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FACULTAD DE CIENCIAS ECONÓMICAS Y EMPRESARIALES

MÁSTER EN GESTIÓN INTERNACIONAL

DE LA EMPRESA E IDIOMAS



**Business Plan for the
Internationalisation of Grupo Lamarca**

END OF MASTER'S DEGREE PROJECT

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And last but not least, my family, for their unconditional support both in the good and bad moments, and for making sure that I would only have to worry about nothing else but finishing my project. Without them this would have been much more difficult.



Abstract

The purpose of this document, called "Business Plan for the Internationalisation of Grupo Lamarca", is to make a first approach to the company's internationalisation project and to carry out an initial assessment of the feasibility of the idea. Throughout this paper we will introduce the company "Grupo Lamarca" and talk about its history and current situation; we will discuss the business model for its internationalisation; we will conduct an initial market research in the country of destination, as well as establishing the target market; and we will conduct a primary study about the economic requirements and resources needed to carry out a project of this magnitude. Finally, there is a section containing the student's personal conclusions and critical point of view, as well as some recommendations for improvements and suggestions for further work in the future.

Resumen

El presente documento titulado "Plan de Negocio para la Internacionalización de Grupo Lamarca" tiene como objetivo realizar una primera aproximación al proyecto de internacionalización de la empresa y llevar a cabo una evaluación inicial de la viabilidad de la idea. A lo largo de este documento presentaremos la empresa Grupo Lamarca y hablaremos sobre su historia y su situación actual; expondremos el modelo de negocio para la internacionalización de la misma; llevaremos a cabo un primer análisis del mercado en el país de destino, así como la definición del público objetivo; y realizaremos un primer estudio de las exigencias económicas y recursos necesarios para llevar a cabo un proyecto de esta envergadura. Finalmente se incluye una sección de conclusiones y valoración crítica del proyecto por parte de la alumna, así como recomendaciones para mejoras y sugerencias para futuras líneas de trabajo.



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A. Introduction

A.1. Project Context

This project was developed within the context of the compulsory internship period included in the Master Degree in International Business Administration and Languages' programme. The student, Marta Benavides Hidalgo, did this internship at the headquarters of the company "Grupo Lamarca", with registered offices at C/ Gregorio Marañón 33, 04005 Almería (Spain), during the period 01/07/2011 - 30/09/2011, fulfilling a total of 325 hours.

The student's main functions during this period were the following:

- Design, development and presentation of "Grupo Lamarca"'s internationalisation plan.
- Design, development and presentation of new expansion projects.

Other tasks performed by the student during this period were:

- Preparation of sales analysis and reports.
- Collaboration in designing and developing marketing and communication strategies.
- Control and management of purchases and suppliers.
- Administrative tasks.

A.2. Objectives

This project aims to achieve the following objectives:

- To consider the company's internationalisation as a possible mechanism for expansion and market and risk diversification.
- To make a first approach to the internationalisation project in order to obtain an initial assessment of the many considerations to be taken into account, the current situation of the industry and of the market, and the project's economic feasibility.
- To develop a support tool that will allow the company to present and defend this project in a first meeting with potential investors and/or funding and grant programmes aimed to encourage the expansion and internationalisation of Spanish companies.
- To lay the foundations of "Grupo Lamarca"'s internationalisation project, on which to continue deepening and working in the future



- To give the student's opinion about the strengths and weaknesses of the project, and her proposal of recommendations for improvements and further work in the future.

To be more specific, this document was prepared to be presented in Seville to those responsible for the funding programme known as "Jeremie Fund", by the Andalusian government (Ministry of Economy, Innovation and Science; Junta de Andalucía) (see Appendix I).

A.3. The Company's Motivation

We live in an increasingly globalised world, where borders are becoming weaker and weaker, in which the free movement of people and goods is larger and larger, and in which many companies are designed with a global mindset from their birth . The current international economic environment is characterized by its dynamism and requires companies to have a cosmopolitan view of the economic activity and business strategies.

