

**UNIVERSITAT  
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## **MARKETING PLAN OF BAR MAR CHICA**

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## **1. EXECUTIVE SUMMARY**

Bar Mar Chica is a beach bar located on the waterfront of Mar Chica Beach in Benicarló. With its long history, it has become a benchmark bar for the local population thanks to its unbeatable setting and tasty, appetizing food.

In the realm of fast food with high-quality ingredients, its customers can enjoy a summery atmosphere served by impeccable, attentive, and fast service that encourages them to keep Bar Mar Chica among their preferences.

In this marketing plan, first, an internal analysis of the company will be carried out, including its resources and capabilities, in order to identify its main strengths and weaknesses.

Next, an external analysis will be conducted, which will include analyzing the macro-environment through a PESTEL analysis, followed by an examination of the micro-environment, focusing on the competition, sector, and market. This analysis will allow us to identify the main threats and opportunities that the company must face or can take advantage of.

Once the analysis is complete, we will proceed to segment the target audience of the company. Considering all the gathered information, the objectives of this marketing plan will be set.

In order to achieve these objectives, four strategies have been established for Bar Mar Chica, with which the bar will implement 13 actions to attain them. These actions will be organized with a timeline and budget, as well as a plan to monitor the marketing plan.

## 2. SITUATION ANALYSIS

### 2.1. Internal analysis

#### 2.1.1 Company identity

##### 2.1.1.1 Creation and development of Bar Mar Chica

Illustration 1 - Bar Mar Chica logo



Source: *Bar Mar Chica*

Bar Mar Chica, or as everyone knows it, La MarChi, was founded in 1988 by Eva Miralles and her then-partner. Bar Mar Chica was established with the purpose of a group of young people wanting to make money to go on a trip at the end of the summer.

They started the business with little knowledge. They only had a premises that used to be an old garage, which a relative had turned into a private bar for the nearby private urbanization. It had been closed for a long time. They unearthed it and worked hard to refurbish it. It was a location far from the urban centre, situated on a pebble beach that people didn't usually visit. They spent their days waiting for someone to come into the establishment. They even stayed open late and slept in hammocks, hoping that someone would show up. Gradually, more people started coming, and it transformed into a cocktail bar.

When Eva started managing Bar Mar Chica on her own, she would hire her friends as waitresses, working 18 hours a day, and with the money they earned, they would go on trips. At first, everything was trial and error among a group of young students, but as the years went by, they became more professional.

After finishing her journalism degree, Eva realized that journalism was a career with limited job opportunities and low pay. She worked for several companies in Valencia, and it was there that she realized she didn't want to work for others but for herself. She saw the potential in that old garage and believed it could offer her the fulfilment she desired. Eva concluded that Benicarló was a good place to live and convinced her current husband and father of her children to move there. At that time, he also had the opportunity to start his own business with a partner.

**Illustration 2 - Old photo of Bar Mar Chica**



*Source: Bar Mar Chica*

Initially, Bar Mar Chica was a cocktail bar and after-hours spot, but the neighbours were not pleased with the excessive noise and the presence of people in poor conditions. In response, they started focusing more on their kitchen and made a series of renovations to provide additional services to their customers. They introduced tapas and sandwiches, transforming into a family-friendly beachside snack bar for all audiences (Illustration 2).

At Bar Mar Chica, everyone is welcome. According to the owners, they have achieved their current success through hard work, putting love into what they do, seeking quality products, setting fair profit margins for both themselves and customers, and hiring trustworthy staff.

**Illustration 3 - Location of Bar Mar Chica**



*Source: Google Maps*

The name "Bar Mar Chica" comes from the beach where it is located, Playa Mar Chica, in Benicarló, Castellón (Illustration 3).

According to the owners, they have faced numerous setbacks over the years. They have been targeted with attempts to close the bar several times because it is located on the beachfront, an area regulated by the Coastal Law. In the beginning, they struggled to



obtain a permanent opening license due to its location, so they had to apply for a new provisional license each year. To obtain the definitive license, they were required to submit a project with an architect and an engineer to legalize the establishment. They faced the challenge of the lack of potable water and sewage systems in the area, so they had to install a water treatment plant, a water chlorinator, and a septic tank to address this issue. After submitting a substantial amount of paperwork, they finally obtained the definitive license in 1999. As they themselves affirm, the establishment of Bar Mar Chica was a difficult journey marked by strict state, regional, and local regulations.

**Illustration 4 - Terrace of Bar Mar Chica**



*Source: Bar Mar Chica*

Bar Mar Chica offers high-quality sandwiches, tapas, and pitas with ingredients that differ from those found in traditional bars. The food is delicious, appealing, and prepared quickly. They also provide prompt table service, even during the busiest seasons. However, what truly sets them apart from other bars is the magical environment in which they are located (Illustration 4). Situated on the beachfront of a less crowded beach, their terrace boasts numerous palm trees and tasteful decorations that create a unique ambiance, attracting visitors.

Regarding the potential future growth of the company, the owners of Bar Mar Chica do not want to expand further as they believe they already have an excessive workload with Bar Mar Chica and their other restaurant, Restaurant Mar Blava. However, they would like to fully utilize the ample terrace space at Bar Mar Chica by expanding the number of tables. Previously, the terrace couldn't be fully utilized due to limited kitchen space, as it

couldn't handle the large number of customers. With the renovation carried out in 2022 and the expansion of the kitchen, this area can now be utilized effectively.

Bar Mar Chica is open only from March 15th to September 30th. They open their doors during Fallas, so that by Easter Week, customers are already aware that they are open. The opening hours are from 11:30 am to 12 pm during the low season and until 2 pm during the high season.

Bar Mar Chica, being a beach bar, experiences high seasonality as the months of March, April, May, and September are considered low season, while June, July, and August are the high season months. They also observe significant variation in customer demand between the morning and evening shifts. During the low season months, there is a higher concentration of customers during the midday shift, whereas during the high season months, the focus shifts to the evening shift.

#### 2.1.1.2. Bar Mar Chica's mission, vision and values

Although the company does not have an established mission, vision, and set of values to follow, its philosophy revolves around placing the customer at the center and striving to meet their needs.

### **2.1.2. Mar Chica's resources**

#### 2.1.2.1. Human Resources

Currently, Bar Mar Chica has a permanent staff of 6 employees who work throughout the season. This permanent team consists of 3 chefs, 2 bartenders, and 1 waiter/waitress (Illustration 5). As the season progresses, the number of additional staff gradually increases to approximately 16 people during the peak summer season. The additional staff is composed of students who wish to work during the summer season. All employees, both permanent and additional, have fixed-term contracts.

Over the years, the staff has grown significantly as the establishment has gained popularity and experienced increased demand.

At Bar Mar Chica, the employees form a close-knit family with a wide range of ages, ranging from 18 to 60 years old. Some workers have been with the company for more than 15 years. Additionally, company dinners are held at the end of the season as an event for the employees. It can be said that there is a great working atmosphere and camaraderie among the staff.

**Illustration 5 - Staff of Bar Mar**



*Source: Bar Mar Chica*

Finally, the only requirement for new employees is that they be over 18 years old, as the work system is highly automated and leaves little room for error. It is expected that within a couple of weeks, the employee will be able to handle the tray even without prior experience. As for new chefs, it is preferable for the company that they have some experience in the kitchen. Experience is also preferred for bartenders. However, above all, the most emphasized requirement is a friendly and customer-oriented attitude.

#### 2.1.2.2. Finance Resources



Bar Mar Chica is not established as a company but is owned by Eva Miralles, who operates as a self-employed individual. As a result, there is no legal requirement for accounting, and therefore, the restaurant does not prepare balance sheets or profit and loss statements.

To have an approximate analysis, at the end of the year, the owner calculates total expenses based on bank statements and subtracts them from the total income, resulting in an estimated profit. According to management, the restaurant generates approximately 400,000€ in annual revenue. Assuming that, after their own cost analysis, their profit margin is around 30%, they would have an estimated pre-tax profit of approximately 120,000€.

#### 2.1.2.3. Physical Resources

As mentioned earlier, Bar Mar Chica is located on MarChica Beach, a secluded beach that provides privacy and exclusivity to the establishment.

The premises feature a beautiful and spacious terrace with ocean views, adorned with wood and large palm trees where most of the tables are situated (Illustration 6). The Mediterranean climate complements and ensures the availability of these tables during a significant part of the season.

Additionally, there is a small indoor area housing the bar, kitchen, bathroom, and six tables, as well as another small, covered terrace with glass panels and awning. This covered terrace serves as a shelter during inclement weather, as on days with unfavourable conditions, all the tables on the open terrace become unusable, and only those in the indoor area and covered terrace, totalling around 16 tables with a capacity for up to 80 guests, can be utilized (Illustration 7).

**Illustration 6 - Terrace of Bar Mar Chica**



*Source: Bar Mar Chica*

Bar Mar Chica has tables to accommodate up to approximately 250 dinners in a single shift, but due to the high turnover of these tables during a morning or evening service, they can serve around 500-600 people. As mentioned earlier, in 2022, a renovation of the premises was carried out with the aim of expanding the kitchen to cater to a larger number of guests and do so more efficiently.

**Illustration 7 - Indoor premises and terrace at Bar Mar Chica**



*Source: Bar Mar Chica*

The decoration aims to create a beach atmosphere in the establishment, which is why wood elements, sun motifs on the tiles, and stone walls imitating the rocks found on the beach are used.

Lastly, it is worth mentioning that the tables are small and round, and the chairs are basic plastic ones (Illustration 8). On several occasions, dinners have limited space on the table to place the dishes that are being served, which can cause some discomfort.



*Source: Bar Mar Chica*

#### 2.1.2.4. Marketing Resources

##### **1. Product**

Bar Mar Chica offers a wide variety of products, although their best-sellers are sandwiches, tapas, and pitas. In addition to these, they offer other options to provide customers with a complete gastronomic experience. Their menu features a diverse range of dishes designed to meet the demands of most customers. From salads to desserts, as well as sandwiches and tapas, they offer a selection that caters to various preferences. Customers can also customize their choices by adding or removing ingredients, allowing for a more personalized experience.

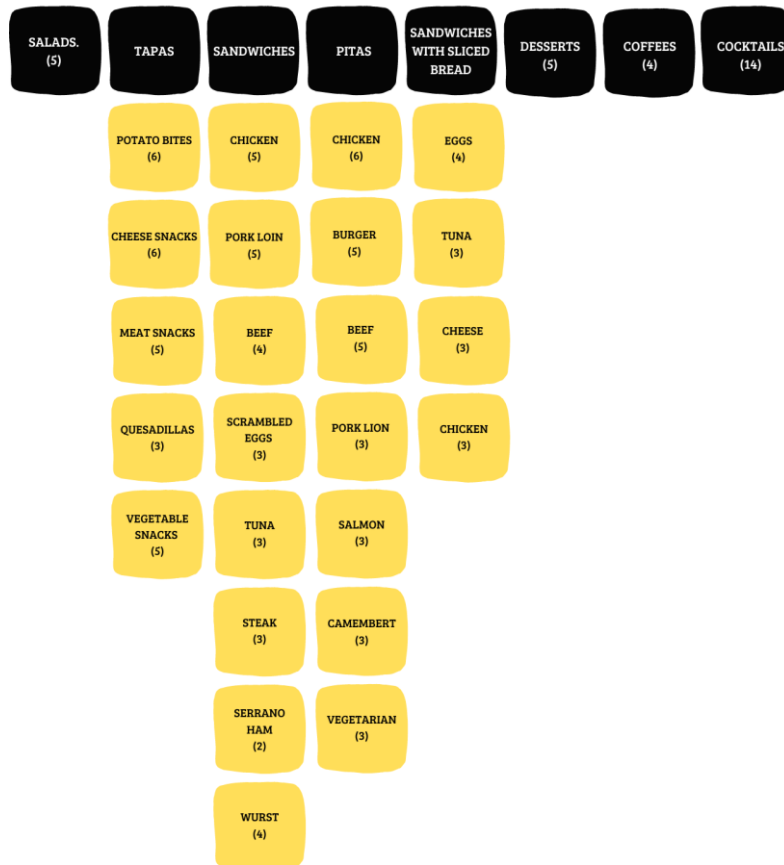
##### **1.1 Review in terms of product portfolio**

In Bar Mar Chica's menu, we can observe a wide range of offerings, as it includes 8 different categories of products (Illustration 9). These categories encompass appetizers, main dishes, desserts, and cocktails. During a single service, a customer typically consumes items from at least 3 or 4 different categories on the menu.

The product lines, in turn, also have a great depth because lines such as bocadillos (sandwiches), tapas, and pitas consist of around 5 to 8 products, each of which includes between 3 and 9 variations.

An example of this would be tapas, bocadillos, and pitas, which offer various types of products, and in turn, provide different variations of the same. This is evident considering that they are their best-sellers.

**Illustration 9 - Product lines**



*Source: own elaboration based on Bar Mar Chica menu*

On the other hand, less demanded products such as salads and desserts constitute less extensive lines as the company prefers to focus on offering a wide variety of their main products rather than the secondary ones. Therefore, it wouldn't make sense to expand the range of products offered in these lines.

Furthermore, the products are adapted to accommodate different dietary restrictions of the customers, as evidenced by their offering of vegan, vegetarian, and gluten-free options.

Therefore, in terms of length, considering the breadth and depth, we can consider the menu of Bar Mar Chica to be very extensive, as it includes a total of 116 products on the

menu (excluding beverages not listed), offering a wide range of options for all audiences and ages, without leaving out any product line (Illustration 10).

Illustration 10 - Bar Mar Chica menu



PLAYA MAR CHICA · BENICARLÓ



BOCADILLOS  
 PITAS  
 SANDWICHES  
 ENSALADAS  
 TAPAS  
 POSTRES  
 CAFÉS  
 COCKTAILS

ENSALADAS	
KARTOFFEL patata, lechuga, huevo, pepinillo, cebolla, tomate*	4.60€
KENTUCKY col, zanahoria, tomate, lechuga*	4.60€
CANGREJO cangrejo, paña, tomate, lechuga*	5.60€
VERDE tomate, lechuga, maíz, espárragos, olivas negras	4.60€
ATÚN atún, tomate, lechuga, cebolla, olivas verdes	4.80€
<small>* sobre a base de yogur y mayonesa</small>	

TAPAS	
PATATAS	
PATATAS FRITAS	3.00€
PATATAS BRAVAS	4.80€
PATATAS INFIERNO	3.60€
PATATAS AL CHEDDAR Y ORÉGANO	4.80€
PATATAS A LA CARBONARA	3.80€
PATATAS FRITAS A LA BARBACOA + CHEDDAR	3.80€
APERITIVOS DE QUESO	
CAMEMBERT FRITO	5.80€
JALAPEÑOS RELLENOS DE CHEDDAR	5.50€
CHILPEPPERS	4.20€
NUGGUETS DE QUESO DE CABRA	6.20€
PALITOS DE MOZZARELLA	5.00€
TAQUEÑOS queso (3unds)	5.60€
APERITIVOS DE CARNE	
ALITAS DE POLLO	6.20€
FINGERS DE POLLO	5.20€
POLLO AL COCO	7.50€
POLLO KENTUCKY	5.80€
FRIKADELLEN ESTILO ALEMÁN	6.20€
QUESADILLAS	
QUESADILLA JAMÓN Y QUESO	3.80€
QUESADILLA QUESO, CURRY Y SETAS	3.80€
QUESADILLA QUESO, BEICÓN Y CEBOLLA	3.80€
APERITIVOS VEGETALES	
AUTÉNTICOS ARITOS DE CEBOLLA A LA CERVEZA	5.40€
CHAMPIÓN REBOZADO	5.50€
NACHOS CHORREADOS: CHEDDAR, MEJICANA Y GUACAMOLE	4.60€
NACHOS FRITOS CON CHEDDAR Y GUACAMOLE	4.40€
FALAFEL DOS SALSAS	4.90€

BOCADILLOS	
Disponibles de pan sin gluten	
POLLO	
RUBÉN BLADES pollo, beicon, tomate, lechuga, mayonesa	5.80€
RHANNA pollo empanado, York, queso, tomate, mayonesa	6.00€
FREDDY MERCURY pollo, bechamel, pimientos, jamón York	5.20€
BOWIE pollo coco, salsa curry, tomate	6.50€
WEEZER pollo, camembert, cebolla carameliza, beicon	5.60€
LOMO	
TOMATITO lomo, beicon, lechuga, tomate, mayonesa	5.60€
ALBERT PIA lomo, queso, beicon	5.00€
LALO RODRÍGUEZ lomo, jamón York, cebolla frita, camembert	5.40€
PABLO CARBONARA lomo, bechamel, beicon, setas	5.40€
COHEN lomo, queso, pimientos, anchoas, olivas negras	5.60€
TERNERA	
FLEETWOOD MAC ternera, camembert, tomate	6.20€
AMPARANOYA ternera, pepinillo, mostaza, beicon, queso	6.40€
CELIA CRUZ ternera, jamón York, queso, cebolla frita	6.00€
POTITO ternera, beicon, setas	6.00€
HUEVO REVUELTO	
OTIS REDDING huevo revuelto, tomate, beicon	4.60€
B.B. KING huevo revuelto, setas, queso	4.40€
GIPSY KINGS huevo revuelto, jamón serrano, pepinillos	4.80€
ATÚN	
TITO PUENTE atún, anchoas, aceitunas, tomate, mayonesa	5.40€
CIGALA atún, pimiento, orégano, olivas negras, mayonesa	4.80€
ANTONIO FLORES atún, pepinillos, cebolla, tomate, remolada	4.80€
STEAK	
ORISHAS steak, salsa curry, tomate, lechuga	6.80€
DESPERADOS steak, mostaza, pepinillo, tomate	6.80€
BEBE steak, salsa remolada, lechuga, cebolla cruda	6.80€
JAMÓN SERRANO	
CAMARÓN jamón serrano, tomate, ajo	4.80€
MALA RODRÍGUEZ jamón serrano, camembert, tomate, olivas negras	5.00€
WURST	
TEXWURST bratwurst, cebolla frita, pepinillo, salsa barbacoa	5.50€
CURRYWURST bratwurst, kurrketchup, cebolla frita	5.50€
CURRYWURST bratwurst, salsa remolada, pepinillos	5.60€
MEIXWURST bratwurst, salsa mexicana, cheddar jalapeno, cebolla crujiente	5.80€

PITAS	
POLLO	
PITA MACHÍN pollo, beicon, pita, mayonesa, lechuga	5.60€
PITA GARDEL pollo, lechuga, tomate, mayonesa	5.00€
PITA BORHITO pollo, lechuga, tomate, queso, york, mayonesa	5.80€
PITA LA LUPE pollo, guacamole, tomate, maíz	5.20€
PITA COLADA pollo al coco, pita, salsa curry, dátiles	6.80€
PITA CRUIKOK pollo crujiente, remolada, pepinillo, lechuga	6.20€
HAMBURGUESA	
PITA FREULIAN hamburguesa, queso, tomate, lechuga, cebolla, mayonesa	6.00€
PITA TARTUFATA hamburguesa, beicon, setas, mayonesa de trufa	6.20€
PITA HOT CHILI PEPPERS hamburguesa, beicon, queso, tomate, maíz, Chile picante	6.50€
PITA TURCA hamburguesa, lechuga, tomate, pepinillo, cebolla cruda, crema agria	6.20€
WASABI BURGUER hamburguesa, pepinillo, cebolla, mayonesa de wasabi	5.50€
TERNERA	
PITA KEHAB ternera, pepinillo, tomate, lechuga, salsa gaucha	5.60€
PITA TERYAKI ternera, setas, cebolla crujiente, salsa teriyaki	5.60€
PITA CHIVITO ternera, jamón York, queso, pimientos, huevo frito	5.80€
PITA HAWAI ternera, beicon, camembert, salsa barbacoa, pita	6.50€
PITA PITA ternera, lechuga, huevo frito, tomate, mayonesa	5.60€
LOMO	
PITA MEJICANA lomo, guacamole, lechuga, tomate, maíz	5.00€
PITA SWIFT lomo, beicon, camembert, tomate	5.60€
PITA CAJÓN lomo, beicon, cebolla, pimiento, pepinillo, salsa cajón	5.40€
SALMÓN	
PITA ROCITO salmón, huevo revuelto, lechuga, mayonesa	7.50€
PITA AMY salmón, olivas negras, pimiento, remolada, tomate	7.50€
PITA WASABI salmón, tomate, pepinillo, mayonesa de wasabi	7.50€
CAMEMBERT	
PITA BIKINI jamón York, camembert, lechuga, espárragos, tomate, mayonesa	5.60€
PITA MAR FLORES camembert, tomate, beicon, lechuga	5.00€
PITA SANTA FE guacamole, camembert, beicon, dátiles	5.20€
VEGETARIANAS	
PITA VEGANA setas, maíz, pimientos, guacamole	5.00€
PITA FALAFEL falafel, lechuga, cebolla, pepinillo, crema agria, tomate	5.80€
PITA KOS nugglets de queso cabra, tomates, orégano, aceitunas negras, crema agria	5.80€

SANDWICHES	
HUEVO	
ZIGGY MARLEY sándwich triple de jamón York, queso, huevo frito, lechuga, tomate, mayonesa	4.60€
BOB MARLEY espárragos, lechuga, tomate, huevo frito, mayonesa	4.30€
EDDY GRANT jamón serrano, huevo frito	3.80€
MADNESS huevo revuelto, beicon	3.80€
ATÚN	
PETER TOSH atún, aceitunas, lechuga, tomate, mayonesa	3.80€
ARTIK MONKEYS atún, olivas negras, espárragos, tomate, remolada	4.60€
ALASKA atún, anchoas, pimiento piquillo, tomate, mayonesa	4.20€
QUESO	
PABLO MOSES jamón York, queso	3.50€
UB 40 beicon, cebolla frita, queso	4.00€
YOKO camembert, tomate, guacamole y espárragos	4.80€
POLLO	
MANO NEGRA pollo, lechuga, espárragos, mayonesa	5.50€
SHAKIRA pollo, jamón York, guacamole, tomate	5.00€
PINK pollo, jamón serrano, cebolla frita	5.00€
SALSAS DIP	
SALSA MEJICANA	0.50€
SALSA GUACAMOLE	0.50€
SALSA CAJÓN	0.50€
SALSA TERYAKI	0.50€
SALSA TARTUFATA	0.50€
SALSA BARBACOA	0.50€
CREMA AGRIA	0.50€
SALSA PICANTE	0.50€
SALSA REMOLADA	0.50€
SALSA INFIERNO	0.50€
SALSA CURRYKETCHUP	0.50€
POSTRES	
TEQUEÑOS DE NUTELLA	3.60€
COULANT	3.00€
TARTA DE QUESO	3.20€
BROWNIE en cama de natillas	4.40€
TARTA ZANAHORIA	3.20€

Source: Bar Marchica

## 1.2 Review in terms of Individual Product

As we have seen in the product portfolio, Bar Mar Chica offers its customers sandwiches, tapas, and pitas, but with added value, as customers have the opportunity to taste these high-quality products in a privileged and unique environment. Additionally, the sandwiches are composed of uncommon ingredient combinations, and the tapas are made with ingredients that are hard to find in conventional supermarkets. Therefore, in the following image it can be seen how the dimensions of the product will be established.

