



MARKETING PLAN FOR MAMMA LUISA DEL GRAO DE CASTELLON

2014-2015

Business Administration Degree

Final work Project (6 credits)

Presented by:

Maria Cano Mollar

Tutor:

Juan Carlos Fandos Roig

INDEX

1. EXECUTIVE SUMMARY	3
2. INTRODUCTION	4
3. ANALYSIS OF THE SITUATION.....	5
3.1. INTERNAL ANALYSIS.....	5
3.1.1. PRESENTATION OF THE COMPANY	5
3.1.2. RESOURCES COMPANY	7
3.1.2.1.HUMAN RESOURCES.....	7
3.1.2.2.PHYSICAL RESOURCES	7
3.1.2.3.RESOURCES OF MARKETING.....	7
3.1.2.3.1.PRODUCT:	7
3.1.2.3.2.PRICE:.....	8
3.1.2.3.3.DISTRIBUTION:.....	10
3.1.2.3.4.COMUNICACIÓN:.....	10
3.1.3. CAPABILITIES OF COMPANY.....	11
3.2. EXTERNAL ANALYSIS	11
3.2.1. GENERAL ENVIRONMENT ANALYSIS(PESTEL ANALYSIS)	11
3.2.1.1.POLITICAL FACTORS	11
3.2.1.2.ECONOMIC FACTORS:	12
3.2.1.3.SOCIOCULTURAL FACTORS:.....	12
3.2.1.4.TECHNOLOGICAL FACTORS:	14
3.2.1.5.ECOLOGICAL FACTORS:	14
3.2.1.6.LEGAL FACTORS.....	14
3.2.2. ANALYSIS OF COMPETITIVE ENVIRONMENT (PORTER'S FIVE FORCES MODEL)	15
3.3. MARKET ANALYSIS AND THE DEMAND	17
3.3.1. MARKET ANALYSIS.....	17

3.3.2.	DEMAND ANALYSIS	19
4.	MARKET RESEARCH	20
4.1.	RESEARCH OBJECTIVES	20
4.2.	METHODOLOGY	21
4.2.1.	RESEARCH DESIGN	21
4.2.2.	MEASUREMENT OF VARIABLES	21
4.2.3.	SAMPLE DESCRIPTION	22
4.3.	DATA ANALYSIS.....	24
4.4.	RECOMMENDATIONS	32
5.	SWOT ANALYSIS.....	33
6.	MARKETING PLAN FOR MAMMA LUISA DEL GRAO	36
6.1.	PRODUCT-MARKET DEFINITION	36
6.2.	MARKETING OBJECTIVES	36
6.3.	MARKETING STRATEGY.....	37
6.4.	ACTION PROGRAMS.....	38
6.4.1.	PRODUCT AND SERVICE DECISIONS	38
6.4.2.	PRICE DESISIONS	40
6.4.3.	DISTRIBUTION DECISIONS	41
6.4.4.	COMUNICATION DECISIONS.....	41
6.5.	CONTROL.....	43
6.6.	SCHEDULE.....	44
6.7.	BUDGET	45
7.	ATTACHMENTS	47
8.	BIBLIOGRAPHY	48

1. EXECUTIVE SUMMARY

In this document there will develop the marketing plan of the company “Mamma Luisa del Grao de Castellón”, a business focused mainly on the sale of ice creams, nut milk, frozen fruit bars, iced drinks, and similar products.

First of all, it has been carried out an internal analysis of the ice-cream shop, paying special attention to the history, mission, vision and the image and management of the company, though without leaving aside other aspects such as human, physical and marketing resources.

Secondly, it has been carried out an external analysis, to study all those external factor to the ice-cream shop and which can influence. In this sense, the general environment has been analyzed by means of an analysis PESTEL. Whereas, the competitive environment has followed the model of five competitive forces of Porter in order to determine the attraction of the sector of the ice-cream shop.

Afterwards, I make a market analysis in which it is determined, on one hand, the target audience and, on the other hand, consumers demand of ice creams in Spain.

I will go on with my research by focusing on the most outstanding aspects at when people buy an ice cream, such as the money they want to spend, the seasonal nature of the product or the of the potential characteristics of the buyer of ice creams.

After this, it has been developed a SWOT analysis to study the external factors that influence the company (Threats and Opportunities) and the internal ones emphasized in the company (Weaknesses and strenghts).

Finally, there has developed a marketing plan in which we have established the goals that the company should continue and a list of suggestions for the marketing mix of the company in order to become a leading company in this sector.

2. INTRODUCTION

Company Mamma Luisa is located in Grao de Castellón, and it is part of a franchise called Mamma Luisa, the main activity of the company is selling ice creams, nut drinks, frozen bars, iced drinks and similar products.

What makes different Mamma Luisa to others of its direct competitors is that ML creates ice creams one by one and all of them are handmade.

3. ANALYSIS OF THE SITUATION

3.1. INTERNAL ANALYSIS

3.1.1. PRESENTATION OF THE COMPANY

HISTORY

Mamma Luisa is a company located in Castellon dedicated to the production, distribution and sale of nut drink, ice creams, iced drinks and pastries.

The history of this company goes beyond its creation, in its origins, the company belonged to the l'Antiga Valencia, created in 1931, the grandparents of today's entrepreneurs, married and began the history of what is now one of the most promising ice cream shops in the province.

At that time, they had an ice cream stall installed at Ribalta Paseo of Castellon, where manufactured and marketed their products. Although the conditions of the time were not the most favorable, perseverance and desire to prosper led the company began to succeed. A key point to their success was that during summer they moved the port of Castellon, where they began to be famous among citizens and it was shown in the sales volume of the company. In the 70s and thanks to the growing demand, they had to get other establishment, which was used as a store and factory.

In 1991 the father of the current businessmen took the reins of the business and realized changes in the company: it reformed the place to be able to have a lounge where the clients could enjoy the product and changed the juridical form, happening to be a limited society.

In 2002, following the family tradition, the business passed to the current entrepreneurs. They decided to expand the business and for the first time, the place where they produce the ice cream was separated from that of distribution. The factory moved to an industrial warehouse in Castellon while the ice cream shop was moved to the Buenavista Avenue.

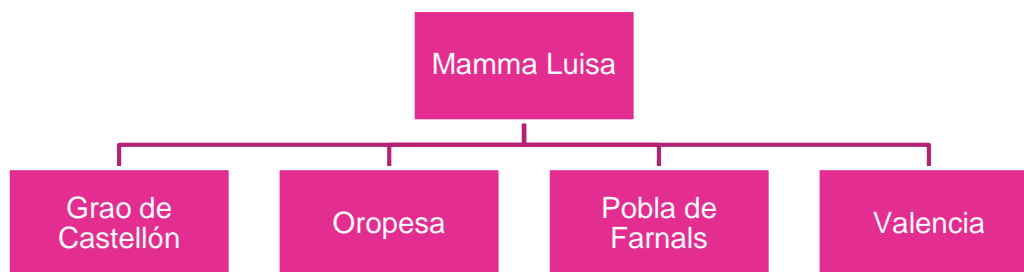
The products were so successful that direct competitors became interested in the company, so they decided to expand their business and start selling their products to another ice cream shops in the province or to provide desserts for weddings, etc.

For this reason they decided to open a sub-distribution company (Distribuciones La Valenciana). Which soon it became one of the most important distributors of Castellón in the ice cream sector.

In 2011 they decided to expand the market and to attract younger people, since the average age of customers is 45 years and above. They opened another sub-company in the “Paseo Buenavista” and with a different trade name, Mamma Luisa, an ice-cream shop, being based on the concept of “toppings“, something that didn’t exist in the province yet.

The new business line had such a great success, that it soon decided to turn the sub-company into franchise. In summer 2012 the first franchise was opened in Pobla de Farnals and Valencia, and in the summer 2013 in Oropesa (Enlightenment 1).

Enlightenment 1. Franchise of Mamma Luisa



Let’s focus on the franchising Mamma Luisa del Grao.

MISSION

Mamma Luisa’s mission is to produce and offer handmade products of the highest quality during the whole year.

VISION

The objective of the company is to expand geographically and improve the quality of both their products and their services.

IMAGE AND CORPORATE CULTURE

Mamma Luisa is a familiar business that hasn’t lost the traditional values that they characterize the brand, which, at the same time, make the difference among others competitors. This is the strong corporate culture they want to transmit to all their employees.

Mamma Luisa is aware of the importance of having a good logo and image. However at the beginning it was not an important aspect for them because people weren’t so influenced by the media and the internet. But few years ago they realized about the importance of identifying its company with a name and a striking and cheerful and striking

logo and decided to change their image of “Mamma Luisa”. It was created a logo with a picture of his mother Luisa presenting an ice cream.

3.1.2. RESOURCES COMPANY

3.1.2.1. HUMAN RESOURCES

Mamma Luisa del Grao is formed by:

- Oscar Gamero Ruiz, manager of product marketing.
- His brother, David Gamero Jose Ruiz, in charge of the operational area of the product.
- Two saleswomen, who work in two shifts each spring-summer season and a saleswomen every two turns in autumn-winter.
- The cleaning lady.

They have also hired a woman to clean the ice cream shop

3.1.2.2. PHYSICAL RESOURCES

Mamma Luisa del Grao has a shop in Paseo de Buenavista nº32 in port of Castellon.

Specialized teams elaborate the ice cream with the help of specific machines, which work with electric power. These machines are stored in the production plant mentioned previously.

3.1.2.3. RESOURCES OF MARKETING

3.1.2.3.1. PRODUCT:

Regarding the product range, it is classified as follows:

- Handmade frozen bars: elaborated with different chocolates. Customer can choose either a chestnut cream (cream and nougat), MammaCookies (where you can choose any flavour) or frozen bar with any topping (coconut, whipped cream milk, chocolate, strawberry, pineapple, blackberry, apple and lemon).
- Ice creams: With a wide range of flavours. Which go from the most traditional ones, suchs as strawberry, chocolate, hazelnut, pistachio or soft nougat, to the newest: Kit Kat, Kinder Bueno, Oreo cookie and many other. You can also add a topping that gives them an incomparable flavour, from fruits up to Conguitos, cereals or Lacasitos, etc. There are three types of ice creams:
 - Handmade ice-cream cup: you can choose the size of the ice cream cup (small, medium or large).

- Handmade ice-cream cones with one, two or three scoops plus a one or two toppings, depending on its size.
- Handmade ice cream to takeaway: one or half a litre.
- Logurt: Natural logurt with Omega3 where you can add any topping you can also choose the size.
- Soft iced drinks: it is possible to choose both the size (small, medium-sized, big and litre) and the type of soft drink with ice:
 - Nut drink: iced, mixed or liquid.
 - Varied: Lemon, Coffee, Barley, Strawberry, Apple, Tangerine, whipped cream milk.
 - Mamma Luisa shake: Secret formula.
 - Shake of natural ice cream: in which it is possible to choose any flavour.
 - White and black: Iced Coffee with ice cream.
- Cocktails: it is possible to choose both the size (small, medium-sized, big and of litre) and the type of cocktail:
 - “Mig y Mig”: nut drink with any soft drink with ice.
 - Cubanito: nut drink with a scoop of ice-cream
 - National: coffee haled with ice cream
 - Vampire: lemon soft drink with ice with ice cream and sauce strawberry
 - Mamma Combi: apple soft drink with iogurt and natural strawberries.

Furthermore, the company gives great emphasis to the name and logo. Mamma Luisa’s logo is a drawing of her mother presenting an ice-cream (Enlightenment 2).