Nowadays, internationalisation is a key element for the smooth running of a company and for its future prospects, and it is viewed as a great opportunity to grow and expand despite the difficult economic situation. There are numerous cases of companies that are managing to survive the crisis thanks to its presence in various markets worldwide, allowing them to balance the losses in some markets with gains in others whose economic situation is more favorable. Thanks to the diversification of markets, the overall deficit risk decreases and thus the company becomes more solid and stable.

"Grupo Lamarca" is fully aware of the importance of internationalisation as a strategy for the expansion and the future of the company. That is why they have decided to get down to work with this project so they can be ready when their opportunity arrives. Internationalisation is certainly a must for any competitive company wishing to keep growing and to be sustainable in the long term, and that is precisely "Grupo Lamarca"'s goal.

A.4. Responsibilities and Collaborations

This project, developing the business plan for the internationalization of Grupo Lamarca, was assigned to the student at the start of her internship in the company.

During its development, the student had the opportunity to lead a team of collaborators whose knowledge about the company and certain key aspects were essential to prepare a quality document.

The student's tasks and responsibilities in relation to this project were:

- Management of the project and of the working team.
- Development of the project's structure, with the different sections and topics to be discussed.
- Assigning specific tasks to the people in the team who were specialised in those fields.
- Management, support and supervision in the development and achievement of these tasks.
- Structuring the information and writing the different sections that make up the document.

The people who collaborated on the project and their responsibilities were as follows:

- **Antonio Lorente Lamarca**, current Grupo Lamarca's CEO, worked actively in the development of the project, providing with detailed information about the company and about the business idea for its internationalisation.
- **Jose Enrique Segura**, former Grupo Lamarca's CFO, was responsible for preparing the financial plan under the guidance of Antonio Lorente Lamarca and the student.
- **Beatriz Lopez**, Grupo Lamarca's Marketing and Communication Manager, was responsible for the logo design.
- **María Jesús Molina Gallardo** and **Lucia Pastore**, who were doing an internship within the programme of the Master's Degree in Business Administration by the University of Almeria (which Grupo Lamarca sponsors), collaborated in the search for information about the situation of the hotels and restaurants industry, and of the franchising sector in the U.S. market.



LAMARCA ANDALUCIA EXPERIENCE

Business Plan

lamarca Andalucía experience



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1. EXECUTIVE SUMMARY



1. EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Product

“Lamarca Andalucía Experience” is an innovative franchise consisting of a gourmet tapas bar to which different modules are added according to the franchisee's aspirations and possibilities. These modules are:

- Tapas Bar
- Tapas Bar + Gourmet Shop
- Tapas Bar + Gourmet Shop + Restaurant
- Tapas Bar + Gourmet Shop + Restaurant + Catering Service

As part of the immersion into the Andalusian culture and gastronomy, "Lamarca Andalucía Experience" also offers to its clients:

- Live shows.
- Gastronomic activities.
- Thematic events.

The Business Idea

The business idea lies in introducing “Lamarca Andalucía Experience” establishments, using the franchise method, into key locations within the world's main cities, with the aim of attracting investors who can be interested in this business model and who have the financial and personal capacity to repeat the concept in different parts of the world.

Differential Value

The main differential characteristic is the gathering of so many business options integrated into a single space, together with the display of the Andalusian culture.

Quality is the foundation for the development of this project's present and future. This is the only mean to fight against tough competition in a market full of large chains demanding factories a series of production requirements that are in conflict with quality criteria; so that, when a product is more expensive, purchasing is only justified by quality.

The presentation, image, scenario, as well as the gastronomic training by wine and product tasting, courses, etc., are also an important added value offered at “Lamarca Andalucía Experience”.

Team

- **Antonio Lorente Lamarca**, current "Lamarca"'s CEO.
- **Juan Martínez-Barea**, current Director of the Chair of "Initiative and Innovation" at the prestigious "Instituto Internacional de San Telmo" (Seville, Spain).
- **Sergi Pastor**, current CEO of "Tecnitoys-Scalextric".
- **Pedro Navarrete**, current Senior Vice President of "Sony Europe".
- **Jesús Caicedo Bernabé**, current Mayor of Cuevas del Almanzora (Almería, Spain) and Senator at the Spanish Parliament.



