constantly updated. With this, Re-Read aims to share its concern for building a sustainable future. Regarding their reused books, Re-Read had 1,373,068 books in 2020, 1,879,065 in 2021, 1,973,857 in 2022, and approximately 700,000 books by mid-2023. In terms of their ecological footprint, Re-Read indicates that an average of 471 books can be printed with a 2-ton tree, which means the company has preserved around 1600 trees. They also mention that it takes 2,500 liters of water to produce 500 sheets of A5 paper, equivalent to 5 liters per sheet. Therefore, Re-Read has saved approximately 700,000,000 liters of water.

Figure 17. Slogan in line with Re-Read's Corporate Social Responsibility

Source: Re-Read (2023)

Figure 18. Ecological impact Re-Read 2023

LIBROS reciclados este año

731.811

LIBROS vendidos. este año

Huella ecológica

1.561,32

ÁRBOLES preservados.

Source: Re-Read (2023)

2.1.3. Capabilities of the company

2.1.3.1. Distinctive Capabilities

Next, we will detail Re-Read's distinctive capabilities in different areas, capabilities that have allowed the company to establish itself as a reference in the sale of used books:

➢ Human capacity: Re-Read has a highly qualified, committed, and passionate team. The company's employees have extensive experience in the sale of used books and are experts in book selection, classification, and evaluation. Additionally, Re-Read's staff is known for providing friendly and personalized customer service, resulting in excellent customer support.

➢ Innovative capacity: Re-Read is an innovative company that has been able to adapt to market changes and new trends. For example, the company has developed an online platform for selling used books to reach a broader audience. Furthermore, through Re-Read Lab and its Re-Read robots, they have implemented book classification and labeling systems that allow customers to quickly find the books they are looking for.

➢ Marketing capacity: The company has a highly skilled marketing team that has developed effective strategies to attract new customers and retain existing ones. Re-Read has focused on creating a consistent and appealing brand image that reflects the company's values. Additionally, they have implemented advertising campaigns on social media to increase visibility and attract new customers.

- Quality capacity: Re-Read has focused on offering high-quality products to its customers. The company takes great care in selecting the books that are part of its catalog, ensuring that they are in excellent condition and of high quality. Furthermore, they have implemented a review and quality control system to guarantee that each book meets the company's quality standards.

- Environmental capacity: Re-Read stands out for its environmental commitment and sustainable approach. The company promotes the reuse and recycling of books, which helps reduce waste generation in society. Moreover, Re-Read has implemented sustainable business practices, such as reducing paper usage, implementing efficient lighting systems, and using eco-friendly cleaning products.

  The main competitive advantage of Re-Read is its focus on book reuse and recycling. This business philosophy is not only socially responsible and sustainable but, also highly valued by customers seeking more affordable and environmentally friendly options.

- Financial/economic capacity: Re-Read has a strong financial and economic capacity, which has allowed it to become a leader in its industry. The company has developed an effective financial strategy that has enabled it to remain profitable and grow in an increasingly competitive market. Additionally, Re-Read has implemented efficient financial management systems that enable data-driven decision-making in real-time.

In conclusion, Re-Read has significant capabilities in human resources, innovation, research and development, finance/economics, environment, marketing, and quality.

2.1.3.2. Value Chain

Re-Read is present in all stages of the value chain.

Support activities:

- Infrastructure: The company has a solid infrastructure that includes a physical store and an online platform for book sales. Additionally, the company has implemented inventory management and quality control systems to ensure product availability and guarantee that the books are in excellent condition.

- Human resources: Re-Read has developed a highly skilled and dedicated workforce aligned with the company's philosophy. The company values a pleasant work environment and encourages the training and professional development of its employees.

- Technology: Re-Read has implemented advanced technology for managing the online store and quality control of books. The company utilizes innovations from Re-Read Lab, such as automated classification and labeling systems, to provide a more efficient shopping experience for its customers.

- Procurement: The company's team focuses on acquiring high-quality books from reliable and trustworthy sources. Re-Read works with specialized suppliers in the acquisition of used books and conducts careful selection to ensure that the books meet the company's quality standards.

Primary activities:

- Inbound logistics: This involves the receiving, sorting, and labeling of books that arrive at the physical store and the online platform. The company utilizes automated sorting systems to ensure that each book is correctly labeled and available for sale.

- Operations: The company focuses on providing a satisfying shopping experience for its customers, both in the physical store and on the online platform. Re-Read strives to maintain a wide variety of books in its inventory and offers a pleasant and welcoming purchasing environment.

- Outbound logistics: This includes all activities related to the distribution of books through different channels, including shipping through courier services and delivery to the physical store. The company ensures that the books are delivered on time, in excellent condition.

- Marketing and sales: Re-Read has implemented an effective marketing strategy that has increased its visibility and reached new customers. The company utilizes various advertising channels, including social media and digital media advertising. Additionally, the company provides excellent customer service, which promotes customer loyalty.

➢ Service: Re-Read's service focuses on providing a satisfying shopping experience and offering the highest possible quality in its products. The company aims to provide a wide variety of books, quality customer service, convenient purchasing options, and an enjoyable in-store experience. These factors differentiate Re-Read from the competition and foster customer loyalty.

Figure 19. Value Chain
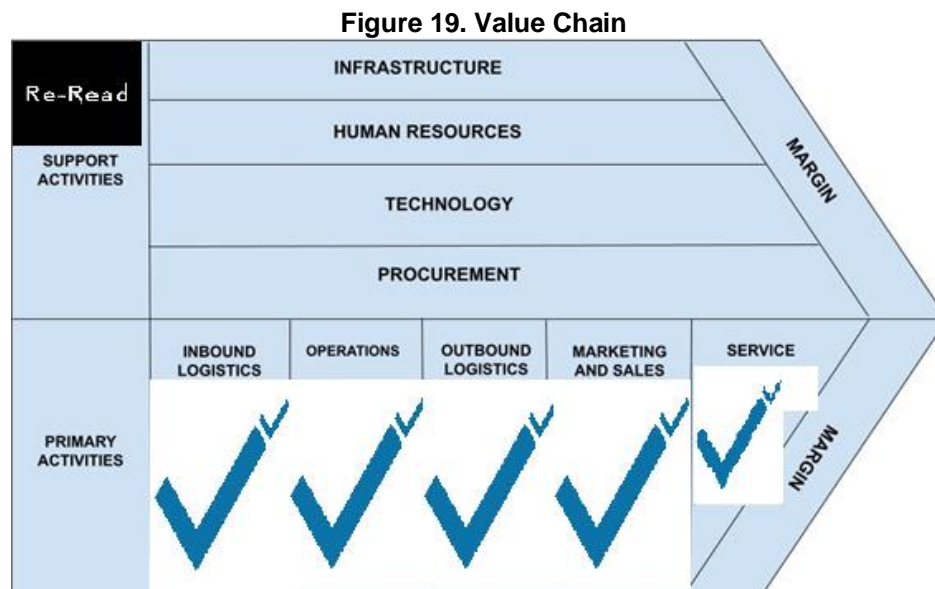
Source: Own elaboration

2.2. External analysis

2.2.1. Macro Environment

2.2.1.1. Political factors

Political factors are those related to the government and public policies that can influence the business environment.

Government fiscal policies, such as taxes and rates, can affect the revenues and expenses of Re-Read. According to the Spanish Government's Tax Agency, in 2023, the reduced VAT rate for the sale of books is 4%. This tax applies to any book, newspaper, or magazine whose content is not predominantly or wholly advertising. However, in some cases where the content of the book can only be used as educational material, second-hand bookstores may be subject to the general VAT rate of 21%.

31

Environmental policies outlined in the Official State Gazette (BOE 2023), such as environmental protection laws and recycling requirements, can also influence how Re-Read manages its waste and materials. Second-hand bookstores must comply with environmental regulations governing waste management and selective collection of paper and cardboard. It is important for the bookstores to have an appropriate waste management plan, be aware of environmental regulations, and take measures.

Additionally, there are grants and subsidies that can benefit Re-Read bookstores, such as those provided by the Ministry of Industry, Commerce, and Tourism for small and medium-sized enterprises (SMEs). Specifically, in the year 2023, subsidies ranging from 25,000 euros to 1.5 million euros will be granted, without the need for guarantees, to initiatives driven by small and medium-sized companies in order to enhance their competitiveness and promote job creation.

2.2.1.2. Economic factors

The Spanish economy is currently in a phase of economic recovery following the crisis caused by the COVID-19 pandemic. After a sharp contraction in 2020, Spain's Gross Domestic Product (GDP) is expected to recover economically.

In addition, inflation is increasing, which can affect consumers and businesses. In the case of Spain, inflation has been rising in recent months, generating some concern among economic analysts and the general population.

According to data published by the National Institute of Statistics (INE 2023) of Spain, the year-on-year inflation rate in April 2023 was 4.1%, representing a 0.6% increase compared to the previous month. This increase has been mainly driven by rising energy and food prices, as well as a moderate increase in service prices. It is important to note that the year-on-year inflation rate in Spain has fluctuated in recent years.

Specifically, the leisure and culture sector, to which the sale of books belongs, has a year-on-year inflation rate of 4% in April 2023, representing a 1.1% increase compared to the previous month.

For the future, it is expected that inflation in Spain will remain elevated in the coming months, although some experts believe it could moderate as some of the factors contributing to its increase are overcome.

Although high inflation can have negative effects on the economy, such as reducing consumers' purchasing power and increasing costs for businesses, it can also be a sign of an economy in recovery and increased demand.

Graph 1. General Consumer Price Index (CPI)
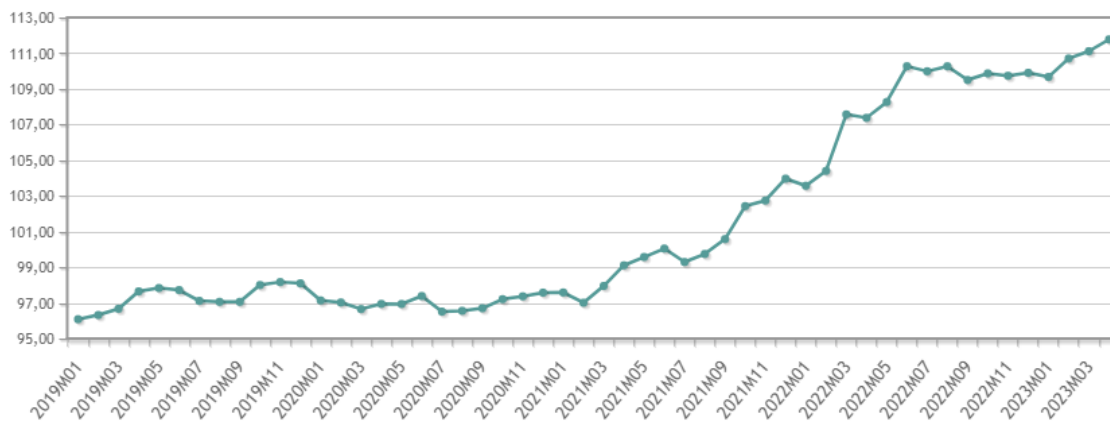
Source: National Institute of Statistics (2023). Last data observed: April 2023.