**Illustration 11 - Product dimensions of Bar Mar Chica**



*Source: own elaboration*

### Basic output

The basic product offered by Bar Mar Chica satisfies the need for food consumption, in this case, fast food. It provides high-quality fast food that sets it apart from other fast-food chains, thanks to its premises, staff service, and the speed of service, even when they are consistently busy during the summer. This added value attracts consumers to choose them over other options.

They consider the quality of raw materials by sourcing them from local suppliers, ensuring that the products are fresher and of better quality.



It is also important to classify the products offered by Bar Mar Chica. These products can be classified as tangible and intangible because they not only offer sandwiches, pitas, tapas, etc., but also provide a unique environment in which to enjoy the dishes, as well as fast and excellent service from the team. They are also classified as perishable products because being fresh raw materials, they have a short expiration period.

Finally, they can also be classified as consumer goods as they satisfy the basic need for food. Within consumer goods, they would be classified as occasional purchase goods because buyers dedicate time and effort to find the one that best suits their needs, comparing between different companies based on factors such as brand, price, quality, etc.

Most of the products have been on the menu for many years and have become star products, although others should be analyzed to see if they can be replaced by others that may be more successful. Additionally, products that have significantly increased in price due to the current inflationary economic situation could be replaced by alternatives.

## Real output

### Brand

Illustration 12 - Bar Mar Chica logo



Source: Bar Mar Chica

The brand "Bar Mar Chica" evokes in consumers the idea of summer, warmth, beach ambiance, fast food, palm trees, the beach, sea, and tranquillity.

The name "Bar Mar Chica" was chosen in reference to the beach where the premises are located, Mar Chica beach. Over the years, people started referring to Bar Mar Chica as "La Marchi," a strongly recognized anagram by the customers of the establishment, which is even more

commonly used than the actual name of the establishment itself.

Finally, the corporate colours of the brand are yellow (inspired by the sun and summer), white, and black, and the entire decor revolves around them. An example of this can be seen in the yellow rays on a white background found on the tiles that make up the bar,

as well as the white awnings of the covered terrace. Another example is the uniforms of the staff, with the waiters dressed in black and the order takers dressed in yellow.

## Packaging

### **Illustration 13 - Packaging**



*Source: Bar Mar Chica*

The products from Bar Mar Chica are served both in the establishment and for take away. The packaging is very similar whether customers consume the food on-site or take it away. Disposable containers are used in both cases because of the high workload during service, making it challenging to manage dishwashing for a

large number of dinners.

For on-site dining, tapas are served in cardboard baskets, and sandwiches are wrapped in brown paper and placed in a black wire mesh basket (Illustration 13).

For take away orders, tapas are packed in cardboard boxes, and sandwiches are wrapped in brown paper, followed by aluminium foil, and placed in a brown paper bag.

## **Increased output**

Regarding the increased output, the establishment's location, the speed in food preparation and table service, and the friendly and pleasant staff are what characterize it. Firstly, being located on the beachfront and the modern and summery decoration of the premises provide a relaxing environment where customers can enjoy the view of the sea while having fun chatting with friends and family. Secondly, the automated system allows for quick food preparation and prompt table service. And finally, the young and friendly staff creates a pleasant atmosphere where customers can have enjoyable experiences.

## **2. Service**

Analyzing Bar Mar Chica, we realize that it not only offers the tangible products we have seen earlier, but also provides a range of intangible products or, as commonly referred to, services, that allow customers to enjoy a complete experience when visiting the premises. These services have different characteristics, such as intangibility,

inseparability, variability, perishability, and non-transferability of ownership. Let's examine these characteristics in the case of Bar Mar Chica.

## 1. INTANGIBILITY

As mentioned earlier, services are intangible, which means that customers cannot observe them unless they experience them. It is challenging for the company to promote excellent service. To address this, Bar Mar Chica implements a series of strategies to mitigate the effects of this characteristic of services.

To combat the intangibility of services, Bar Mar Chica relies on its accompanying decor, which reflects its essence of a summery and modern ambiance that aligns with the brand's desired atmosphere. First, when customers arrive at Bar Mar Chica, they are greeted with palm trees, ocean views, and modern decor thanks to the renovation carried out in 2022. Second, the friendly and helpful staff accompanies customers from the entrance to their table, ensuring a positive experiential process. Finally, the speed of service is highly valued by customers, especially during peak seasons when a large number of dinners are present. Despite the high demand, the service remains swift, and customers do not have to wait long from the time their order is taken to when their food is served.

Therefore, all customers who enter Bar Mar Chica have the expectation that every aspect of the service they receive, starting from their entrance to the establishment, will be excellent, welcoming, friendly, and efficient.

## 2. INSEPARABILITY

The second characteristic of services is their inseparability from the service provider. Services cannot be stored during low seasons to be used in high seasons. To mitigate the effects of this characteristic, during peak seasons when the service is in high demand, Bar Mar Chica relies on excellent service coordination and an increased number of employees. This allows the company to continue providing fast and adequate service despite the influx of customers.

### **3. VARIABILITY**

Variability refers to the fact that services, being human-driven, can vary from customer to customer and from time to time. The consistency of service in a restaurant highly depends on the timing, as it may be more deficient during high-demand periods compared to regular ones. To address this, Bar Mar Chica has implemented a highly automated table service system. Only one waiter takes the orders, and once the food is ready, the waiters distribute it to the respective tables based on the order number assigned by the kitchen. This system helps maintain a more consistent and efficient service regardless of the variability in customer demand.

### **4. PERISHABILITY**

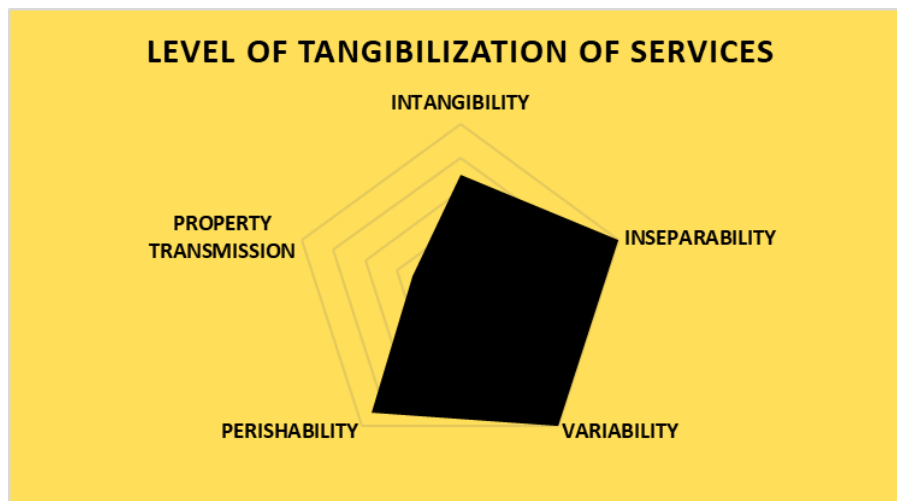
The perishable nature of services means that they cannot be stored for sale or future use. This poses a challenge for Bar Mar Chica as a summer beach bar, as it is affected by the seasonality of demand. To counteract this seasonality, the company has hired additional waiters and cooks to expand the staff during the summer season while keeping only a portion of the staff during the low season. This allows them to meet the increased demand during the peak season while optimizing costs during the off-peak periods.

### **5. PROPERTY TRANSMISSION**

Finally, we find that the property of services cannot be transferred, meaning that once the customer leaves the restaurant, they cannot reuse the service. Therefore, the restaurant strives to please customers so that they will be inclined to return for another visit and enjoy the service again.

In the following illustration, we can see how each of the service properties affects Bar Mar Chica. It is evident that Bar Mar Chica manages to overcome the challenges posed by inseparability, variability, and perishability through various techniques mentioned earlier. However, in terms of intangibility and property transfer, Bar Mar Chica still feels the negative effects that these inherent service characteristics have on its day-to-day operations.

Illustration 14 - Level of tangibilization of services



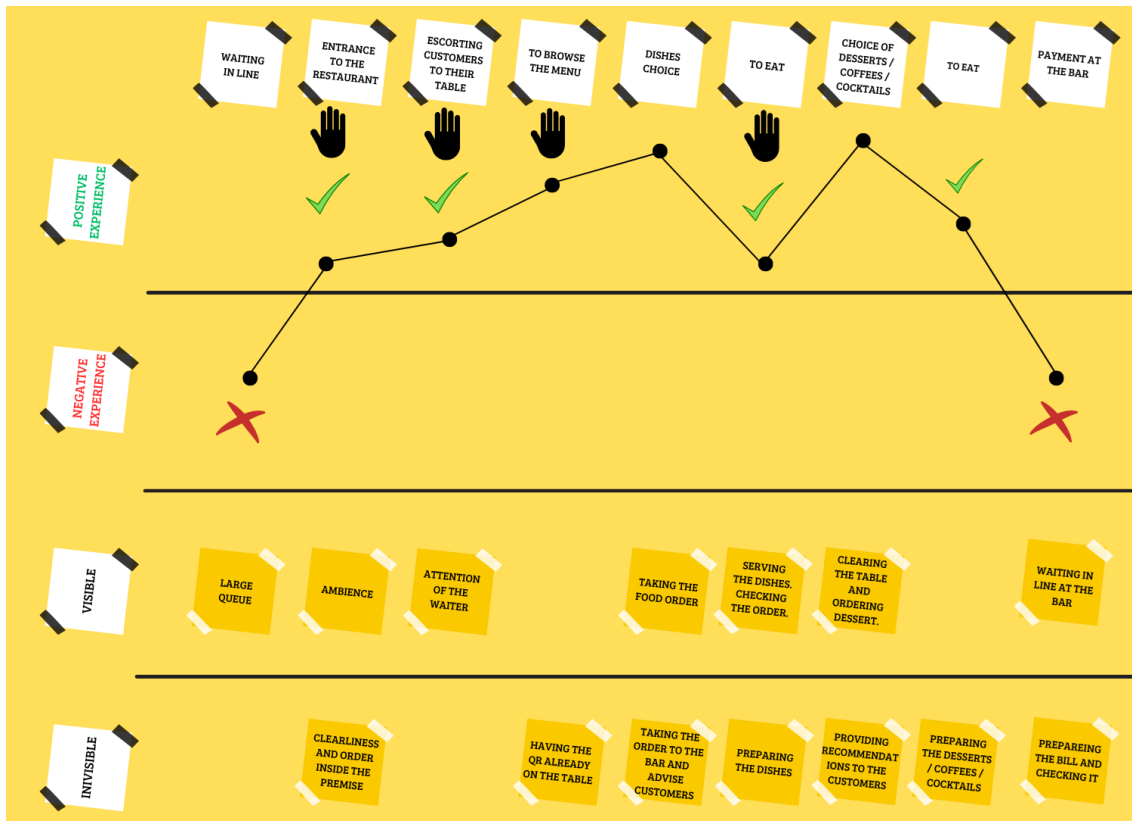
Source: own elaboration

## 2.1 Customer Journey Map

Once the products and services offered by Bar Mar Chica have been analyzed, it is interesting to examine the stages that customers go through from the moment they enter through the door until they leave. This allows us to focus on those stages where we can attract more customers. We will also take into consideration those "critical" moments that are decisive for the customer to determine if their experience has been satisfying or not, and if so, what would make them want to repeat the experience.

The customer journey map illustrates the interactions between the customer and the company, both visible and invisible (Table 1).

Table 1 - Customer journey map



Source: own elaboration

In the customer journey map, the services have been divided into the most critical phases from the moment the customer enters the restaurant until they leave. In each phase, the positive and negative feelings of the customers have been represented.



The analysis conducted has identified various touchpoints where the customer interacts with the company. Among these touchpoints, there are certain critical points that are crucial for the company. At these points, meeting or failing to meet customer expectations is decisive in determining whether the customer continues with their purchasing process and completes it. The objective of identifying these critical points is to assess and propose improvements to exceed customer expectations at these points, encouraging them to repeat the experience in the future.

The first critical point is the entrance to the restaurant, where the customer can observe the beautiful premises and ambiance. The second critical point is that, when not making a reservation, the customer does not have an assigned table. To avoid the task of the customer having to search and choose a table to sit at, a waiter accompanies them to

their table. The third critical point is when the customer reviews the menu and decides what dish to order. At this moment, the customer may not be satisfied with any of the options offered by the restaurant, but Bar Mar Chica addresses this issue by offering a wide variety of products to its customers. Finally, the last critical point is when the customer tastes the dish, as it is a decisive moment where the customer determines whether the combination of the dish, ambiance, and premises has convinced them to return or not.



Other important points are the positive touchpoints, which evoke positive feelings in customers. These have been identified at the entrance to the restaurant, where the customer can observe the unmatched ambiance and surroundings; when the waiters seat them at their respective tables; when customers choose from the wide variety of options what they are going to eat, and finally, the moment they taste the food immersed in the pleasant atmosphere they find themselves in.



Unfortunately, there are points where customers are not satisfied. One of them is the queue they have to make before entering the restaurant, as they don't have a reserved table at the time they arrive. During peak times at the restaurant, long queues form at the door, which is unpleasant both due to the wait and the sight of customers enjoying their meals. Another negative touchpoint would be the moment of payment at the bar, where queues can also form when many dinners finish their experience at the same time.

### 3. Price



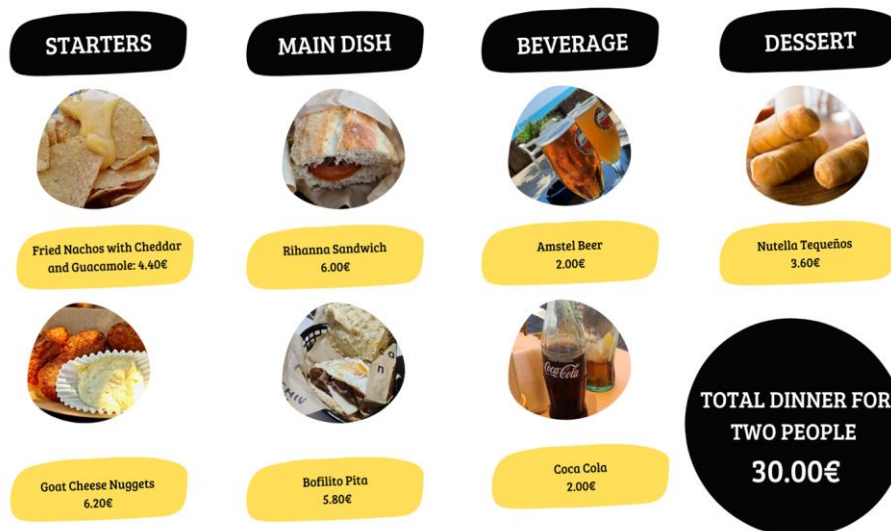
Bar Mar Chica uses a cost-based pricing method, as it is a fairly objective approach. Firstly, the cost of all raw materials used in creating a dish is calculated, and then this cost is multiplied by 3, assuming that 1/3 covers the cost, 1/3 covers miscellaneous expenses (such as personnel, supplies, etc.), and 1/3 represents pre-tax profits. Depending on the product, the cost price may be multiplied by 2.5 instead of 3 to avoid a significant increase in the final price. This is especially the case for tapas, where the demand is high, and a high price would discourage customers. This cost-based pricing method is commonly used in the hospitality industry.

Bar Mar Chica, having few competitors, can set a higher profit margin than it would in a more competitive environment. By offering quality products in a prime beachfront location, customers expect higher prices compared to other bars in different locations.

In addition, it's also important to mention the pricing strategies employed by the company. Bar Mar Chica uses psychological pricing, which aims to influence consumer perceptions by setting round prices, creating the perception of higher quality products.

Next, let's consider a hypothetical scenario where a couple goes to the restaurant for dinner in the following illustration.

**Illustration 15 - Price of dinner for two people**



*Source: own elaboration based on Bar Mar Chica*

#### 4. Distribution

Bar Mar Chica sources its raw materials from various wholesale distributors. Many of its suppliers are local to ensure fresher and higher quality products. These suppliers can include direct manufacturers, such as for vegetables and beverages, or wholesalers, as in the case of tapas.



After sourcing the ingredients, Bar Mar Chica processes them to create the final products offered to consumers. These products are distributed exclusively at their single location situated on the Bar Mar Chica beach in Benicarló. As mentioned earlier, the location enjoys a low number of beachgoers, providing privacy to the beach and exclusivity to the establishment.

At the Bar Mar Chica establishment (Illustration 16), customers are not able to make table reservations. This policy ensures a higher turnover of tables within a single meal service. For example, during peak seasons, the same table can be used up to five times within one lunch or dinner service. This approach benefits the brand because it avoids

**Illustration 16 - Premises of Bar Mar Chica**



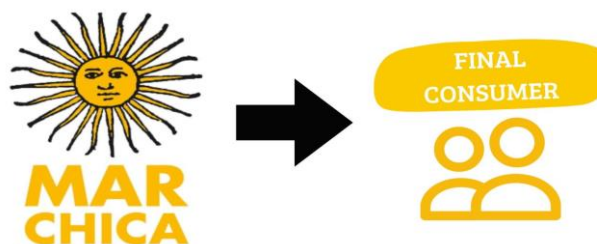
*Source: Bar Mar Chica*

the risk of having empty tables (in case customers don't show up), but it can be inconvenient for customers who make the effort to travel to the restaurant, located away from the town centre, only to find that no tables are available, and they have to wait in long queues.

On the other hand, Bar Mar Chica offers its customers takeout food if they come to pick it up at the establishment.

Therefore, we see that the distribution channel is very short, as Bar Mar Chica produces the products it sells directly to the end consumer without intermediaries.

**Illustration 17 - Short distribution channel**



*Source: own elaboration*

## 5. Communication

### 5.1 Word-of-Mouth



Currently and since its inception, the main communication channel for the company has been word of mouth. Without this channel, Bar Mar Chica would not have reached its current status, as being located far from the city centre and in a sparsely populated area, very few people would have known about it just by passing by casually.

In the early days, potential customers visited the establishment because they happened to be in the area, as it is a beach with low traffic and is perfect for those seeking tranquillity. These customers were delighted with the ambiance, service, and food, and they shared their positive experiences with their acquaintances. Gradually, Bar Mar Chica gained recognition in Benicarló and even in the surrounding towns through word of mouth.

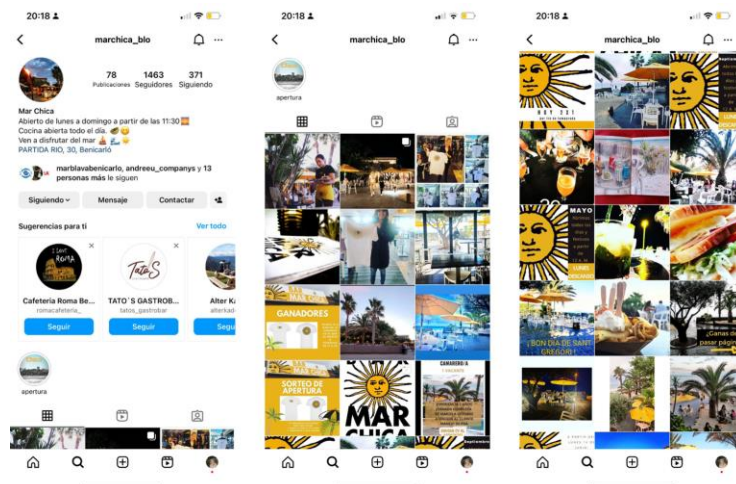
This type of communication is the most effective because customers trust the opinions of their acquaintances, and it doesn't generate the same initial distrust that television advertising or other communication channels can generate.

### 5.2 Social Media

Despite the rise of social media and it is becoming the primary communication channel for many businesses, Bar Mar Chica does not have an active profile on them. These platforms are managed directly by the company.

Firstly, on Instagram, a platform with a large user base, they have approximately 1500 followers and post around 2 times per month (Illustration 18).

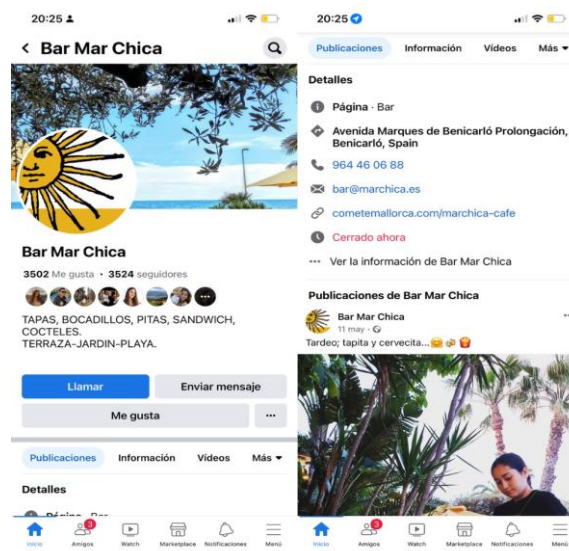
**Illustration 18 - Bar Mar Chica's Instagram**



Source: own elaboration based on [https://www.instagram.com/marchica\\_blo/](https://www.instagram.com/marchica_blo/)

Secondly, on Facebook, they have around 3500 followers, but their only activity is sharing the posts they upload on Instagram (Illustration 19).

**Illustration 19 - Bar Mar Chica's Facebook**



Source: own elaboration based on <https://www.facebook.com/BarMarChica>

Furthermore, they have a rating of 4 out of 5 on TripAdvisor and a rating of 4.3 out of 5 on Google.

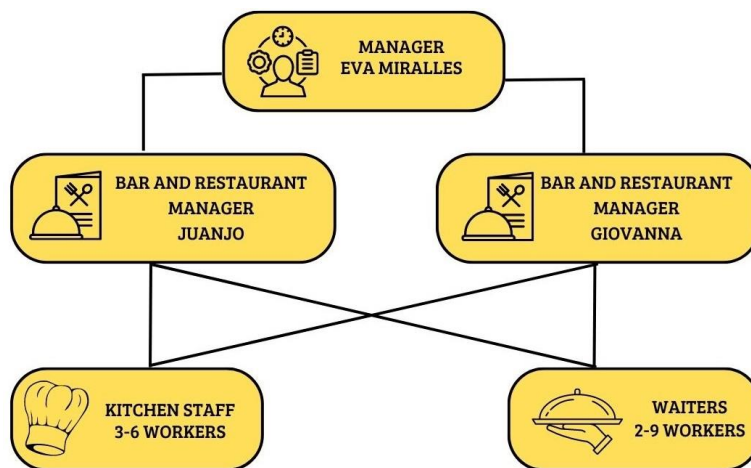
It can be concluded that despite the high number of customers who visit their establishment daily, Bar Mar Chica's social media accounts have minimal activity.