Opportunity

The reasons why "Lamarca Andalucía Experience" is a great business opportunity are:

Experience and success back us up: "Lamarca Andalucía Experience" is a space currently existing in the city of Almería and that has been working successfully for over 10 years.

The success of Spanish restaurants: almost anywhere in the world we can find successful and prestigious restaurants devoted to the dissemination of the Spanish gastronomy and culture. The Spanish culture and gastronomy are undoubtedly on the rise.

The prestige of the Spanish cuisine: Spain can be proud of gathering some of the most prestigious chefs and restaurants in the world. This has led to an incredible increase in the recognition and demand of the Spanish cuisine worldwide, which is undeniably at its peak and has an excellent image abroad.

The rise of the Mediterranean diet: the benefits of the Mediterranean diet, typical of Spain, are being discovered and adopted worldwide, resulting in a strong growth in demand for food products from our land.

Flamenco, World Heritage: Flamenco was named in 2010 World Cultural Immaterial Heritage by the UNESCO, resulting in an even larger increase of its popularity and recognition.

Spain in the world: there are thousands and thousands of Spanish cuisine lovers all over the world. That is the reason why we believe that "Lamarca Andalucía Experience"'s client portfolio would be wide enough to allow our concept to become a successful and profitable business model.

Competidores

There are not direct competitors offering the same product or service, because this concept is not developed or exploited in the market as such. Indirect competitors would be other franchises within the catering sector or other sectors that could attract potential investors.

Target Market

Investors interested in the Spanish culture and gastronomy and/or investment funds searching for profitable businesses to invest in.

Financial Needs (€)

ITEM	Initially	Anually	Description
Consultancy	78,000	15,000	Franchisee handbook; business analysis; market research.
Legal	18,000	18,000	Preparation of contracts and agreements.
Trade Shows	54,000	200,000	Making of the stand; attendance at 6 international trade shows.
Office	45,000	5,800	
Management Staff	140,000	540,000	It includes the CEO, Marketing Manager and Product Manager's salaries (46,600 €/year each).
Staff		940,000	See section 6 (HRRR Plan)
Marketing	65,000	22,400	Establishment design, marketing, corporate image, etc.
Central Warehouse	34,000	125,000	
Franchises	3,000,000		3 own franchises: in Europe, Asia and America.



2. THE COMPANY: BUSINESS MODEL AND DIFFERENTIAL VALUE



2. COMPANY: BUSINESS MODEL AND DIFFERENTIAL VALUE

2.1. Mission, Vision and Values

Mission

To tackle the international market with gourmet products made in Spain and to introduce Spanish products into the consumption habits of the population.



Vision

To take advantage of the current extended trend in favor of the Spanish gastronomy, the quality of our cuisine, and the good reputation of our consumption habits and to internationally lead the world's first tapas-bar franchise.

Values

The company's values are: customer orientation, top quality products and service, efficiency and efficacy, responsibility, knowledge and professionalism, excellence.

2.2. Product or Service Description

“Lamarca Andalucía Experience” is an innovative franchise consisting of a gourmet tapas bar to which different modules are added according to the franchisee's aspirations and possibilities. These modules are:

- Tapas Bar
- Tapas Bar + Gourmet Shop
- Tapas Bar + Gourmet Shop + Restaurant
- Tapas Bar + Gourmet Shop + Restaurant + Catering Service

In its most advanced version, "Lamarca Andalucía Experience" consists of a space of approximately 400m² integrating the following areas:

- Gourmet Shop.
- Wine Bar.

- Café.
- Restaurant.

As part of the immersion into the Andalusian culture and gastronomy, "Lamarca Andalusia Experience" also offers to its clients:

- Live shows.
- Gastronomic activities.
- Thematic events.