Enlightenment 2. Mamma Luisa’s Logo

The logo is designed in a versatile way so it includes both a traditional and modern part. In this sense, it gives a tradition image for its extended professional trajectory and for the other, they want to impact on new generations so they have designed it in a casual and modern look.



The colors of the company are pink and white, but they also used red, brown, blue and neutral colors.

3.1.2.3.2. PRICE:

Regarding prices, it must be said that are slightly high than their direct competitors.

The method used for the pricing of products produced by the company is by adding a margin from the total product cost. The price depends, then, on the product and the amount:

Table 1. Prices of yogurt Natural Express

Size	Small + 1 topping	Medium-sized + 2 toppings	Big + 3 toppings	Medium-sized Ice cream cone + 1 topping
Price	2,20 €	3,20€	4,20€	2,50€

Table 2. Prices of ice cream cup and Ice cream cones

Size	1 Ball + 1 topping	2 balls + 1 topping	3 balls + 2 toppings
Price	2,20€	3,20€	4,20€

Table 3. Prices of soft iced drinks and cocktails

Soft iced drinks	Small	Medium-sized	Big	Liter
Natural horchata and varied Soft drinks with ice	2,00€	2,50€	3,00€	5,50€
Cocktails	Small	Medium-sized	Big	Liter
Mig and Mig	2,00€	2,50€	3,00€	5,50€
Cubanito	3,00€	3,50€	4,00€	
National	3,00€	3,50€	4,00€	
Vampire	3,00€	3,50€	4,00€	
Mamma Combi		3,50€		

Table 4. Prices of handmade ice lolly

Chestnut-colored Artisan of Cream	2,50€
Mamma Cookies	3,50€
Handmade frozen bars with topping	2,50€

Table 5. Prices of handmade ice cream to take away

Quantity	½ liter	1 liter
Price	7,00€	13,50€

3.1.2.3.3. DISTRIBUTION:

The distribution of the local is practical and attractive. Mamma Luisa is a place where customers feel comfortable them taking its products. Enlightenment 3 is a picture Mamma Luisa del Grao.

Enlightenment 3. Place of Mamma Luisa del Grao



The shop has a good lighting and it is painted in cold, showy and brilliant colors, which produce a relaxing action, giving a sense of calm and freshness. These colors give a wider perspective of the room. The colors used are:

- Pink: represents sweetness, delicacy, friendship and gratitude.
- White: representing purity, freshness, cleanliness and optimism.

As for the furniture, it is modern and adaptable to the activity of the company, and uses the same colors. There are two counters for ice creams, separated by a bar where are located toppings, and on the right side bar where customers can sit on stools. In the inner part of the local, there are tables and chairs to accommodate customers

Mamma Luisa del Grao has an open terrace in front of the establishment, with tables and chairs to accommodate customers during summer.

3.1.2.3.4. COMUNICACIÓN:

Referring to communication, the company uses public relations tool via the Internet. Mamma Luisa manages a website, www.mammaluisa.es, which show the products of the company, contact information, offers, vouchers, among others. It has also a Facebook accounts in order to successfully identify, involvement and interaction with society.

3.1.3. CAPABILITIES OF COMPANY

DISTINCTIVE CAPABILITIES:

Regarding to the distinctive capabilities of the company Mamma Luisa is synonymous of prestige and image of the brand in Grao Castellon. Its products are considered by the city neighbours as quality products.

The ice cream shop is located in a recreation area where residents and visitors choose to spend summer days.

3.2. EXTERNAL ANALYSIS

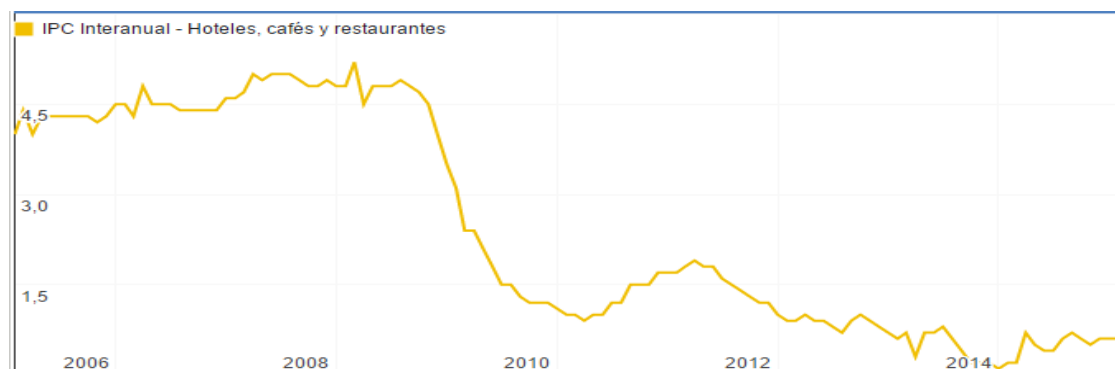
3.2.1. GENERAL ENVIRONMENT ANALYSIS(PESTEL ANALYSIS)

3.2.1.1. POLITICAL FACTORS

At present, Spain seeks for the political stability of the country. This situation has a strong aftereffect in the companies, since the political risk interrupts the normal flow of its management. The risks must be constantly calculated to protect themselves from the possibility of expropriation, labor struggles, poor infrastructure, terrorism or monetary issues.

Another important fact is the change in CPI (Consumer price index) in Spain (Enlightenment 6) on the sector of hotels, cafes and restaurants in the last 10 years, characterized by a sharp drop in prices since 2009, caused by the severe crisis. At present time, prices are below the 1.5% CPI.

Enlightenment 4. Interannual IPC (Hotels, coffees and restaurants)



It has been implemented from the 1st of September 2012, the VAT (value-added tax) increase, approved by the Government. The general type of VAT varied from 18% to 21%; and the super-limited one rose from 8 % to 10 %; and the super-limited one was

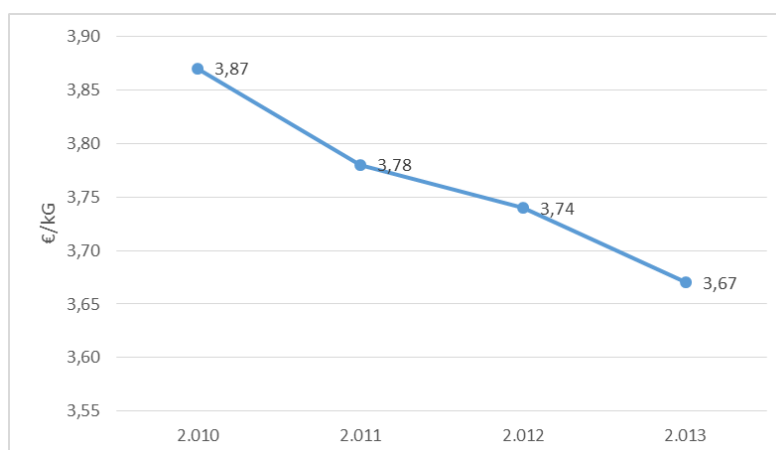
supported in 4%. The services of hotel trade or restoration and some food products, as ice cream or juices, are considered products of limited VAT.

3.2.1.2. ECONOMIC FACTORS:

An important factor is the entry into to the crisis, in which many businesses have been seriously affected and the ice cream shops sector is one of them. Due to the crisis, many people have decided to stop going ice cream shops and substitute them with cheaper products.

As for the price of a kilo of the ice-cream, as shows in the enlightenment below, there is a decreasing tendency, changing from 3'87 € in 2010 to cost 3,67 € per kilo in 2013, that is to say, 5,17 % less in 3 years. This price decrease means that ice-cream were considered a a luxurious product but now is a product for all the pockets.

Enlightenment 5. Price of kg of ice cream in euros (2010-2013)

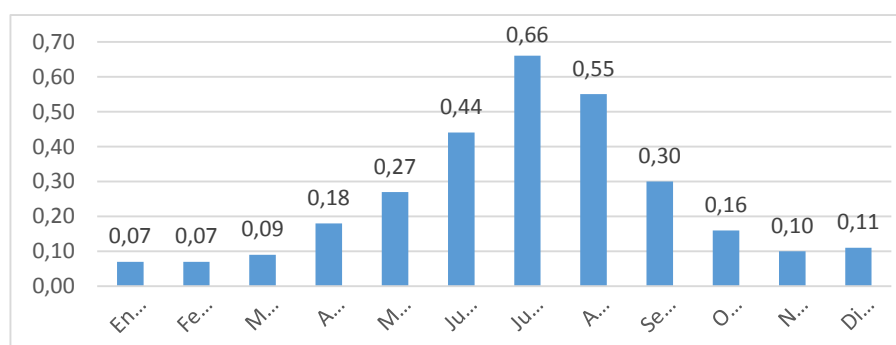


3.2.1.3. SOCIOCULTURAL FACTORS:

Ice cream consumption has been influenced by several sociocultural factors, the most important are the seasonal ice cream consumption and falling prices in recent years.

In the enlightenment 6 (information extrated from the Panel of , whose information has been extracted from the Panel of Food consumption of the Department of Agriculture,

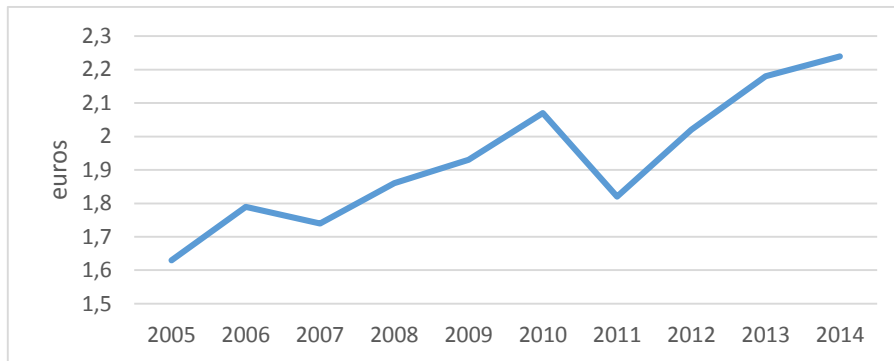
Enlightenment 6. Consume per capita of Ice-cream (Kg) during the year 2013



Feeding and Environment), we can observe the seasonal consumption of ice cream in Kg in 2013. June, July and August are the months of higher consumption demand. Though this tendency has remained unchanged since their existence, in recent years it seems there is a small reduction of the phenomenon of seasonality in ice creams.

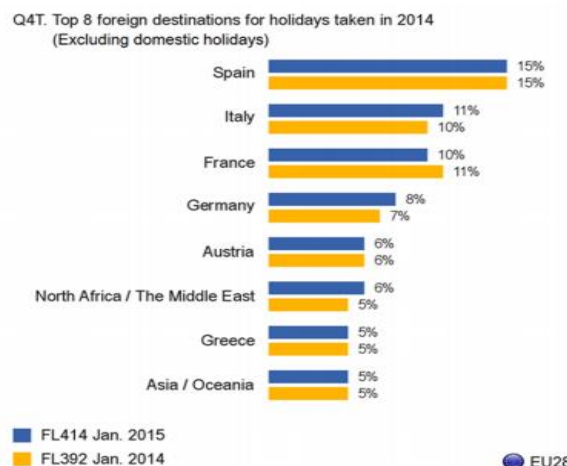
In the following chart (enlightenment 7), you can see the growing trend of the price of ice creams during months of higher demand from 2005 to 2014.