### 2.1.3. Mar Chica’s capabilities

#### 2.1.3.1. Organizational capabilities

The organizational chart of Bar Mar Chica is common to many companies. They follow a pyramid structure, based on the authority within the company, from higher to lower levels of authority (Illustration 20).

Illustration 20 - Organizational structure of Bar Mar Chica



Source: own elaboration

Eva, the owner and manager of the bar, would be at the top of the pyramid. She is responsible for all management aspects, including supplier contacts, staff hiring, scheduling, liaising with the management office, administration and accounting, payments, and day-to-day supervision.

Below Eva, we have Juanjo and Giovanna as the bar and venue managers, respectively. Giovanna covers the morning to mid-afternoon shift, while Juanjo takes over for the evenings and nights.

Finally, we have the kitchen staff and the waiters. On one hand, there are three chefs during the low season who are in charge of the kitchen section, and additional chefs are added during the high season. On the other hand, there is a head waiter during the low season, and additional waiters are added during the high season. In peak season, there can be up to 6 chefs, 2 bartenders, and 7 waiters during a single shift.

This is the actual organization of the company, although Eva says that at the top of the pyramid, it is not her, but the customer. As the saying goes, the customer is the one in charge. What the company aims to do is to place the customer at the center of the organization, understand their needs, and strive to fulfill them.

### 2.1.3.2. Distinctive capabilities

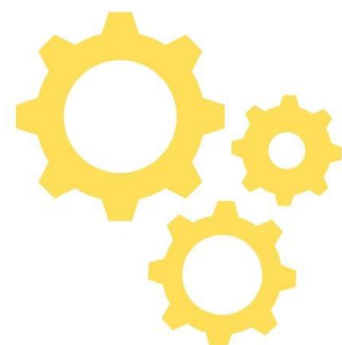


The main distinctive capability of Bar Mar Chica is its organization when it comes to serving and attending to customers. This excellent organization enables the company to serve customers quickly even during periods of high demand when the restaurant is at full capacity. As mentioned before, Bar Mar Chica has tables to accommodate 200 dinners in a single shift, but due to the high turnover of these tables during a morning or evening service, they can serve around 500-600 people. Therefore, providing fast and efficient attention and service is vital for the restaurant to have the capacity to serve its customers correctly and in the best possible way.

To achieve this, the company has implemented a highly automated task system, where each worker has their designated role, and the margin of error is minimal due to the simplicity and repetitiveness of the tasks. The following is an explanation of the system:

When customers arrive at Bar Mar Chica, they are greeted by a waiter wearing a yellow t-shirt who accompanies them to their table and takes their drink orders. During the service, another waiter dressed in yellow goes from table to table, taking note of the food orders and checking if the customers want to order anything else. It's important to note that in busy situations, where there is only one or two waiters taking orders, customers may sometimes have to wait for a long time before placing their order.

On the other hand, the additional waiters are limited to delivering the food to the corresponding tables. Each dish has the name of the sandwich and the table number written on it, so they just have to bring it to the correct table. The table numbers are clearly visible on the tables. There is another waiter who is responsible for clearing the tables



and collecting the empty containers. When it's time to pay the bill, customers can settle it at the bar by providing the table number.

In the kitchen, the ticket is divided into two parts: tapas (appetizers) and main dishes. One of the chefs is solely responsible for cooking the food on the griddle, another takes care of the fryer, others assemble the sandwiches, and another chef places them in the paper bag and writes the name of the sandwich and the table number. The sandwich assemblers have all the ingredients in front of them and simply need to assemble the sandwiches. The chefs in charge of the tapas only need to fry the pre-packaged items, and they have a note specifying the number of units included per serving and the accompanying sauce.

To ensure that the appetizers arrive at the table before the main dishes, the chefs communicate with each other. However, it is true that during periods of high demand, they may arrive at the table at the same time, which the customers understand and comprehend due to the large number of people present during peak hours.

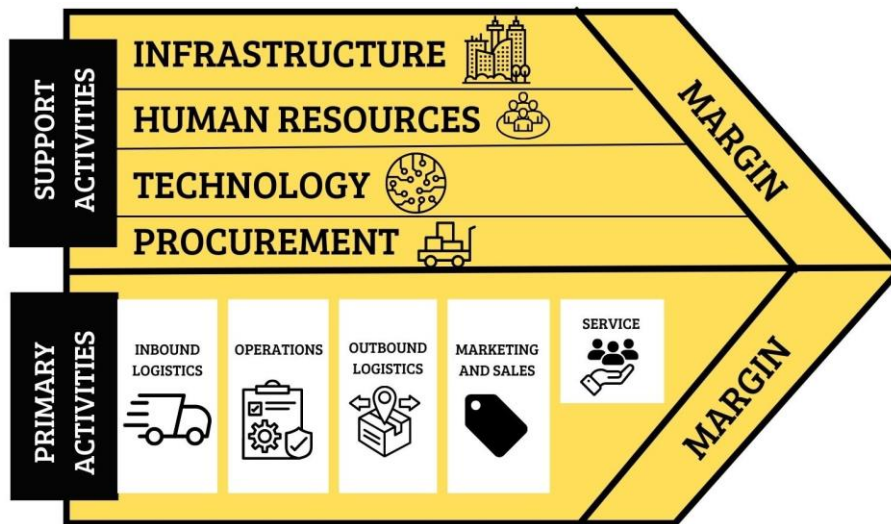
In summary, the distinctive capabilities of the company are:

- 1. Staff attentive to customers**
- 2. Work with dedication**
- 3. High quality products**
- 4. Excellent and efficient organization**

#### 2.1.3.3. Value chain

Bar Mar Chica covers the value chain from sourcing to sales, i.e., from the arrival of raw materials at the bar to the moment the customer enjoys the dishes.

Illustration 21 - Bar Mar Chica's Value Chain



Source: own elaboration

### Primary activities

**Inbound logistics:** This part includes the reception of raw materials and their storage for the subsequent preparation of dishes, as well as all other necessary provisions during business operations.

**Operations:** It involves the processing of raw materials to create dishes, as well as the maintenance, cleaning, preparation, and quality control of the facilities. As mentioned earlier, the company has a highly automated system for food preparation, which makes these operations highly efficient.

**Outbound logistics:** This includes the service of the product to the dinner, as well as the organization, maintenance, and quality control of the premises.

**Service:** It encompasses all the services provided to the customers with the aim of increasing value-added and fostering customer loyalty. At Bar Mar Chica, they continually strive to improve customer service to enhance the value-added aspect of their products.

## Support activities

**Infrastructure:** The manager is responsible for all management and administrative tasks. Below the manager, there are supervisors with whom coordination takes place. They provide support to the entire value chain.

**Human Resources Management:** This involves the hiring of personnel and their training. At Bar Mar Chica, training is provided if the employee has no previous experience, as they believe that experience can be acquired while working.

**Technology Development:** It is used to maximize organization and ensure the proper functioning of the automated system they employ.

**Purchasing:** This includes sourcing raw materials, contacting suppliers, managing orders, and invoicing. The manager handles these tasks along with an external management firm.

## 2.2. External analysis

### **2.2.1. Macroenvironment - PESTEL Analysis**

#### 2.2.1.1. Political Factors

##### **NATIONAL LEVEL**

Various political factors at the national level can impact business outcomes. Among them, the following stand out:

##### **Political instability**



Despite winning the elections in 2019, the Spanish Socialist Workers' Party (PSOE) did not gather enough votes to secure a majority and govern alone, so they had to form alliances with other parties to be able to govern in Spain. After intense negotiations,



the PSOE managed to come to power through a coalition government with Unidas Podemos and the support of other minor parties.

General elections are called for July 23, 2023, after a very unstable and critical legislature in terms of the economic and health situation. It was a legislature marked by the health and economic crisis caused by the Covid-19 pandemic, as well as the war between Ukraine and Russia and the economic, political, and social consequences it has had for our country.

### **Laboral policies**

In the field of labor, one of the policies implemented by the current government throughout the legislature has been the increase in the minimum wage. Since Prime Minister Sánchez took office in 2018, the minimum wage has risen from €735.90 to €1,080 with the latest increase in January 2023. This increase may result in higher costs for businesses, but it also enhances the purchasing power of both regular and potential customers.

### **Fiscal policies**

Taxes in Spain have continued to increase, and the historical revenue collection by the Tax Agency in 2022 positioned Spain as the third country with the highest tax burden within the OECD, surpassing the European average. In 2023, Spaniards are projected to dedicate 210 days of work to tax payment.

## **AUTONOMOUS LEVEL**

Ximo Puig reaffirmed himself as the President of the Valencian Community after winning the regional elections in 2019 and signing the Botànic Agreement with Compromís and Unidas Podemos to form a coalition government.

The management of the pandemic under his administration received criticism, as the restrictions imposed on tourism significantly affected businesses in the sector. One of the measures was the closure of hospitality establishments and the implementation of personal distancing measures, which had an impact on MarChi and its workload.

In the municipal and regional elections held in May 2023, the People's Party (Partido Popular) emerged as the winner, which means new economic and social measures will be implemented.

### 2.2.1.2. Economic Factors

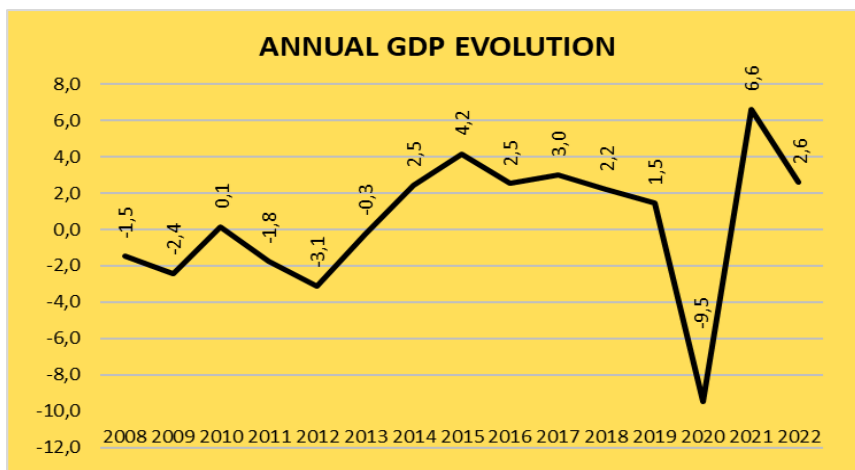


In 2008, the real estate and economic crisis heavily impacted Spain and other countries worldwide. Gradually, Spain and the rest of the EU member states began to experience sustained growth, until 2020 when a new global crisis, this time a health and economic crisis, once again severely affected Spanish society.

The complete shutdown of the economy and its subsequent reopening caused an unprecedented recession in the country, with the deepest economic contraction among EU member states. With the recovery of the tourism sector, which is a key industry in Spain, the country experienced strong growth in 2021 and 2022, although not enough to reach pre-Covid-19 levels, unlike other EU members.

The following graph shows the evolution of the GDP since 2008, including the period of growth, the sharp contraction in 2020, and the rise in 2021 and 2022.

**Graph 1 - Variation of the GDP in 2022**

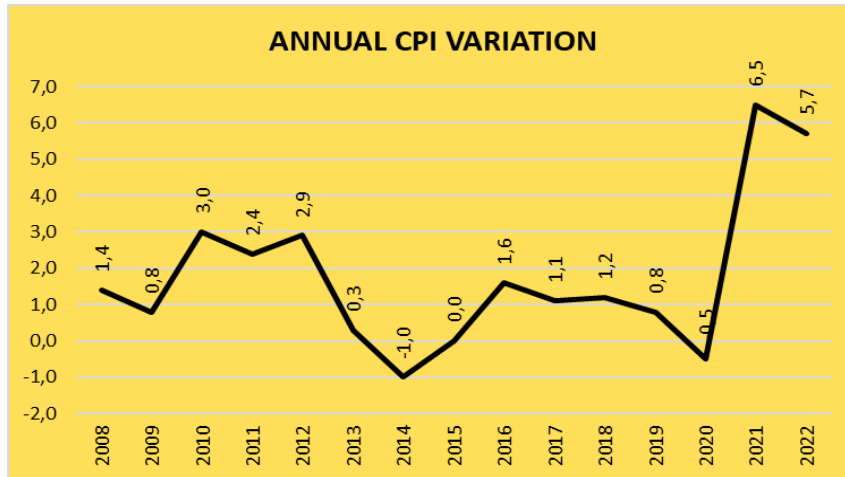


Source: own elaboration based on INE

The outbreak of the war between Ukraine and Russia brought about the most significant energy crisis in decades. Europe's dependence on Russian gas has astronomically

increased its price, heightened geopolitical uncertainty, and forced the ECB to implement an aggressive interest rate hike to mitigate the effects of uncontrolled inflation in member states. Inflation in Spain reached 6.5% annually in 2021 and 5.7% annually in 2022 (as can be seen in graph 2), eroding the economic capacity of Spanish citizens and the excess savings they had accumulated due to the pandemic.

**Graph 2 - CPI annual variation (%)**



Source: own elaboration based on INE

For this 2023, it is expected that the economy will not grow as much as it would have without the energy crisis, the increase in inflation, and the rising interest rates we are experiencing, as these are expected to reach their peaks.

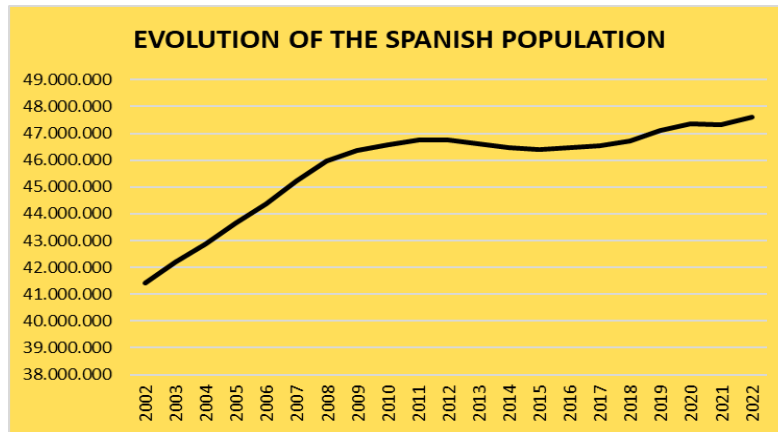
Finally, analyzing the impact of inflation, it is expected to have negative consequences for private consumption and the purchasing power of households. The increase in interest rates will also affect private consumption due to the rise in mortgage prices and access to credit.

### 2.2.1.3. Sociocultural Factors



As can be seen in the following graph, the Spanish population has increased over the past 20 years, with a greater increment since 2008, reaching a total of 47,615,034 inhabitants in 2022.

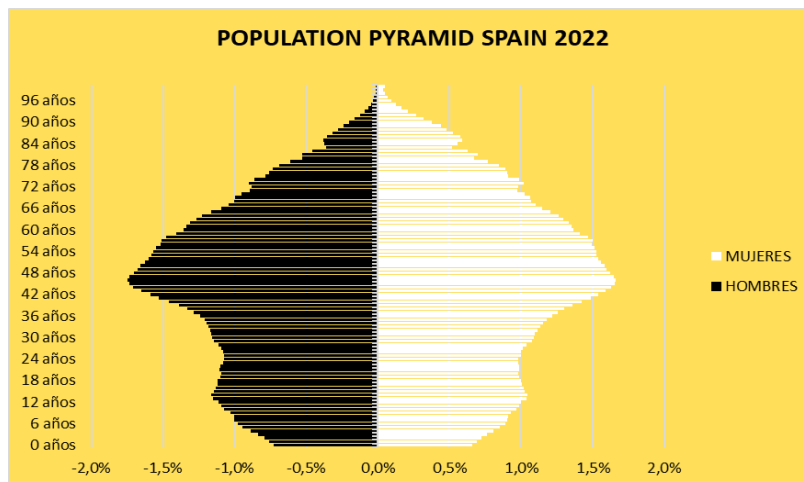
**Graph 3 - Annual population variation in Spain**



Source: own elaboration based on INE

In 2022, 9,620,056 individuals, which accounted for 20% of the population, were aged 65 or older. By observing the population pyramid (Graph 4), it can be seen that over the coming years, the percentage of inhabitants in this age range will continue to increase due to the rising life expectancy, despite the increase in mortality due to the Covid-19 pandemic. Although consumers over the age of 65 may not be the largest consumer group at Bar Mar Chica, the overall population growth still benefits the business.

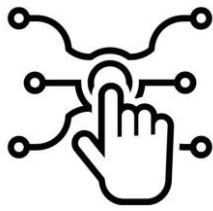
**Graph 4 - Spanish population pyramid 2022**



Source: own elaboration based on INE

Furthermore, in terms of quality of life, Spanish citizens continue to experience significant inequalities. According to the National Institute of Statistics (INE), approximately 27.8% of the Spanish population, which is around 13 million people, were at risk of poverty or social exclusion in 2022.

#### 2.2.1.4. Technological Factors



The Covid-19 pandemic brought about the digitalization of many economic sectors, including the hospitality industry. The use of technology in internal processes proved to be highly beneficial, reducing processing times, increasing automation, and cutting costs.

This cost reduction is crucial in the current energy crisis we are facing, with the increase in energy costs.

At Bar Mar Chica, technology has been used for years as a means to achieve more efficient service automation.

Firstly, customers can access the menu by scanning a QR code on their own mobile devices, connecting to the local Wi-Fi network. In addition, the staff members use a mobile device to quickly place orders, as all the menu information is stored within the device, eliminating the need to write down orders manually. This reduces waiting times and enhances the customer experience by minimizing waiting time.

Regarding food preparation, the order sent by the waiter instantly reaches the kitchen. At that moment, the chefs print out the order, which includes the dishes ordered, quantities, and required ingredients. This system minimizes errors and is highly efficient and effective.

Finally, when it comes to payment, the bartender can clearly see in the system everything the customers have consumed at a table with minimal errors. They also have an automated cash payment machine, ensuring accurate cash handling as well.

In conclusion, we can see that Bar Mar Chica has successfully adapted to the technological trend and has even capitalized on the benefits it offers. The saying "adapt or die" has been applied to this trend, as we will see how companies that have not embraced this technological wave will suffer the consequences in the short term.

#### 2.2.1.5. Ecological Factors



Greater awareness in society regarding environmental care has led businesses to adapt and implement more sustainable and environmentally friendly practices in their day-to-day operations. A significant factor in this shift is the efforts made by European governments to raise awareness among their citizens. An example of this is the signing of the Paris Agreement in 2015, which establishes common measures among participating countries to combat climate change and accelerate and increase the necessary actions and investments for a sustainable future with low carbon emissions.

In addition, companies like Bar Mar Chica, who are environmentally conscious, implement measures to respect the environment to the extent possible.

On one hand, the large amount of waste generated daily is separated and recycled in the appropriate containers.

On the other hand, beverages are bottled in glass containers that are later returned to the supplier for reuse. This measure is beneficial for both the company and the environment because by reusing the container, the company doesn't have to acquire a new one for each order and then dispose of it.

This measure is in line with state-level initiatives such as the one presented by Ecovidrio in April 2023, which aims to increase the percentage of hospitality businesses recycling glass from the current 66.2% to 75% by 2025.

#### 2.2.1.6. Legal Factors



Following the legal hierarchy, MarChi must comply with the following European, national, regional (autonomous), and local laws.

## **VALENCIAN COMMUNITY**

Decree 36/2023, of March 24, of the Consell, which regulates catering establishments in the Valencian Community, the Gastrotourism Network, and L'Exquisit Mediterrani.

## **SPAIN**

Order of March 17, 1965 (Official State Gazette of March 29, 1965), on Tourism Organization of Restaurants, Ministry of Information and Tourism.

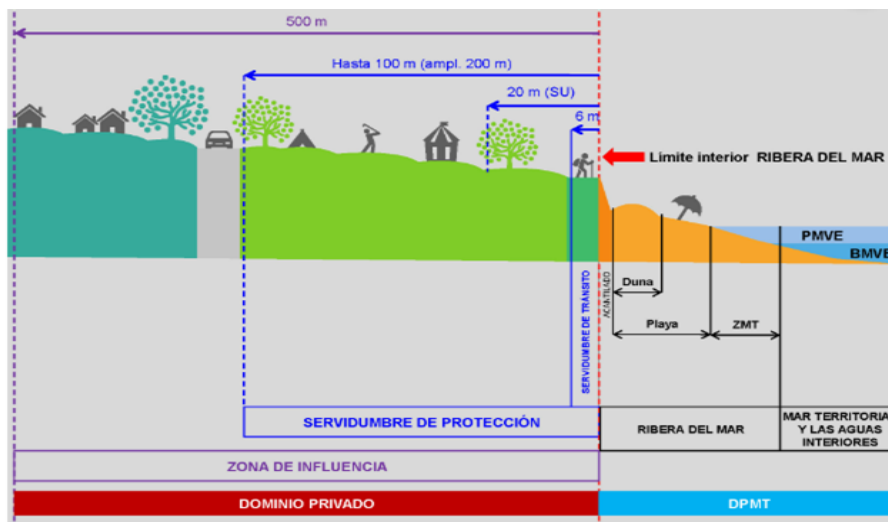
Order of March 18, 1965 (Official State Gazette of March 29, 1965), on the Touristic Organization of Cafeterias, Ministry of Information and Tourism. These regulations were modified by the Order of July 29, 1978 (Official State Gazette of July 19, 1978), from the Ministry of Commerce and Tourism, which modified the regulations on menus and restaurant and cafeteria menus. Furthermore, they were subsequently repealed by Royal Decree 39/2010, of January 15, which repeals various state regulations on access to tourism activities and their practice.

Royal Decree 3484/2000 of December 29 (Official State Gazette of January 12, 2001) establishes hygiene regulations for the production, distribution, and sale of prepared meals.

Bar Mar Chica, being located on the coast, is subject to Law 22/1988, of July 28, on Coastal Areas. In its case, it is situated in an area classified by the Coastal Law as a protected servitude zone, as it is private property adjacent to the maritime-terrestrial public domain subject to certain limitations outlined in the Coastal Law (Illustration 22).

These limitations include the prohibition of new constructions, residences, or hotels of any kind, as well as the restriction on expanding the volume, height, or surface area of existing buildings. On one hand, this law is beneficial for Bar Mar Chica because it prohibits construction in similar environments to where the company is situated. However, on the other hand, Bar Mar Chica is not allowed to make any expansions to the existing structure.