Therefore, this space offers clients the chance to live a full Andalusian experience involving their five senses: sight, smell, taste, hearing and touch.

“Lamarca Andalusia Experience” also provides a catering service that offers customers the opportunity to bring this experience into their own events and celebrations outside "Lamarca Andalusia Experience" complex.

Next we will explain in detail the different areas and activities which are part of “Lamarca Andalusia Experience”.

Gourmet Shop

This is an area providing top quality gourmet and delicatessen products not only from Andalusia and Spain, but also from other countries. Gastronomy lovers will discover here products they cannot find in their daily shops.



Some of the company's top products are: a Spanish hams and sausages, cheeses, top quality meats, canned food, extra virgin olive oil, liquors and wines, etc.

Wine Bar

This area consists of a traditional Andalusian tavern providing a wide variety of delicious tapas, hams, sausages, national and international cheeses, as well as barbecued meats and a large selection of liquors and wines: Rioja, Ribera del Duero, Whites, Manchegos,...





Café

“Lamarca Andalucía Experience” also offers a café space specialised in breakfasts and brunches: delicious pieces of toast with freshly cut ham and natural juices, as well as a wide range of tapas and snacks.

Restaurant

This area is a wide space especially designed to hold all kinds of meetings, events, or celebrations. The restaurant offers a large selection of meals cooked using top quality products and specialises in Andalusian gastronomy.



Culture, Leisure and Gastronomy

As part of the immersion into the Andalusian culture and gastronomy, “Lamarca Andalucía Experience” organises different activities such as:

- Live shows by flamenco dancers, singers and musicians.
- Ham cutting courses, wine and gourmet products tasting, etc.
- Thematic events related to Andalusian festivals and traditions: Seville's April Festival, Easter Week, May Crosses, the Rocío.
- Thematic events related to each of the Andalusian provinces.



Environment

"Lamarca Andalucía Experience" aims to make clients feel as if they were actually in Andalusia and the environment and atmosphere become key elements to achieve that. The decoration will

also be part of the immersion into the Andalusian life and will reflect its culture, traditions, art and gastronomy, always with the modern touch of today's Andalusia.

The staff also plays a key role. It will be made up by professionals of the sector with an outstanding education and training, ideally coming from Andalusia.

Catering Service

This service offers clients the chance to bring Andalusia outside the walls of the complex “Lamarca Andalusia Experience” and into their events and celebrations, turning them into a different and original experience that everyone will remember.



To achieve this, “Lamarca Andalusia Experience” has an excellent infrastructure and resources which allow moving its space beyond “Lamarca Andalusia Experience”'s walls:

- A large team of highly qualified professionals with a great capacity for organization and a wide experience in the sector.
- A set of several trailers containing fully equipped mobile kitchens that will allow bringing Lamarca's top quality cooking anywhere.
- A selection of beautiful plots of land which are unique environments to hold any special celebration or event. The company's team and equipment are moved to the selected place to make it possible.
- The ability to design a personalised event according to the specific needs and wants of each customer: decoration, live music, shows, luxury vehicles, etc.
- An exhaustive quality control of the ingredients used during the production process.
- The capacity to provide with top quality furniture and equipment supplied by prestigious textile and kitchenware companies.



2.3. The Business Idea

“Lamarca Andalucía Experience” is a space currently existing in the city of Almería and that has been working successfully for over 10 years under the name of "Lamarca Selección Gourmet".

The business idea presented in this document lies in introducing “Lamarca Andalucía Experience” establishments, using the franchise method, into key locations within the world's main cities, with the aim of attracting investors who can be interested in this business model and who have the financial and personal capacity to repeat the concept in different parts of the world.

2.4. Differential Value

The main differential characteristic of “Lamarca Andalucía Experience” is the gathering of so many business options integrated into a single space, together with the display of the Andalusian culture, which altogether bring customers the opportunity to live a full Andalusian experience involving all senses.