Enlightenment 7. Spend per capita (€) in the months of Julio (2005-2014)



Another interesting factor is that Spain is one of the top destinations for spending holidays, according to Eurobarometer report published by the European Commission Spain continues to lead the list as shown in enlightenment 8 continued by Italy and France.

Enlightenment 8. Top 8 foreign destinations for holiday taken in 2014



Finally, there is a growing preoccupation concerning to improve physical appearance. In this sense, people stop eating ice creams because they are considered fatty products.

3.2.1.4. TECHNOLOGICAL FACTORS:

Regarding investment in research and development, in 2013, companies in the agriculture, forestry and fisheries sector in Spain, according to the National Statistics Institute (INE), have spent a total of 53.079 thousand euros in spending R & D, that is, only 0,77% of total expenditure is devoted to invest in improvements to the product. As for the staff dedicated to R & D, there is only 1,15%, and 0,56% are researchers (Table 6).

Table 6. Spending on R & D companies in the food sector in Spain in 2013

Internal expenses (thousand euros)		R & D personnel: Personnel Total		Personnel in R & D: Researchers	
Total	%	Total	%	Total	%
53.079,00	0,77%	1.021,00	1,15%	251	0,56%

As for the sector of the hotel trade (Table 7), spending on R & D is minimal, allocating to service improvement only 0,07 %.

Table 7. Spending on R & D companies in the hotel and catering sector in Spain in 2013

Internal expenses (thousand euros)		R & D personnel: Personnel Total		Personnel in R & D: Researchers	
0,07%		0,08%		0,09%	

3.2.1.5. ECOLOGICAL FACTORS:

Europeans remain concerned about nature, especially the Spanish people, according to the published survey by Eurobarometer conducted between April and May 2014, 53% of European respondents believe that environmental protection is "very important" (being for Spanish 56%) and 42% consider it "important". Atmospheric pollution, water pollution, depletion of natural resources, shortage of drinking water and the impact of chemicals on health are the topics that concern society today.

3.2.1.6. LEGAL FACTORS

In order to include the ice cream industry within the segment of food consumption, the Government requires a number of rules under EU legislation on food safety:

- Safety: They will not commercialize food that are not sure.

- Responsibility: They will assume the responsibility for the food that we when buy transported, transports, stored or sell be sure.
- Transparence: They will inform immediately, to the competent authorities if they have reasons to think that the food that is under its responsibility is not sure.
- Emergency: They will withdraw immediately from the market any food if they have reasons to believe that they are not sure.
- Prevention: They will determine, regularly check and submit to control the critical points of its processes.
- Cooperation: they will cooperate with the competent authorities in the actions tackled to reduce the risks.

In addition, Regulation (EC) No. 852/2004 on the hygiene of foodstuffs. Article 2 lists all obligations in relation to food hygiene being included measures and conditions necessary to control hazards and to guarantee a food fit for human consumption.

To improve the ability to track the movement of food through a specified stage of production, processing and distribution of a product, it is noteworthy that the European legislation (Regulation (EC) No. 178/2002) obliges operators of food to implement systems and procedures at all stages of processing and marketing of products, and to identify each person or business which has been in the food companies.

With regard to food labeling, in Spain the existing provision is reflected in the Royal Decree 1334/1999, establishing the general norm of labeling, presentation and advertising of foodstuffs in Article 3, which lays down rules on the labeling of food products in order to inform and protect the consumer.

Lastly, the European Community regulated by Regulation (EC) No. 1924/2006 on nutrition and health claims on foods statements. In addition to the publication of the BOE number 101, item 9963 Royal Decree 618/1998 of 17 April, the technical health regulations for the manufacture, distribution and sale of ice cream and packaged mixes to freeze approved, which are approved different types of ice cream, with features, ingredients and additives used.

3.2.2. ANALYSIS OF COMPETITIVE ENVIRONMENT (PORTER'S FIVE FORCES MODEL)

To measure the specific environment, and decide on the most appropriate strategies for Mamma Luisa del Grao in their respective sector will use the analysis of five competitive forces of Porter (1980). This model considers five forces that influence the attractiveness of an industry:

3.2.2.1. BARGAINING POWER OF BUYERS

It evaluates the possibility of customers to set limits to the relations of the companies. The bargaining power of customers in this sector is null because the clients do not negotiate the price of the products with the company at the time of sale

3.2.2.2. BARGAINING POWER OF SUPPLIERS

It evaluates the possibilities of that the providers can fix the rules of the game. A high bargaining power means that the providers can change the sale conditions.

The negotiating power of the providers in the industry ice-cream maker has raised, since it is an industry where the raw material is of a high importance for the companies and a substitutes' low availability exists for the input, therefore the provider has great margin to act.

3.2.2.3. RISK OF ENTRY BY POTENTIAL COMPETITORS

The more profitable is the sector, the major number of companies will want to be his part. The more difficult to enter the sector, the more attractive will be the industry.

The ice cream industry is an industry in which there is a high threat from competitors, because the machine is cheap and the raw materials are very cheap and generates very high profits.

3.2.2.4. THREAT OF SUBSTITUTES

When the threat of alternative products is high, the industrial sector is less attractive, since it imposes a maximum price and increases the quality to the products of the sector. Our industry there is a big variety of of substitute products with different prices. But for Mamma Luisa del Grao this doesn't suppose a big problem, due to its big variety of offer of products.

3.2.2.5. INTENSITY OF RIVALRY AMONG ESTABLISHED FIRMS

When the intensity of the rivalry between the current competitors is high, the industrial sector is less attractive. The competition of the industry ice-cream maker at present is very strong, so much for the sale in supermarkets (Mercadona, Consum, Carrefour, ...) as for the big companies (Haggen dazs, Frigo, ...) and the recent entry of numerous ice-cream yogurt shop (Yao-Yao, Smooy ...), in addition to the sale of economic ice creams of the big company McDonald's.

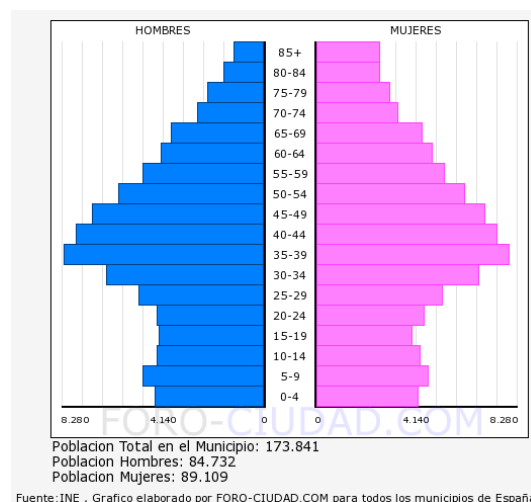
3.3. MARKET ANALYSIS AND THE DEMAND

3.3.1. MARKET ANALYSIS

According to the population census realized by the INE in the year 2014, the population of Castellón is 173.841, of which there are 84.732 men and 89.109 women. This city has a marine district known as the Port of Castellón, placed 4 km far from the city center. In the year 2014 lived 15.695 persons there, of which there are 7.891 men and 7.804 women.

In enlightment 9, shows the population pyramid that reflects the number of men and women grouped by age. We can observe that there is a major number of people aped between 25 and 59 years, therefore we can conclude that most of the population are adult, with modern thinking also but still conservative.

Enlightenment 9. Population pyramid



The Port of Castellón is a tourist place thanks to its beaches and leisure activities offer during summer many citizens of Castellón and surroundings move apartments placed in this district.

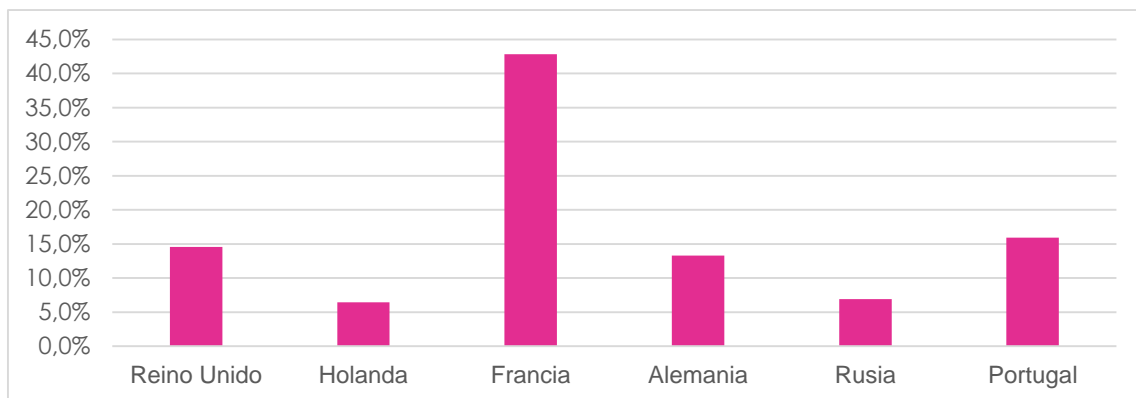
According to the Tourist Observatory of Comunitat Valenciana in August, the area of the coast of Castellon, increase 7,6% in travelers and of overnight stays a 1,8 %. In the table 8 we can observe the number of travelers in hotel establishments and the number of overnight stays in these hotels in the Castellón coast in August, 2014. Most of Spanish travelers exist opposite to the foreigners, both in the number of them and in the number of nights that happen in the hotels of the coast.

Table 8. Volume of travelers on the coast of Castellón in August, 2014

	Entire travelers	Spanish travelers	Foreign travelers
<i>Number of travelers in hotel establishments</i>	153.792	133.025	20.767
	Percentage	86,50%	13,50%
<i>Number of overnight stays in hotel establishments</i>	657.377	594.807	62.570
	Percentage	90,48%	9,52%

As for foreign travelers, in the enlightenment 10. Therefore we can say that most of the foreigners who choose the Castellón coast as holidays destination comes from France, followed by citizens from the United Kingdom and of Portugal.

Enlightenment 10. Percentage overnight stays of the foreign travelers (August, 2014)



This information is relevant, because staff of Mamma Luisa must be able to adapt to different types of customers and speak different languages.

TARGET AUDIENCE:

The target audience of Mamma Luisa del Grao is formed both by the town's inhabitants and tourists who visit the area.

On the other hand, the target audience to whom it is addressed is mainly young adults, with an average income and an interest in the quality and variety of products. They are people who do not care about the price paid for the products they buy, provided that the flavour suits their tastes and satisfies their desires. We must also say that they are sociable and like to share leisure time with family and friends. They like to have an establishment in which they can accommodate, take an ice cream and share the moment in a friendly and modern atmosphere.

3.3.2. DEMAND ANALYSIS

RULES OF THE CONSUMPTION OF ICE CREAMS IN SPAIN:

Currently, there is some demand from the target audience, but it still exists a serie of potential clients who are not conscious of the nutrients of these type of products.

The ice creams consumption according to the INE (Table 9) has been constant in the last years, having a light increase from the year 2007.

Table 9. Ice creams quantity consumed by person (2006-2012)

	Average emaciated quantity for person						
	2012	2011	2010	2009	2008	2007	2006
Frozen (Kilo)	2.6	2.5	2.6	2.7	2.7	2.6	2.4

The growing consumption in 2007 may be due to the decrease in the price of ice cream, along with the entry of the economic crisis in Spain. Many people lost their jobs, and therefore have more leisure time and choose a cheaper alternative for to spend time: taking an ice cream at an ice cream shop, at home, in the park, etc.

The reasons why the consumption of this product has remained stagnant in recent years can be due to:

- The wide variety of substitute products covering similar needs that ice cream, such as beer, juices, etc.
- The modification of the nutritive habits, caused by the increasing worry for the physical appearance, especially in women and young people.
- The significant seasonal nature of this type of product, which although it has been reduced in the latter years, it keeps on being a factor that reduces the development of this sector.