**Illustration 22 - Limitations and servitudes on adjacent lands**



Source: Ministerio para la Transición Ecológica y el Reto

## EUROPE

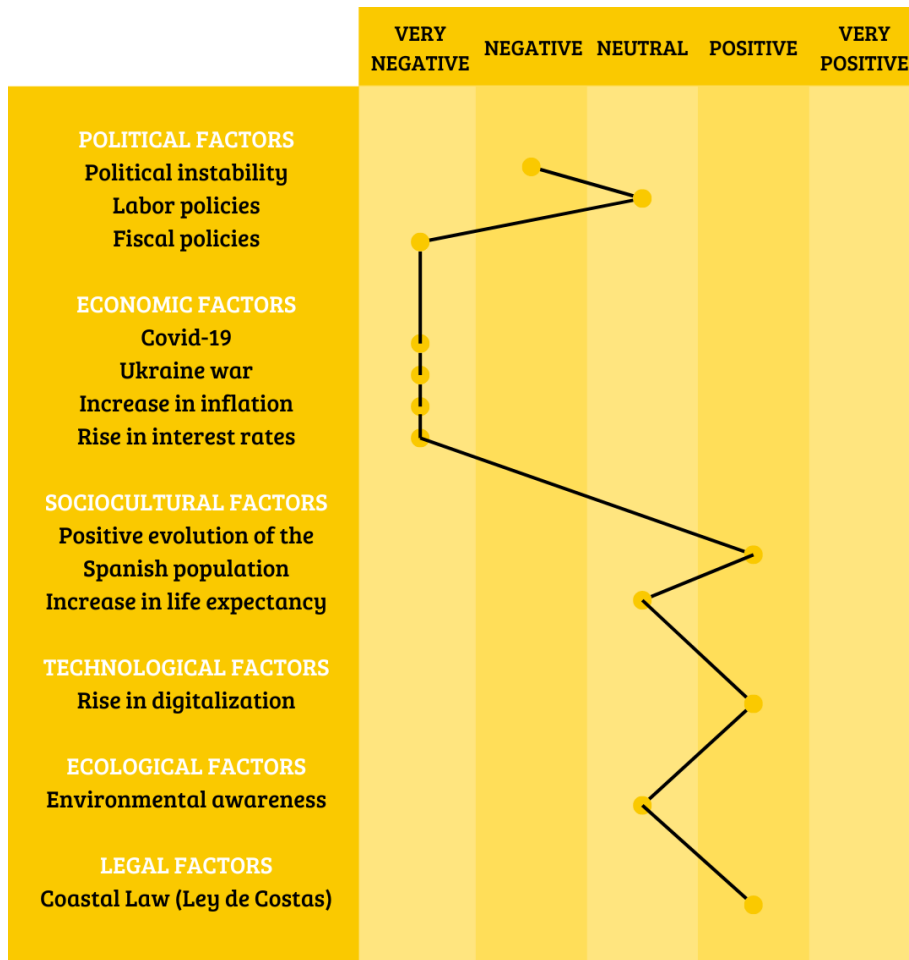
Regulation (EU) No 1169/2011 of the European Parliament and of the Council, dated October 25, 2011, on the provision of food information to consumers, aims to ensure a high level of consumer health protection and guarantee their right to information. It requires that consumers are adequately informed about the food they consume.

In conclusion, as can be seen in Illustration 23 of the strategic profile of Bar Mar Chica, there are factors that negatively affect Bar Mar Chica and can be considered threats. These include the Covid-19 pandemic, the Ukraine War, increasing inflation, and rising interest rates.

On the other hand, there are factors that can benefit Bar Mar Chica and present opportunities. These include population growth, the rise of digitalization, and the Coastal Law.



Illustration 23 - Bar Mar Chica's Strategic Profile

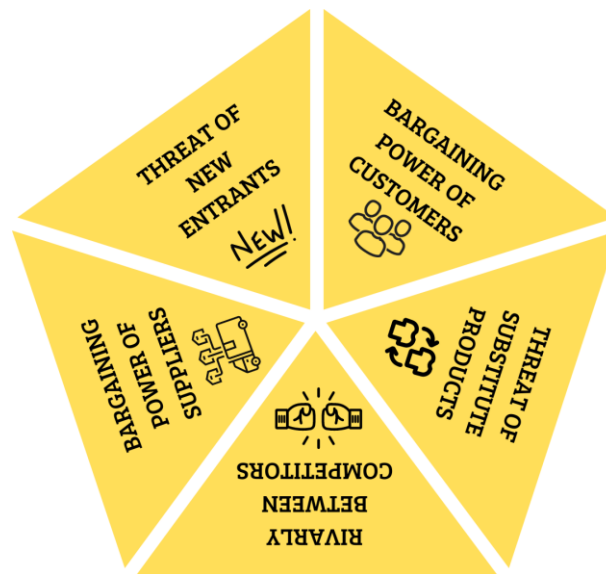


Source: own elaboration

### 2.2.2. Microenvironment - The Porter's Five Forces Model

Next, we are going to make an analysis with the help of Porter's 5 forces, to better see the competitive environment of Bar Mar Chica. In this way, it will be easier to see the opportunities it has to take advantage of and to reduce as much as possible the threats that we can find (Illustration 24).

Illustration 24 - Porter's Five Forces



Source: own elaboration

### 2.2.2.1. Bargaining power of customers



The number of potential customers and competitors in the market affects their ability to control prices. On one hand, the greater the number of potential customers in the market, the lower their bargaining power, and vice versa. On the other hand, the more competitors there are in the market, the easier it is for customers to switch between them, giving them more power in negotiations.

In the case of Bar Mar Chica, the number of competitors is very low, which means that customers would have low bargaining power in that aspect. On the other hand, the number of potential customers fluctuates significantly depending on the time of the season and whether it's a weekday or weekend. During the summer months, there is a high influx of customers every day, especially in the evenings and on weekends. However, in April, May, and September, as well as during lunchtime, the number of customers decreases.

Finally, it is important to consider that the company's policy is based on prioritizing customer satisfaction above all else, giving them high priority and significant bargaining power.

In conclusion, taking these factors into account, we could conclude that the bargaining power is moderate to low. However, the fact that the company places customer satisfaction as a top priority would contribute to a moderate level of bargaining power.

#### 2.2.2.2. Bargaining power of suppliers



When it comes to the bargaining power of suppliers, it depends on the number of suppliers, the volume of purchases, and the type of goods being traded. In the case of Bar Mar Chica, their raw materials are common and easy to obtain, such as bread, vegetables, and meat.

Therefore, they are not concerned about which supplier to source from. As for beer brands, there are numerous suppliers available, allowing the company to leverage this competition to obtain the best price. However, when it comes to certain products like Coca-Cola, the company faces more challenges in negotiation. Coca-Cola is a product exclusively manufactured and distributed by the company itself. Switching to a similar beverage like Pepsi would impact consumer satisfaction.

Finally, the suppliers of Bar Mar Chica are local and small, and the volume of raw materials required during the high season is significant. This factor helps the company when negotiating with its suppliers.

In this regard, we can conclude that the bargaining power of suppliers is low, except for Coca-Cola. With the rest of the products, Bar Mar Chica has significant negotiating power.

#### 2.2.2.3. Threat of new entrants

The differentiating factor that has positioned Bar MarChi where it is today is its location. Bar Mar Chica is a beach bar located on Mar Chica Beach in Benicarló. As mentioned in the section on legal factors, Bar Mar Chica, being situated in a zone of coastal protection, is subject to the Coastal Law 22/1988, dated July 28th. Among the main limitations imposed by this law are the prohibition of new constructions, residential



buildings, or hotels of any kind, as well as restrictions on expanding the volume, height, or surface area of existing buildings.

This factor, on one hand, limits the expansion of the company's facilities, but on the other hand, it greatly benefits the Bar Mar Chica by creating a significant barrier to entry for new competitors. The restriction on constructing new buildings along the coast prevents others from replicating Bar Mar Chica's most differentiating factor. This legal prohibition serves as a strong deterrent for potential competitors who would be unable to imitate Bar MarChi's unique beachfront location.

#### 2.2.2.4. Threat of substitute products



As substitute products, we understand those that fulfill the same needs as those offered by Bar Mar Chica, in this case, it would be food. It is important to consider that the market for food is highly competitive as there are many restaurants and bars in the area that cater to the

same need.

On the other hand, the prices of raw materials are low and easily accessible to everyone, so consumers could potentially choose to make the product themselves at home. However, in doing so, they would miss out on the complete experience that Bar Mar Chica offers. This includes the ambiance of enjoying dishes by the sea and receiving fast and efficient service.

#### 2.2.2.5. Rivalry between competitors



According to the National Institute of Statistics (INE), Spain has the highest number of bars per person in the world, with approximately one bar for every 175 inhabitants and a total of around 278,000 establishments.

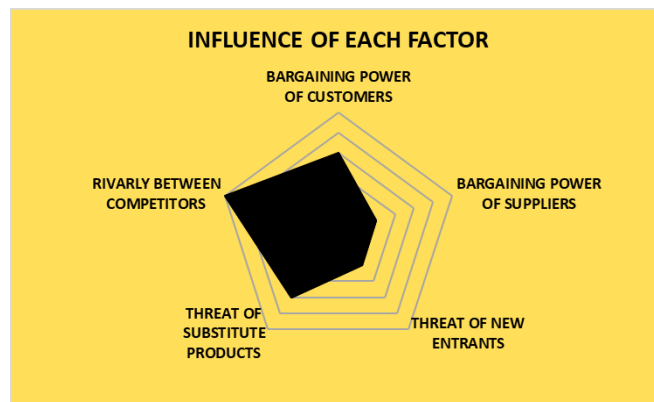
The Valencian Community is the third autonomous community in Spain with the highest number of restaurants, totaling 11,400 in 2022.

These data indicate that the number of competitors competing with Bar Mar Chica is indeed high. However, it can be argued that Bar Mar Chica offers a unique service that few competitors can match, resulting in a significant reduction in the number of direct competitors.

In the area, there is a restaurant on the same beach that offers tapas and hamburgers, as well as a bar in the marina that serves similar food to Bar Mar Chica. Taking all of this into account, we can conclude that MarChi faces moderate competition in its current market.

Next, in graph 5, we will be able to see reflected in a more visual way the influence that each of the five forces of porter that we have analyzed in the Quesomentero restaurant has.

**Graph 5 - Influence of each factor**



*Source: own elaboration*

### **2.2.3 Competitor Analysis**

As mentioned before, Bar Mar Chica competes in the hospitality sector along with a large number of establishments. When analyzing the competition, it is important not only to focus on identifying businesses that are similar to Bar Mar Chica in terms of product, but also to consider all categories of competition where other competitors may be gaining market share.

#### 2.2.3.1. Levels of Competence

Below are 4 levels of competition from the consumer's perspective that should be taken into account in the competitive analysis.

Illustration 25 - Bar Mar Chica's level of competence



Source: own elaboration

- **Competition in terms of product:** In this category, we would find competitors that offer sandwiches, tapas, and pitas, targeting the same consumer segment. A clear example would be the restaurant Vora Vora Platja located on the same Mar Chica Beach, which offers similar products such as tapas, hamburgers, and sandwiches, targeting the same consumer segment. Another example of competition would be Pub Tortuga, as it is a bar that offers sandwiches, pitas, and tapas, with the added value of being situated in the Benicarló marina and targeting the same market segment. Lastly, another example would be Bar Desperados, which also offers sandwiches and tapas and is located very close to the beach. In this type of competition, the aim is to convince the market segment that the own brand is better than any other brand that falls into the same product category.
- **Competition in product category:** This includes competitors that offer food with similar attributes but with different presence of those attributes. It includes competitors that offer sandwiches. Examples of this would be other bars in the town such as Bar Roma, Frankfurt 10, or Tonellet, which offer sandwiches and tapas but do not have the same quality, appearance, and location as Bar Mar Chica. Additionally, these establishments do not target all age groups like Bar

Mar Chica does, as some cater more to young people and others to adults. In this type of competition, the goal is to persuade consumers that the chosen product category by the company is the best in its category.

- **Generic competition:** This category includes substitute products that fulfill the same need as Bar Mar Chica, which is food. In this case, it would include all dining establishments. Some examples would be restaurants located in Benicarló, such as Pizzería Mauro or Restaurante Pekín. In this type of competition, the goal is to convince the market that the product category produced by the company is the most desirable for satisfying the generic need.
- **Budget competition:** This category includes products that compete for the same budget as Bar Mar Chica. It includes the budget allocated for leisure activities, which could be spent on various activities such as going to the cinema, shopping, visiting the hair salon, going out partying, etc. In this type of competition, the goal is to inform consumers that investing in the generic product is the most satisfying way to spend the available budget.

### 2.2.3.2. Main Competitors

As we have previously analyzed, there are no competitors in the area that offer the same product and a beachfront location like Bar Mar Chica does. However, we can still find some competitors who offer a similar product or are situated in a similar environment. Next, we will conduct a brief analysis of each of them to identify their strengths and weaknesses and determine if they can take away a portion of Bar Mar Chica's market share.

#### **Pub Tortuga**

**Illustration 26 - Pub Tortuga logo**



*Source: Pub Tortuga Facebook*

Pub Tortuga is located in the Benicarló Marina.

In addition to offering bar services, it is also a pub that serves various types of drinks and cocktails. We can observe that the menu is quite similar with some variations, and the food appearance is also quite similar. Their menu consists of tapas, salads, "huevos rotos" (a Spanish dish made with broken fried eggs and

potatoes), sandwiches, hot dogs, pitas, and desserts. Their menu consists of seven product lines, and in terms of depth, some lines such as tapas and sandwiches resemble those of Bar Mar Chica (Illustration 27).

Illustration 27 - Pub Tortuga's Menu

TAPEO	HUEVOS	HOT DOG
Allitas (8 uni) 6,20	Huevos rotos con jamón 8,90	Hot Dog clásico: 5,90
Sepia 7,50	Huevos rotos con chistorra 8,90	Perrito XL, cebolla crujiente, queso y pepinillo
Patatas bravas 5,90	Huevos rotos con foie 8,90	Hot Dog Hawaiano: 5,90
Patatas salsa cheddar 5,90	Huevos rotos con ajetes y gambas 8,90	Perrito XL, cebolla crujiente, queso y piña
Palitos de pollo 8 especias 6,30	Revuelto de setas y jamón 8,90	Hot Dog Tortuga: 5,90
Palitos de mozzarella (6 uni) 6,30	Revuelto de ajetes y gambas 8,90	Perrito XL, cebolla crujiente, queso, bacon y rodajas de jalapeño
Palitos de berenjena frita con miel 6,30		
Aros de cebolla crujientes 5,90		
Croquetas de jamón (unidad) 1,20		
Croquetas de setas (unidad) 1,20		
Croquetas de bacalao (unidad) 1,20		
Croquetas de pollo (unidad) 1,20		
Mejillones con picada de ajo/perejil 1,20		
Parrillada de verduras 6,90		
(cebolla, pimiento calabacín, berenjena, tomate y patata) 6,90		
Fajitas de pollo (3uni) 8,50		
Pallaeta 6,50		
(Berenchos, mejillones, boquerones, atún y aceitunas rellenas) 11,50		
Boquerones en vinagre 5,90		
Gambita salada 5,90		
Calamares a la andaluza 8,50		
Nachos con queso 6,90		
Jalapeños rellenos de queso 6,90		
Ensaladilla rusa 6,30		
Tabla de jamón y pan con tomate 12,00		
Morcilla de Burgos con cebolla caramelizada 7,50		
ENSALADAS	BOCATAS	PITAS
Ensalada clásica: 7,50	Hamburguesa especial: 6,90	Pollo 8 especias: 5,20
Lechuga, huevo, espárragos, atún, cebolla y tomate	Bacon, tomate, huevo, lechuga, queso	Pollo 8 especias, tomate, lechuga y mayonesa
Ensalada tortuga: 8,90	Hamburguesa vegana: 6,90	Piña: 5,20
Lechuga, crujiente de pollo, queso de cabra, parmesano, tomate, nueces, aceitunas y salsa yogurt	Burger vegetal, tomate, lechuga, cebolla y pepinillo	Pollo al curry, queso fundido y piña natural 5,80
Ensalada de tomate: 7,50	Sandwich triple: 6,80	Calamares: 5,20
Tomate en rodajas, parmesano, anchoas y orégano	Lechuga, tomate, huevo, queso, jamón	Calamar rebosado a la andaluza, mayonesa y perejil
Ensalada tropical: 7,90	Sandwich mixto: 3,80	Vegetal: 5,20
Arroz, cherry, mango, piña, rabanitos y semillas de chia	Jamón york y queso	Tomate, lechuga, cebolla dulce, berenjena frita con miel y mayonesa
	Sandwich serrano: 4,80	Atún: 5,20
	Jamón, queso, huevo y tomate	Atún mayonesa, huevo duro y lechuga
	Sepia: 6,90	"LAURA": 5,20
	Sepia plancha y mayonesa	Pechuga, guacamole, queso y cebolla caramelizada
	Lomo con bacon: 6,20	"PEPOTE": 5,20
	Lomo, bacon, queso, huevo y tomate	Pechuga, mayonesa, tomate y huevo
	Crujiente de pollo 6,20	
	Pollo rebosado, tomate, lechuga y mayonesa	
	Serranito: 6,20	
	Lomo, jamón, pimiento y tomate	
	Calamares: 6,90	
	Calamar rebosado a la andaluza, mayonesa y perejil	
	Vegetal: 6,20	
	Atún, mayonesa, tomate y lechuga	
	Sobrasada: 6,20	
	Queso, sobrasada y cebolla caramelizada	
	Com-Pota: 6,20	
	Pechuga, queso de cabra y compota de manzana	
		POSTRES
		Helados Ben And Jerry's 3,80
		Coulant de chocolate con helado de vainilla 4,50
		Brownie con helado de vainilla 4,50
		Gofre de chocolate 4,50

Source: Pub Tortuga menu

Unlike Bar Mar Chica, Pub Tortuga is open year-round from Wednesday to Sunday. From Wednesday to Friday, they open from 6pm to 12am, and on weekends from 12pm to 3am.

Regarding prices, on average, the tapas are slightly more expensive than at Bar Mar Chica, although the prices of sandwiches and pitas are very similar. They offer a wide variety of alcoholic beverages such as beers, wines, and cocktails. A dinner for two people would cost between €20-25.

Pub Tortuga only distributes its products in its physical location.

Finally, in terms of promotion, they are not very active on Instagram and barely use their Facebook profile. On TripAdvisor, they have a consumer rating of 4 out of 5.



## VORA VORA PLATJA

Illustration 28 - Vora Vora Platja logo



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

Vora Vora Platja opened its doors on July 1, 2022, at Playa Mar Chica in Benicarló after being granted a license by the Benicarló City Council. Similar to Bar Mar Chica, it operates only during the summer season, although for fewer months than Bar Mar Chica.

Their menu is somewhat similar to that of Bar Mar Chica, although their main dish, in addition to tapas and sandwiches, is hamburgers. They have sufficient product lines on their menu, although the depth of each line is not extensive (Illustration 29). Their main dish, hamburgers, only offers 5 different options. In contrast to hamburgers, they stand out for the wide variety of tapas they offer, with customers being able to choose from 18 different options ranging from typical patatas bravas to seafood. In terms of drinks, they also offer a wide variety of alcoholic beverages such as wines, sparkling wines, and cocktails, which Bar Mar Chica does not have. Therefore, we can conclude that this restaurant aims to focus more on the service of drinks and tapas rather than meals.

Regarding prices, the tapas at Vora Vora Platja are higher priced compared to Bar Mar Chica, as most of them are seafood-based. The prices of tapas range from €8 to €14, while at Bar Mar Chica, the most expensive tapa is priced at €7.50. The price of sandwiches is slightly higher than at Bar Mar Chica, and the price of their hamburgers ranges from €5 to €8. Therefore, the price for a dinner for two people would be around €40-€60.