The presentation, image, scenario, as well as the gastronomic training by wine and product tasting, courses, etc., are also an important added value offered at “Lamarca Andalucía Experience”.

The company's key competitive advantages are:

- Top quality products.
- Diversity and variety of products.
- Products that cannot be found in daily establishments.
- Excellence in the service.
- Highly qualified professionals.
- Solid knowledge in management and catering (many years of experience in the sector).
- Strategic locations attracting large crowds both day and night.
- Excellent image and positioning in the consumer's mind linked to attributes such as quality and exclusivity.
- Good representation of the Andalusian and Spanish gastronomy.

2.5. The Company's History

"Lamarca" was born in 1995 when its founder, Antonio Lorente Lamarca, moves to Almería to start his university education in Business Administration. "Lamarca" starts as a mean to pay his education by devoting part of his time to selling hams.

In 1999 he returns to his home village, Tíjola (Almería, Spain), and continues selling hams and attending to his clients from Almería as well as new clients from the adjacent provinces.

In 2000 he sets up in Granada where his clients start requiring a more constant service, and here he decides to widen his selection of products up to six different references: hams, cheeses, sausages, wines, olive oil and canned food.

In 2001 he opens a new establishment in Granada where, by accident one of his products catches a client's attention and the opportunity of entering the catering business comes up. During that year, sales increase in the region of Andalusia to such an extent that a new business branch is set up in Seville to attend clients from all over the region, creating its sales department headquarters.

In November 2001 "Lamarca" opens its first gourmet establishment in the city of Almería, increasing its list of products and successfully entering the gourmet sector by offering high quality products at affordable prices, which allows "Lamarca" to grow from its initial 60 m² up to over 1000 m² in only two years.

In 2003, after several expansions of this establishment called "Jamonerías Lamarca" which ends up gathering a gourmet shop, a restaurant, a wine bar and a café in a single space; the company decides to expand the business to the events sector, setting up a reception room for 600 guests.

In 2004 "Lamarca" starts to manage the "Museo del Aceite de Oliva" with great local success, attracting tourists thanks to its live flamenco shows accompanied by the tasting of the local gastronomy.

In 2005 "Lamarca" complements its offer by launching a new catering service targeting events, congresses and big celebrations. Its differentiation is based on the fact that the production of meals takes place in the very same location where the event is celebrated, thanks to an investment of 500.000 € in a set of mobile kitchens build inside trailers with capacity to serve over 2000 guests.

In 2006 "Lamarca" opens "Lamarca Gourmets" in a key location in Almería's city centre (Puerta Purchena nº 1), not only establishing itself in one of the best premises in the city, but also positioning in the customer's mind in terms of brand's image and prestige.

In 2007 the company starts managing one of the restaurants with the greatest potential in Almería, the Club Náutico of Aguadulce. This is a new business concept: catering, sea view, and fish is added to the menu.

In 2008 the franchise concept is conceived for the first time in Almería: "Lamarca Selección Gourmets". This establishment, placed on a key location in the city centre, has a range of 6400 gourmet references from all over the world and becomes one of the spaces with the largest offer of gourmet products in Spain.

In 2009 "Lamarca" bets on adding value to the already established shops and restaurants, and on adapting to the current situation of the market. On this aim, the catering service stops being considered such a key element and the importance of the plots of land in which the events are celebrated is increased, moving away from competition based on price.

"Lamarca Gourmet" (in Puerta Purchena) diversifies and becomes one of the best summer terraces based on a premium drinks portfolio with barman service.

Simultaneously, "Jamorerías Lamarca" starts a full renovation of its initial establishment creating a special area for children and an education/training room for clients. The opening hours are increased up to 18 hours a day, 365 days a year.

In 2010 "Lamarca" purchases an over 250 m² premises in Almería, next to the "Ciudad de la Justicia", for developing a new business idea that would help expanding the company.

Currently, "Lamarca"'s main goal is to achieve a certified quality system based on an operation guide that will help keeping the stability and the sustainable development of the company.