In addition this sector it is characterized by a very wide range of market, so that brand loyalty is scarce. It also is a temporary loyalty.

CONSUMER BEHAVIOR:

Shopping habits in Spain have changed in recent years, due to the increase of unemployed people, consumers tend to save when buy and 7 of every 10 buy only the basic food. According to a study conducted by Nielsen Company on consumption in

Spain during 2014 and consumer panel data of TNS World panel, we have determined the following criteria:

- Consumers try to find promotions. 77% of consumers recognized using discount vouchers, 64% look for promotions and 47% buy more for promotion offers.
- They try to buy only the basics and are more worried about the price of food. 35% reduced consumption of expensive products and 13% admitted having changed stores to find cheaper products.
- The current consumers, also have more education on products and prices, making consumers more demanding. A 40% change to products of better value.
- Younger groups prefer wide variety of products and are much less demanding with the service received in the store.
- 60% of Spaniards recognized their efforts in reducing consumption. That is, he goes to the supermarket and spent more time but fewer products are acquired.
- Spanish people eat more at home and eat out less, representing a growth of 6% of meals at home.
- Travel and tourism remain despite the bad times and the loss of confidence in the future. Local and rural tourism increases while long-distance travel decreases. Spaniards tend to choose their vacation spots in Spain, especially the coast.

4. MARKET RESEARCH

4.1. RESEARCH OBJECTIVES

The main goal of this research is being able to know the preferences and needs of the consumers for a suitable segmentation of the objective public.

Regarding for the specific targets that we try to obtain across this analysis we emphasize the following ones:

- To know the consumer behavior of ice creams.
- To determine which are the most excellent aspects when you decision to buy an ice cream.
- To look for the main reasons that lead the consumer to buy these products.
- To know the average level of price that would be ready to pay the consumer.
- To know the level of seasonal nature of this type of products.
- To find out how the potential clients have access to this type of products.
- To observe the characteristics of the potential buyer of ice creams.

4.2. METHODOLOGY

4.2.1. RESEARCH DESIGN

The focus of my research is descriptive, since it tries to describe and detail the characteristics and perceptions of the consumers of ice creams. My intention is to analyze their opinion regarding the ice creams, its ingredients, availability, prices seasonal period, etc. Leads to the success in the products and the service given by Mamma Luisa del Grao.

The quantitative study was based on a questionnaire carried out to 52 people, aged 18 and above.

Table 10. Data sheet

Title role	
Study population	Inhabitants of the population of Castellón
Method of collection of information	Structured personal survey
Size of the sample	102 valid surveys
Sample error	$E = 1 / \sqrt{102} = \pm 9,90$ (p=q=0,5; level of confidence=95,5 %)
Questionnaire	Questionnaire structured with closed questions, questions of multiple answer and open questions.
Date of field work	April, 2015

4.2.2. MEASUREMENT OF VARIABLES

As a tool for data collection, It was designed a structured questionnaire of 20 questions (See Annex) questionnaire was used. The questionnaire consisted of general questions regarding tastes and preferences for ice cream, place of purchase and consumption, the seasonal nature of these products.

The first question is a filter question to know whether the respondent consumed ice cream or not. If the respondent answers yes, it will continue to the questions in order, otherwise he will be directly to Question 6 and then to the general questions.

The questions two, twelve, nineteen and twenty are questions in which we have used the Likert scale of 1-5, where respondents show their level of importance about the charact has an ice cream, the importance of the issues related to item Sales and interest in maintaining a healthy life.

The two eleven questions are multiple choice questions, where respondents indicate which types and flavors choose when they buy an ice cream.

The fourth question is a closed question, in which respondents indicate their level of consumption of ice cream. In this question, if they answer option 1 or 2 pass to question No. 6.

The question number five is a closed question to know the reason why then they don't eat ice cream.

Question 6 to 10 are closed questions that have been conducted in order to determine the level of seasonality of these products, the price at which they are willing to pay and the places where they consume ice cream.

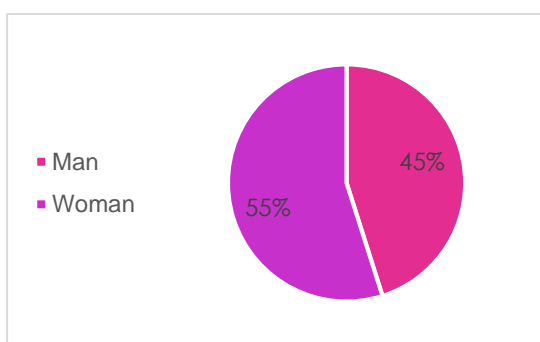
Finally, from thirteen to twenty questions are general questions regarding age, gender, income level, level of studies, the principal occupation and the number of household members.

4.2.3. SAMPLE DESCRIPTION

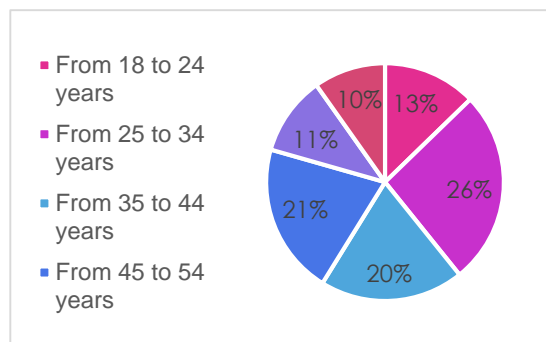
In the present research it has surveyed a total of 102 people over 18 years. By performing frequency analysis you can determine that 45% of respondents were male and 55% are women (Enlightenment 11).

In terms of age, there is a predominance of those aged between 25 and 54 years, representing 67% of total respondents, followed by people aged between 18 and 24 years (13%). The remaining intervals are represented to a lesser extent, with those aged 65 or more who less dominated with 10% of the total (Enlightenment 12).

Enlightenment 11. Genre frequency

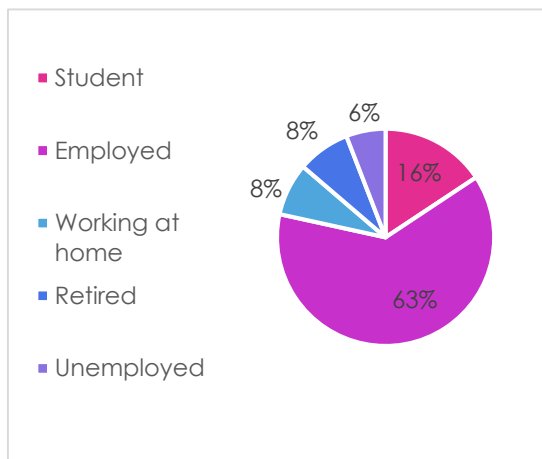


Enlightenment 8. Age frequency

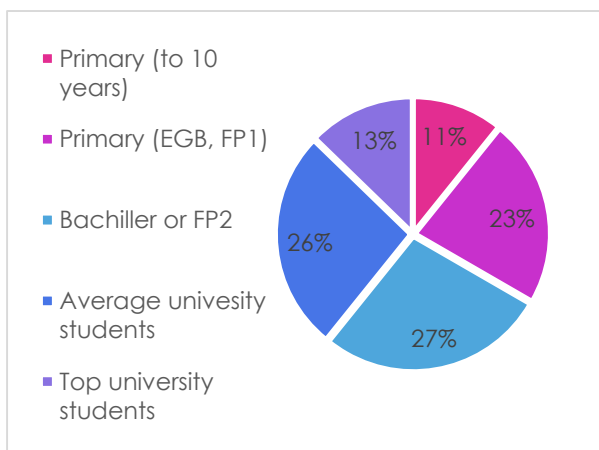


In relation to their occupation, in enlightenment 13 we can see that the predominant group is the working group with 63% of the total, the group of those unemployed are under-represented 6%. And in the enlightenment 14 shows that educational level is the most represented Baccalaureate or FP2 and the Media University, which together represent 53% of the total. While underrepresented levels are the primary studies (up to 10 years) with 11% and higher university with 13%

Enlightenment 13. Occupation frequency

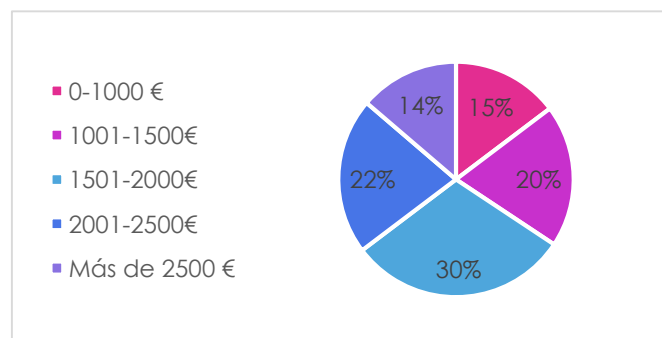


Enlightenment 14. Frequency of the level of studies



With regard to the income level of the respondents, as shown the enlightenment 15, it notes that the range that the highest representation is that of those whose income flows between 1501 and 2000 euros (30%), while 14% is in the range between 0 and 1000 euros.

Enlightenment 15. Frequency of the level of monthly income



4.3. DATA ANALYSIS

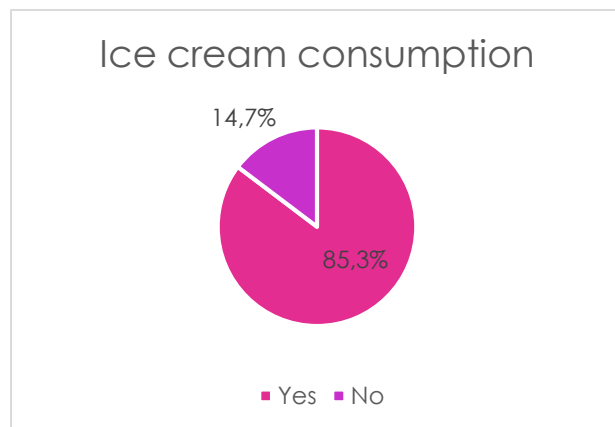
FREQUENCY ANALYSIS:

As we observe in the table 11, of 102 remarks, there is a majority of persons who consume ice creams, specifically 85,3 % of respondents, opposite to a minority of 14,7% that doesn't consume ice creams. In the enlightenment 16 we can see of more graphic form these percentages.

Table 11. Ice creams consumption

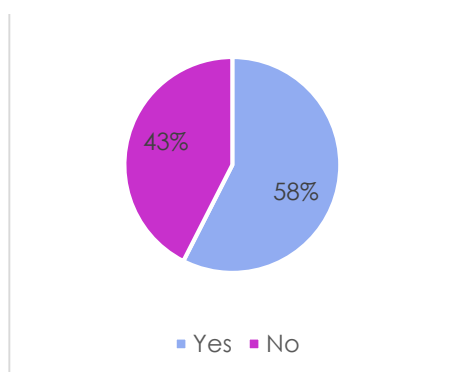
Ice creams consumption		
	Frequency	Percentage
Yes	87	85,3%
No	15	14,7%
Whole	102	100,0

Enlightenment 16. Ice creams consumption

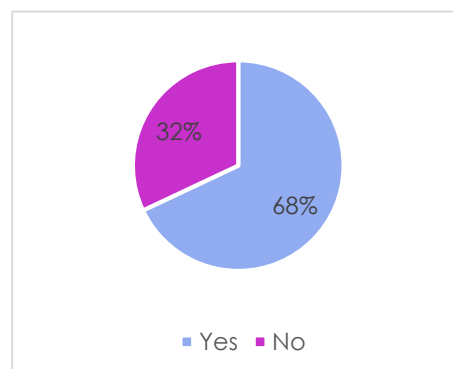


In the enlightenment 17 we can appreciate that almost half of the interrogated persons, 58 % consumes ice creams with traditional flavors, and 43 % does not prefer to consume these types of flavors. While in the enlightenment 18 we see as it exists 32 % that doesn't risk consuming ice creams of new flavors, opposite to 68 % that yes that consumes them.