The GDP of the Spanish economy affects many sectors, including the second-hand bookstore market. This is because GDP growth is related to consumers' disposable income, which affects their ability to spend on goods and services, including second-hand books and items.

In general, the second-hand bookstore market can be sensitive to changes in the economy and consumer spending, so the evolution of the GDP of the Spanish economy can have an indirect impact on this sector.

To analyze its impact, let's observe the evolution of GDP. In 2019, there was a GDP growth of 2% before being affected by the COVID-19 pandemic. Subsequently, the COVID-19 pandemic had a significant impact on the Spanish economy, with a GDP contraction of 11.3% in 2020. However, in 2021, the economy began to recover, with a growth of 5.5% in the second quarter of the year. According to forecasts from the Spanish government and international organizations like the IMF, it is expected that the Spanish economy will continue to recover in 2023.

Forecasts from the Spanish government and the IMF suggest that the Spanish economy will continue to recover in the coming years, with a GDP growth of 1.5% in 2023. Although 1.5% represents a significant slowdown compared to the 5.5% of 2020 and 2021, those two periods were characterized by the gradual recovery of the economy after COVID-19.

Currently, economic experts agree that this year is finally expected to surpass the level of economic activity recorded in 2019, prior to the crisis, an achievement that most countries reached in 2021 or 2022.

Therefore, with GDP growth, consumers' disposable income is increasing, which can lead to an increase in spending on goods and services, including the purchase of books.

Graph 2. Evolution of Spain's GDP
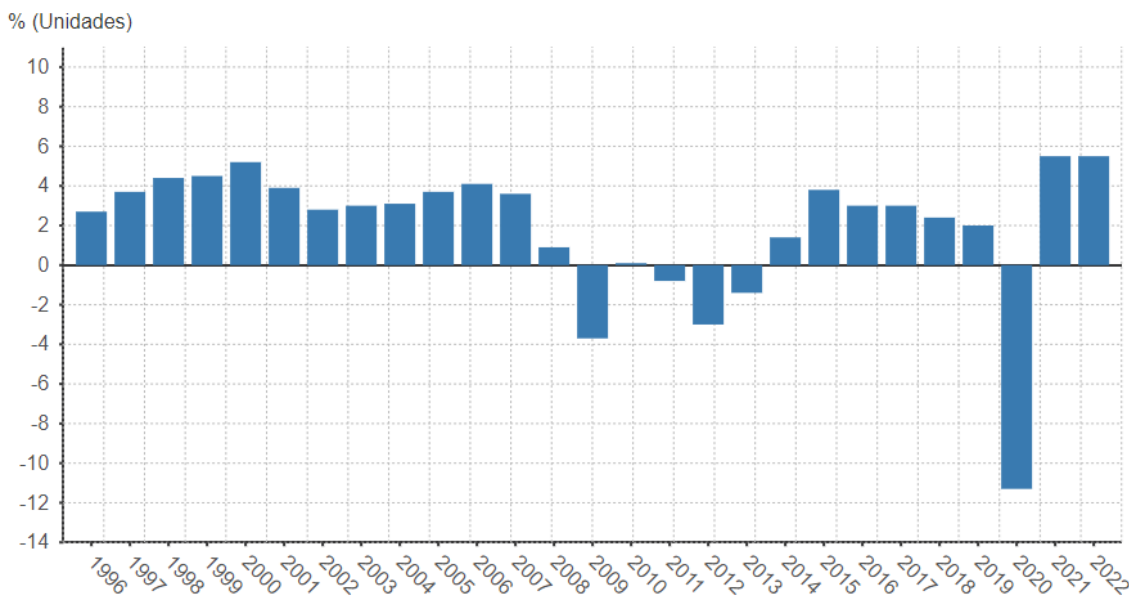
Source: National Institute of Statistics, EpData (2023)

2.2.1.3. Sociocultural factors

Second-hand bookstores are a cultural phenomenon that has been gaining popularity in Spain in recent years. In general, Spanish society values culture and access to books as a fundamental good for personal and collective development, which has contributed to the growth of these types of establishments.

The report "Barometer of Reading Habits and Book Purchases in Spain 2022," conducted by the Federation of Publishers' Guilds of Spain (FGEE) in collaboration with the Ministry of Culture and Sports and sponsored by CEDRO, has analyzed reading behaviors in society in recent years.

Reading has experienced a notable increase in popularity during the year 2020, thanks to the lockdown, which has encouraged this habit in society, especially among teenagers. With 57.9% in 2021, the Spanish population that immersed themselves in reading at least one book, either for leisure or work-related reasons, increased by an impressive 68.4% in 2022.

Although the data is positive, this report reflects that, despite declining, there is still a significant number of Spaniards who never or rarely read (35.2%).

On the other hand, the age pyramid of the Spanish population is an important indicator when it comes to understanding how it can affect second-hand bookstores.

In the case of Spain, the population pyramid has undergone a significant aging process in recent decades due to increased life expectancy and a decrease in the birth rate.

Elderly individuals have more free time to dedicate to reading and can be an important market segment for second-hand bookstores. Additionally, the Spanish population pyramid also reflects a significant segment of young population, especially in large cities, who may be interested in culture and books.

The data from the Barometer has also analyzed these aspects of reading habits in Spain, influenced by age and gender. Women show a higher tendency for reading compared to men, with 69.9% versus 59.5%. Although both the percentage of female and male readers has increased in the past ten years (5.8 and 5.5 percentage points, respectively), there is still an almost 10 percentage point difference between them.

Regarding different age groups, the highest percentage of readers is found in the 14 to 24 age range (74.2%). It is noteworthy that, since 2012, the percentage of readers in the 65 and above age group has experienced growth above the overall average (13.7 percentage points, going from 38.2% to 51.9%).

Graph 3. Population pyramid
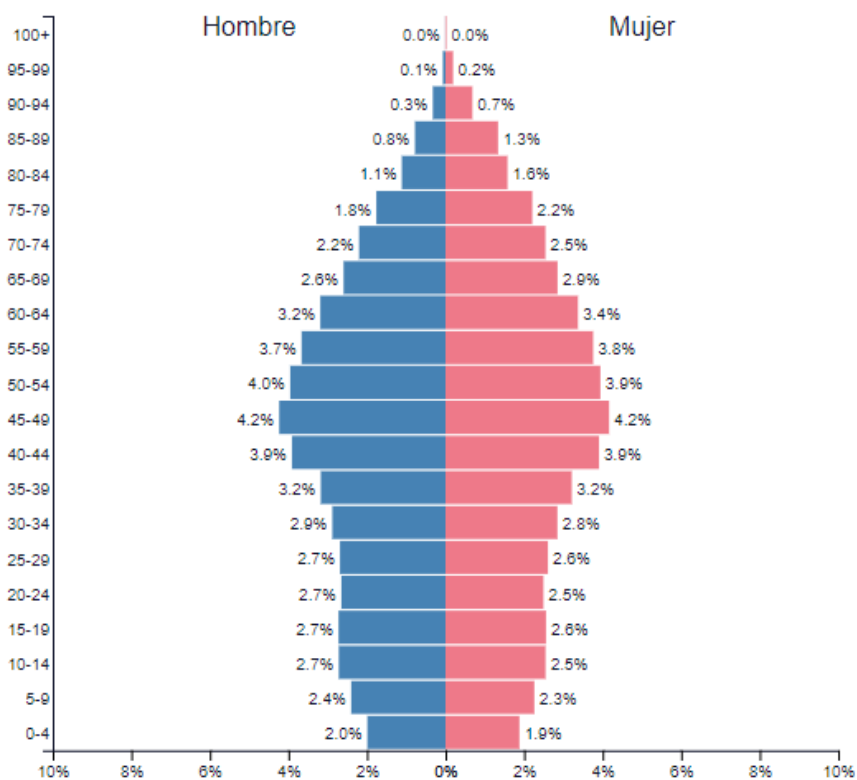
Source: Population pyramid (2023)

Graph 4. Readers in their free time in Spain by age and sex
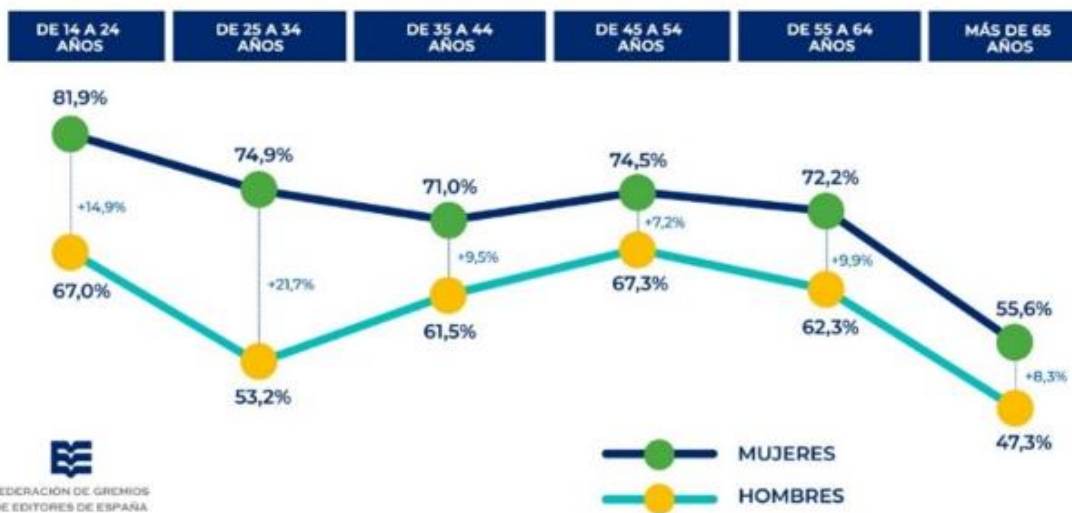
Source: Federation of Publishers' Guilds of Spain (2022)

36

2.2.1.4. Technological factors

Currently, technology is rapidly transforming the book market, which in turn affects second-hand bookstores in Spain.

On one hand, Re-Read, along with other bookstores, has managed to benefit from research and new technologies in Spain that have led to significant advancements in the publishing industry. This includes their digital online sales platform for book distribution and the implementation of artificial intelligence techniques for data management and improving the user experience.