## Illustration 29 - Vora Vora Platja's Menu

CARTA	
<b>TAPAS</b>	<b>MEJILLONES AL VAPOR</b> <b>8,00€</b>
<b>BURGERS</b>	<b>SEPIA A LA PLANCHA CON TORRADAS DE ALLIOLI</b> <b>12,00€</b>
<b>SANDWICHES</b>	<b>BOQUERÓN FRITO</b> <b>12,00€</b>
<b>POSTRES</b>	<b>CALAMARES A LA ROMANA</b> <b>10,00€</b>
<b>REFRESCOS</b>	<b>CHIPIRONES FRITOS</b> <b>12,00€</b>
<b>CERVEZAS</b>	<b>PATATAS BRAVAS</b> <b>7,00€</b>
<b>VINOS</b>	<b>CROQUETAS POLLO(6U)</b> <b>7,00€</b>
<b>ESPUMOSOS</b>	<b>CROQUETAS TRUFA/TROMPETAS DE LA MUERTE (6U)</b> <b>8,00€</b>
<b>LICORES</b>	<b>CROQUETAS RABO DE TORO (6U)</b> <b>9,00€</b>
<b>WHISKY</b>	<b>DEGUSTACIÓN CROQUETAS</b> <b>9/12/15 €</b> <small>cantidad=9,00 / cantidad=12,00 / cantidad=15,00</small>
<b>GINEBRAS</b>	<b>GAMBAS SALTEADAS CON AJO</b> <b>12,00€</b>
<b>RON</b>	<b>PULPO PARMENTIER</b> <b>18,00€</b>
<b>VODKA</b>	<b>CALAMARES PLANCHA CON CEBOLLA CARAMELIZADA</b> <b>15,00€</b>
	<b>ALMEJAS MARINERA</b> <b>12,00€</b>
	<b>ORTIGAS DE MAR</b> <b>14,00€</b>
	<b>BOQUERONES EN VINAGRE</b> <b>8,00€</b>
	<b>HUMMUS CON REGAÑAS</b> <b>5,00€</b>
	<b>TARTAR DE SALMÓN Y AGUACATE</b> <b>12,00€</b>
	<b>PLATO JAMÓN Y PAN CON TOMATE</b> <b>14,00€</b>
<b>TAPAS</b>	<b>HAMBURGUESA</b> <b>5,00€</b> <small>Todas las hamburguesas llevan tomate, lechuga, cebolla</small>
<b>BURGERS</b>	<b>HAMBURGUESA + QUESO</b> <b>6,00€</b>
<b>SANDWICHES</b>	<b>HAMBURGUESA + HUEVO</b> <b>7,00€</b>
<b>POSTRES</b>	<b>HAMBURGUESA + QUESO + BACON</b> <b>8,00€</b>
<b>REFRESCOS</b>	<b>HAMBURGUESA COMPLETA</b> <b>10€</b> <small>(Queso + Bacon + Huevo)</small>
<b>CERVEZAS</b>	
<b>VINOS</b>	
<b>ESPUMOSOS</b>	
<b>LICORES</b>	
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	
<b>TAPAS</b>	<b>BIKINI</b> <b>4,00€</b> <small>Jamón + Queso</small>
<b>BURGERS</b>	<b>MALLORQUÍN</b> <b>5,00€</b> <small>Sobrasada + Queso</small>
<b>SANDWICHES</b>	<b>ATÚN</b> <b>7,00€</b> <small>Atún + Tomate + Cebolla + Lechuga + Mayonesa</small>
<b>POSTRES</b>	<b>SANDWICH POLLO</b> <b>8,00€</b> <small>Pollo + Tomate + Cebolla + Lechuga + Mayonesa</small>
<b>REFRESCOS</b>	<b>SALMÓN</b> <b>8,00€</b> <small>Salmón + Tomate + Cebolla + Lechuga + Mayonesa</small>
<b>CERVEZAS</b>	
<b>VINOS</b>	
<b>ESPUMOSOS</b>	
<b>LICORES</b>	
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	
<b>TAPAS</b>	<b>CAPUCCINO BEACH</b> <b>5,00€</b>
<b>BURGERS</b>	<b>CREMA CATALANA</b> <b>5,00€</b>
<b>SANDWICHES</b>	<b>TARTA LIMÓN</b> <b>5,00€</b>
<b>POSTRES</b>	<b>TRUFAS HELADAS</b> <b>5,00€</b>
<b>REFRESCOS</b>	
<b>CERVEZAS</b>	
<b>VINOS</b>	
<b>ESPUMOSOS</b>	
<b>LICORES</b>	
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	
<b>TAPAS</b>	<b>SOLÁN DE CABRAS 0.5L</b> <b>2,00€</b>
<b>BURGERS</b>	<b>SOLÁN DE CABRAS CON GAS 1/3</b> <b>2,00€</b>
<b>SANDWICHES</b>	<b>COCA-COLA</b> <b>2,00€</b>
<b>POSTRES</b>	<b>COCA-COLA ZERO</b> <b>2,00€</b>
<b>REFRESCOS</b>	<b>AQUARIUS</b> <b>2,00€</b> <small>(Naranja, Limón)</small>
<b>CERVEZAS</b>	<b>FANTA</b> <b>2,00€</b> <small>(Naranja, Limón)</small>
<b>VINOS</b>	<b>NESTEA LIMÓN</b> <b>2,00€</b>
<b>ESPUMOSOS</b>	<b>TÓNICA</b> <b>2,00€</b>
<b>LICORES</b>	<b>BITTER KAS</b> <b>2,00€</b>
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	

CARTA	
<b>TAPAS</b>	<b>MEJILLONES AL VAPOR</b> 8,00€
<b>BURGERS</b>	<b>SEPIA A LA PLANCHA CON TORRADAS DE ALLIOLI</b> 12,00€
<b>SANDWICHES</b>	<b>BOQUERÓN FRITO</b> 12,00€
<b>POSTRES</b>	<b>CALAMARES A LA ROMANA</b> 10,00€
<b>REFRESCOS</b>	<b>CHIPIRONES FRITOS</b> 12,00€
<b>CERVEZAS</b>	<b>PATATAS BRAVAS</b> 7,00€
<b>VINOS</b>	<b>CROQUETAS POLLO(6U)</b> 7,00€
<b>ESPUMOSOS</b>	<b>CROQUETAS TRUFA/TROMPETAS DE LA MUERTE (6U)</b> 8,00€
<b>LICORES</b>	<b>CROQUETAS RABO DE TORO (6U)</b> 9,00€
<b>WHISKY</b>	<b>DEGUSTACIÓN CROQUETAS</b> 9/12/15 € <small>(cantidad de 9,00 / cantidad de 12,00 / cantidad de 15,00)</small>
<b>GINEBRAS</b>	<b>GAMBAS SALTEADAS CON AJO</b> 12,00€
<b>RON</b>	<b>PULPO PARMENTIER</b> 18,00€
<b>VODKA</b>	<b>CALAMARES PLANCHA CON CEBOLLA CARAMELIZADA</b> 15,00€
	<b>ALMEJAS MARINERA</b> 12,00€
	<b>ORTIGAS DE MAR</b> 14,00€
	<b>BOQUERONES EN VINAGRE</b> 8,00€
	<b>HUMMUS CON REGAÑÁS</b> 5,00€
	<b>TARTAR DE SALMÓN Y AGUACATE</b> 12,00€
	<b>PLATO JAMÓN Y PAN CON TOMATE</b> 14,00€
<b>TAPAS</b>	<b>HAMBURGUESA</b> 5,00€ <small>Todas las hamburguesas llevan tomate, lechuga, cebolla</small>
<b>BURGERS</b>	<b>HAMBURGUESA + QUESO</b> 6,00€
<b>SANDWICHES</b>	<b>HAMBURGUESA + HUEVO</b> 7,00€
<b>POSTRES</b>	<b>HAMBURGUESA + QUESO + BACON</b> 8,00€
<b>REFRESCOS</b>	<b>HAMBURGUESA COMPLETA</b> 10€ <small>(Queso + Bacon + Huevo)</small>
<b>CERVEZAS</b>	
<b>VINOS</b>	
<b>ESPUMOSOS</b>	
<b>LICORES</b>	
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	
<b>TAPAS</b>	<b>BIKINI</b> 4,00€ <small>Jamón + Queso</small>
<b>BURGERS</b>	<b>MALLORQUÍN</b> 5,00€ <small>Sobrasada + Queso</small>
<b>SANDWICHES</b>	<b>ATÚN</b> 7,00€ <small>Atún + Tomate + Cebolla + Lechuga + Mayonesa</small>
<b>POSTRES</b>	<b>SANDWICH POLLO</b> 8,00€ <small>Pollo + Tomate + Cebolla + Lechuga + Mayonesa</small>
<b>REFRESCOS</b>	<b>SALMÓN</b> 8,00€ <small>Salmón + Tomate + Cebolla + Lechuga + Mayonesa</small>
<b>CERVEZAS</b>	
<b>VINOS</b>	
<b>ESPUMOSOS</b>	
<b>LICORES</b>	
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	
<b>TAPAS</b>	<b>CAPUCCINO BEACH</b> 5,00€
<b>BURGERS</b>	<b>CREMA CATALANA</b> 5,00€
<b>SANDWICHES</b>	<b>TARTA LIMÓN</b> 5,00€
<b>POSTRES</b>	<b>TRUFAS HELADAS</b> 5,00€
<b>REFRESCOS</b>	
<b>CERVEZAS</b>	
<b>VINOS</b>	
<b>ESPUMOSOS</b>	
<b>LICORES</b>	
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	
<b>TAPAS</b>	<b>SOLÁN DE CABRAS 0.5L</b> 2,00€
<b>BURGERS</b>	<b>SOLÁN DE CABRAS CON GAS 1/3</b> 2,00€
<b>SANDWICHES</b>	<b>COCA-COLA</b> 2,00€
<b>POSTRES</b>	<b>COCA-COLA ZERO</b> 2,00€
<b>REFRESCOS</b>	<b>AQUARIUS</b> 2,00€ <small>(Naranja, Limón)</small>
<b>CERVEZAS</b>	<b>FANTA</b> 2,00€ <small>(Naranja, Limón)</small>
<b>VINOS</b>	<b>NESTEA LIMÓN</b> 2,00€
<b>ESPUMOSOS</b>	<b>TÓNICA</b> 2,00€
<b>LICORES</b>	<b>BITTER KAS</b> 2,00€
<b>WHISKY</b>	
<b>GINEBRAS</b>	
<b>RON</b>	
<b>VODKA</b>	

Source: <https://www.voravoraplatja.com/carta>

In terms of distribution, customers only have the option to visit the physical restaurant as the added value lies in the privileged views of the beach where it is located.

Vora Vora Platja promotes its business through social media platforms such as Instagram (@voravoraplatja) and Facebook (Vora Vora Platja), as well as through their website (www.voravoraplatja.com), where they share their menu, reservation contact information, opening hours, and location. Additionally, they have a rating of 4.1 out of 5 stars from user reviews on Google.

## BAR NOU DESPERADOS

Illustration 30 -  
Desperados logo



Source: Desperados  
Facebook

Bar Nou Desperados is located on the coast between Vinaroz and Benicarló, about 10 minutes away from Bar Mar Chica. It was founded by a former employee of Bar Mar Chica who decided to utilize the experience gained with them to create his own restaurant. In 2022, the restaurant was sold and acquired by new owners. These new owners decided to completely renovate the premises to adapt it to the latest design trends. The new establishment was inaugurated on June 15, 2022.

In terms of their menu (Illustration 31), they offer salads, tapas, sandwiches, burgers, and a children's menu. Customers have the option to choose from 15 different types of tapas, 12 types of sandwiches, and 5 types of burgers.

In terms of prices, Bar Nou Desperados has slightly higher prices compared to Bar Mar Chica. For example, the average price of sandwiches ranges between 7 and 8€, while at Bar Mar Chica the average is around 6€. Therefore, a meal for two people at Bar Nou Desperados could be around 35-45€.

Regarding the distribution of Bar Nou Desperados, they primarily serve customers at their physical restaurant, but they also offer take-out options for those who prefer to enjoy their food elsewhere.

In terms of promotion, they rely heavily on social media platforms, regularly posting images and sharing any ongoing offers. They maintain an Instagram account (@nou.desperados.vinaros) and a Facebook page (Nou Desperados Vinaros). On Google, they have a consumer rating of 4.1 out of 5.

Illustration 31 - Desperados's Menu

<h2 style="text-align: center;">ENSALADAS</h2> <p><b>ENSALADA DESPERADOS 8,80 €</b> Lechuga, salsa miel y mostaza, pollo, maíz, nueces, picatostes y aceitunas negras de Aragón.</p> <p><b>FORTÍ 8,80 €</b> Lechuga, salsa César, tomate cherry, pollo, picatostes y queso parmesano.</p> <p><b>PUNTAL 8,80 €</b> Lechuga, crema balsámica de modena, tomate, bonito, maíz, cebolla, aceitunas y anchoas.</p> <p><b>FORA FORAT 8,80 €</b> Lechuga, crema balsámica de modena, queso de cabra, bacon crujiente, picatostes y nueces.</p>	<h2 style="text-align: center;">TAPAS</h2> <p><b>TABLA JAMÓN DO TERUEL 8,80 €</b> <b>TABLA 4 QUESOS</b> (Ajo negro, trufa, romero y aceituna negra) <b>14,50 €</b></p> <p><b>ENSALADILLA RUSA 5,80 €</b> <b>TORTILLA DE PATATAS</b> (Pan con tomate) <b>5,90 €</b></p> <p><b>PALITOS DE BERENJENA CRUJIENTES A LA MIEL 8,50 €</b> <b>PATATAS BRAVAS 6,50 €</b> <b>PATATAS FRITAS 5,50 €</b> <b>PULPO CON ALL I OLI 13,50 €</b> <b>CALAMARES A LA ANDALUZA 9,80 €</b> <b>MEJILLONES AL VAPOR 8,50 €</b> <b>CROQUETAS DE CÓCIDO - 6 uds - 7,50 €</b> <b>CROQUETAS DE RABO DE TORO - 6 uds - 7,90 €</b> <b>CRUJIENTE DE LANGOSTINO - 8 uds - 9,50 €</b> <b>POLLO ESTILO KENTUCKY 8,80 €</b> <b>NUCGETS DE POLLO CRUJIENTE 7,80 €</b></p>
<h2 style="text-align: center;">DESPERADOS</h2> <h3 style="text-align: center;">HAMBURGUESAS</h3> <p><b>HAMBURGUESA DESPERADOS 9,90 €</b> Hamburguesa de ternera <b>180 g</b>, lechuga, tomate en rodaja, cebolla caramelizada, queso cheddar, bacon, huevo y patatas fritas.</p> <p><b>FONDO DE BOLA 9,50 €</b> Hamburguesa de ternera <b>180 g</b>, lechuga, tomate en rodaja, cebolla caramelizada, queso brie, bacon y patatas fritas.</p> <p><b>FORADADA 9,50 €</b> Hamburguesa de ternera <b>180 g</b>, lechuga, cebolla caramelizada, champiñones, queso de cabra y patatas fritas.</p> <p><b>SOL DE RIU 9,50 €</b> Hamburguesa vegana <b>0%</b> carne, lechuga, tomate en rodaja, queso vegano y patatas fritas.</p> <p><b>ROQUES 7,90 €</b> Hamburguesa de ternera <b>100 g</b>, lechuga, tomate en rodaja, queso cheddar y patatas fritas.</p>	<h2 style="text-align: center;">DESPERADOS</h2> <h3 style="text-align: center;">BOCATAS</h3> <p><b>FRANKFURT DESPERADOS 7,50 €</b> Frankfurt, bacon, queso cheddar y cebolla caramelizada.</p> <p><b>PIANA 5,50 €</b> Jamón york y queso en pan de molde.</p> <p><b>TRIADOR 7,90 €</b> Lomo plancha, salsa de queso, champiñones y cebolla caramelizada.</p> <p><b>PINETS 6,90 €</b> Salchichas del país y tomate untado.</p> <p><b>VINA 7,90 €</b> Pechuga de pollo, pimientos, cebolla caramelizada, queso y mayonesa.</p> <p><b>BARBIQUERA 6,90 €</b> Bacon, queso y tomate untado.</p> <p><b>PASTOR 7,90 €</b> Chistorra, huevo plancha, queso y tomate untado.</p> <p><b>SALINES 7,90 €</b> Calamares a la andaluza y mayonesa.</p> <p><b>SÉÑIA 7,20 €</b> Tortilla francesa 2 huevos, marquilla tipo Burgos y tomate untado.</p> <p><b>SALDONAR 6,90 €</b> Tortilla de patatas con cebolla y tomate untado.</p> <p><b>COSTA NORTE 8,50 €</b> Ternera, salsa de queso y champiñones.</p> <p><b>SERVOL 7,90 €</b> Salchichas veganas 0% carne, tomate en rodaja y lechuga.</p>
<h2 style="text-align: center;">DESPERADOS</h2> <h3 style="text-align: center;">MENU INFANTIL</h3> <p><b>CREGAL 9,90 €</b> 4 salchichas del país + Patatas fritas + Agua o refresco + Helado</p> <p><b>XIROCO 9,90 €</b> 6 nuggets de pollo rebozado crujientes + Patatas fritas + Agua o refresco + Helado</p> <h2 style="text-align: center;">DESPERADOS</h2>	

Source: Desperados's Facebook

Below is a summary of the main competitors of Bar Mar Chica, outlining their marketing mix.

**Table 2 - Bar Mar Chica's main competitors**

COMPETITOR	PRODUCT	PRICE	DISTRIBUTION	COMMUNICATION	DIFFERENCES WITH 
	Tapas (24) Salads (4) Eggs (6) Sandwiches (13) Hot Dog (3) Pitas (7) Desserts (4)	20-25€	Physical location (1 restaurant)  Take Away	They are not very active on Instagram and hardly use their Facebook.	Possibility to reserve a table  Closer to the center of Benicarló  In the evening, it operates as a pub.  Less extensive menu.
	Tapas (19) Burgers (5) Sandwiches (5) Desserts (4)	40-60€	Physical location (1 restaurant)	They are active on Instagram and Facebook, and they have a website.	Possibility to reserve a table  Closer to the center of Benicarló  Burgers on the menu  Less extensive menu.
	Salads (4) Tapas (15) Burgers (5) Sandwiches (12) Desserts (4) Children's Menu (2)	35-45€	Physical location (1 restaurant)  Take Away	They are active on Instagram and Facebook, and they have a website.	Possibility to reserve a table  Closer to the center of Benicarló  Burgers on the menu  Less extensive menu  They have a children's menu.

Source: own elaboration

## 2.3. Market and demand Analysis

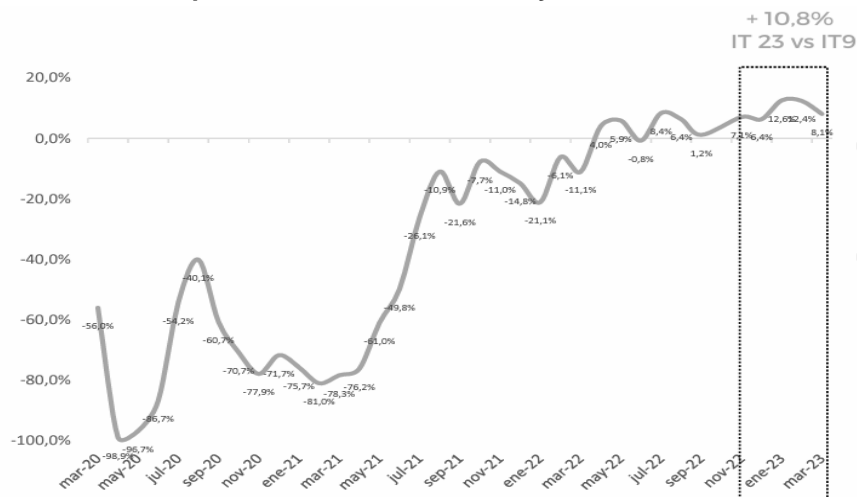
### 2.3.1. Sector Analysis

Bar Mar Chica operates in the hospitality sector, which is part of the tertiary sector.

The tertiary sector contributes to 67.4% of the GDP and employs 76% of the active population. The tourism sector is crucial for the country's economy, as it is the main source of income for Spain (although its contribution to the GDP has decreased from pre-COVID levels of 12.4% in 2019). Spain is the second most popular tourist destination in the world.

According to the latest data from Exeltur, the balance of the tourism sector in the first quarter of 2023 is very positive, with activity levels +10.8% higher than in the same months of 2019 in nominal terms (Graph 6). This reflects the strength of the sector in Spain and the demand from both domestic and international markets, where the desire to travel remains a priority compared to other types of consumption, after years of mobility restrictions.

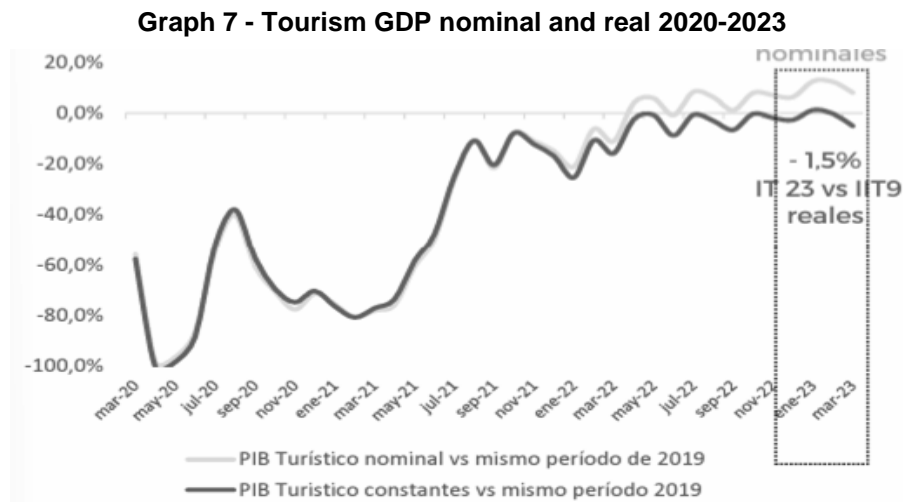
**Graph 6 - Tourism GDP for the years 2020-2023**



Source: Exeltur

Despite the growth in nominal terms, when adjusting for inflation, the real levels of tourism activity in Spain have not yet reached the values from early 2019. While in nominal terms, tourism ends the quarter +10.8% above 2019, in real terms, it is still -1.5% below that year (Graph 7). This indicates that although there has been a recovery

in the tourism sector, it has not fully returned to pre-pandemic levels when considering the impact of inflation.



Source: Exeltur

The improvement in business sales in this first quarter of 2023 can be explained by the recovery of customer volumes, reaching levels close to 2019, as well as a significant improvement in final selling prices.

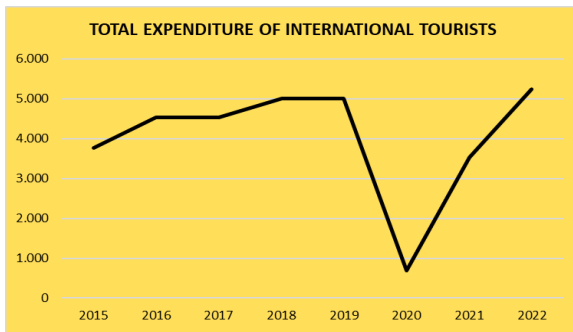
The marketing of new and repositioned tourism products and services, following substantial investments made by a good number of companies, has allowed for higher selling prices due to the increased value added and better positioning in market segments with higher spending capacity.

The improvement in revenues has, in turn, enabled tourism companies to accelerate job creation (in March, it is +5.7% above March 2019), with an additional 108,000 jobs, while also providing greater stability in employment contracts (91% of tourism employees now have permanent contracts).

The total expenditure made by international tourists visiting Spain in February reached 5.326 million euros (Graph 8), an increase of +41.1% compared to February 2022. Meanwhile, the average daily expenditure grew by 19.2%, reaching 163 euros (Graph 9). During the first two months of 2023, the total expenditure of international tourists increased by 54.7% compared to the same period the previous year, reaching 10.544 million euros. When compared to 2019, tourist spending is 12.9% higher.

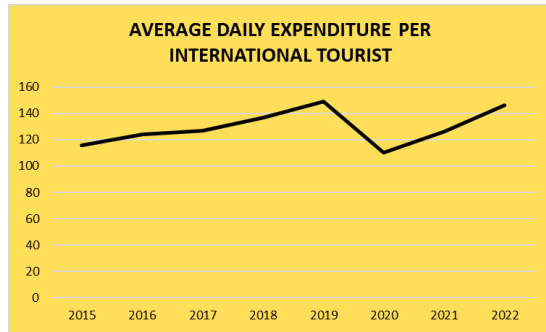


**Graph 8 - Total expenditure of international**



Source: own elaboration based on INE

**Graph 9 - Average daily expenditure per**



Source: own elaboration based on INE

In February, Spain received a visit from 4.3 million international tourists, an increase of +35.9% compared to the same month in 2022. The United Kingdom is the main country of residence, accounting for 18.2% of the total and showing a growth of 35.6% compared to February 2022. France and Germany are the next countries with the highest number of tourists visiting Spain, with France experiencing a +23.8% annual growth and Germany a +30.9% growth. Among the other countries of residence, notable annual increases in tourist arrivals are seen from the United States (93.0%), Italy (44.0%), and Switzerland (42.8%).

Residents of Spain made 171.4 million trips in 2022, an increase of 19.9% compared to 2021. The total associated expenditure reached 50,292.0 million euros, a growth of 54.6%. Of the trips made, 90.6% had Spain as the main destination, while 9.4% were to foreign destinations. The average daily expenditure for domestic trips was 58 euros.