Enlightenment 17. Consumption of ice creams of traditional flavors

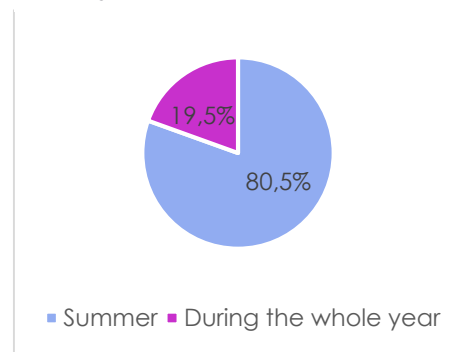


Enlightenment 18. Consumption of ice creams of new flavors



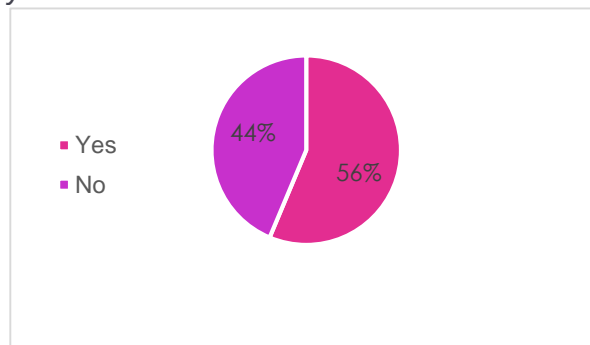
If we observe the enlightenment 19, we see that 80,5 % of the interrogated persons consumes frozen only in the summer months, while 19,5 % consumes them during the whole year. Of this graph the reality takes shape about the seasonal nature of these products, nevertheless there exists a persons' certain quantity that consumes them both in summer and in winter.

Enlightenment 19. Percentage of interrogated persons that consumes ice creams in summer or during the whole year



Also we have to bear in mind those people who would be ready to consume ice creams during the whole year, like 20 shows the Enlightenment, since more than half of the interrogated people they would like to consume them.

Enlightenment 20. Percentage people would like to consume ice creams during the whole year



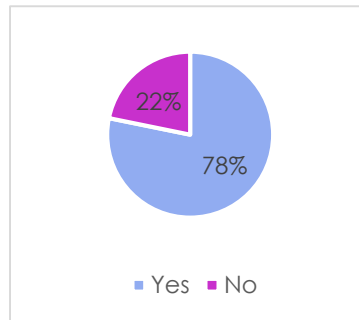
As shown in Table 12, we see that major part of the participants would be ready to pay between 2 and 3 euros for medium ice cream (1/2 liters), in particular 69 % of the respondents. While 25,3 % would pay less than 2 euros for this type of products and only 5,7 % would be ready to pay more than 3 euros.

Table 12. Price ready to pay for an ice cream medium-sized size (1/2 liters)

	Frequency	Percentage
<i>Less than 2 euros</i>	22	25,3%
<i>Between 2 and 3 euros</i>	60	69%
<i>More than 3 euros</i>	5	5,7%
<i>Whole</i>	87	100%

It is necessary to emphasize the enlightenment 21, which shows the quantity of respondents who would be ready to pay more for a product of major quality, 78 % has answered yes, whereas only 22 % it is not ready to pay a higher quality.

Enlightenment 21. Ready to pay more for a major quality



DESCRIPTIVE ANALYSIS

Regarding the level of importance of the attributes when buy ice creams in a range of 1 to 5. As shown in Table 13, the most valued attributes are the flavor with an average of 4,276 and the quality with a mean of 3,828. Where the effective answer range for the attribute flavor has been at least a 3 (indifferently) to 5 (very important), and the effective range of the quality has been between 2 (unimportant) and 5. As for the less important attributes for the questioned people it has been the brand with a mean of 2,218, and that the product is personalizable, with a mean of 2,724. The effective answer range for these attributes has been between 1 (not important) and 5 (very important). Thus, although the importance level for these attributes is low, there are people who consider it very important. As for the price and if it is healthy are somewhat indifferent to the respondents attributes.

Table 13. Level of importance of the attributes

Level of importance of the attributes when ice creams are bought

	N	Minimum	Maximum	Mean
<i>Quality</i>	87	2	5	3,828
<i>Flavor</i>	87	3	5	4,276
<i>Price</i>	87	2	5	3,517
<i>Personalizable</i>	87	1	5	2,724
<i>Healthy</i>	87	1	5	3,172
<i>Brand</i>	87	1	5	2,218

Regarding the importance of the aspects such as to the selling point of the ice cream, we observe in table 14, in a range of 1 to 5, that the most important attributes for the respondents are the hygiene and the attention staff, with a mean of 4,414 and 4,103 respectively. They are followed with of 3,701 by the availability of stock of the product and the presentation of the product with 3,736. The least important factor to respondents is to have Wi Fi on site, with a mean of 1,977, that is, is irrelevant to the point of sale of ice cream.

Table 14. Importance of the aspects related to the point of sale of the ice cream

Importance of the aspects related to the point of sale of the ice cream

<i>Aspects</i>	N	Minimum	Maximum	Mean
<i>Decoration</i>	87	1	5	3,195
<i>Space of the establishment</i>	87	1	5	3,069
<i>Hygiene</i>	87	2	5	4,414
<i>Closeness of the point of sale</i>	87	1	5	3,310
<i>Location</i>	87	1	5	3,287
<i>Connection free Wi Fi</i>	87	1	5	1,977
<i>Presentation of the product</i>	87	2	5	3,736
<i>Personnel of attention (Amiability, attention)</i>	87	2	5	4,103
<i>Availability of stock of product</i>	87	2	5	3,701
<i>Exclusivity</i>	47	1	5	2,805

In table 15, we can observe the importance in maintaining a healthy life on a scale of 1 to 5 (where 1 is means isn't interested at all and 5 is completely interested) it is important for the interrogated persons, since a mean of 3,912 people think that it is interested in maintaining a healthy life. Therefore it is very important to consider.

Table 15. Importance level in maintaining a healthy life

Importance in maintaining a healthy life

N	Minimum	Maximum	Mean
102	2,0	5,0	3,912

CHI-SQUARE TEST

To know if there is any relationship in consumption habits of ice creams and the level of income of the respondent, there has been realized a crossed table (Table 16). As can be seen, the perception that people with a level of income (between 1501€ and 2000€) are those who in major proportion consume ice creams, therefore it seems that there is relationship between these variables.

Table 16. Crossed table: Ice cream consumption*level of income

<i>Income level</i>		Consumes ice creams		Total
		Yes	No	
	0-1000€	14,9%	13,3%	14,7%
	1001-1500€	20,7%	13,3%	19,6%
	1501-2000€	34,5%	6,7%	30,4%
	2001-2500€	16,1%	53,3%	21,6%
	More than 2500€	13,8%	13,3%	13,7%
	Total	100,0%	100,0%	100,0%

To confirm this, there has been the Chi-Square test of Pearson (Table 17). From the results, it is concluded that there is a relation between these variables to be the probability associated with the Chi-square less than 0,05 (0,018).

Table 17. Chi-square test: Ice cream consumption*level of income

Chi-square test

	Value	gl	Bilateral Sig. asintótica
<i>Chi-square of Pearson</i>	11,862	4	0,018

To know if there is any relationship between age and the price ready to pay for a medium ice cream (1/2 liter), there has been elaborated a crossed table (Table 18). As can be seen, the perception that people over 65 years are willing to pay more than 3 €, so it seems that there is relation between these variables.

Table 18. Crossed table: age*price ready to pay

	Price ready to pay			Total
	Less than 2€	Between 2 and 3€	More than 3€	
Age stretch				
From 18 to 24 years	22,7%	10,0%	0,0%	12,6%
From 25 to 34 years	27,3%	26,7%	0,0%	25,3%
From 35 to 44 years	13,6%	21,7%	0,0%	18,4%
From 45 to 54 years	13,6%	26,7%	0,0%	21,8%
From 55 to 64 years	4,5%	11,7%	20,0%	10,3%
More than 65 years	18,2%	3,3%	80,0%	11,5%
Total	100,0%	100,0%	100,0%	100,0%

To confirm this, there has been the Chi-Square test of Pearson (Table 19). From the results, it is concluded that there is a relation between these variables to be the probability associated with the Chi-square less than 0,05 (0,000).

Table 19. Chi-Square test: Age*price ready to pay

	Value	gl	Bilateral Sig. asintótica
Chi-square of Pearson	34,041	10	,000

ANOVA ANALYSIS

The analysis Anova will help us to find the differences between the survey groups:

Results by age:

Table 20 shows Anova analysis where I have chosen discrete variable age groups of respondents but also continuous variables, the answers of these questions match the measurement of the Likert scale (1-5), the attribute ice cream in which there is a significant difference ($p < 0,05$), the brand. If we analyse the differences in scores between groups, we observed significant differences as $p < 0,05$. In this sense, we can say that the brand is more important for the age group between 18 and 25 years.

Table 20. Importance attributes of the ice cream according to the range of age

Attribute of ice cream	Group	N	Mean	Sig.
<i>Brand</i>	From 18 to 24 years	11	3,182	0,024
	From 25 to 34 years	22	2,045	
	From 35 to 44 years	16	2,063	
	From 45 to 54 years	19	1,789	
	From 55 to 64 years	9	2,444	
	More than 65 years	10	2,400	
	Total	87	2,218	

Table 21 allows us to deeply find multiple comparison between age groups. Which shows the most striking differences, for example the age group between 18 and 24 years differ significantly with respect to the valuation of the brand ice cream with groups of adults (aged 25 and 54 years) who think the brand is not a relevant variable.

Table 21. Multiple comparison Brand*Age

Dependent variable		Sig.	
<i>Brand</i>	From 18 to 24 years	From 25 to 34 years	,005
		From 35 to 44 years	,009
		From 45 to 54 years	,001

As for Table 22, it shows us a Anova analysis where I have chosen as discrete variable age groups of respondents as continuous variables, which are the questions whose answers match the measurement of the Likert scale (1-5) aspects related to the sales point where there is a significant difference ($p < 0.05$), facility space and Wi Fi. In this sense, we can say that the age group of 65 years or more, gives greater importance to space property, while Wi Fi is a greater role for the age group between 18 and 25 years.

Table 23 allows us to see in deepmore detail to find multiple comparison between age groups are the most notable differences, where we can affirm that the age group between 18 and 24 years differ significantly with regard to the valuation of importance that they give to the connection Wi Fi in the ice cream shop with other of age more adults who think that the brand isn't an important aspect. While in the case of space in the

establishment, they are the age group of 65 years or more who differ significantly from the rest in this aspect.

Table 22. Important aspects of the point of sale according to the age range.