The "Barometer of Reading Habits and Book Purchases in Spain 2022," developed by the Federation of Publishers' Guilds of Spain, sponsored by CEDRO and in collaboration with the Ministry of Culture and Sports, has also analyzed digital reading habits.

Reading in digital format remains stable, with 29.5% of the population aged 14 or older reading books in digital format, according to the information reported in the Barometer in 2021. E-readers (12.9%) and tablets (10.3%) continue to be the most commonly used devices, and reading on mobile phones continues its growing trend, increasing from 7.3% in 2021 to 8.3% in 2022.

It's worth noting that within the number of readers in digital format, the percentage of those who paid for books decreased to 39% (compared to 43% in 2021). The percentage of those who downloaded books for free grew compared to the previous year and reached 66.3%, six points higher than in 2021. 52.5% of digital readers always downloaded or obtained books for free. The data indicates that in Spain, out of every 10 downloaded books, 6.6 are free.

As for audiobooks, their user base stabilized in 2022, with 5.4% of the population listening to audiobooks at least once per quarter. The percentage of users for this type of content is much higher among those under 35 years old.

Therefore, the mentioned data has several implications for bookstores. The fact that a significant percentage of the population reads books in digital format and that the number of audiobook users has stabilized signifies a change in reading preferences among certain segments of the population. This results in a decrease in the demand for physical books in bookstores.

The increase in the number of people downloading books for free and the proportion of digital readers who always opt for free downloads indicate direct competition, as some consumers choose not to purchase books in physical bookstores.

In conclusion, advancements in research and new technologies are allowing bookstores to improve their efficiency and reach, as well as personalize the shopping experience for their customers. However, it is relevant for second-hand bookstores to seek adaptation and take advantage of these technologies. With the change in reader preferences, bookstores could consider diversifying their offerings and expanding their catalog to include e-books and audiobooks to have greater opportunities for success in an ever-evolving market.

2.2.1.5. Ecological factors

In recent years, there has been an increase in the consumption of ecological and sustainable products, as people have developed a greater environmental awareness driven by the serious consequences of climate change. According to the Ministry of Agriculture, Fisheries and Food, between 2015 and 2020, there has been a 67.42% increase in spending on the acquisition of organic products. If we extend the reference period to a longer timeframe, from 2012 to 2020, this increase rises to 154.07%.

The second-hand bookstore sector benefits from this trend by offering a sustainable product that attracts consumers. An analysis conducted by "Milanuncios" through the "Diario de Sevilla" in 2021 examines the used book market. The results show that this sector is experiencing significant growth, as the supply of second-hand books increased by 8% in 2021 compared to the previous year. Additionally, during the same year, an economic value of over 9.8 million euros was generated through more than 354,000 published ads.

In 2022, the Institute for Sustainable Leadership at the University of Cambridge (CISL) released a report titled "The Competitive Sustainability Index: New Metrics for EU Competitiveness in a Transitioning Economy." The goal of the report is to provide an updated insight into the progress of EU countries towards sustainability.

They use an indicator called the Competitive Sustainability Index (CSI), which assesses the four key dimensions of sustainable development: economy, society, governance, and environment. In the case of Spain, it falls in the middle of the CSI ranking and is considered to have a moderate performance. If we look at each dimension separately, Spain shows weak performance in the economy dimension (ranked third from the bottom), while in society, governance, and environment, it is positioned roughly in the middle of the ranking with solid or good performances.

However, being eco-friendly also comes with a cost, and second-hand bookstores in Spain may face challenges in terms of costs and logistics when trying to be more sustainable. For example, the use of eco-friendly packaging materials can be more expensive than traditional materials, and the implementation of renewable energy systems may require significant investment.

Figure 20. EU Performance in the Competitive Sustainability Index

Economy / Productivity		Society / Fairness		Governance / Stability		Green / Environment		Index	
FI	72	SE	87	NL	82	SE	69	SE	74
NL	67	DK	85	FI	81	IE	68	FI	73
DE	64	NL	84	SE	81	DK	65	DK	70
AT	60	FI	81	DK	79	AT	61	NL	70
SE	58	SI	78	LU	79	FI	60	AT	65
IE	53	IE	75	DE	67	PT	59	IE	64
DK	52	AT	74	AT	66	FR	57	LU	64
EE	52	LU	74	EE	64	LU	56	DE	63
BE	50	CZ	72	IE	62	DE	55	SI	59
SI	50	CY	70	FR	56	SI	55	FR	58
CZ	48	FR	70	BE	54	IT	55	EE	56
FR	47	DE	68	SI	52	LV	55	BE	54
LU	45	ES	68	EU-27	51	HR	53	CZ	52
EU-27	44	BE	68	PT	48	LT	53	EU-27	52
IT	44	MT	66	ES	47	ES	52	PT	52
PT	42	EU-27	62	CZ	47	EU-27	51	ES	49
LT	41	EE	62	LT	47	EL	50	LT	46
CY	40	PT	60	PL	45	RO	49	IT	44
HU	39	PL	57	MT	45	NL	49	CY	44
HR	35	HU	54	LV	42	EE	45	PL	44
PL	34	SK	51	SK	39	BE	45	LV	43
LV	33	IT	45	IT	33	HU	43	MT	43
MT	32	LT	45	HU	33	CZ	43	HU	42
SK	32	LV	44	HR	32	SK	42	HR	41
BG	31	HR	43	CY	30	PL	39	SK	41
ES	29	EL	36	EL	29	CY	34	EL	36
EL	28	RO	28	RO	27	BG	30	RO	31
RO	21	BG	27	BG	19	MT	28	BG	27

Source: Competitive Sustainability Index (2022)

2.2.1.6. Legal factors

Laws and regulations that affect the book industry and the sale of used books can have a significant impact on Re-Read. It is important to Re-Read to comply with the regulations stated in the Official State Gazette (BOE 2023) to avoid legal issues. The legal aspects that affect second-hand bookstores in Spain can be classified according to their scope of application: international, community, state, autonomous, and municipal.

In the international sphere, Spain is obligated to comply with international agreements and treaties regarding intellectual property and copyright, such as the Berne Convention for the Protection of Literary and Artistic Works or Directive 2001/29/EC of the European Parliament and of the Council on the harmonization of certain aspects of copyright and related rights in the information society.

In terms of community regulations, Spain must follow the legislation of the European Union concerning trade and the environment. For example, Directive 2008/98/EC of the European Parliament and of the Council on waste establishes the rules for waste management, including collection, transportation, storage, treatment, and disposal of waste.

At the state level, the Intellectual Property Law (LPI) regulates copyright and intellectual property in Spain, including the reproduction and sale of books. Additionally, the Retail Trade Organization Law establishes the rules for the opening and operation of commercial establishments, including second-hand bookstores.

In autonomous regulations, each autonomous community has its own laws and regulations regarding trade and the environment. For example, the Community of Madrid has the Environmental Protection Law and the Ordinance on Cleaning Public Spaces and Waste Management, while the "Generalitat" of Catalonia has the Waste and Contaminated Soils Law.

At the municipal level, each municipality has its own regulations regarding waste management and environmental protection. For example, the Barcelona City Council has the Ordinance on the Cleaning of the City of Barcelona, which regulates waste collection and city cleaning.

In summary, second-hand bookstores must comply with laws and regulations regarding intellectual property, trade, the environment, and waste management in all the aforementioned areas of application.

2.2.2. Microenvironment

Using Porter's five forces analysis framework, we will examine the influences proximate to the company and their impact on the ability to obtain a favorable competitive position. The objective is to determinate the most appropriate strategies for Re-Read.

Figure 21. Porter's five forces model

Source: Own elaboration

2.2.2.1. Bargaining power of customers

Re-Read's customers are those who are looking to acquire second-hand books at more affordable prices than those offered by conventional bookstores. This type of customer is diverse and can range from students and book lovers to collectors and individuals seeking specific books that are no longer in circulation.

In the second-hand bookstore sector, the bargaining power of customers is high due to several factors. Firstly, there are many options available in the market, including other second-hand bookstores, online stores, and platforms for selling used books. Additionally, customers have access to information about book prices and selling conditions through the internet, enabling them to compare prices and get the best deal.

Another factor contributing to the customers' bargaining power is the nature of the products sold in second-hand bookstores. Unlike new products, used books have subjective value, and their condition can vary significantly. This means that customers may have different expectations regarding the price they are willing to pay for a book, making pricing challenging for bookstores.

Therefore, it is important for Re-Read to offer competitive prices and a good selection of books to meet their customers' needs and maintain their loyalty. Additionally, they can seek ways to differentiate themselves from the competition, such as providing a pleasant and welcoming environment for customers and offering additional services.

2.2.2.2. Bargaining power of suppliers

The bargaining power of suppliers is a key factor that must be taken into account when developing a marketing plan. In the case of Re-Read, as a second-hand book selling company, it sources its products from various suppliers, such as individuals selling their used books, publishers with surplus stock, bookstores closing down or liquidating their inventory, among others. Therefore, Re-Read's main suppliers may vary depending on the timing and availability of products in the market.

In general, the bargaining power of suppliers in the used book sector is moderate. This is partly due to the nature of used books, which are not exclusive products and can be acquired from multiple sources. However, certain suppliers may have a stronger position than others based on their ability to supply certain titles or editions.

The switching cost for Re-Read is relatively low since the company does not have exclusive contracts with any particular supplier. However, transitioning to a new supplier might involve the need to establish new business relationships and adapt to different inventory receiving and processing procedures, which could generate some resistance to change.

It is important for Re-Read to maintain a good relationship with its suppliers to ensure a consistent supply of quality used books at the best possible price. To achieve this, the company can establish long-term agreements with reliable suppliers and foster loyalty through collaboration and mutual support.

2.2.2.3. Threat of new entrants

The threat of new entrants refers to the possibility of new competitors entering the second-hand bookstore market and competing with Re-Read for the same customers and resources. The market for used books is quite large, which could attract new competitors. However, the threat of new entrants to Re-Read is moderate due to certain barriers to entry in the second-hand bookstore sector.

One of the main barriers to entry is the need to have a significant amount of second-hand book inventory, which requires a considerable initial investment and the ability to acquire books at low prices. Additionally, it is important to have knowledge of the market and customer preferences, which requires time and experience.

Another barrier to entry is the need for an appropriate location for the store, as location is a key factor for the company's success. It is also important to have an online presence, which requires investment in technology and digital marketing.

However, the second-hand bookstore sector is attractive to new competitors because the initial capital required is relatively low compared to other sectors, and there is a growing interest in sustainability and responsible consumption. Therefore, the threat of new entrants is moderate. To mitigate this threat, Re-Read should focus on maintaining a strong reputation and a wide base of loyal customers, as well as continuously innovating in its business model and customer experience. It is also important for them to continue building relationships with suppliers and acquiring high-quality exclusive inventory to offer to their customers.