According to the latest data from the Spanish Confederation of Hospitality (CEHE), the hospitality sector consists of over 315,000 establishments that employ 1.7 million people and have a sales volume of 130,841 million euros, contributing 6.4% to the GDP of the Spanish economy. Specifically, restaurants, bars, cafés, and pubs employ nearly 1.3 million people and have a turnover of around 99 billion euros, contributing 4.9% to the national GDP.

The favourable climate we enjoy, the outgoing and social nature of the population, and our attraction to bars have led to the existence of approximately one bar per 175 inhabitants in Spain, according to the National Institute of Statistics (INE) data from 2020.

## 2.3.2. Consumer Analysis

Year after year, new trends emerge in the hospitality industry, some of which become established and persist, while others are short-lived and fade away. During the pandemic, the closure and restrictions forced people to stay at home for an extended period. Now, after the pandemic, people are eager to venture outdoors and enjoy nature. This shift in lifestyle, combined with the Spanish population's preference for bars, leads consumers to increase the frequency and duration of their visits to bars and restaurants.

### 2.3.2.1. What do they buy?



Consumers have become much more demanding due to the access to a large amount of information they have daily thanks to the Internet and their mobile devices. After the pandemic, consumers have become more selective about the activities they choose for their leisure time. That is why currently, consumers seek activities that provide a unique sensory experience. In the past, the only criteria consumers considered when choosing a restaurant were the type, quantity, quality, and price of the food. However, now their expectations go beyond that, and they also require their gastronomic experience to be accompanied by an exceptional sensory experience. Attention to the environment, decor, presentation of dishes, aromas... Everything matters when it comes to the overall experience.

Dinners are increasingly focused on sustainability and local and seasonal products. Terms like circular economy and "km 0" (referring to products sourced locally) became more popular during the pandemic. Consumers began to prioritize the search for locally sourced products, which were both less environmentally damaging and healthier due to the production methods used. In 2023, consumers want this trend to extend to the bars they frequently visit, urging them to adopt these more ethical, sustainable, and socially responsible principles.



A more environmentally sustainable diet leads to a reduction in meat consumption. Trends such as veganism and vegetarianism are on the rise, advocating for eliminating or significantly reducing the consumption of animal-derived foods. More than 5 million

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people in Spain identify as vegan, vegetarian, or flexitarian. This growing trend has the potential to become a new market for development.

Consumers are increasingly concerned about consuming healthier and more natural foods.

Something that the pandemic taught us was to take better care of our health, and this includes paying attention to the food we consume.

As the saying goes, "we are what we eat." Movements such as Real Food align with this trend by advocating for the consumption of

natural products and avoiding ultra-processed foods. The rise in food-related issues such as intolerances, allergies, and the focus on healthy habits has required restaurants to carefully and responsibly adapt their dishes to meet these needs.

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In order for consumers to be able to check the origin of their food, European regulations have required restaurants to provide information about the ingredients and possible allergens included in their products for a few years now. The promotion of new alternatives that are free from allergens and intolerances, such as gluten-free or lactose-free products, is being encouraged.

Currently, consumers have developed a tendency to search for photos, videos, and reviews from other consumers on social media before visiting a new restaurant. Therefore, reputation and engagement gained through these platforms become crucial. In order to achieve this, factors such as decor, presentation of dishes, the pleasant appearance and demeanor of staff, and the overall ambiance of the establishment can be shared by customers themselves and attract new customers to visit.

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During the pandemic, takeout and delivery services emerged as a new distribution channel for the restaurant industry due to closures and restrictions. After the pandemic, it is expected that this channel will solidify as a new avenue where businesses will need to invest to reach their potential customers. Additionally, there is a challenge in terms of businesses taking on the responsibility of food delivery

themselves, due to the high commissions charged by apps such as Glovo or Uber Eats.

On the other hand, there has been a shift in consumption habits, with a reduction in meals and dinners outside the home, giving way to other consumption moments such as "aperitivo" (pre-dinner snacks) or "tardeo" (late afternoon/early evening socializing). As a result, late-night consumption is being replaced by afternoon/evening consumption.



### 2.3.2.2. Who buys?

The hospitality sector caters to all age groups, and Bar Mar Chica is no exception as it does not distinguish based on age among its consumers. Let's now divide them into age ranges and analyze them.



Many families with children aged 0-12 visit Bar Mar Chica because, even though there isn't a specifically designed menu for them, many of the options offered by MarChi are appealing to children. Examples of such options would be sandwiches, French fries, or nuggets.

Teenagers aged 12-18 often visit the restaurant on weekends during the school season and any day of the week during the summer season. Considering that their purchasing power is relatively low as they depend on the money given to them by their parents, they usually consume a shared tapa and each order a sandwich. The average amount they spend ranges between 10-15€.



Young adults aged 19-30 are the ones who frequent Bar Mar Chica the most, regardless of gender or whether they are still studying or working. They usually share several tapas and each order a sandwich or pita. It's possible that after the meal, they may have a cocktail or a mixed drink while enjoying the cozy atmosphere and the company.

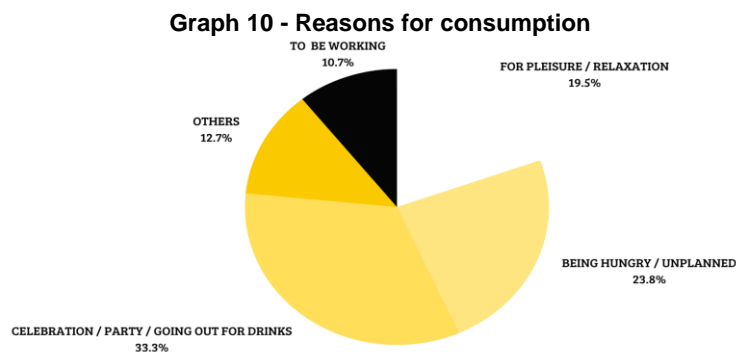
The average amount they spend ranges between 15-25€.

Finally, adults aged 30 and above also consume shared tapas and a sandwich or pita per person. With a higher purchasing power due to their work or retirement, they don't mind ordering extra drinks, having dessert, or enjoying a cocktail or mixed drink to make the most of their day. The average price ranges between 18 and 30€ per person.



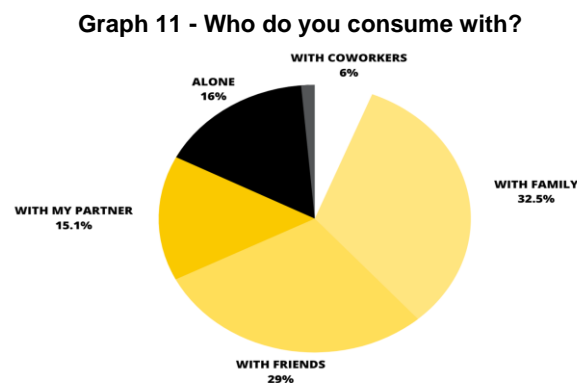
### 2.3.2.3. Why do they buy?

There are several reasons that lead consumers to go to bars and restaurants. As seen in Graph 10, in 33.3% of cases, it is for celebrations or parties, 23.8% are unplanned visits simply due to hunger, 19.5% for pleasure or relaxation, and 10.7% for work-related purposes.



Source: own elaboration based on INE

As seen in Graph 11, when eating out, people usually dine with their family in 32.5% of cases, with friends in 29% of cases, with their partner in 15.1% of cases, with colleagues from work in 6% of cases, or alone in 16% of cases.



Source: own elaboration based on INE

The pandemic has forced us to spend a significant amount of time at home, so now, with the return to normalcy, we want to go back to bars as a meeting point with our loved ones and to disconnect from the routine outside of our usual space. We enjoy socializing, leaving the house, spending time with family and friends, and enjoying a meal in their company.

Moreover, we also appreciate being attended to and served by hospitality staff because we could easily order all our food for delivery and enjoy it at home, but instead, we prefer to enjoy it at the restaurant.

Let's not forget that we also enjoy experiencing surprising and different gastronomy from what we have at home. And it's not just about the food, but also the beverages, service, atmosphere, and entertainment that these establishments offer.

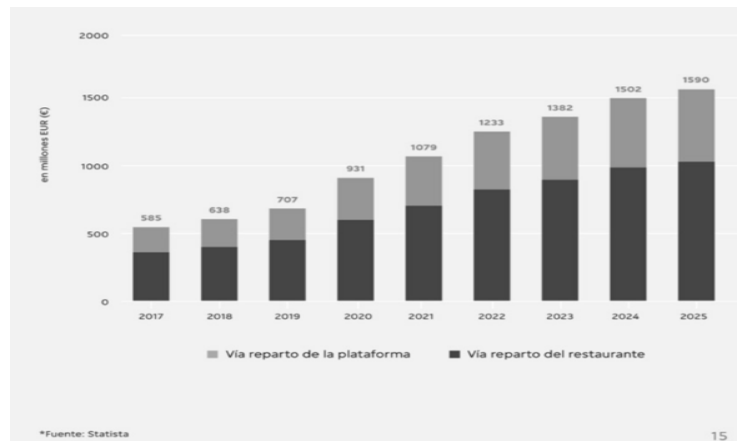
#### 2.3.2.4. How do the buy?

Traditionally, consumers would go out of their homes to visit restaurants and enjoy their ambiance. However, during and after the pandemic, many consumer behavior patterns changed, and new forms of distribution emerged to overcome the challenges posed by closures and restrictions.



The delivery business has increased by 172% since the beginning of the pandemic (Illustration 32). In 2022, 70% of Spanish establishments offered delivery services. 31.6% of restaurants have their own delivery service without using apps like Uber Eats, Glovo, or Just Eat. This trend of internalizing delivery reached its peak due to the high commissions, which reached up to 40%, charged by these delivery platforms. The businesses that use delivery the most are burger joints, followed by pizzerias, Asian restaurants, and sandwich shops. This increase has reached up to 121.7% in the case of sandwich shops. When it comes to ordering delivery, it is predominantly done during dinner, accounting for 62% of orders.

**Illustration 32 - Evolution and forecasts of the sector**



Source: Statista

### **3. SWOT ANALYSIS**

Next, in the following table we are going to perform a SWOT analysis, where we are going to take into account the weaknesses, threats, strengths and opportunities:

**Table 3 - SWOT analysis**

<b>SWOT</b>	
<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Good profit margin on the product</li> <li>• Trustworthy and experienced staff</li> <li>• Attractive and easy-to-prepare food</li> <li>• Fast and automated table service (low margin for error)</li> <li>• Unmatched location on the beachfront due to Coastal Law</li> <li>• Well-decorated premises</li> <li>• High table turnover</li> <li>• High-quality product</li> <li>• Recognized bar</li> <li>• Offering gluten-free, vegan, and vegetarian options</li> <li>• Positive word-of-mouth communication</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Inability to expand the premises due to Coastal Law</li> <li>• High seasonality of demand</li> <li>• Inseparability of the service</li> <li>• High dependence on weather conditions</li> <li>• Small and impractical round tables</li> <li>• Outdated menu</li> <li>• Long queues at the entrance of the bar</li> <li>• Lack of delivery service</li> <li>• Very basic packaging</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Increase in population</li> <li>• Opening a delivery channel</li> <li>• Shift in consumption hours</li> <li>• Increase in technology</li> <li>• Rise in tourism and average spending</li> <li>• Enhanced presence on social media</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• High tax pressure in Spain</li> <li>• Energy crisis</li> <li>• Inflation and generalized price increases</li> <li>• Interest rate hikes</li> <li>• Trend towards healthy eating</li> </ul>

Source: own elaboration

### 3.1. Strengths

- **Good profit margin on the product:** Several factors contribute to this high margin, including low competition and the understanding and acceptance by customers that prices are higher in beachfront locations.
- **Trustworthy and experienced staff:** The permanent staff consists of workers who have been with the company for many years.
- **Attractive and easily prepared food:** The sandwiches feature unique combinations, and the tapas are difficult to find in conventional supermarkets. Additionally, the dishes are quickly prepared.
- **Fast and automated table service (low margin for error):** The established system, where each worker has a specific role similar to an assembly line, enables fast and efficient service with minimal margin for error.
- **Unmatched location on the beachfront due to Coastal Law:** The prohibition of new constructions on the coast under this law makes it difficult for new competitors to enter the market.
- **Well-decorated premises:** In addition to its beachfront location, the recently renovated establishment is adorned with wood, and the terrace is filled with palm trees and umbrellas.
- **High table turnover:** Without a reservation system, the same table can be used up to 5 times during a single service.
- **High-quality product:** The brand emphasizes working with local suppliers and prioritizes quality.
- **Recognized restaurant:** When customers think of Bar Mar Chica, they associate it with a good atmosphere, warmth, and summer.
- **Offerings for gluten-free, vegan, and vegetarian options:** By catering to dietary trends, the restaurant ensures that customers have options that suit their preferences and can visit with satisfaction.



- **Positive word-of-mouth communication:** Located in a town, satisfied customers have shared their positive experiences with friends and family, contributing to the restaurant's reputation and visibility.

### **3.2. Weaknesses**

- **Inability to expand the premises due to its location:** Being situated in a coastal area regulated by the Coastal Law, new constructions or increasing the existing ones is not allowed.
- **High seasonality of demand:** The restaurant experiences peak demand during the summer months and weekends, leading to overcrowding of services.
- **Inseparability of service:** Apart from the food product, the restaurant also provides a service that cannot be produced during low-demand seasons to be used when demand is high.
- **High dependence on weather conditions:** Being located by the sea with a large terrace, the restaurant is greatly affected by weather conditions. For instance, on windy or rainy days, the outdoor terrace can become uncomfortable for customers. Similarly, during hot weather, the lack of air conditioning on the terrace may pose discomfort. One solution could be relocating customers to the covered terrace or interior of the restaurant, although these spaces are smaller and cannot accommodate the same number of patrons.
- **Small and impractical round tables:** The small round tables are not functional as they can barely fit the dishes when served. Customers may be more comfortable with other types of tables.
- **Menu updates:** Some items on the menu have been unchanged for many years and may not be highly demanded. Updating and replacing these items could be beneficial.
- **Long queues at the entrance:** During peak seasons, long queues form at the restaurant's entrance, which can be visually unappealing for customers already dining inside and seeking a relaxing environment.

- **Lack of delivery service:** While the restaurant offers takeout services, having a delivery service would be more convenient for potential customers, considering their remote location.
- **Simple packaging:** The packaging, especially for takeout orders, is basic and predominantly brown in color. Updating the packaging, particularly for takeout, could be considered.

### **3.3. Opportunities**

- **Population growth:** The increasing population in recent years provides the Bar Mar Chica with a larger pool of potential customers to cater to.
- **Opening a delivery channel:** In response to the growing trend of delivery services adopted by consumers after the pandemic, Bar Mar Chica cannot afford to lag behind and should adapt to emerging market trends.
- **Changes in consumption hours:** The pandemic has led to changes in consumption patterns, with a decrease in late-night dining and an increase in aperitifs and afternoon/evening socializing.
- **Technological advancements:** The evolving and innovative technology can be leveraged to improve the operations of the business.
- **Increased tourism and average spending:** With the current surge in tourist arrivals and domestic tourism, the Bar Mar Chica can enhance its visibility to capture a larger market share.
- **Increased presence on social media:** Nowadays, a significant number of diners search for photos and reviews on platforms like Google and social media before visiting a restaurant. Therefore, it is crucial to make a good impression on potential customers through a strong presence on social media.

### **3.4. Threats**

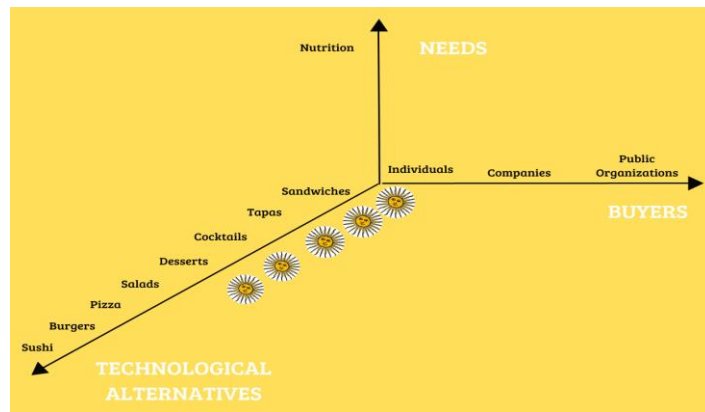
- **High tax pressure in Spain:** The increasing taxes imposed in Spain year after year affect businesses and their profits.
- **Energy crisis:** The rise in the cost of utilities and raw materials has increased business expenses. Exploring the use of renewable energy sources could help alleviate this effect.
- **Inflation and widespread price hikes:** This situation will lead to a loss of purchasing power for Spanish families and a reduction in dining out.
- **Interest rate hikes:** With these increases, mortgage prices rise, leaving less of the family budget available for leisure activities.
- **Trend towards healthy eating:** The trend towards healthier food choices will result in reduced consumption of highly processed foods. This will impact Bar Mar Chica as most of their tapas and other dishes are highly processed and contain a significant amount of saturated fats.

## **4. MARKET SEGMENTATION**

We can assert that Bar Mar Chica not only fulfills the need for sustenance but also caters to the need for leisure and entertainment.

In Graph 12, it demonstrates how Bar Mar Chica caters to the dining needs of its target audience, individuals, through a wide range of technological alternatives. Among these options, Bar Mar Chica focuses on offering sandwiches, tapas, desserts, salads, and cocktails. This represents the product market of Bar Mar Chica.

**Graph 12 - Relevant market, need for nutrition**

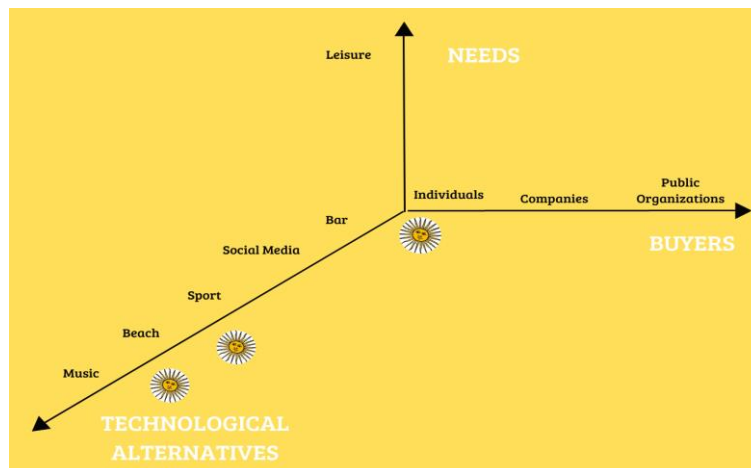


Source: own elaboration

In Graph 13, it represents the need for leisure and entertainment, as consumers in their free time seek activities that help them escape from their daily lives. Bar Mar Chica specifically targets individuals, leaving aside businesses and public organizations. It offers three different technological alternatives from the available options. These alternatives are bars, the beach, and music, targeting individuals seeking to fulfill their leisure needs.

Bars are chosen as a technological alternative because when customers have free time, they satisfy their leisure needs by going to bars to enjoy gastronomy and leisure time with family and friends. Additionally, Bar Mar Chica offers the beach as an alternative because of its location facing the beach, providing customers with the immersive experience of being in a beach environment. Lastly, the music alternative is chosen because customers can enjoy the music played at the establishment.

**Graph 13 - Relevant market, need for leisure**



Source: own elaboration

## 4.1. Target audience

Taking into account the two relevant markets we have analyzed, we are now going to segment the target audience of Bar Mar Chica.

The first target segment (Table 4) consists of teenagers (12-18 years old) who are still in school. They visit Bar Mar Chica on weekends during the school year, as well as weekdays and weekends during the summer season. Since they don't have their own vehicles, they cannot travel to other towns or distant places and can reach Bar Mar Chica by taking a walk. They usually visit the bar in gatherings with friends. Furthermore, they rely on the money given to them by their parents, so their purchasing power is low. They tend to go every week and spend a small amount of money on each visit, often ordering a shared tapa and a sandwich each. They typically spend between 10 and 15 euros per visit. An example of an infographic of a teenager is in Illustration 33.

Table 4 - Teenagers group

<b>TEENAGERS</b>	
	AGE: 12-18 YEARS
	FREQUENCY: WEEKLY
	EMPLOYMENT SITUATION: STUDENTS
	WITH WHOM?: FRIENDS
	PURCHASING POWER: LOW
	WHAT?: ONE SHARED TAPA AND ONE SANDWICH EACH

Source: own elaboration

Illustration 33 - Infographic of a teenager

**Name:** Marco Martínez Fernández

**Age:** 16

**From:** Benicarló

**Description:** Marco is a student at Ramón Cid Institute in Benicarló. His main hobbies are playing the saxophone and piano, which he does five days a week. He loves hanging out with his friends, and one of the special plans he has is going to MarChi whenever they can since Marco has a limited budget because he depends on the weekly allowance given to him by his parents.

 @marcomartinezf

 @marcomartinezf

 @marcomartinezf



Source: own elaboration

The second segment consists of young adults aged 18 to 30 who are either still studying or have recently entered the workforce and lack economic stability. This is the primary target audience as the food and ambiance offered by Bar Mar Chica are highly suitable for them, although it doesn't mean that they don't cater to other segments.

They typically visit on weekends, both in the low and high seasons, as they often have to work to afford leisure activities. They try to go whenever possible (more than 5 times a month during the summer season) because the products offered by Bar Mar Chica provide them with the perfect combination: high-quality food, their preferred type of cuisine, and prices that align with their budget. They usually choose multiple tapas to share, each order a sandwich, and may even enjoy cocktails or mixed drinks after the meal, resulting in an average expenditure of 18 to 25 euros per person.

**Table 5 - Adults between 18-30 years**

<b>ADULTS 18-30</b>	
	AGE: 18-30 YEARS
	FREQUENCY: WEEKENDS
	EMPLOYMENT SITUATION: STUDENTS / WORKERS
	WITH WHOM?: FRIENDS
	PURCHASING POWER: MEDIUM
	WHAT?: SEVERAL SHARED TAPAS, ONE SANDWICH EACH, AND EVEN COCKTAILS
	PRICE: 18-25€

Source: own elaboration

**Illustration 34 - Infographic of an adult 18-30**

**Name:** Juan Marzá Serrano

**Age:** 26

**From:** Peñíscola

**Description:** Juan works at a supermarket in Benicarló. His main hobbies are going to the gym and spending time with his friends. He loves going to MarChi because of the variety of dishes it offers and the enjoyable atmosphere, in addition to the beautiful premises and spectacular views. During the summer season, he can visit MarChi up to two times a week.



 @juanserrano  
 @juanserrano  
 @juanserrano

Source: own elaboration

The third segment consists of adults over 30 years old who have stable jobs and a medium to high income. They may visit Bar Mar Chica with their friends, partners, or family. Typically, they visit Bar Mar Chica on weekends, about once or twice a month. They often order a selection of tapas to share, a main course per person, and desserts. After the meal, they enjoy spending time chatting with friends, and this is when they usually order cocktails and mixed drinks. Their average expenditure ranges between 20 and 30 euros per person.