Aspects related to point of sale	Age groups	N	Mean	Sig.
<i>Wi Fi</i>	From 18 to 24 years	11	3,273	0,000
	From 25 to 34 years	22	2,091	
	From 35 to 44 years	16	1,813	
	From 45 to 54 years	19	1,684	
	From 55 to 64 years	9	2,000	
	More than 65 years	10	1,100	
	Total	87	1,977	
<i>Space in establishing</i>	From 18 to 24 years	11	3,000	0,040
	From 25 to 34 years	22	2,955	
	From 35 to 44 years	16	3,125	
	From 45 to 54 years	19	3,053	
	From 55 to 64 years	9	2,333	
	More than 65 years	10	4,000	
	Total	87	3,069	

Table 23. Multiple comparisons: *Wi Fi *Age; Space in establishing*Age.*

<i>Wi Fi connection</i>	From 18 to 24 years	From 25 to 34 years	,002
		From 35 to 44 years	,000
		From 45 to 54 years	,000
		From 55 to 64 years	,005
		More than 65 years	,000
<i>Space in establishing</i>	More than 65 years	From 18 to 24 years	,034
		From 25 to 34 years	,012
		From 35 to 44 years	,045
		From 45 to 54 years	,025
		From 55 to 64 years	,001

Results by gender:

Next, Table 24 shows the assessments made by gender about the decoration of the shop where there is a significant difference ($p = 0.01 < 0.05$) decoration. In this case, women give more importance (3,479) than men (2,846).

Table 24. Relationship between gender and decoration of the shop.

Valuations of the aspects of point of sale	Gender	N	Mean	Sig.
<i>Decoration</i>	Man	39	2,846	0,01
	Woman	48	3,479	
	Total	87	3,195	

Finally, Table 25 shows the valuations made by gender on the interest in maintaining a healthy and one of his priorities in life is to care the health and body image life. In both cases, there is significant evidence ($p < 0.05$) that the woman is showing more concern about health and body image.

Table 25. Relationship between gender and interest in maintaining a healthy life.

	Gender	N	Mean	Sig.
<i>Interested in maintaining a healthy life</i>	Man	46	3,587	0,002
	Woman	56	4,179	
	Total	102	3,912	
<i>One of his priorities in life is to protect the health and body image</i>	Man	46	3,413	0,000
	Woman	56	4,161	
	Total	102	3,824	

4.4. RECOMMENDATIONS

According to the results of my research, I propose to Mamma Luisa del Grao the following recommendations:

Firstly, in terms of consumption I suggest them to keep on providing their customers traditional ice cream flavours, since 58% replied that it is one of the flavours of ice cream consumed. But also, my proposal is to continue to investigate and try to offer new flavours, since 68% answered to that likes eating ice new flavours.

Secondly, with regard to the seasonality of the ice cream, we must bear in mind that even though there is a high percentage of people who consume these products only during the summer, 56% would like to consume during the whole year, I would propose to Mamma Luisa del Grao to try to capture those people ready to consume ice cream in the other months.

With regard to price, 69% were willing to pay between 2 and 3 euros for medium size ice cream (1/2 liter), but most would pay more for a higher quality product (78%), so I would recommend to continue with their price, because their products are of a higher quality from the competitors. Moreover, through a descriptive analysis of the level of importance of the attributes when they buy ice creams, it has been observed that it is given greater importance to taste and quality than to price.

With regard to the ages, people over 65 are willing to pay more than 3 euros and younger people pay less than 3 euros, so try to adapt a little to the young audience through promotions but without lowering the technical price.

As for the relationship between consumption of ice cream and the income level of the respondents, we can conclude that these products that were previously considered luxury products increasingly have become less and can be available to all budgets, and that using a chi-square test has been seen that most people consume ice cream are middle-income between 1501 and 2000 euros.

Regarding the importance of the aspects related to selling point of the ice cream, my recommendation is to take especially care whit hygiene and care setting and friendly staff that is customer-facing, because these two of the aspects that they have attributed greater importance.

Finally, we should also consider the importance in keeping a healthy lifestyle has a mean of 3,912, that women are the gender that is more interested in maintaining a healthy life and that people over 65 are the ones that give greater importance to the ice cream is healthy. So it would be interesting to continue offering low sugar ice creams.

5. SWOT ANALYSIS

WEAKNESSES:

The weaknesses or internal aspects that could affect the proper running of Mamma Luisa del Grao are:

- Complaints by customers relating to the treatment received by the staff of Mamma Luisa Grao de Castellón, which implies that need to provide greater motivation and training to employees.
- Many customers think the price of the products are high in relation to the size they offer.
- Poor Mamma Luisa competitive position against the major brands.
- Communication: little interaction in social networks and with little impact on the final customer.

STRENGTHS:

- The company has a long experience in the ice cream sector and in the care of their customers.
- The company is known in the area as the company producing the best higher quality ice cream, more flavour and variety of products, which leads compared to other ice cream shops around.
- Mamma Luisa has a high adaptability to change as it adjusts product innovations to changes in demand.
- The excellent location of the point of sale, located in the main tourist location of “Grao de Castellón”, “el paseo Buenavista”.
- Wide range of products to solve the problems of seasonality, suchs as, nut milk, cafes, waffles, crêpes, etc. In addition it also has products aimed to the growing concern of society for health and fitness.

THREATS:

- The high seasonality of these products, mainly due to weather.
- At present, there is a high concern of society for health and fitness, leading to consume lower calories products as they would, for example, ice cream.
- Existence of many competitors in the sector with a strong price competition.
- High threat of entry of new competitors, because to open an ice cream shop business there are no major investments, and the downward trend in the price of raw materials these types of products, promotes the alternative of open ice cream shops.
- Existence of a variety of substitute products, which cover similar needs ice cream.
- Due to the economic crisis, Spanish have changed their buying habits, always looking for savings, which has force to decrease selling prices of ice cream.
- Current consumers are more critical, are more informed and also demand higher quality and greater variety of products and services.

OPPORTUNITIES:

- Growing trend of consumption of ice cream in Spain, mainly due to the decrease of the food price in recent years.
- It has increased tourism on coast of Spain in recent years, including the beaches of Castellon, increase the number of potential customers who may be attracted by ice creams in the area.
- Because of the economic crisis, many people have more free time, which can be exploited to attract them with a good strategy.
- There are new technologies that allow this sector to reduce costs and improve product quality.
- Ice cream is a product that is consumed by a wide market, being indifferent to the age and gender.

Table 26. SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ Long experience in the sector ○ Known as the ice cream shop of higher quality, more flavour and variety ○ High adaptability to change ○ Excellent location of the point of sale ○ Variety of products to face with seasonality and societal concern for the health and fitness 	<ul style="list-style-type: none"> ○ Complaints from customers regarding the treatment received by the sale staff ○ Higher prices compared to the competition that are not adapted to young audiences ○ Poor competitive position against the major brands ○ Little interaction in social networks
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Growing trend of consumption of ice cream in Spain ○ Increase tourism on the beaches of Castellon ○ More free time from customers, due to the economic crisis ○ New technologies that reduce cost and improve product quality ○ Products consumed by a wide market 	<ul style="list-style-type: none"> ○ High seasonality ○ High concern of society for health and fitness ○ Low brand loyalty in the sector ○ High threat of entry of new competitors ○ Existence of a variety of substitutes ○ Changes in buying habits, always seeking savings ○ Most critical and informed consumers

6. MARKETING PLAN FOR MAMMA LUISA DEL GRAO

6.1. PRODUCT-MARKET DEFINITION

PRODUCT-SERVICE:

Mamma Luisa del Grao offers their customers traditional products of the highest quality and variety. It is a product of seasonal use, whether for pleasure or leisure, and also perishable.

It also offers a service in its point of sale where the shop assistant part of the external image of the company. However with the aim that our clients are best served in the service, quality should be improved to provide a more complete and satisfactory service, creating greater value for customers and attract potential customers by buzz marketing.

Market: The target audience which Mamma Luisa del Grao heads is the people of Castellón and surroundings and all those tourists who choose to visit the area. The final objective is to impact favourably on them and promote the consumption of ice cream in the area, letting them know that these products are more beneficial to health than they think.

6.2. MARKETING OBJECTIVES

In this case, the main objectives of Mamma Luisa del Grao is to improve the quality of its products and its services against those of its competitors. Then we will detail what are the quantitative and qualitative objectives to be achieved:

The quantitative marketing objectives are summarized in the table 27:

Table 27. Marketing objectives

Marketing goals	Short term (1 year)	Medium term (1-3 years)	Long Term (3-5 years)
1. Improving product quality	2%	4%	7%
2. Reduce the number of complaints	2.4%	5%	9.5%
3. Increase annual sales	5%	7%	9%
4. Increase end customer loyalty	1.5%	3%	5.5%
5. Increase the number of followers on social networks	25%	40%	60%

Regarding qualitative objectives:

1. Achieve greater brand notoriety: to achieve an understanding of the ice cream Mamma Luisa del Grao in the province, placing the company among one of the first companies in a word, when people think about ice-cream think in Mamma Luisa.
2. Always offer the best possible service and improve the quality.
3. Improve staff training, through specific training and rewards to motivate them.
4. Maintain the level of handmade of its products but without forgetting innovation and originality to adapt to the tastes and preferences of the market.
5. Improve communication between the company and its customers, using feedback to improve it.
6. Improve the perception of the value of the products, in order to achieve greater loyalty from customers.

6.3. MARKETING STRATEGY

Mamma Luisa offers its customers quality products with unique and traditional elaboration at the same time seeks to adapt to the tastes of demand through innovation with new flavours and mixtures. In addition, Mamma Luisa treats of that consumers perceive as different from other ice cream shop, with its own personality. Therefore, a differentiation strategy would be most suitable for the company. This differentiation can be achieved through the products offered, service on site, and the communication channel.

Differentiation through product will be held from improved product quality and maintaining their special touch of tradition, with special attention to the ingredients used, seeking the best for processing. In addition other attributes such as originality and innovation can help differentiate products Mamma Luisa of competition.

Differentiation through service can be achieved with a personal, individualized and friendly treatment by the staff of the company with customers.

Differentiation through channel will be carried out through the company interact more with society through social networks, in order to make customers aware and perceive the characteristic style of Mamma Luisa and so get new customers.

6.4. ACTION PROGRAMS

6.4.1. PRODUCT AND SERVICE DECISIONS

By external analysis and research about eating ice cream in the province of Castellon, we can say that the main causes hindering the consumption of ice cream are seasonal phenomenon and the growing concern for a healthy life worrying about appearance. Moreover, as we have described in the previous section the company will continue a strategy of differentiation, so that the products are perceived as something other than what is offered by other competitors.

ACTIVITIES TO MAINTAIN:

Mamma Luisa del Grao so everyone can enjoy its products, it has decided to develop products suitable for people with food allergies. As noted the Enlightenment 22, the company manufactures its thinking in those who are allergic to certain food products, and low-sugar produced for people who care about their physical appearance. While respecting traditional methods and the use of highest quality ingredients.

Enlightenment 22. Products suitable for people with food allergies



To reduce the seasonality of its main products such as ice cream, horchata, etc. Mamma Luisa also has in its portfolio of non-seasonal products like sweet crepes, coffee, hot chocolate, among others, to bring people in both winter and summer.

It also offers customers the option to customize their own products, with different toppings to choose from which offer the freedom to suit your own tastes, in order to satisfy everyone.

Finally, another aspect that differentiates it from the rest and it is advisable to keep the style of packaging (Enlightenment 23) and the presentation of their products that helps them differentiation through an original and fun.