2.2.2.4. Threat of substitute products

The threat of substitute products for Re-Read is relatively high, as there are alternative products that could meet the same needs of customers. In the reading market, the most common substitute products are e-books and online reading services, which allow consumers to access numerous books from anywhere with an internet connection.

E-books have an advantage over physical bookstores as they offer greater convenience and ease of access to books. Additionally, e-books are often priced lower than physical books. Online reading services also provide convenience and ease of access, along with a wide selection of books.

Despite these threats, Re-Read has a specific market niche: the sale of second-hand books. Many customers prefer the experience of finding old and used books in physical bookstores rather than purchasing e-books or using online services. Furthermore, Re-Read customers can find books at very affordable prices.

The switching cost for Re-Read customers is relatively low, as they can easily find substitute products online or in physical stores. However, the specific market niche of Re-Read, the sale of second-hand books, remains attractive to many customers who value the experience of finding old and unique literary treasures. In this sense, Re-Read can continue to compete with substitute products by offering a unique shopping experience and affordable prices for second-hand books.

2.2.2.5. Rivalry between competitors

The rivalry among competitors is one of the most important factors to consider in any analysis of Re-Read's competition. The intensity of competition will be analyzed based on different factors.

Firstly, the number of competitors in the second-hand bookstore market is relatively high. Although Re-Read holds a strong position in the market, there are other significant competitors, such as Cash Converters or Amazon. Additionally, the ease of entering the market and the low cost of opening a second-hand bookstore can increase competition.

Regarding the maturity of the sector, the second-hand bookstore industry is considered mature as it has been operating for years and has reached a certain level of stability. This implies that competitors have more market experience, but it also means that growth can be slower.

Brand identification is an important aspect of competition in the second-hand bookstore market. Re-Read has a recognized brand and a strong market image, which gives it a certain advantage over lesser-known competitors. However, it is important to note that a company's image and reputation are not static and must be continuously maintained and improved to maintain its competitive position.

Product and service differentiation is another key factor. Re-Read has differentiated its offering through book selection, competitive pricing, and the introduction of customer loyalty programs. However, competitors' ability to offer a similar offering and differentiate themselves can increase competition in the sector.

Lastly, the switching cost for Re-Read's customers is relatively low. Customers can easily switch to another second-hand bookstore and find similar products elsewhere. This increases competition in the sector as customers have less loyalty towards a particular brand or establishment.

In summary, competition in the second-hand bookstore market is intense due to the number of competitors, the maturity of the sector, the importance of brand identification, and product and service differentiation. Additionally, the switching cost for customers is low, which increases competition. Re-Read must maintain a clear and focused strategy on differentiation and customer loyalty to maintain its competitive position in the market.

2.2.3. Competitive analysis

2.2.3.1. Levels of competence

To analyze the levels of competition for Re-Read, it is necessary to consider various factors that directly affect the company and its market. In general, the second-hand bookstore market is highly competitive, especially in large cities where there are a significant number of competitors.

Regarding the environment, we can say that the second-hand bookstore sector is a mature market with numerous competitors and high saturation. Additionally, the sector has been affected by competition from digital media, as it is increasingly common to find second-hand books online.

Re-Read's competitors can be classified into different levels of competition based on the approach taken. Throughout, we will focus on their main line of business, the sale of used books in physical stores, as it has unique characteristics compared to the competition. Below are some of the main competitors of Re-Read at each of these levels:

➢ Product form competition: At this level, competitors offer products that are similar in terms of form or function. In the case of Re-Read, some of its competitors are other second-hand bookstores, such as BookOff, La Llama, and Libros Para un Mundo Mejor. These stores offer used books at competitive prices and have a similar physical presence in cities throughout Spain.

➢ Product category competition: At this level, competitors offer products that are similar in terms of product category. In the case of Re-Read, some of its competitors are large bookstore chains that offer both new and used books, such as Fnac and Casa del Libro. Although these competitors do not specialize in the sale of used books, they have a significant physical presence in many cities and offer a wide range of products related to reading.

➢ Generic competition: At this level, competitors offer products that can satisfy the same customer need, although they may not necessarily be similar. In the case of Re-Read, some of its generic competitors are general second-hand stores, such as Cash Converters and CEX. These stores offer a wide range of used products, including books, but do not specialize in the sale of used books.

- ➢ Budget competition: At this level, competitors offer similar products but at lower or higher prices. In the case of Re-Read, some of its budget competitors are online second-hand bookstores, such as Amazon and eBay. These stores offer used books at low prices, but they do not have a physical presence and often require payment for shipping.

It is important to note that competition may vary depending on the geographical location of each store, as some may have a stronger presence in certain areas than others. Additionally, some competitors may offer additional services, such as coffee shops or reading areas, which allows them to stand out in the market. Therefore, Re-Read must be attentive to the movements of its competitors and seek ways to differentiate itself from them to maintain its position in the market.

Figure 22. Levels of competence
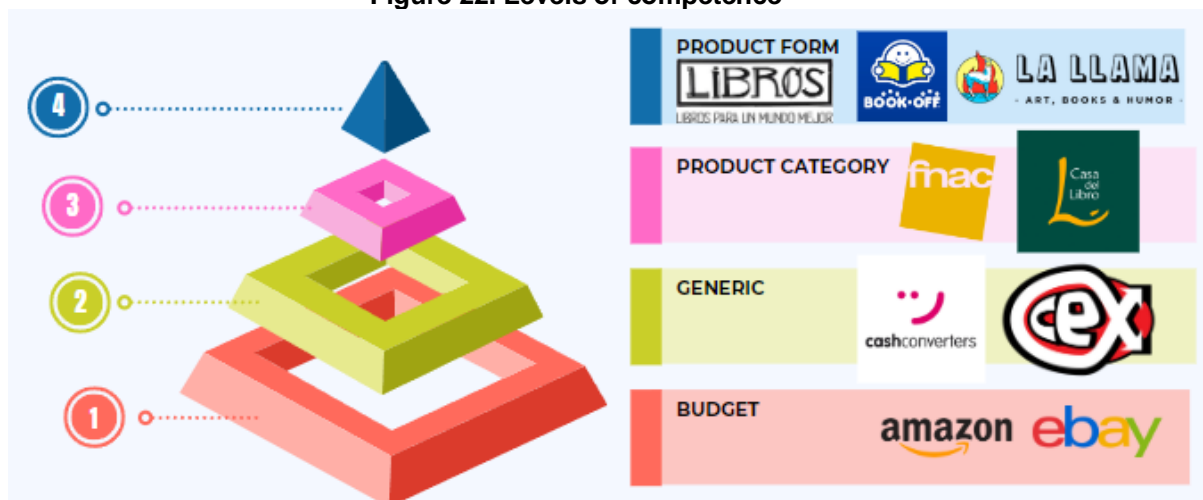
Source: Own elaboration

2.2.3.2. Main competitors

Direct competitors

First, considering direct competitors at the "Product form" level of competition, we will analyze companies that offer similar products with identical features. In this way, we can identify both the strengths and weaknesses of these companies. We will analyze the main competitors, Cash Converters and AIDA Books & More, companies that specialize in the sale of used books in physical stores.

Cash Converters is a chain of stores that specializes in buying and selling second-hand products, including used books. The company offers customers a wide variety of quality products at competitive prices. Cash Converters operates in several countries worldwide, including Spain, the United Kingdom, Australia, and the United States. Its product portfolio primarily consists of the following items:

- ➢ Electronics: Cash Converters sells a wide range of electronic products such as mobile phones, tablets, laptops, gaming consoles, televisions, audio equipment, cameras, among others.

- ➢ Jewelry, Watches, and Eyewear: The company has a section dedicated to the sale of second-hand jewelry, watches, and eyewear, including recognized and high-quality brands.

- ➢ Household Goods: Cash Converters sells a wide variety of home goods such as appliances, furniture, lighting, decor, among others.

- ➢ Tools and Machinery: The company also sells second-hand DIY tools and machinery, both for domestic and professional use.

- ➢ Sporting goods: Cash Converters offers a wide selection of second-hand sports products such as bicycles, rackets, golf clubs, among others.

- ➢ Children's Items: The company sells baby food and all kinds of accessories necessary for babies, as well as toys for children of all ages.

- ➢ Musical Instruments: The company has a section dedicated to the sale of second-hand musical instruments, including guitars, keyboards, drums, among others.

- ➢ Music and Movies: Cash Converters offers a wide variety of items for music and movie playback, such as CDs, vinyl records, cassettes, DVDs, movies, etc.

- ➢ Books, Magazines, and Comics: Particularly, second-hand books are an important category in Cash Converters' product portfolio. The company has a section dedicated to used books, which includes a wide variety of genres and topics. Cash Converters' second-hand book section includes everything from bestsellers to collector's books and limited editions. Cash Converters also has a policy of buying used books, which means that customers can sell their books to the company in exchange for cash or store credit. This allows the company to maintain a constant and diverse inventory of second-hand books.

Overall, Cash Converters' offering of second-hand books is a significant competitive advantage for the company, as it allows them to attract a specific audience interested in reading and literature, while also providing customers with a more affordable and sustainable option to access the books they desire.

Figure 23. Cash Converters product lines

Source: Own elaboration. Data: Cash Converters (2023)

AIDA Books & More is a chain of stores that specializes in the sale of used and second-hand books in physical stores. AIDA Books & More has stores in various cities in Spain, including Madrid, Barcelona, Seville, and Valencia. Their product portfolio includes a wide variety of books from different genres and categories, both in Spanish and other languages. Additionally, AIDA Books & More also offers complementary products for sale alongside books, such as:

- ➢ Movies and TV series on DVD and Blu-ray: The company has a section dedicated to audiovisual products where customers can find movies and TV series in physical format.

- ➢ Music on CD: They also offer a selection of music in CD format, including both complete albums and compilations of various artists.

- ➢ Comics and graphic novels: The store has a section dedicated to comics and graphic novels of different styles and themes.

- ➢ Board games and cards: AIDA Books & More also has a selection of board games and playing cards, both classic and modern.

- ➢ Stationery items: The company has a section of stationery items such as notebooks, agendas, and other related products.

In summary, the product portfolio of AIDA Books & More is primarily composed of second-hand books but also includes a selection of complementary products such as movies, music, comics, board games, and stationery items.

Figure 24. Aida Books & More product lines

Source: Own elaboration. Data: Aida Books & More (2023)

Indirect competitors

Secondly, we will focus on indirect competitors, who offer similar products but with different characteristics within the product category. That is, they offer products and services that can be considered as alternatives to second-hand books. Below, we will outline the main indirect competitors of Re-Read. You can find a summary of this information in the following table.

amazon

Amazon is one of the largest online stores in the world, offering a wide variety of products, including books. It is an American company that operates in many countries worldwide, including the United States, Canada, Mexico, Brazil, the United Kingdom, Germany, Spain, Italy, France, Australia, Japan, India, and many more.