**Table 6 - Adults >30 group**

<b>ADULTS &gt;30</b>	
	AGE: >30 YEARS
	FREQUENCY: 1-2 WEEKENDS / MONTH
	EMPLOYMENT SITUATION: STUDENTS / WORKERS
	WITH WHOM?: FRIENDS, PARTNER, FAMILY
	PURCHASING POWER: MEDIUM-HIGH
	WHAT?: SEVERAL SHARED TAPAS, ONE MAIN DISH EACH, DESSERTS AND COCKTAILS
PRICE: 20-30€	

*Source: own elaboration*





**Illustration 35 - Infographic of an adult >30**

**Name:** María González Miró

**Age:** 40

**From:** Benicarló

**Description:** María works at a bank in Benicarló and in her free time, she goes to the gym. She has two children, Raúl and Marta, aged 6 and 8 respectively. She visits MarChi on weekends to enjoy family outings. She likes MarChi because it provides a visually peaceful environment and a relaxing atmosphere where she can spend quality time with her family.


  
 @mgonzalezmiro  
 @mgonzalezmiro  
 @mgonzalezmiro

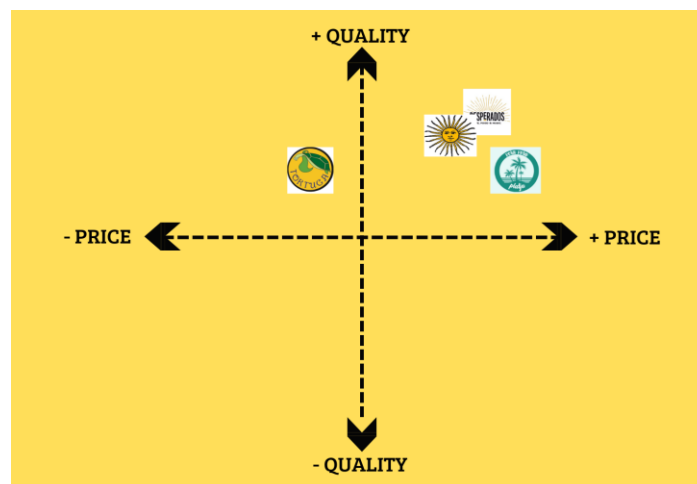
*Source: own elaboration*

## 4.2. Positioning

This section shows the positioning that Bar Mar Chica has in the minds of its consumers with respect to its main competitors (Bar Tortuga, Nuevo Desperados and Vora Vora Platja). This analysis is going to be carried out according to the criteria that are decisive when deciding which bar to go to: price, quality, location and decoration and type and variety of the menu.

In the first positioning map, we can observe the positioning based on criteria of quality and price. In terms of price, Nuevos Desperados and Vora Vora Platja are generally more expensive than MarChi. As for quality, only Desperados is ranked higher than Bar Mar Chica.

**Graph 13 - Positioning map (1)**

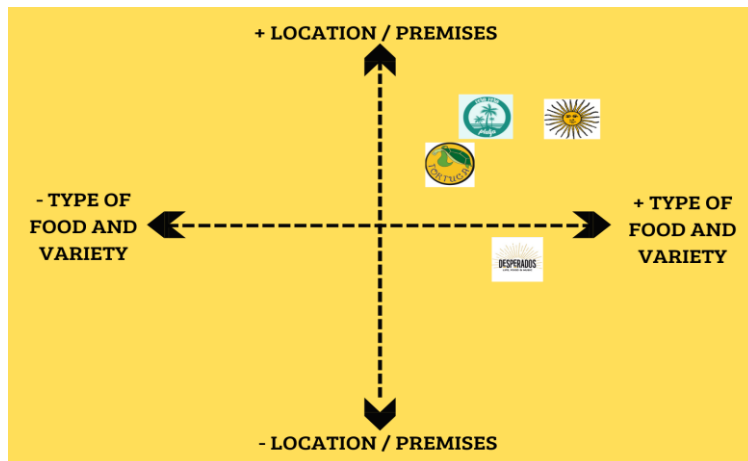


*Source: own elaboration*

And if we talk about location and decoration, Bar Mar Chica offers the best combination of both, although Vora Vora Platja and Bar Tortuga are not far behind. Regarding the variety of the menu and the type of food, Bar Mar Chica continues to have a better position, but Nuevo Desperados is close behind.



Graph 14 - Positioning map (2)



Source: own elaboration

## 5. MARKET OBJECTIVES

Table 7 - Market objectives

OBJECTIVES OF MANAGEMENT OF MARKETING ACTIVITIES	
1	Increase weekday sales by 20% and overall sales during the months of March, April, May, and September
2	Increase take-away sales by 30% during the year
OBJECTIVES OF BUSINESS RELATIONS	
3	Achieve a customer satisfaction rate of 90% during the year
4	Establish corporate identity elements
5	Achieve a higher brand awareness and recall rate associated with the corporate elements of the brand
6	Increase the number of visits, followers, and interactions on social media by 30% during the year
FINANCIAL OBJECTIVES OF THE BUSINESS	
7	Increase profits by 10% during the year

Source: own elaboration

## **6. MARKETING STRATEGIES**

### **6.1. Growth or diversification strategies**

Bar Mar Chica will pursue two different growth strategies, both of which will focus on the existing market it is in.



*Source: own elaboration*

Bar Mar Chica will first implement a penetration strategy to increase sales in the existing market, which will be explained in more detail later. This strategy is aimed at maintaining and expanding Bar Mar Chica's dominant position in its known market.

Additionally, Bar Mar Chica will pursue a product development strategy. With a deep understanding of the market and its customers, the restaurant will adapt its products to better meet their evolving needs and preferences.

## **6.2. Competitive strategy**



**LEADER  
STRATEGY**

We can assert that Bar Mar Chica is the leading company in its market and holds a dominant position. Its focus on selling sandwiches, tapas, and pitas with added value, such as its environment and ambiance, has allowed it to stand out among its competitors and be recognized as the preferred choice by customers of all ages.

Within its leader strategy, Bar Mar Chica aims to maintain a competitive advantage over its rivals and be the preferred option for customers. This entails expanding the global market demand, defending its market share, and, if possible, increasing it.

It is important to consider the possible reactions of competitors when implementing this strategy. It is necessary to carry out an analysis and control of competitors' actions to be prepared and respond appropriately.

## **6.3. Differentiation strategy**



**DIFFERENTIATION  
STRATEGY**

Finally, the differentiation strategy to be implemented is a product and service differentiation strategy. Clearly, Bar Mar Chica provides many factors that add value to customers and set them apart from the competition.

This strategy is pursued with the objective of setting a higher price than the competition, which customers accept in exchange for the added value provided. Additionally, the aim is to increase brand loyalty and preference among consumers over the competition. Lastly, the goal is to create a barrier to entry for new customers in the market.





This differentiation will be achieved by adapting products to new trends and the evolving needs of consumers. By doing so, Bar Mar Chica will be able to meet the changing demands of customers and offer unique value propositions.

The ultimate objective of this differentiation strategy is to establish a distinctive position in the market, enhance brand loyalty, and attract and retain customers by consistently delivering added value.

## 7. ACTION PROGRAMS

### 7.1. Summary of action plans

Table 8 - Summary of action plans

4Ps	ACTION	OBJECTIVE	STRATEGY
<b>PROMOTION ACTIONS</b> 	<b>ACTION 1:</b> Setting mission, vision and values of the company	04 / 05	
	<b>ACTION 2:</b> Creating a new logo for MarChi	04 / 05 / 06 / 07	Penetration and Differentiation strategy
	<b>ACTION 3:</b> Social media design	01 / 02 / 05 / 06 / 07	Leader and Differentiation strategy
	<b>ACTION 4:</b> Promotion of "aperitivo" and "tardeo"	01 / 07	Penetration, Leader strategy and Differentiation strategy
	<b>ACTION 5:</b> Position MarChi among the top 10 options in search engines	01 / 06 / 07	Penetration strategy
	<b>ACTION 6:</b> Advertising campaign on TikTok with a micro-influencer	05 / 06 / 07	Penetration strategy and Differentiation strategy
	<b>ACTION 7:</b> Create a weekday menu	01 / 07	Penetration strategy
<b>PRICE ACTIONS</b> 	<b>ACTION 8:</b> Update the menu	01 / 03 / 07	Product development and Differentiation strategy
<b>PRODUCT ACTIONS</b> 	<b>ACTION 9:</b> Changing the tables and increasing their quantity	03 / 07	Penetration strategy and Differentiation strategy
	<b>ACTION 10:</b> Changing the packaging	02 / 04 / 05 / 07	Product development, Differentiation and Leader strategy
	<b>ACTION 11:</b> Creation of the MarChica App	02 / 03 / 07	Differentiation and Leader strategy
	<b>ACTION 12:</b> Adding functionality to the App to display real-time queue estimates	02 / 03 / 07	Differentiation and Leader strategy
<b>DISTRIBUTION ACTIONS</b> 	<b>ACTION 13:</b> Implementing a delivery service without relying on third-party platforms	01 / 02 / 07	Penetration strategy and Differentiation strategy

Source: own elaboration

## 7.2. Promotion decisions

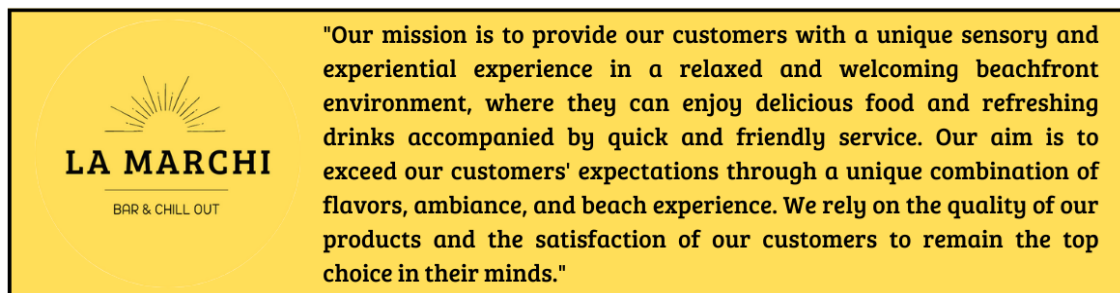


OBJECTIVES 4 / 5
IMPLEMENTATION ONE YEAR
BUDGET 0€

After an internal analysis of La MarChi, it was observed that the company does not have a defined mission, vision, and values. Setting these objectives helps better guide the company's actions and provides a framework for decision-making and establishing short and long-term goals, allowing team members to work towards common objectives.

Through the mission, the company expresses who it is, its reason for existence, and its primary objective. Therefore, La MarChi will establish the following mission:

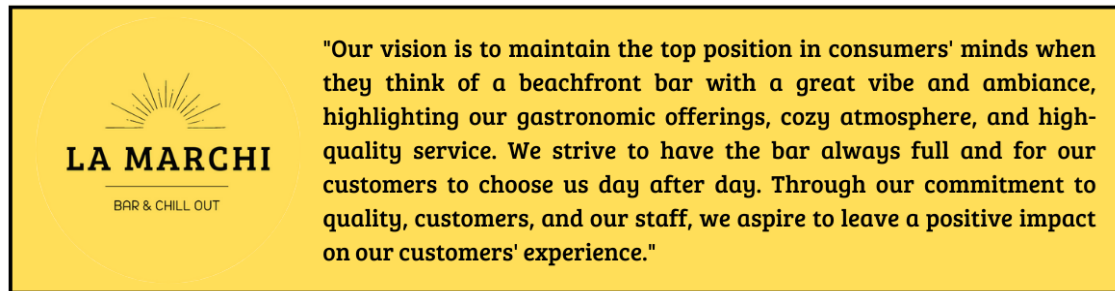
**Illustration 37 - Mission of La MarChi**



*Source: own elaboration*

On the other hand, the vision shows what the company aspires to be, encompassing the goals the company has set. The vision should be motivating and inspiring, with goals that are realistic and achievable. In the case of La MarChi, its vision will be:

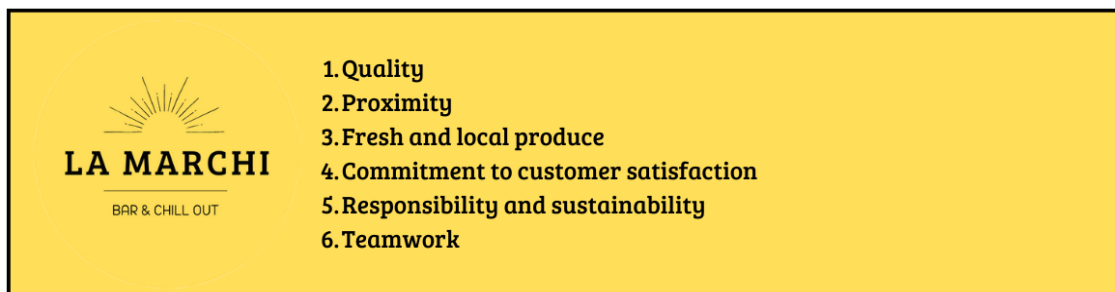
### Illustration 38 - Vision of La MarChi



*Source: own elaboration*

Finally, the company will establish its values. The values of a company consist of ethical principles, beliefs, and the company's culture. Values represent the company's identity and how it interacts with its environment. Therefore, the values set for La MarChi will be:

### Illustration 39 - Values of La MarChi



*Source: own elaboration*

**Quality:** Ensuring quality in food, service, and hospitality to provide a unique dining experience.

**Proximity:** Valuing customer satisfaction and striving to offer a welcoming service that makes them feel at home in our establishment.

**Fresh and local produce:** Working with local suppliers to ensure high-quality and fresh products, while supporting local producers and promoting sustainability through local commerce.

**Commitment to customer satisfaction:** Going above and beyond to exceed customer expectations in every visit through attentive service, listening to their needs, and adapting to their specific requirements.

**Responsibility and sustainability:** Striving to adopt sustainable practices in our daily operations, including recycling initiatives and the use of reusable products.

**Teamwork:** Creating a work environment where our staff feels comfortable, valued, and motivated.

Lastly, the company will change its trade name from "Bar Mar Chica" to "La MarChi," as this anagram is already recognized and used by consumers, giving the company's name a more modern touch.



OBJECTIVES 4 / 5 / 6 / 7
IMPLEMENTATION ONE YEAR
BUDGET 1350€

Currently, companies are continuously redesigning their corporate image to adapt to emerging market trends. Companies are opting for sophisticated, modern, and minimalist logo designs to reflect new corporate identities. This modification of the corporate identity began with a complete overhaul of the MarChi's premises, creating a simple yet modern decor. Therefore, following this direction, the brand's corporate identity will be modified through the design of a new brand logo, as well as typography and colour palette. We will do this based on the penetration strategy and the differentiation strategy.

To create this logo, the full name of the bar, Bar Mar Chica, will not be used. Instead, the anagram "La MarChi" will be used as it is strongly recognized by customers and even more commonly used by them than the full name. The logo will be created using a slightly modified color palette. La MarChi's color palette, consisting of yellow, black, and white, will be maintained, with the modification of the yellow colour to a more pastel tone, following the current trend towards pastel shades. Below are the logos created using the color palette.

**Illustration 40 - New logo of La MarChi**



*Source: own elaboration*

The sign located above the entrance door of the premises will be replaced with a new round-shaped sign featuring the updated La MarChi logo, replacing the current rectangular shape.

**Illustration 41 - Change of sign at the entrance of the**



*Source: own elaboration*

The design of the T-shirts will also be modified with the new logo. They will look like this:

**Illustration 42 - New t-shirts of La MarChi**



*Source: own elaboration*



## WHEN

This logo will start being used in January for the first posts before the opening of La MarChi in March. This way, the public will become familiar with the new corporate image leading up to the start of the season.

## HOW

The new logo will be used on social media, as well as on the menu, packaging, t-shirts, and the sign located at the entrance of the premises.

## COST

The modification of the logo on the t-shirts will incur the cost of creating the new t-shirts. With an estimated cost of 15€ per t-shirt, and considering a quantity of 60, the total cost will be approximately 900€.

The cost of the new illuminated sign made with the new logo will be approximately 400€.

The approximate cost per packaging with the new logo will be 20 cents per unit.

The cost of modifying and printing new menus will be approximately 50€.

Finally, the cost of modifying the logo on social media will be included in the total cost of social media modernization.

Therefore, the approximate total cost of this action will be 1350€.



**OBJECTIVES 1 / 2 / 5 / 6 / 7**

**IMPLEMENTATION ONE YEAR**

**BUDGET 1400€**

With the rise of social media and changes in consumer behaviour, social platforms have become a showcase for businesses to display their company and promote their products. Nowadays, many customers consult social media to explore the gastronomic offerings before choosing a restaurant. Therefore, it is crucial to have updated and engaging social media profiles that effectively convey the essence of the business and attract potential customers.

As observed in the analysis, La MarChi's current social media presence is inactive and lacks a cohesive strategy, as the manager handles it without having sufficient time to do so effectively. The company currently has Instagram and Facebook accounts, which will be updated. To achieve this, this action plan includes hiring an advertising agency to manage and maintain the company's social media activity. This will be carried out following a leader and differentiation strategy.

## **WHEN**

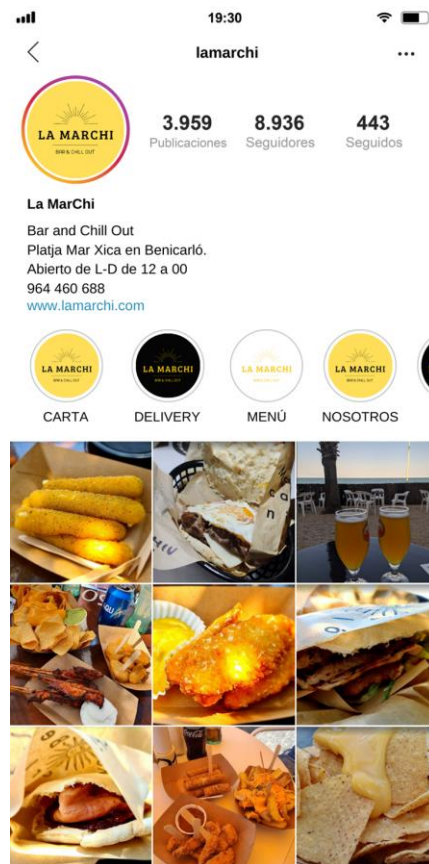
The agency will start posting content on social media platforms three months prior to the opening to inform customers about the initial opening date and generate excitement about visiting La MarChi. Once La MarChi is open, the content will become more dynamic, and the frequency of posts will increase.

## **HOW**

The agency will follow the Instagram feed model shown below for the creation of posts and new advertising campaigns. Additionally, the agency will have the freedom to

manage the content of the company's social media platforms as long as it benefits the business.

**Illustration 43 - Design of the new Instagram feed**



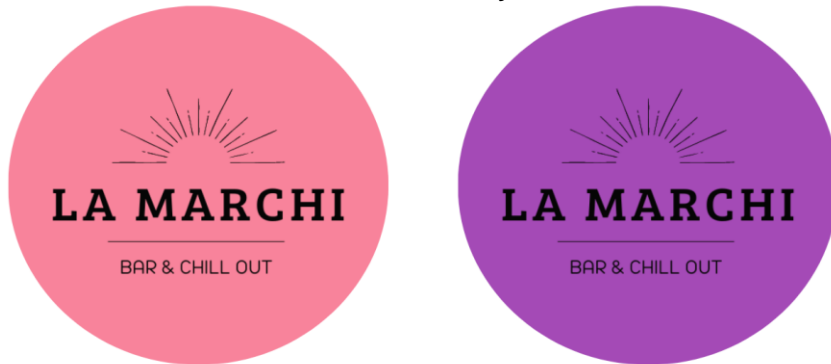
*Source: own elaboration*

The agency will also be responsible for designing Facebook posts with the aim of reaching the audience segment of individuals over 40 years old.

A minimum of two posts per week will be created on Instagram. Additionally, at least one Instagram Story will be uploaded daily, with the number of Stories increasing as deemed appropriate by the agency.

Finally, in order to generate closeness and dynamism, the logo will be used in different colors and designs to create posts for various celebrations. Below are two examples, one for International Women's Day and another for Breast Cancer Awareness Day.

**Illustration 44 - Logo for Breast Cancer Awareness Day and Logo for International Women's Day**



*Source: own elaboration*

## COST

The cost of this agency will be 200€ per month, which includes feed maintenance and the creation of regular monthly posts. Additionally, for every 5,000 new followers the Instagram account gains, an additional €2,000 will be charged.



OBJECTIVES 1 / 7
IMPLEMENTATION 7 MONTHS
BUDGET 40€

As seen in the analysis of the company's environment, the consumption patterns in Spanish society have changed. According to the analysis, there has been an increase in the number of outings during the aperitif time, around 12pm to 1:30pm, and in the afternoon, around 5pm to 7:30pm, at the expense of late-night outings. Therefore, La MarChi will promote customer visits during these hours by offering various deals and promotions. This action will be carried out following a penetration, leader, and differentiation strategy.

## WHEN

This action will be carried out during the opening season.

## HOW

Different offers, as shown below, will be launched to attract customers during the desired time slots.

Illustration 45 - Special offers



Source: own elaboration

## COST

This action will only incur the cost of printing the promotional posters for the offer that will be placed on each table (approximately 40€), as the promotion on social media through posts and stories will be included in the fees of the advertising agency.



**OBJECTIVES 1 / 6 / 7**

**IMPLEMENTATION ONE YEAR**

**BUDGET 500€**

Currently, when consumers search for a restaurant to have dinner, the first thing they do is enter Google to see the gastronomic offerings in the area they are searching. Naturally, the restaurants that appear first in the search engine results receive the most web traffic and visits. Therefore, it is important to implement an SEO strategy in which, through the use of various techniques, La MarChi's profile is positioned in the top results on Google. This action will be implemented following a penetration strategy.

## **WHEN**

This action will be carried out and emphasized during the opening season. During the months when the establishment is closed, fewer resources will be invested in positioning efforts.

## **HOW**

The same advertising agency will be responsible for using the appropriate SEO tools to position La MarChi profile on Google among the top search results.

## **COST**

The cost will be approximately an additional 500€ on top of the pre-established fees of the agency.