*Enlightenment 23.
Package Mamma
Luisa*



SUGGESTIONS FOR IMPROVEMENT IN CURRENT ACTIVITIES:

The main weakness of the company Mamma Luisa del Grao is that he knows seize complaints about the treatment of staff in the ice cream shop with customers to improve service. For this, my proposal for Mamma Luisa del Grao is to offer a set of services to support the product to satisfy more adequately the needs of the consumer, committing to customer orientation, and provide after sales service to hear their complaints and try to remedy them. Thereby complaints are reduced and will prevent customers from leaving and condition the decisions of other potential customers to try the ice cream products.

This is also related to the staff has not received good training, so it will be necessary to conduct a proper human resources policy through internal marketing, having a reward system to keep motivated and trained staff and so you can successfully serve customers. So it would be interesting that employees attend a regular training courses, at least two courses of 5 hours each year, one before the summer period, to motivate and train employees in customer service, and another later, in order to get feedback and to prepare for the new period.

PROPOSALS FOR ADDITIONAL SERVICES:

Many people think that products dietary products low in sugar or products for which no certain foods are included in order to make it suitable for certain food allergies, are not good and do not know anything, In addition they are reticent to try them. It would be

interesting to get the test and find out if the new flavors offered to these categories are to your liking or not, and thereby whether produce more this product or remove it. Therefore propose to Mamma Luisa del Grao to conduct a tasting previous to the launch of new flavors to customers. Once they visit the ice cream shop to consume any product, you could offer testing new flavors and then give an evaluation. In this way they would imply both customers and staff in company decisions.

6.4.2. PRICE DECISIONS

As Mamma Luisa elaborates ice cream with the best quality ingredients and offers diversity and personalization of its products, fixed costs are high and therefore benefits for the prices charged are higher than those of competitors. The prices depend on the product and quantity. In the case of our main product, ice cream prices are applied as follows:

- 1 ball + 1 topping: 2,20 €
- 2 balls + 1 topping: 3,20€
- 3 balls + 2 toppings: 4,20€

Through market research we have discovered that most people are willing to pay just over 3 euros for a frozen medium if the product has quality and superior taste. As Mamma Luisa del Grao is an ice cream shop that distinguished by quality, it not is entirely necessary to reduce the selling price of their products.

However, to attract more people and increase sales, Mamma Luisa propose to implement the following adaptation strategies through price discounts:

- Apply seasonal discounts on the prices of ice cream with the dual aim of increasing sales and reducing the impact of seasonality of these products in the colder months. Would apply a discount than 0.20 euros therefore the price of ice cream it would be as shown in Table 28:

Table 28. Artisan ice cream prices with the discount than 0.20 euros applied.

Size	1 ball + 1 topping	2 balls + 1 topping	3 balls + 2 toppings
Price	2,00€	3,00€	4,00€

- Another strategy I propose to Mamma Luisa del Grao, for summer time, is to promotional prices at a certain hour of the day, calling themselves "happy hour", which offer products at cheaper prices, applying a discount of 15 % on all products.

6.4.3. DISTRIBUTION DECISIONS

As for the distribution channel, it has a short channel, since the same company produces and distributes its products, which involves a single foreign agent, ingredient suppliers.

Mamma Luisa distributes its products to final consumers through a physical store. This property has good lighting, is painted in bold, bright colours (pink and white), with a pin-up representative of their style year history in the sector, while modern, to adapt to today.

The proposal I make to the company is to keep both the channel and local distribution as the characteristics of this suit what consumers want, spacious, clean and nicely decorated.

Another proposal for Mamma Luisa del Grao, is to start experimenting with marketing sensation on site. For example, a good way to increase customer perception towards the shop are pleasant fragrances, which could try to find an aroma that can attract people and at the same time stay in your memory. The smell of chocolate, vanilla, mango, among others would capture more people that pass in front of the ice cream shop or that have already visited and the smells associated with pleasant moments spent at Mamma Luisa. Another type of marketing sensation is hearing, where they could acclimate the establishment in a pleasant and representative music of the ice cream shop.

6.4.4. COMMUNICATION DECISIONS

PROPOSED ACTIVITIES INTERACTIVE MARKETING:

With respect to communication, as mentioned above, Mamma Luisa del Grao has a website and a Facebook account. As for the website has an attractive, simple design and content is not saturated as it is limited to displaying information about products of the company and contact numbers for more information. My proposal for this company is to take care over the design of the website with the following adaptations:

- A link to the social networks available to the company.
- A forum where communication between users is allowed.
- There is a constant change and adaptation, as the web is not updated for a couple of years ago.

Regarding the use of social networks, only it has an account on Facebook, where it is made known to society, with photos of the establishment and its products, a map with the location of the ice cream shop, information about their products and a section reserved for users who can review and evaluate the company. Although this account is

constantly updated, do not get the desired interaction with users, as there are no more than 5 reviews and has only 600 "likes". The aim is increase interaction in this network, so my proposal is to carry out a photo competition among users, which is to upload a photo consuming a product of Mamma Luisa, share the image on the walls, to participate shall perform the following steps:

1. Users who want to participate in the competition must give "likes" on the page "Mamma Luisa Heladería" which will lead to the registration form, which must enter their data and upload the photo you want to send the contest.
2. When the user is already registered, the participant must share participation in the wall for your friends to the Facebook vote.
3. When Competition ends, the winner among the contestants who achieve a minimum of votes (e.g. 30 votes) was selected.
4. The reward could be two tickets to a music festival, for example the Arenal Sound.

In this way achieve increased traffic to the Fan Page of Mamma Luisa del Grao and viralize promotion, we would increase the number of fans of the account and would get useful data about users.

Finally there are many more useful social networks in which Mamma Luisa del Grao could be released, such as through a twitter account or Instagram.

PROPOSED ACTIVITIES PUBLIC RELATIONS (EVENTS):

There are fairs related to ice cream, to show the product to potential customers, opinion leaders, the media, suppliers, and other interested public.

One of the fairs that could assist Mamma Luisa del Grao is the famous "Intergelat Alicante". It is an international fair located in southern Europe for artisanal producers of ice cream and horchata. In this fair can learn about the latest industry trends and try new creations. Usually it takes place in the month of February, so my proposal is to inscribe for next year.

PROPOSED ACTIVITIES SALES PROMOTION:

Moreover, another aspect to improve is the low customer loyalty in this sector. So one of the activities that you propose to Mamma Luisa del Grao to increase customer loyalty for the brand is to make a customer loyalty program, rewarding them for example with a "scratch-prize" on the package, in which if the prize appears, you can get a small ice free Mamma Luisa. This promotion would help the company to retain and attract customers, without taking image quality to their products.

6.5. CONTROL

Finally, we will establish control of the marketing mix to develop during the first year. In Table 29 we can see how and when we control objectives to be achieved in the short term.

Qualitative objectives are more difficult to measure than quantitative, so we will use questionnaires as a method of control. Moreover, the quantitative objectives are easier to measure, because we can more easily compare the results obtained with respect to the previous year.

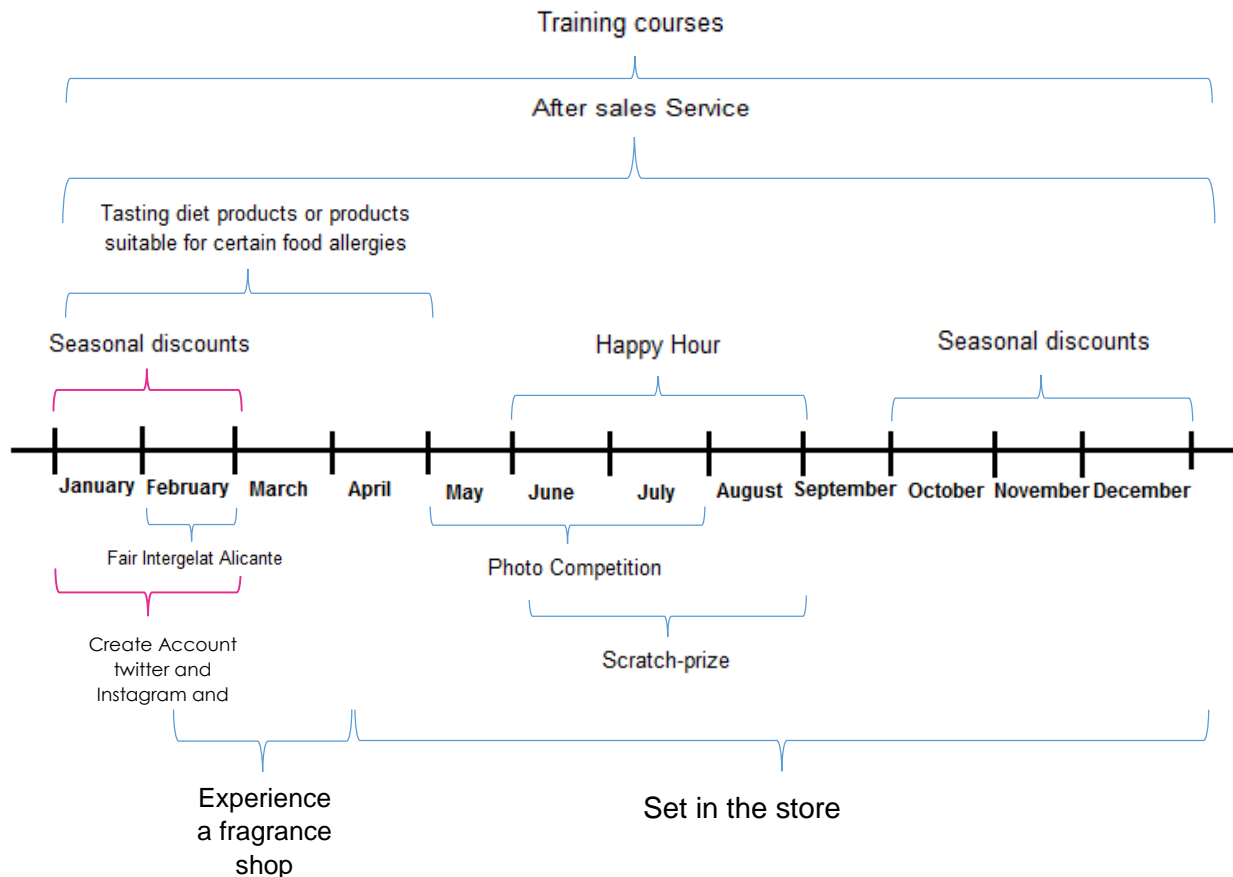
Table 29. Control objectives

OBJETIVES		FOUR-MONTH PERIODS				
		Control Method	1º	2º	3º	4º
QUANTITATIVE	Reduce number of complaints	Compare the number of complaints	X			X
	Increase annual sales	Compare the number of units sold				X
	Increase the number of followers on social networks	Compare the number of followers		X		X
QUALITATIVE	Increase brand awareness	Questionnaire			X	
	Improve the perception of the value of products	Questionnaire			X	
	Improve staff performance sales force	Questionnaire		X		X

6.6. SCHEDULE

In this section the monthly schedule drawn up for action for the year 2016. It can be seen at what time of the year will take place the various actions shown.

Enlightenment 29. Schedule



As shown in Figure 24, throughout the year training for all staff will be held, these courses have a dual role, training and feedback. Moreover, during the whole year also we will have a post-sales service, to collect the comments of the people and improve the services offered.

As for the actions related to price, seasonal discounts apply in the colder months, and therefore lower demand: January, February, October, November and December. Discounts "Happy hour" will apply during the summer months.

Referring to the introduction of marketing sensation in establishing Mamma Luisa del Grao, it will begin to experience the right fragrance during the months of February and March, so that it can start from the month of April, which is when it starts to increase the demand for ice cream.