Their product portfolio is extensive, ranging from electronics, fashion, home goods, groceries, and more. Regarding second-hand books, Amazon has a section called "Amazon Warehouse Deals" where used books can be found at lower prices. Additionally, they have the "Amazon Marketplace" platform where third-party sellers can offer their products, including second-hand books.

In the case of new books, Amazon offers a wide selection of titles across various genres, including textbooks, novels, essays, and more. They also have a section dedicated to e-books, which can be downloaded directly to devices such as tablets or e-readers, providing an alternative for customers who prefer digital reading.

Furthermore, Amazon offers its own reading devices, such as the Kindle, as well as an online reading platform called "Kindle Unlimited" that provides access to a vast selection of e-books for a monthly fee.

In addition to books and electronic products, Amazon features a wide range of innovative products in different categories, such as their streaming platform Amazon Prime, Echo & Alexa, and more.

In summary, Amazon's product portfolio is extensive and diverse, making it an indirect competitor to Re-Read in the second-hand book market, as well as in other sectors.

Figure 25. Amazon product lines
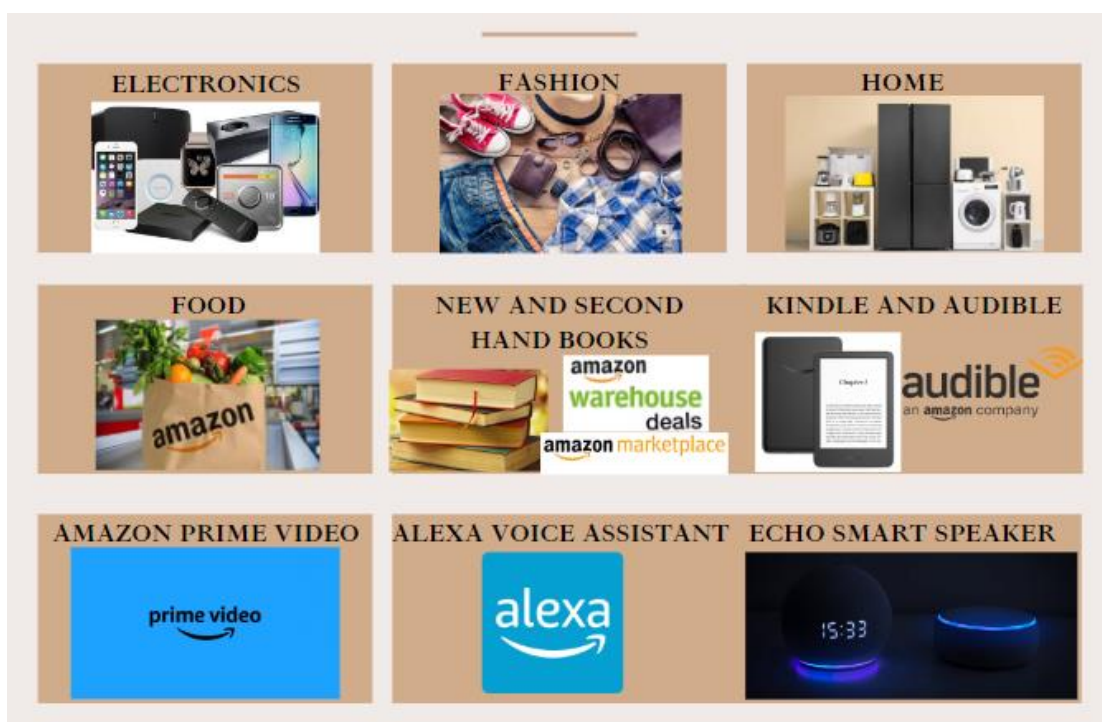
Source: Own elaboration. Data: Amazon (2023)

Casa del Libro is a chain of bookstores that offers both new and second-hand books. It is a Spanish bookstore chain that operates in several cities in Spain, such as Madrid, Barcelona, Valencia, Seville, Malaga, Zaragoza, Palma de Mallorca, among others. Additionally, it also has an online store that allows purchases from anywhere in Spain.

Their product portfolio focuses primarily on the sale of books, both in physical and digital formats, but also includes other cultural items such as movies, music, comics, and games.

Casa del Libro is an indirect competitor to Re-Read as they both operate in the same market, book sales, but have different strategies and approaches regarding their product offerings. While Re-Read specializes in the sale of second-hand books, Casa del Libro offers a wide variety of new and used books, along with other cultural products.

Figure 26. Casa del Libro product lines

Source: Own elaboration. Data: Casa del Libro (2023)

El Corte Inglés is a department store chain that offers a wide variety of products, including books. It is a Spanish company that operates in Spain and Portugal. Additionally, it has a presence in other countries through its online sales channel.

51

El Corte Inglés offers a wide range of products, from fashion, home, and electronics to food, music, movies, video games, and books. Regarding its portfolio of book-related products, the company has a vast selection of new books and bestsellers, both in physical and digital formats, as well as a section for second-hand books in its online store.

El Corte Inglés is an indirect competitor of Re-Read because they both compete in the book sales market, although El Corte Inglés does not specialize in physical second-hand books like Re-Read does. Additionally, El Corte Inglés has a strong presence in the Spanish market and a recognized brand, which allows it to compete with Re-Read in terms of reach and brand recognition.

Figure 27. El Corte Inglés product lines

Source: Own elaboration. El Corte Inglés (2023)
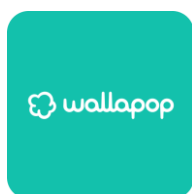

Wallapop is a second-hand buying and selling application that primarily operates in Spain. Through the app, users can buy and sell a wide variety of products, including second-hand books.

Its portfolio of products is extensive and diverse, as it allows the buying and selling of numerous used items, such as electronics, clothing, accessories, sports equipment, home goods, among others.

Regarding books, Wallapop enables the buying and selling of second-hand books. Users can search by title, author, genre, publisher, and other filters to find the books they desire. Additionally, discounted book bundles can also be found, making Wallapop an indirect competitor to Re-Read in the market for the sale of used books.

Figure 28. Wallapop product lines
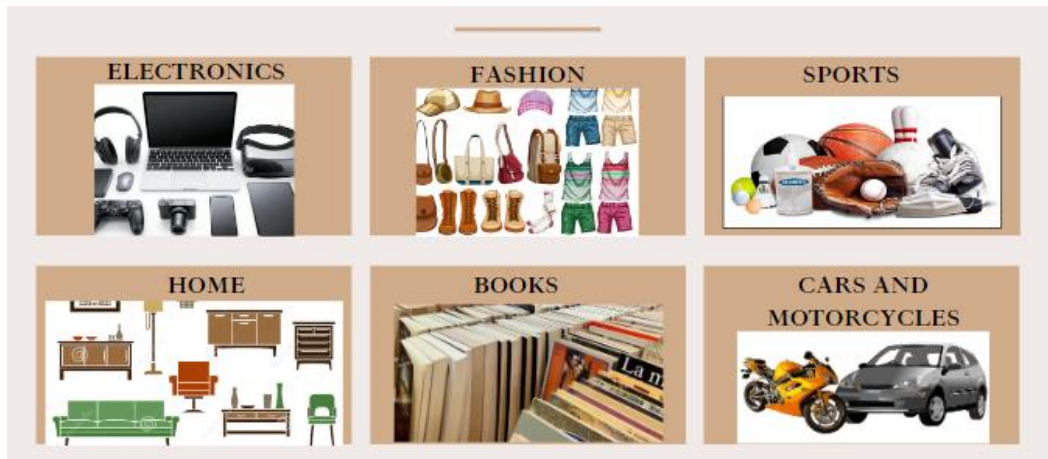
Source: Own elaboration. Data: Wallapop (2023)

In conclusion, although Re-Read specializes in second-hand books, these indirect competitors offer a variety of products and services that can be considered as alternatives for customers looking for competitively priced reading options. Therefore, it is important for Re-Read to be aware of these competitors and to keep abreast of any changes in the market.

Table 2. Table competition summary

COMPETITOR	PRODUCT LINES	BOOKS MEDIUM PRICE	DISTRIBUTION	COMMUNICATION
cashconverters	- Electronics - Jewelry, watches and glasses - Household goods -Tools and machinery - Sporting goods - Children's items - Musical instruments - Music and movies - Books, magazines and comics	7 euros	- Spain - Portugal - Australia - Germany - United States - Finland - Japan 22 countries	- Local advertising and promotion - Social media presence - Email marketing - Discounts - Strategic alliances
AIDA BOOKS&MORE	- Second hand books - Movies and TV series on DVD and Blu-ray - Music on CD - Comics and graphic novels - Board and card games - Stationery items	4,5 euros	- Spain (Madrid, Barcelona, Segovia, Valencia, etc)	- Blogs and articles - Social media presence -Events and book clubs -Local advertising
amazon	- Electronics - Fashion - Home - Food - New, second hand books, kindle and audible - Amazon Prime Video - Alexa & Echo	10,5 euros	- Spain - Germany - China - United States - India - Japan +180 countries	- Personalization and recommendations - Online advertising - Promotions and special offers - Affiliate programs -Influencer marketing
Casa del Libro	- Books - Movies and music - Comics - Games	12 euros	-Spain (Madrid, Barcelona, Valencia, Murcia, León, Málaga, etc)	- Presence on social networks - Events and book signings - Loyalty programs
El Corte Inglés	- Electronics - Fashion - Home - Food - Music, movies and videogames - Books	13 euros	-Spain -Portugal -Online in other countries	-Traditional media advertising - Loyalty programs - Promotions and events
wallapop	- Electronics - Fashion - Sports - Home -Books - Cars and motorcycles	5,5 euros	-Spain APP	- Online marketing and social media -User recommendations and reviews

Source: Own elaboration

54

2.3 Market analysis
2.3.1 Sector analysis

Re-Read is part of the second-hand bookstore sector. Its sector is an important part of its environment, which influences the company's behavior. Therefore, an analysis of the second-hand bookstore sector has been conducted.

The second-hand bookstore sector is classified in the CNAE (National Classification of Economic Activities) with the number 4779, within the group of retail trade of second-hand goods in specialized establishments.

In Spain, the second-hand bookstore sector has experienced growth in recent years due to increased environmental awareness and consumers' search for more affordable alternatives. The aforementioned report, "Barometer of Reading Habits and Book Purchasing in Spain 2022," conducted by the Federation of Spanish Publishers' Guilds (FGEE) in collaboration with the Ministry of Culture and Sports, has examined market behaviors in recent years.