**OBJECTIVES 5 / 6 / 7**

**IMPLEMENTATION 3 MONTHS**

**BUDGET 220€**

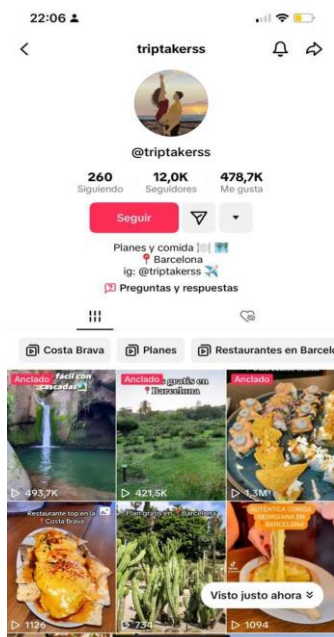
TikTok is a new social media platform that has experienced significant growth since the pandemic and has now become one of the most popular social networks. Therefore, to increase La MarChi's visibility on social media, a TikTok video will be created in collaboration with a micro-influencer. This action will be carried out following a penetration strategy and a differentiation strategy.

**WHEN**

Three TikTok videos will be created, one in March, one in April, and one in May, to reach a broader audience during the off-peak months.

**HOW**

Illustration 46 - TikTok profile of @triptakerss



Source: TikTok

For this action, we will collaborate with @triptakerss, a TikToker who has 12000 followers on TikTok and whose videos reach tens of thousands of views. The TikToker will be responsible for recording and editing the video under the close supervision of the advertising agency.

# COST

The cost of this campaign will include the food that the TikToker will use for the video and a fee of 200€ for the video recording. If the video reaches more than 10,000 views within a month, an additional 100€ will be paid.

### 7.3. Price decisions



OBJECTIVES 1 / 7
IMPLEMENTATION 4 MONTHS
BUDGET 0€

One of the major challenges affecting La MarChi is its high seasonality. On one hand, like any other hospitality business, its demand is concentrated on weekends. On the other hand, being a beachfront bar, its demand is focused on the summer months. La MarChi is highly dependent on weather conditions as most of its tables are located on the terrace, and being by the sea, they are vulnerable not only to rain but also to wind and colder temperatures compared to slightly more sheltered locations.

In light of these challenges, La MarChi needs to increase sales during the low-demand season, and to achieve this, a penetration strategy will be implemented.

One of the actions is the creation of a lunch menu from Monday to Friday (except holidays) from 12:30 PM to 4:00 PM during the off-peak months to attract customers during this time frame.

The menu will consist of items already available on the regular menu. Specifically, customers can choose one of 5 starters and one of 6 main courses. They can also choose between ice cream or coffee, and a beverage is included.



This lunch menu aims to attract customers during the off-peak months by offering a variety of dishes at an affordable price within the 12:30 PM to 4:00 PM timeframe.

Illustration 47 - Weekday menu



**LA MARCHI**  
B&B & C&B OUT

## WEEKDAY MENU

**Starters**  
(Choose one)

- Brave potatoes
- Barbecue + Cheddar potatoes
- Carbonara potatoes
- Fried Nachos with Cheddar and Guacamole
- Ham and Cheese Quesadilla

**Main dishes**  
(Choose one)

- Albert Pla**  
Pork loin, cheese, bacon
- Freddy Mercuri**  
Chicken, bechamel sauce, peppers, York ham
- Gipsy Kings**  
Scrambled eggs, Serrano ham, pickles
- Pita Kos**  
Goat cheese nuggets, tomatoes, oregano, black olives, sour cream
- Pita Bofilito**  
Chicken, lettuce, tomato, cheese, York ham, mayonnaise
- Pita Cajún**  
Pork loin, bacon, onion, bell pepper, pickles, Cajun sauce

**Ice cream or coffee**  
1 Drink included

From Monday to Friday at noon, excluding holidays.

Source: own elaboration

## WHEN

This menu will be implemented for a duration of 4 months, specifically during the months of March, April, May, and September, as they represent the off-peak season. If the response is positive, it can be continued in future seasons. However, if the acceptance is not satisfactory, this action will be discarded.

## HOW

Since the dishes offered in the menu are already available on the regular menu, no additional preparation will be required. However, it should be noted that the portion sizes

for the appetizers will need to be adjusted since the regular menu portions are intended for two people, whereas the lunch menu will offer individual portions.

## PRICE

To ensure an attractive price point for customers, the lunch menu will be offered at €10, even though the combined cost of the most expensive items on the menu would typically be around €16. This discounted price will serve as an enticing offer to encourage customers to choose the lunch menu option.

## COST

By implementing the daily menu during the low season, the additional cost for the company would be minimal. Since the required staff to cover the positions during that time has a reduced workload, it would simply be a matter of increasing their workload without the need to hire additional personnel. This allows La MarChi to make use of its existing infrastructure and minimize operational costs during the months of lower demand.

### 7.4. Product decisions



<b>OBJECTIVES 1 / 3 / 7</b>
<b>IMPLEMENTATION 9 MONTHS</b>
<b>BUDGET 96€</b>

La MarChi has had the same menu for many years, and while some of the items have become bestsellers, there are others that have lower demand and could be replaced with alternatives. Examples of this would be the tuna and serrano ham sandwiches, which will be substituted with vegetarian options such as textured soy or heura, as well

as other types of meat such as burgers. To achieve this, La MarChi will follow a product development strategy and a differentiation strategy.

## WHEN

The action will be implemented during the opening season, which is from March to September. At the end of the season, an analysis will be conducted to evaluate whether the change has brought about an improvement or not. Based on the results, a decision will be made to either continue with the action or explore alternative strategies.

## HOW

First, it will study how to cook heura in the most delicious and enticing way by using a combination of spices to enhance their flavour, as both are ingredients with a mild taste. In other words, we will strive to become specialists in cooking these products.

One of the sandwiches that will be offered is made with heura and bolognese made from textured soy protein. It is a vegan combination that is full of flavour and enjoyable, making it appealing to both vegans and non-vegans. The other sandwich will feature minced hamburger meat, cheddar cheese, and bacon, but instead of using a hamburger bun, it will be served on a baguette.

## PRICE

**Illustration 48 - Textured soy and Heura sandwich**



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

Taking into account that the price per kilogram of heura is around 8€ and we would use 100 grams in the sandwich, the cost for this ingredient would be 0.80€ per sandwich. To make the bolognese, we would need about 50 grams of soya mince, tomato, onion, and carrot. The price for a kilogram of soya mince is approximately 6€, so for 50 grams, it would be 0.30€. The necessary vegetables

and spices for the bolognese would cost around 0.70€. The cost of the sandwich bread would be approximately 0.50€. Adding up these ingredients, the total cost per sandwich would be 2.30€. Following La MarChi's pricing method, this would lead us to set a selling price of 6.90€ to the customer, making it the most expensive sandwich on the menu but close to the current highest-priced options, such as ORISHAS and DESPERADOS.

**Illustration 49 - Burger sandwich**



Source:  
<https://elsolecito.com/>

On the other hand, we have the hamburger sandwich. Considering that the unit cost per hamburger for La MarChi is 1€, adding the 40 grams of cheddar (0.50€), 50 grams of bacon (0.50€), and cheddar sauce (0.20€), we get a total cost of 2.20€. The selling price to the customer would be 6.60€.

## COST

Taking into account that tofu and soya are relatively new and less commonly used ingredients in cooking, it will require some time to develop a tasty and flavourful sandwich recipe that appeals to customers. Assuming that it takes 4 hours to develop the recipe and 3 workers are involved, each earning 8€ per hour, the total cost would be 96€.



**ACTION 9**  
Changing the tables and increasing their quantity

<b>OBJECTIVES 3 / 7</b>
<b>IMPLEMENTATION ONE YEAR</b>
<b>BUDGET 8000€</b>

When customers visit La MarChi, they are attracted to its environment, location, decor, and food. The decor should grab customers' attention and add value to the gastronomic experience, while also providing comfort to ensure that customers feel at ease. However, the small round tables at La MarChi sometimes cause discomfort for dinners, as they may not have enough space to accommodate the dishes served by the waitstaff, leading

to accumulation. Therefore, as part of a market penetration action and a leadership strategy, both the covered and uncovered terraces will undergo a change in tables. The covered terrace currently has 10 tables, and the uncovered terrace has 30 tables. While this is the usual number, sometimes extra tables are added to create longer seating arrangements. By replacing the round tables with slightly larger square tables, we can efficiently manage the table space and ensure that customers feel relaxed and comfortable in a larger area.

Furthermore, there is an underutilized portion of the terrace due to the previous kitchen limitations. However, with the recent renovation and increased kitchen capacity, it is possible to add 15 to 20 additional tables, accommodating an extra 50 to 60 dinners.

Lastly, due to COVID-19 restrictions, the tables were initially spaced apart to comply with safety distancing measures. Although they have returned to their normal spacing, it is possible to reduce the distance between tables to accommodate an additional 6 tables, accommodating 20 to 30 more dinners.

## WHEN

This action will be carried out in three phases.

The first phase will involve calculating the total number of tables that can fit on the terrace when reducing the distance between them. This phase will be conducted during the month of January.

**Illustration 50 - Table**



Source:  
<https://www.hostelbar.es/>

Once the total number of required tables is calculated, requests for quotations will be sent to various suppliers of hospitality materials to assess different table models that best suit La MarChi's essence.

Finally, the order will be placed, and a delivery date will be set no later than one month before the opening, allowing for any potential errors or issues with the order to be resolved.

## HOW

The management of La MarChi will be responsible for implementing this action, with the assistance of various professionals working at different hospitality material suppliers. They will coordinate and collaborate with these professionals to ensure a smooth and successful execution of the table replacement project.

## COST

Considering the average price of a hospitality table at around 100€ and requiring approximately 80 tables, the total cost of this action would amount to 8000€.



**OBJECTIVES 2 / 4 / 5 / 7**

**IMPLEMENTATION 9 MONTHS**

**BUDGET 800€**

Packaging not only serves to contain and protect the product but also communicates what the company wants to convey to its potential customers. Through packaging design, brands transmit their values and create brand value. Therefore, a carefully and strategically designed packaging can offer many more benefits beyond containing and protecting products. That's why this action will focus on designing new packaging that captures consumers' attention and creates memorable advertising to keep the brand name in the minds of existing customers. To achieve this, we will follow a market penetration strategy, a leadership strategy, and a differentiation strategy.

## WHEN

This action will begin in January with the printing of the packaging and will continue throughout the opening season.

## HOW

The action will involve designing a new packaging with the new logo. This packaging will have a completely new design, more modern and sophisticated, in line with the corporate identity change that began with the logo update.

Both delivery packaging and in-house consumption packaging will be created. Below are the designs of the new packaging.

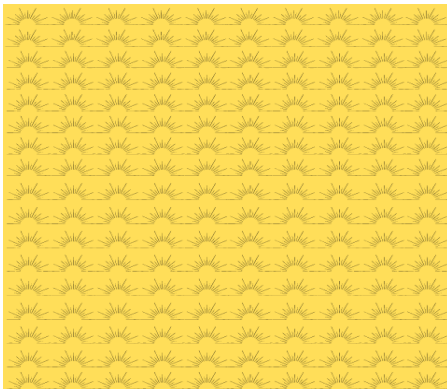
Firstly, we have the container for presenting the tapas in the establishment. Currently, they are served in small brown cardboard boxes. These will be replaced by a small square box, with a yellow exterior and a black interior. The exterior will also feature the logo.

**Illustration 51 - New Packaging (1)**



*Source: own elaboration*

**Illustration 52 - New Packaging (2)**



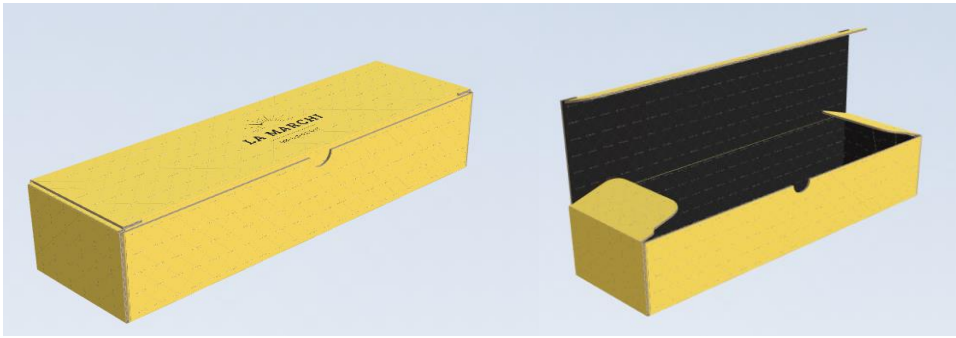
*Source: own elaboration*

Regarding the presentation of sandwiches and pitas within the establishment, as it involves a large quantity of packaging units, the current black basket with plastic grid will be retained. However, the paper wrapping the sandwiches will feature the corporate colours and the company logo. Below is the design for the paper that will be used to wrap the sandwiches. In this case, it has been created using only the image from the logo without the text, as including the text would make it too crowded due to the small icons.

Next, we will present the packaging for delivery purposes.

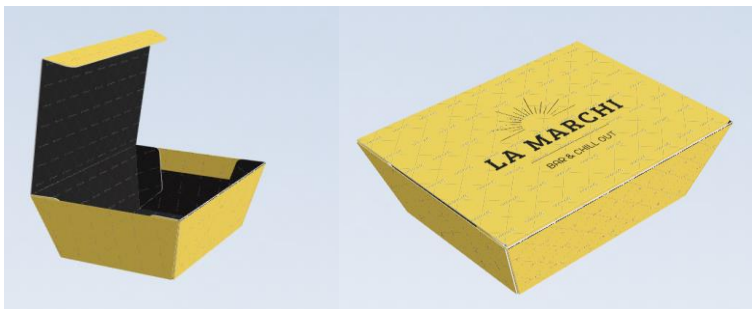
Firstly, we have the packaging specifically designed for sandwiches, as they have a longer shape. This box with a lid provides protection while also capturing the consumer's attention with its enhanced design.

**Illustration 53 - New Packaging (3)**



*Source: own elaboration*

**Illustration 54 - New packaging (4)**



*Source: own elaboration*

Secondly, we present the packaging for tapas delivery, which is more square and compact. This box comes with a lid to prevent any spills or leakage of the contents inside.

These boxes will be placed inside black or yellow cardboard bags with a large logo. This way, potential customers who see La MarChi bag will be encouraged to give the restaurant a try, and it will also serve as a reminder for established customers, creating brand awareness and advertising.

**Illustration 55 - New packaging (5)**



*Source: own elaboration*



## PRICE

The price increase due to packaging costs will be reflected in the final price of the product, incrementing it in the same proportion.

## COST

It is estimated that the maximum cost of the packaging will be around 0.50€ per product. Although this cost is higher than what the company had before, in the long run, it will result in a better brand value.



OBJECTIVES 2 / 3 / 7

IMPLEMENTATION ONE YEAR

BUDGET 1000€

During peak demand periods, the yellow waiter is overwhelmed with a high volume of work, having to take orders from multiple tables at once. Therefore, creating an app through which customers can place their own food orders would alleviate these stressful moments. This app would also integrate with the automated system currently used by La MarChi, which helps make the service faster and more efficient. This action will be implemented through a leadership strategy and a differentiation strategy.

## WHEN

This application will be developed starting from January so that it can be implemented during the opening season.

## HOW

An IT professional will be hired to create the app. This app will be very similar to the one currently used by the waiters to take orders. It will include the menu, and customers will be able to select the products they want to order, as well as add comments to customize ingredients or indicate cooking preferences. Finally, a summary of the customer's choices will be displayed, and after confirming the order, it will be sent directly to the kitchen.

**Illustration 56 - La MarChi App**



*Source: own elaboration*

This app will be used for both dine-in orders and delivery orders.

For in-person orders, each customer will be provided with a QR code with a one-time-use code to identify the customer with the order and prevent orders from being placed from outside the premises.

For delivery orders, customer information, including identification and payment details, will be required at the end of the order.

Payment will be accepted only through credit card to avoid any unwanted surprises.

## COST

The estimated cost of creating this website will be 1000€.



**OBJECTIVES 2 / 3 / 7**

**IMPLEMENTATION 2 MONTHS**

**BUDGET 100€**

In the high season, long queues form at the entrance of La MarChi. This causes some discomfort among customers because, on one hand, the queue blocks part of the sea view from the entrance, and on the other hand, customers who are already enjoying their visit to La MarChi see others waiting and they feel the need to finish their experience quickly so that the next customers can take their seats.

To address this issue, a section will be added to the app where customers can check the estimated queue at the entrance of La MarChi. The queue information will be updated every 10 minutes, allowing customers to plan their visit accordingly. This action will be implemented through a leader strategy and a differentiation strategy.

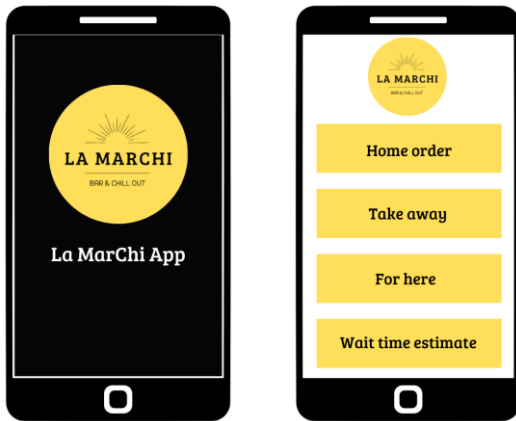
In this way, customers are informed in real time about the queue duration, allowing them to decide if they are willing to join the queue, prefer to wait, or seek other options. Thanks to this, the level of disappointment among customers when they see the queue is reduced, as they were previously informed about it.

## **WHEN**

This action will be implemented during the months of July and August, when there are moments of large queues. By providing real-time updates on the queue status through the app, customers will have better visibility and can plan their visit accordingly, reducing frustration and improving their overall experience at La MarChi.

## HOW

**Illustration 57 - Wait time estimate functionality**



*Source: own elaboration*

The update of the app will be carried out by the yellow waiter who is seating customers at their tables, as his experience allows him to estimate the approximate queue length at any given moment.

With this system, when a customer sees that during peak hours the estimated queue is 20 minutes, they can choose to wait at home until the queue decreases to 5 or 10 minutes, avoiding long queues.

## COST

This section within the application may cost an additional 100€.

### 7.4. Distribution decisions



OBJECTIVES 1 / 2 / 7
IMPLEMENTATION 7 MONTHS
BUDGET 6800€

**Illustration 58 - Delivery from La MarChi**



*Source: own elaboration*

By offering delivery services, La MarChi can reach a larger number of customers who may not visit the restaurant in person, thus increasing sales. The menu, consisting of sandwiches and tapas, is well-suited for delivery orders. Consumers prefer to pay a little extra to have their food delivered to their doorstep rather than having to pick it up themselves from La MarChi. This action will be implemented

through a market penetration, leadership, and differentiation strategy.

## WHEN

This action will be implemented during the entire opening season, which spans 7 months. During this period, the effectiveness of the delivery service will be assessed to determine whether it should be continued or replaced with an alternative action.

## HOW

Due to the conclusion of the analysis that platforms like Just Eat or Glovo charge high commissions for providing delivery services, La MarChi will manage the delivery service in-house.

The delivery service will be available from 1pm to 4pm and from 8pm to 11pm. Two employees will be hired, one for the morning shift and one for the evening shift. When they have no deliveries to make, they will assist the other waiters as additional support.

## PRICE

The prices of the products delivered will be the same as those on the menu, but there will be an additional delivery fee of €4. However, for purchases exceeding €40, the delivery will be free of charge.

## COST

The estimated cost of the salaries for the new employees amounts to approximately €2,800. In addition to that, the purchase of a second-hand motorcycle for €4,000 will be made, considering its lower initial cost and maintenance compared to a car.

## 8. TIMELINE

Table 9 - Timeline

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
ACTION 1: Setting mission, vision and values of the company												
ACTION 2: Creating a new logo for MarChi												
ACTION 3: Social media design												
ACTION 4: Promotion of "aperitivo" and "tardeo"												
ACTION 5: Position MarChi among the top 10 options in search engines												
ACTION 6: Advertising campaign on TikTok with a micro-influencer												
ACTION 7: Create a weekday menu												
ACTION 8: Update the menu												
ACTION 9: Changing the tables and increasing their quantity.												
ACTION 10: Changing the packaging												
ACTION 11: Creation of the MarChica App												
ACTION 12: Adding functionality to the App to display real-time queue estimates												
ACTION 13: Implementing a delivery service without relying on third-party platforms												

Source: own elaboration

## 9. BUDGET

**Table 10 - Budget**

<b>ACTION</b>	<b>WHO DEVELOPS?</b>	<b>BUDGET</b>
<b>ACTION 1:</b> Setting mission, vision and values of the company		0€
<b>ACTION 2:</b> Creating a new logo for MarChi		1350€
<b>ACTION 3:</b> Social media design	External advertising agency	1350€
<b>ACTION 4:</b> Promotion of "aperitivo" and "tardeo"	External advertising agency	40€
<b>ACTION 5:</b> Position MarChi among the top 10 options in search engines	External advertising agency	500€
<b>ACTION 6:</b> Advertising campaign on TikTok with a micro-influencer	External advertising agency	220€
<b>ACTION 7:</b> Create a weekday menu		0€
<b>ACTION 8:</b> Update the menu		96€
<b>ACTION 9:</b> Changing the tables and increasing their quantity		8000€
<b>ACTION 10:</b> Changing the packaging		800€
<b>ACTION 11:</b> Creation of the MarChica App	External company	1000€
<b>ACTION 12:</b> Adding functionality to the App to display real-time queue estimates	External company	100€
<b>ACTION 13:</b> Implementing a delivery service without relying on third-party platforms		6800€

*Source: own elaboration*

## 10. CONTROL

Table 11 - Control of the objectives

OBJECTIVES	MEASURING PERIODICITY	CONTROL METHOD
O1: Increase weekday sales by 20% and overall sales during the months of March, April, May, and September	MONTHLY	Verify that in the sales record of weekday and the proposed months, a higher number of sales are recorded compared to the same period of the previous year
O2: Increase take-away sales by 30% during the year	QUARTERLY	Compare the sales of take-out food with those of the same period of the previous year
O3: Achieve a customer satisfaction rate of 90% during the year	AT THE END OF THE PERIOD	Create a QR code in which customers can rate the restaurant's service in exchange for a chance to enter a raffle. Also take into account Google reviews and the number of complaints at the restaurant
O4: Establish corporate identity elements	AT THE END OF THE PERIOD	Collect information and opinions from customers through surveys, interviews, or direct feedback with questions related to brand perception, identification of corporate elements, visual consistency, and the impact of elements on the customer experience
O5: Achieve a higher brand awareness and recall rate associated with the corporate elements of the brand		It is not applicable
O6: Increase the number of visits, followers, and interactions on social media by 30% during the year	QUARTERLY	Using social media analytics tools to analyze the number of visits, followers, likes, and comments. Setting specific goals for each metric
O7: Increase profits by 10% during the year	MONTHLY	Comparing current year's earnings with those of the previous year in the same month

Source: own elaboration



## **11. ANNEX OF ILLUSTRATIONS, TABLES AND GRAPHS**

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