Regarding the communication activities in the month of January the official accounts of Mamma Luisa del Grao be created in social networks Twitter and Instagram. In addition the website with the changes discussed in the previous section be restructured. In the month of February will be part of one of the many ice cream makers artisans showing their innovations at the fair Intergelat Alicante. Competition Facebook photos will be held during the months of May, June and July, as the Arenal Sound Festival begins August. Finally, scratches-prize promotion, the summer months are held.

6.7. BUDGET

Once the marketing plan for Mamma Luisa proposed del Grao, a budget is needed to determine the viability of such proposals.

Regarding the proposals for decisions on product and service, services for greater customer orientation do not present a cost. The proposal to organize training courses, namely two courses of 5 hours each year, would cost around 1.000 € annually (125 € each year by 4 employees).

The proposal related to the activity of making dietary try and fit products for certain food allergies, should the cost of the preparation of these samples. If we consider that the price of a small tub of ice cream costs 2,20 € and got to taste the flavour least 30 people a week and the activity will take place during four months, the total cost would be 1.056 € a year.

As it regards the proposals in the area of price, applying seasonal discounts and the strategy of "happy hour" would reduce the profit per unit sold, but at lower prices increase demand, which would increase sales and profits and therefore there is no cost.

Regarding allocation decisions, the proposed marketing experience with sensations you would an annual expenditure of 1.795 €.

Por último, en relación a las decisiones de comunicación, los costes serían:

- Restructuring web page and management of Social Media: around 300 € the new design gives the website, and 200 € per month hiring a social media manager. Therefore, the total cost would be 2.700 €.
- Facebook Photo Competition: would the cost of the award, if a ticket to attend the music festival Arenal Sound between 60 € in total would be an expense of 120 €.
- Assistance to fairs: the investment to attend the fair Intergelat Alicante would be around 3500 €.

- Promotion "scratch-prize" would be the price of ice cream small, that is to say, the cost would be 2,20 € per award. If we put 200 prizes during the promotion season, the total cost would be 440 €.

The total budget for marketing activities proposed to Mamma Luisa del Grao, would be a total of 10.611 € in 2016.

7. ATTACHMENTS

Número de Cuestionario:

Buenos días/tardes. AGRADECERIAMOS MUCHO SU COLABORACION contestando a las preguntas que aparecen a continuación, cuyo objetivo es conocer su opinión sobre PRODUCTOS DE HELADERÍAS. Es una investigación realizada para el Trabajo Final de Grado de Administración de empresas de la Universitat JAUME I de Castellón. Respecto a la información que usted nos facilite le garantizamos una total confidencialidad y anonimato, al ser los datos tratados de un modo global y no individualmente. Por último, este estudio no tiene fines lucrativos sino meramente de investigación.

HELADOS

P.1 ¿Consumes usted HELADOS?

1 Sí 2 No (pasar a la pregunta 5)

P.2 Por favor podría indicarnos la IMPORTANCIA que tiene para usted los siguientes ATRIBUTOS cuando compra HELADOS (donde 1 es nada importante y 5 es muy importante):

	1	2	3	4	5
1 Calidad					
2 Sabor					
3 Precio					
4 Personalizable					
5 Saludable					
6 Marca					

P.3 Por favor podría indicarnos en qué tipos de PUNTOS DE VENTA suele comprar helados (Elegir todos los necesarios):

<input type="checkbox"/> 1	Hipermercados
<input type="checkbox"/> 2	Supermercados
<input type="checkbox"/> 3	Tiendas gourmet
<input type="checkbox"/> 4	Heladerías, horchaterías
<input type="checkbox"/> 5	Bares y restaurantes

P.4 Por favor podría indicarnos su nivel de consumo de helados:

Nº	Nivel
<input type="checkbox"/> 1	Muy alto (pasar a la pregunta 6)
<input type="checkbox"/> 2	Alto (pasar a la pregunta 6)
<input type="checkbox"/> 3	Medio
<input type="checkbox"/> 4	Bajo
<input type="checkbox"/> 5	Muy bajo

P.5 Por favor podría indicarnos el motivo por el cual no consume o consume pocos helados?

<input type="checkbox"/> 1	No me gustan
<input type="checkbox"/> 2	Me preocupa mi silueta
<input type="checkbox"/> 3	Me preocupa mi salud
<input type="checkbox"/> 4	Me gustaría comprar productos sin gluten
<input type="checkbox"/> 5	Me gustaría comprar productos sin leche
<input type="checkbox"/> 6	Prefiero otra cosa
<input type="checkbox"/> 7	Otros

P.6 ¿Cuándo suele consumir usted HELADOS?

1 Verano 2 Invierno 3 Todo el año

P.7 ¿Le gustaría consumir helados durante todo el año?

1 Sí 2 No

P.8 Por favor podría indicarnos aproximadamente el PRECIO que estaría dispuesto a pagar por un helado tamaño mediano (½ litro):

<input type="checkbox"/> 1	Menos de 2 euros
<input type="checkbox"/> 2	Entre 2 y 3 euros
<input type="checkbox"/> 3	Más de 3 euros

P.9 ¿Estaría dispuesto a pagar un precio superior por una mayor calidad y mejor sabor?

1 Sí 2 No

P.10 ¿En qué LUGARES consume HELADOS?

<input type="checkbox"/> 1	En casa
<input type="checkbox"/> 2	Fuera de casa (Restaurantes, cafeterías,...)
<input type="checkbox"/> 3	Ambos
<input type="checkbox"/> 4	Otros

P.11 ¿Qué sabores suele escoger cuando compra un helado? (elegir todos los necesarios)

<input type="checkbox"/> 1	Helados con sabores tradicionales
<input type="checkbox"/> 2	Sabores de frutas (Fresa, Limón, melón,...)
<input type="checkbox"/> 3	Stracciatella
<input type="checkbox"/> 4	Leche merengada
<input type="checkbox"/> 5	Tarta de queso
<input type="checkbox"/> 6	Me encanta probar nuevos sabores
<input type="checkbox"/> 7	Otros

P.12 Por favor podría indicarnos la IMPORTANCIA que tiene para usted los siguientes aspectos relacionados con el PUNTO DE VENTA del helado (donde 1 es nada importante y 5 es muy importante):

	1	2	3	4	5
1 Decoración					
2 Espacio del establecimiento					
3 Higiene					
4 Cercanía del punto de venta					
5 Localización					
6 Conexión Wi Fi gratuita					
7 Presentación del producto					
8 El personal de atención (Amabilidad, atención)					
9 Disponibilidad de stock de producto					
10 Exclusividad					

DATOS GENERALES DE CLASIFICACIÓN

P.13. ¿Sería tan amable de indicar en qué tramo de edad se encuentra?:

De 18 a 24 años	De 25 a 34 años	De 35 a 44 años	De 45 a 54 años	De 55 a 64 años	65 años o más
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

P.14. ¿Cuál es su ocupación principal?

Estudiante	Trabaja	Trabajo en el hogar	Jubilado/a	Parado/a
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

P.15. ¿Cuál es su nivel de estudios superado?

Sin estudios	Primeros (Hasta los 10 años)	Primeros (EGB, FP1)	Bachiller o FP2	Universitarios medios	Universitarios superiores
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

P.16. ¿Considere los ingresos totales mensuales que entran en su hogar en euros?

0-1.000	1.001-1.500	1.501-2.000	2.001-2.500	Más de 2.500
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

P.17. Señale el nº de miembros del hogar: _____

P.18. Género: 1 Hombre 2 Mujer

P.19. ¿En qué medida esta usted interesado en mantener una vida saludable?

Nada Interesado	Totalmente Interesado			
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

P.20. ¿En qué nivel una de sus prioridades en la vida es cuidar la salud y la imagen física?

Nada Prioritario	Absoluta prioridad			
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

MUCHAS GRACIAS POR SU COLABORACIÓN

8. BIBLIOGRAPHY

Alicantina, F. (2015). Intergelat Alicante 2015. [online] Feriasinfo.es. Available at: <http://www.feriasinfo.es/Intergelat-M3211/Alicante.html> [Accessed 9 May 2015].

Boletín Oficial del Estado, (1998). Reglamentación técnico-sanitaria para la elaboración, distribución y comercio de helados y mezclas envasadas para congelar. Available at: <http://www.boe.es/boe/dias/1998/04/28/pdfs/A14113-14124.pdf> [Accessed 10 Mar. 2015].

Carra, A. (2014). Los españoles, entre los europeos más preocupados por el medio ambiente. ABC.es. [online] Available at: <http://www.abc.es/sociedad/20140909/abci-eurobarometro-espana-preocupacion-medioambiente-201409081729.html> [Accessed 9 Mar. 2015].

Conselleria d'Economia, Indústria, Turisme i Ocupació, (2014). Encuesta de ocupación hotelera por zonas turísticas Comunitat Valenciana. [online] Available at: http://www.turisme.gva.es/turisme/es/files/pdf/estadistiquesdeturisme/coyuntura/Hoteles_zonas_agosto_2014.pdf [Accessed 11 Mar. 2015].

Flash Eurobarometer 414 "References of europeans towards tourism 2015". (2015). [online] European Union. Available at: http://ec.europa.eu/public_opinion/flash/fl_414_en.pdf [Accessed 10 Mar. 2015].

Kotler, P., 2012. Dirección de Marketing. 14ª edición. Madrid: Pearson.

Kotler, P. y Armstrong, G., 2008. Principios de Marketing. 12ª edición. Madrid: Pearson.

Kotler, P., Lane, K., Cámara, D. y Mollá, A., 2006. Dirección de Marketing. 12ª edición. Madrid: Pearson.

Mammaluisea.es, (2015). Empresa | FRANQUICIA RENTABLE. [online] Available at: <http://www.mammaluisea.es/FRANQUICIA-RENTABLE/empresa/> [Accessed 3 May 2015].

Mammaluisea.es, (2015). Empresa | FRANQUICIA RENTABLE. [online] Available at: <http://www.mammaluisea.es/FRANQUICIA-RENTABLE/empresa/> [Accessed 3 May 2015].

Ministerio de Agricultura, Alimentación y Medio Ambiente, (2014). La Alimentación mes a mes en España Año 2014 a 2015. [online] Available at:

<http://www.magrama.gob.es/es/alimentacion/temas/consumo-y-comercializacion-y-distribucion-alimentaria/panel-de-consumo-alimentario/ultimos-datos/> [Accessed 10 Mar. 2015].

Media, T. (2015). Inflación España - IPC español actual e histórico. [online] Es.global-rates.com. Available at: <http://es.global-rates.com/estadisticas-economicas/inflacion/indice-de-precios-al-consumo/ipc/espana.aspx> [Accessed 2 Jun. 2015].

Núñez, G. (2014). Nielsen 360° Conclusiones Generales. Principales tendencias de los mercados de gran consumo y del consumidor en nuestro país. [online] Available at: http://www.acotex.org/wp-content/uploads/InformeNielsen360_Retail_Actual.pdf [Accessed 12 May 2015].

Pardo Leal, M. (n.d.). El Libro Blanco de la Comisión sobre la seguridad alimentaria.

Portaldelcomerciante.com, (2015). ¿Han cambiado los hábitos de compra? - Portal del comerciante. [online] Available at: <http://www.portaldelcomerciante.com/es/articulo/han-cambiado-habitos-compra> [Accessed 16 Apr. 2015].

Rtve.es, (2012). Todos los cambios del IVA producto a producto. [online] Available at: <http://www.rtve.es/noticias/20120831/iva-subida-productos/557899.shtml> [Accessed 11 Mar. 2015].