We have observed an increase in reading rates in 2020 due to confinement and mobility restrictions, leading to steady growth and consolidation of the sector. The Barometer has analyzed the evolution of reading in Spain over the past decade. Since 2012, the leisure reading index has increased by 5.7, with 68.4% of the Spanish population having read at least one book in 2022.

The average price of second-hand books varies depending on the type of book, its age, condition, rarity, and market demand. Generally, the price of a second-hand book is significantly lower than that of a new book.

According to the National Institute of Statistics (2023) and the Ministry of Culture and Sports (2022), the contribution to the GDP from the sale of books and press in Spain, based on the year 2020, represents 27.4% of the Cultural GDP, which in turn represents around 2.2% of the total GDP.

Therefore, we understand that the second-hand bookstore sector is experiencing growth in Spain, although it faces significant challenges such as competition from large online sales platforms or the difficulty of adapting to technological changes.

Figure 29. Contribution of culture to annual GDP
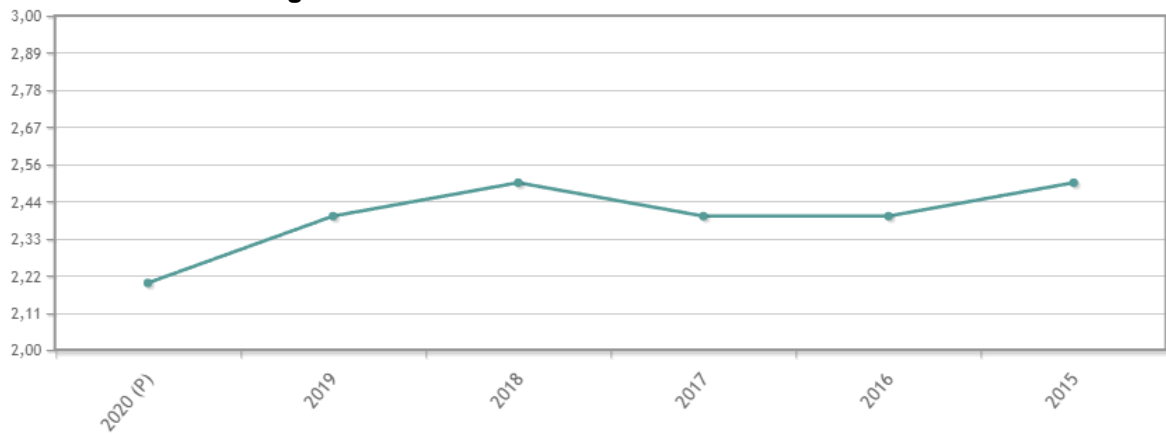
Source: National Institute of Statistics (2023)

Figure 30. Contribution to Cultural GDP by sectors 2020
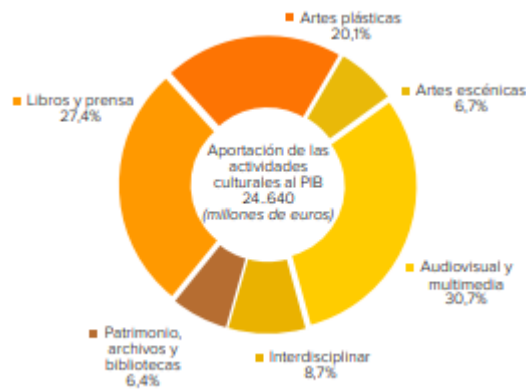
Source: Ministry of Culture and Sports. Satellite Account of Culture in Spain (2022)

2.3.2. Consumer analysis

Consumer analysis in the sector is essential to understand customer behavior in this industry and to adapt the company's offerings to their needs and preferences. Here are some aspects of second-hand bookstore consumers.

Customer management in this sector is based on personalized attention and advice. Most second-hand bookstores focus on establishing trusted relationships with their customers, since many of them seek a unique shopping experience different from that of a conventional store.

The report "Barometer of Reading Habits and Book Purchasing in Spain 2022" also reflects the different types of consumers found in reading, along with their evolution. If we focus exclusively on regular readers, those who read at least once a week, it has remained stable in 2022 and has grown by 5.3% in the past ten years.

Occasional readers have experienced a slight increase over these years (0.4%). On the other hand, we have already observed that 35.2% of society are non-readers.

The end consumers of second-hand bookstore products are quite diverse. Generally, they are individuals looking for books at more affordable prices, as second-hand books are often priced lower than new ones. Additionally, consumers in this sector are usually book lovers who seek works that are not found in conventional bookstores.

Regarding complaints, due to the nature of the products being sold, there may be occasional errors in the description of the book's condition or its shipment. However, most second-hand bookstores have return policies and quality guarantees and usually respond efficiently to customer complaints.

As for their purchasing habits, it is becoming increasingly common for consumers in this sector to make their purchases through online sales platforms, allowing them to access a wider range of options and compare prices quickly and easily. It is also common for consumers to visit physical stores, especially to search for rare or hard-to-find books.

Data from the report shows that the most common way to acquire non-educational books in Spain is still through traditional bookstores, with a preference of 69.9% among readers. The internet ranks second, chosen by 44% of people, while bookstore chains hold the third position with a 33.3% preference. Among younger individuals, especially those aged 25 to 30, the internet has become the primary means of purchasing books.

Consumer analysis in the sector is crucial for Re-Read as it allows them to understand who their potential customers are, what they are looking for, and how to effectively meet their needs. With this information, the company can adjust its product and service offerings, marketing strategies, and customer service to improve its market positioning.

Graph 5. Frequency of book reading in Spain in free time

Source: Federación de Gremios de Editores de España (2022)

3. SWOT ANALYSIS

The SWOT analysis is a fundamental tool in the development of a marketing plan as it allows identifying the strengths, weaknesses, opportunities, and threats that a company faces in its environment.

Firstly, we will focus on the internal analysis of the company Re-Read, where both strengths and weaknesses will be detailed.

Weaknesses

➢ The company has a limited online presence, which could affect its reach in an increasingly digital market.

➢ Re-Read has a limited presence in certain geographical areas, which could affect its market reach.

➢ The company does not have a clear strategy for diversifying its product catalog.

Strengths

➢ Re-Read has a strong and recognized brand image in the market.

➢ The company has extensive experience in the second-hand book sales sector, which allows it to have a good understanding of the market and the needs of its customers.

➢ Re-Read offers competitive prices compared to other competitors in the market.

➢ The company has a wide catalog of books in different genres, allowing it to meet the needs of a broad audience.

On the other hand, in the external analysis, the opportunities and threats that Re-Read may face will be detailed.

Threats

➢ The competition in the second-hand book sales market is high, which could affect Re-Read's market share.

➢ The growing popularity of e-books could affect the demand for the company's products.

> ➤ Economic uncertainty and financial crises can affect the demand for Re-Read's products.

Opportunities

> ➤ The second-hand book sales market is constantly growing, which could increase the demand for Re-Read's products.

> ➤ There is a growing social awareness of the importance of sustainability, which could increase consumer interest in acquiring second-hand products.

> ➤ The company could expand online to reach a wider audience.

> ➤ Re-Read could explore the possibility of diversifying its product catalog by offering other second-hand products.

Figure 31. SWOT Analysis
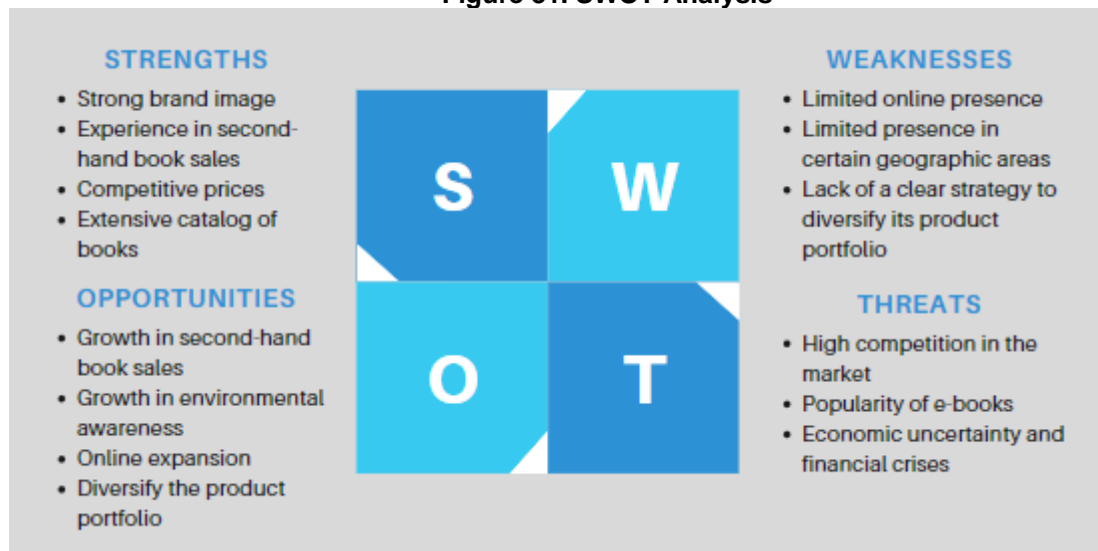
Source: Own elaboration

4. MARKET SEGMENTATION

Regarding its target audience, Re-Read targets anyone interested in reading, who wants to buy used books at affordable prices, and contribute to resource reuse and environmental protection.

Market segmentation is a key process for the success of any marketing plan, as it allows identifying the different consumer groups that exist in the market and adapting the company's offering to the specific needs of each group. Therefore, let's now explore the different consumer groups that make up the target audience to which Re-Read is directed:

➢ Students aged 14 to 24: Through the Barometer report, we have observed that young people between 14 and 25 years old are the biggest readers in today's society. This consumer group consists of teenagers and young adults who are pursuing studies, mostly at the university level. They usually have a high interest in reading and culture, along with a limited purchasing power, which makes them attracted to Re-Read's offering of second-hand books. Additionally, they are a group sensitive to sustainability and the environment, so they value Re-Read's value proposition of offering second-hand books and contributing to waste reduction.

➢ Families with children: This consumer group is composed of parents who seek to promote the habit of reading in their children. Re-Read offers a wide variety of affordable children's and young adult books, making it an attractive option for this consumer group.

➢ Professionals and executives: This consumer group consists of individuals who value culture, education, and knowledge, and have high purchasing power. They usually look for specialized and high-quality books, so Re-Read's extensive offering of affordable second-hand books of this kind can be appealing to them.

➢ Book enthusiasts: This consumer group consists of people who enjoy reading as a hobby and a regular habit. They seek a wide variety of genres and authors, and they are often loyal to bookstores and brands that satisfy their needs.

4.1. Positioning

Based on the previous examination of Re-Read's main competitors, we will create a positioning map to position the six analyzed companies alongside Re-Read in relation to two key attributes in Re-Read's market offering: sustainability and price. The main objective of this positioning map is to establish Re-Read's image in relation to both attributes. These two elements are crucial in the decision-making process of today's consumers and provide a unique opportunity for Re-Read to stand out among the competition.

In terms of the observed positioning map, Re-Read occupies a high point in terms of sustainability and price. Their commitment to sustainability extends across all aspects of their business, from their wide range of second-hand books with a strong presence throughout Spain in both physical and online stores, to their efforts in obtaining books in the most sustainable way possible, their focus on donations, and even their packaging.

However, Amazon is a significant competitor in this regard as it offers different avenues for obtaining second-hand books, as well as its unique Kindle and Audible formats that promote reduced paper consumption. On the other hand, Re-Read is a leader in offering the most competitive prices in the market.

This analysis allows the company to strengthen its presence in the market and stand out as a reliable and attractive option for environmentally-conscious consumers concerned about their budget.

Figure 32. Positioning map

Source: Own elaboration

5. MARKETING OBJECTIVES

Overall Objective

To develop an online application for buying, selling, and exchanging second-hand books in Spain to increase brand recognition for Re-Read and improve the service the brand offers to consumers. This will provide consumers with immediate and easy access to a wider range of products at affordable prices.

Specific Objectives

➢ **Objectives of commercial relationships:**

1. Increase the number of registered consumers on the application by 30% in the first year. To retain and increase the number of consumers, Re-Read will focus on attracting and retaining consumers from the 14 to 24-year-old student market segment through the creation of the application.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. This will build trust among consumers and enhance the platform's image, conveying transparency and quality.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. Ongoing promotions will be conducted over a 12-month period to communicate the Re-Read application service to the target audience. The specific promotions will be developed later.

4. Capture the attention and retain a minimum of 20% of application users as active sellers. Sellers will be incentivized with benefits such as exclusive promotions and prominent visibility on the platform, in addition to economic commissions from their own sales. This will ensure a constant and abundant supply of book offerings.

➢ **Management objectives of marketing activities:**

5. Increase brand recognition for Re-Read by 40% through campaigns. Advertising campaigns will be conducted in specialized media outlets and collaborations with influencers, literary bloggers, and recognized authors. The purpose of this objective is to promote the Re-Read application and strengthen the brand's image as a leader in the second-hand book market.

➢ **Business financial objectives:**

6. Achieve a return on investment of 100% in the second year of the application's launch. This will be accomplished through sustainable growth and effective control of operational costs.

6. MARKETING STRATEGIES

6.1. Growth and diversification strategy

To achieve the objectives set for Re-Read, it is important to guide the company towards growth by choosing the most appropriate strategies. Using the Ansoff growth matrix, which we look at below, we will develop the best approach for the company's growth.

Figure 33. Ansoff's Matrix
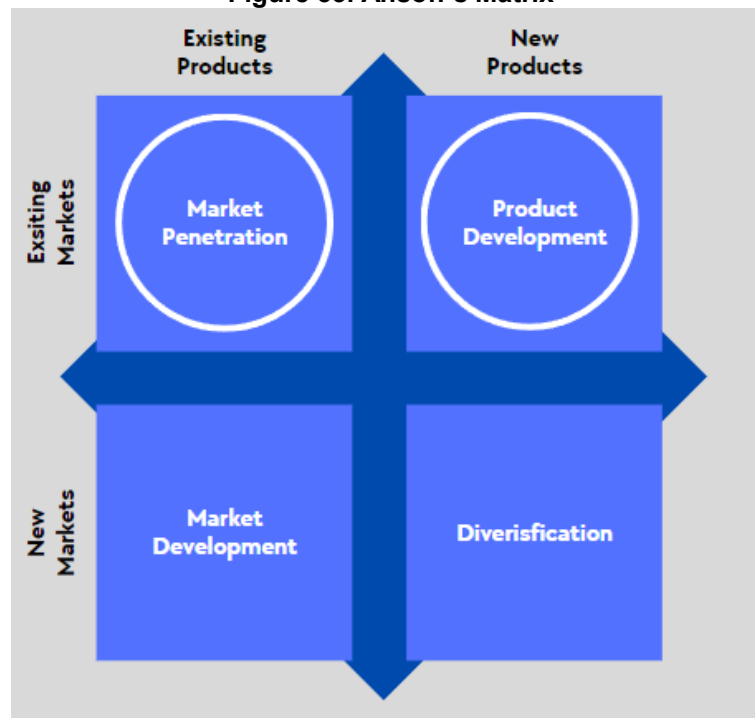
Source: Own elaboration

Looking at the different options for Re-Read's approach to growth, the company should adopt a market penetration strategy. This strategy focuses on increasing market share in existing segments by promoting and selling existing products. Through increased promotion and marketing to students, potential users of the application, Re-Read will attract and capture the attention of new consumers within its target segment. By doing so, it will incentivize in-app sales and increase its profits.

This strategy should be combined with the product development strategy, which involves the creation and commercialization of new products or services in the existing market. In this case, the introduction of the online application represents an expansion of the services that Re-Read offers to its customers, as it provides a new platform and experience for the purchase, sale and exchange of second-hand books. In this way, Re-Read will achieve its main objective of increasing brand recognition, increasing its market reach and improving its service.

6.2. Competitive strategies

According to Kotler and Singh's competitive strategies, Re-Read should apply a leader strategy to achieve its objectives and beat its main competitor, Amazon.

In the positioning map previously analyzed, we observe that Re-Read has positioned itself as a leader by offering the most competitive prices in the second-hand book market. Therefore, by leveraging its strengths in terms of positioning, product offerings and competitive prices, the new Re-Read application will be able to overcome the service advantage offered by Amazon. Amazon offers a wider variety of sustainable reading product and service options, so Re-Read, through its strategy, will seek to stand out in its service and become a leader in the market.

Consumers will prefer Re-Read's service, being faster, simpler, more transparent, more affordable and with wider offerings, i.e., they will prefer higher quality.

6.3. Strategy as competitive advantage

In order to achieve its objectives and meet its competition, Re-Read should pursue a strategy of cost leadership as a competitive advantage.

Re-Read will always stand out by offering lower prices than its competition, which is especially relevant in the used book market, where consumers are looking for affordable options. In addition, many consumers are price-sensitive and are looking to get the most value for their money. By pursuing a cost leadership strategy, Re-Read can capture the attention of this market segment by being able to be financially rewarded by selling its own books quickly and easily.

In addition, Re-Read's app will attract consumers by enhancing the customer experience, being easy to use, intuitive, and providing efficient navigation and search.

Therefore, by offering more affordable prices, and by attracting a greater number of consumers by improving the customer experience, Re-Read will gain market share over its competitors, increasing its customer base and increasing its sales.

7. ACTION PROGRAMS

7.1. Summary of action plans

Table 3. Summary actions plans

ACTIONS	OBJECTIVES
Action 1: New service line: Re-Read Application	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **4.** Capture the attention and retain a minimum of 20% of application users as active sellers. **5.** Increase brand recognition for Re-Read by 40% through campaigns. **6.** Achieve a return on investment of 100% in the second year of the application's launch.
Action 2: Implementation of a rating and review system in the application	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **4.** Capture the attention and retain a minimum of 20% of application users as active sellers. **6.** Achieve a return on investment of 100% in the second year of the application's launch.
Action 3: Continuous improvement of the customer experience through rapid problem resolution and personalized attention	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **5.** Increase brand recognition for Re-Read by 40% through campaigns. **6.** Achieve a return on investment of 100% in the second year of the application's launch.

Action 4: Carry out exclusive promotions and discounts for application users	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **5.** Increase brand recognition for Re-Read by 40% through campaigns.
Action 5: Establishment of a loyalty program for sellers active in the application	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **4.** Capture the attention and retain a minimum of 20% of application users as active sellers.
Action 6: Establish strategic alliances with physical bookstores to expand the supply of books available in the application	**1.** Increase the number of registered consumers on the application by 30% in the first year. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **5.** Increase brand recognition for Re-Read by 40% through campaigns. **6.** Achieve a return on investment of 100% in the second year of the application's launch.
Action 7: Develop strategic alliances with logistics companies to ensure efficient delivery of books sold	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.
Action 8: Carry out advertising campaigns in specialized media	**1.** Increase the number of registered consumers on the application by 30% in the first year. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **5.** Increase brand recognition for Re-Read by 40% through campaigns. **6.** Achieve a return on investment of 100% in the second year of the application's launch.

Action 9: Collaboration with influencers, literary bloggers and recognized authors to promote the application	**1.** Increase the number of registered consumers on the application by 30% in the first year. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **5.** Increase brand recognition for Re-Read by 40% through campaigns. **6.** Achieve a return on investment of 100% in the second year of the application's launch.
Action 10: Carry out events and collaborations with educational institutions to attract and retain students as consumers	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **6.** Achieve a return on investment of 100% in the second year of the application's launch.
Action 11: Participation in literary fairs and events to increase recognition of the Re-Read brand	**1.** Increase the number of registered consumers on the application by 30% in the first year. **3.** Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users. **5.** Increase brand recognition for Re-Read by 40% through campaigns. **6.** Achieve a return on investment of 100% in the second year of the application's launch.
Action 12: Implementation of a data tracking and analysis system to measure return on investment and make decisions based on relevant information	**1.** Increase the number of registered consumers on the application by 30% in the first year. **2.** Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution. **6.** Achieve a return on investment of 100% in the second year of the application's launch.

Source: Own elaboration

7.2. Product decisions

Action 1: New service line: Re-Read Application

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

4. Capture the attention and retain a minimum of 20% of application users as active sellers.

5. Increase brand recognition for Re-Read by 40% through campaigns.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: 6 months.

Budget required: 50,000€ (development and design of the application).

Logo design: free of charge (company's own development).

Description:

The Re-Read online application for buying, selling and exchanging second-hand books will be created and developed. The creation of the application implies a new line of service attractive to many consumers interested in reading.

For its implementation, an application development team will be hired to create an intuitive and easy-to-use platform. Work will be done on the design of a user-friendly interface that allows for efficient searching, buying, selling and exchanging of books. Extensive testing will be carried out, and the application will be launched to the market after six months of development.

Figure 34. Re-Read Application Logo

Source: Own elaboration

Figure 35. Slogan Re-Read Application

Source: Own elaboration

Action 2: Implementation of a rating and review system in the application

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

4. Capture the attention and retain a minimum of 20% of application users as active sellers.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: Permanent. Update and maintenance since the launch of the application.

Budget required: 5,000€ (development and maintenance of the system).

Description:

A system will be developed and integrated into the application to allow users to rate and leave reviews of books and transactions made. In addition, a team will be assigned to monitor and control inadequate reviews, as well as to resolve any problems or inconveniences observed by users in the reviews and ratings. This system will be implemented from the launch of the application and will be maintained on an ongoing basis. The system will show the transparency of the service offered by booksellers, a fact that will transmit confidence and security to buyers.

Action 3: Continuous improvement of the customer experience through rapid problem resolution and personalized attention

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

5. Increase brand recognition for Re-Read by 40% through campaigns.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: Permanent. Update and maintenance since the launch of the application.

Budget required: 6,000€/month=72,000€/year (human resources and training).

Description:

A dedicated customer support team will be established to solve problems, answer questions and provide assistance to the users of the application. A live chat system will be implemented to facilitate communication. In addition, feedback will be collected from users and regular updates will be made to the application to fix bugs and add new features to improve the customer experience.

Figure 36. Pop-up Chat in Re-Read Application

Source: Own elaboration

7.3. Price decisions

Action 4: Carry out exclusive promotions and discounts for application users

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

5. Increase brand recognition for Re-Read by 40% through campaigns.

Implementation period: 12 months (with periodic promotions and discounts).

Budget required: 20,000€ (costs of discounts and promotions).

Description:

Periodic promotions will be designed, such as limited time discounts, special offers for multiple book purchases or thematic promotions related to literary events. These promotions will be communicated through the application, email and social networks, and a discount code will be provided so that users can benefit from the offers. Specifically, the main promotions will be the following:

➤ Limited-time discounts: a 20% discount will be applied during the first month of launch on the first 10 books purchased. In addition, a 15% discount will be offered on the most popular books for one weekend each month.

➢ Special offers for multiple book purchases: To encourage the purchase of a larger number of books, a 15% discount will be offered on the third book when buying 2 books, as well as a fourth book free when buying 3 books.

➢ Themed promotions related to literary events: Books offered on the Re-Read app will offer a 25% discount during Book Day. In addition, during Women's Day a 15% discount will be offered on books by female authors.

Through the use of the budget for promotions and discounts, their impact on sales and user loyalty will be evaluated.

Figure 37. Re-Read App promotions

Source: Own elaboration

Action 5: Establishment of a loyalty program for sellers active in the application

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

4. Capture the attention and retain a minimum of 20% of application users as active sellers.

Implementation period: Permanent. Update and maintenance from the launch of the application.

Budget required: 10,000€ (loyalty program costs).

Description:

A loyalty program will be designed to reward active sellers on the application. This will include benefits such as exclusive promotions for their books, prominent visibility on the platform, financial commissions for their sales and special recognitions. The loyalty program will be communicated and promoted through the application, and personalized support will be provided to sellers to ensure their participation and satisfaction. Some of the specific benefits offered to sellers are as follows:

➤ Special offers to promote their books: The most active and top-rated sellers in the app will be featured in special sections of the app, such as "Featured New Releases" or "Recommended by Buyers."

➤ High visibility: In addition, active sellers will be able to pay 7 euros per month for their products to have a priority appearance in the different searches of book buyers.

➤ Sales commissions: They will be granted an additional financial commission for each sale made through the application. It will consist of a standard commission of 40% of the sale price and an increase of 5% for active sellers selected by the loyalty program.

Figure 38. Benefits Re-Read App sellers

Source: Own elaboration

7.4. Distribution decisions

Action 6: Establish strategic alliances with physical bookstores to expand the supply of books available in the application

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

5. Increase brand recognition for Re-Read by 40% through campaigns.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: 9 months from the creation of the application.

Required budget: 1,000€/month= 9,000€.

Description:

Collaboration agreements will be established with physical bookstores so that they can list and sell their books through the Re-Read application. Commission policies and shipping logistics will be established to ensure a smooth operation. Joint marketing efforts will be made to promote this expanded supply of books to the application's users, and collaborating bookstores will be given prominent visibility.

Action 7: Develop strategic alliances with logistics companies to ensure efficient delivery of books sold

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

Implementation period: Permanent. Update and maintenance since the creation of the application.

Budget required: 5,000€ (Collaboration agreements and mutual return on each sale).

Description:

First, a thorough research will be conducted to identify reliable and efficient logistics companies operating in the target geographic area. After that, agreements will be established with the most efficient companies to manage the shipment of books sold through the application. Competitive rates will be negotiated and a shipment tracking system will be implemented so that users can track the progress of their orders.

7.5 Communication decisions

Action 8: Carry out advertising campaigns in specialized media.

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

5. Increase brand recognition for Re-Read by 40% through campaigns.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: 12 months (with periodic campaigns throughout the year)

Budget required: 20,000€ (advertising production and dissemination costs)

Description:

An advertising agency will be hired to develop and execute advertising campaigns in specialized magazines, literary blogs and other media relevant to the target audience. Creative and persuasive advertisements will be developed to highlight the benefits of using the Re-Read application. The campaigns will be carried out throughout the year, with a planned distribution in strategic periods.

Action 9: Collaboration with influencers, literary bloggers and recognized authors to promote the application.

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

5. Increase brand recognition for Re-Read by 40% through campaigns.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: 12 months (with periodic collaborations throughout the year).

Budget required: 30,000€ (collaboration agreements).

Partnerships will be established with influencers, bloggers and popular authors in the literary field. They will be offered exclusive access to the Re-Read application and will be invited to share their experience and recommend it to their audience. This will be done through social media posts, blog reviews and participation in literary events. Collaboration agreements based on financial compensation or visibility exchanges will be established.

Action 10: Carry out events and collaborations with educational institutions to attract and retain students as consumers.

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: 6 months (with periodic events).

Budget required: 5,000€ (event costs and collaborations).

Description:

Collaborations will be established with educational institutions, such as schools, universities and libraries, to organize events related to the promotion of reading and book exchange. Talks, workshops and book fairs will be held in collaboration with these institutions, with the aim of capturing the attention of students and promoting the use of the Re-Read application. A specific budget will be earmarked for the costs of organizing the events, and collaboration agreements will be established with the participating institutions.

Action 11: Participation in literary fairs and events to increase recognition of the Re-Read brand.

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.

5. Increase brand recognition for Re-Read by 40% through campaigns.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: 12 months (with participation in periodic events)

Budget required: 5,000€ (costs of participation and promotion at events).

Description:

Relevant national literary fairs and events will be selected and participated in. A stand or promotional space will be set up where the benefits of the Re-Read application will be exhibited, and special promotions will be offered to attendees. Interactive activities, such as contests or talks, will be carried out to attract the public's attention and generate interest in the application. A specific budget will be earmarked for the costs of participation and promotion at these events.

Action 12: Implementation of a data tracking and analysis system to measure return on investment and make decisions based on relevant information.

It contributes to the following objectives:

1. Increase the number of registered consumers on the application by 30% in the first year.

2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.

6. Achieve a return on investment of 100% in the second year of the application's launch.

Implementation period: Permanent. Update and maintenance from the launch of the application.

Budget required: 8,000€ (implementation and maintenance of the data analysis system).

<u>Description:</u>

First, Re-Read will identify key metrics that will allow evaluating the ROI (Return on Investment) and sustainable growth of the application. These metrics will include the number of downloads of the application, number of registered users, sales generated, average transaction value and user retention rate.

Following this, analytics tools such as Google Analytics, Mix panel or custom in-house tools will be used to collect relevant data and metrics. These tools will be integrated into the application and the necessary events and goals will be established for accurate tracking.

Re-Read will perform periodic analysis of the metrics collected to evaluate application performance and ROI. Based on the data and analysis collected, the company will identify opportunities for improvement and optimization and achieve sustainable growth.

8. TIMELINE

Below, we will show the calendar of actions to be carried out to achieve the objectives of each action plan.

Table 4. Timeline

ACTIONS	APP	1	2	3	4	5	6	7	8	9	10	11	12
1. New service line: Re-Read Application	6 months												
2. Rating and review system		Permanent. Update and maintenance											
3. Continuous improvement of the customer experience		Permanent. Update and maintenance											
4. Exclusive promotions and discounts for users													
5. Loyalty program for active sellers		Permanent. Update and maintenance											
6. Strategic alliances with physical bookstores													
7. Strategic alliances with logistics companies		Permanent. Update and maintenance											
8. Advertising campaigns in specialized media													
9. Collaboration with influencers, bloggers and authors													
10. Events and collaborations with educational institutions													
11. Participation in literary fairs and events													
12. Data tracking and analysis system		Permanent. Update and maintenance											

Source: Own elaboration

9. BUDGET

Table 5. Budget

ACTIONS	DESCRIPTION	BUDGET
1. New service line: Re-Read Application	Development and design of the application	50,000€
	Logo design	Free (own development)
2. Rating and review system	Development and maintenance of the system	5,000€
3. Continuous improvement of the customer experience	Human resources and training	6,000€/month= 72,000€/year
4. Exclusive promotions and discounts for users	Costs of discounts and promotions	20,000€
5. Loyalty program for active sellers	Loyalty program costs	10,000€
6. Strategic alliances with physical bookstores	Collaboration agreements and commission policies	1,000€/month= 9,000€.
7. Strategic alliances with logistics companies	Collaboration agreements and mutual return on each sale	5,000€
8. Advertising campaigns in specialized media	Advertising production and dissemination costs	20,000€
9. Collaboration with influencers, bloggers and authors	Collaboration agreements	30,000€
10. Events and collaborations with educational institutions	Event costs and collaborations	5,000€
11. Participation in literary fairs and events	Costs of participation and promotion at events	5,000€
12. Data tracking and analysis system	Implementation and maintenance of the data analysis system	8,000€

Source: Own elaboration

10. CONTROL

To ensure the achievement of the objectives established in the Marketing Plan, the control methods shown in the following table have been implemented.

Table 6. Control

Objectives	Measuring Frequency	Control Method
1. Increase the number of registered consumers on the application by 30% in the first year.	Monthly	Tracking of the number of new registrations in the application.
2. Achieve a customer experience satisfaction index of 80% within 12 months, through a ratings and review system among platform users and consistent issue resolution.	Quarterly	Periodic satisfaction surveys to users of the application.
3. Increase Re-Read's sales by 20% in the first year through exclusive promotions and discounts for application users.	Monthly	Tracking of total sales and sales from the application.
4. Capture the attention and retain a minimum of 20% of application users as active sellers.	Quarterly	Registration and tracking of the number of active sellers on the platform.
5. Increase brand recognition for Re-Read by 40% through campaigns.	Monthly	Analysis of the impact of advertising campaigns and collaborations through metrics such as reach, interactions and mentions in social networks, as well as brand awareness measurements.
6. Achieve a return on investment of 100% in the second year of the application's launch.	Biannual	Tracking of revenues generated by the application and comparison with associated operating costs.

Source: Own elaboration

11. INDEX OF, FIGURES, TABLES AND GRAPHS

FIGURES

TABLES

GRAPHS

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