Disfruta lamarca

lo que nos hace diferentes



lamarca Gourmet
Paseo de Almería, 26
Telef. 950 26 38 59



Club Deportivo de Aguadulce
Reservas 950 08 66 25



Museo del Aceite
Reservas 950 08 66 25



lamarca
Lounge & Gourmet
Puerta Purchena, 1
Telef. 950 26 73 48



Bodega lamarca
C/ Gregorio Marañón, 33
Telef. 950 08 66 25



Jamonería lamarca
C/ Gregorio Marañón, 33
Telef. 950 08 66 25



Cafetería lamarca
C/ Gregorio Marañón, 33
Telef. 950 08 66 25

Te mereces lamarca



2.6. The Team's Description

These are some of the key professionals that will be part of this project providing their knowledge and experience:

- **Antonio Lorente Lamarca**, current "Lamarca"'s CEO.
- **Juan Martínez-Barea**, current Director of the Chair of "Initiative and Innovation" at the prestigious "Instituto Internacional de San Telmo" (Seville, Spain).
- **Sergi Pastor**, current CEO of "Tecnitoys-Scalextric".
- **Pedro Navarrete**, current Senior Vice President of "Sony Europe".
- **Jesús Caicedo Bernabé**, current Mayor of Cuevas del Almanzora (Almería, Spain) and Senator at the Spanish Parliament.

For further information on the team member's professional profiles, see Appendix II.

2.7. Quality Certifications and Regulations

Lamarca has currently all the health registers, authorizations and other certifications to operate within the European Union.

The next step in this franchise project would be to establish the business model in some of the most important cities in the world, so a new field of international certifications should be entered as well as the set up of societies in the destination countries.

Nowadays Lamarca is also under a process to introduce the procedures needed to obtain the ISO 9001 and ISO 14001 quality control certificates.

2.8. Cooperations or Alliances

Lamarca is currently working on an integration policy from the supplier towards the company. Lamarca allows its suppliers to participate in the company's policies so there is a full awareness and knowledge of the product, system and projects by both sides.

Nowadays Lamarca has a portfolio of 7500 references classified into:

- Unhandled: canned food, drinks, packed products, kitchenware and one-pieces (ham, cheese, cold meat, etc., which are sold by full pieces).

- Handled: cold meat, perishable goods (meat, fish and vegetables), served drinks.

Suppliers are involved into a product education and training process offered to Lamarca's staff, in order to improve their knowledge about the company and the new product they are going to be using or selling.

At the same time, it is also important that all of Lamarca's creditors and suppliers get to know the company very well, so every year Lamarca organises open days, parties, sport and recreational events, etc.

For the expansion purposes, a solid alliance with local partners that have not been selected yet will be needed. The candidates to become part of this alliance in the destination country should meet a certain profile considering two aspects:

- Financial: capitalist partner, whether it is personal or investment fund, who is willing to invest and who has an expansion vision.
- Personal or Social: whether it is an individual or a company, their mission and vision must be similar to Lamarca's.

2.9. Prizes and Awards

Some of the prizes and awards Lamarca has received are:

- AJE Almería 2011 Award to the Business Career.
- Young Entrepreneur of the Year 2006 Award.
- Business Sensation of the Year 2001 Award.
- Award given by the University of Almería to Lamarca for its support and collaboration with the Faculty of Business Studies.



2.10. Press

See Appendix III.

3. THE MARKET: BUSINESS

OPPORTUNITY AND SECTOR ANALYSIS



3. THE MARKET: BUSINESS OPPORTUNITY AND SECTOR ANALYSIS

As we mentioned at the beginning of this paper, the idea is to introduce “Lamarca Andalucía Experience” establishments, using the franchise method, into key locations within the world's major cities, in order to attract investors interested in our business model and able to replicate our concept in different parts of the world.

During the first year the aim will be to set up this establishment into the cities of Miami and New York. Once the business is running successfully, the next step would be introducing the concept into other states of the U.S.A.

For this reason, during the study and analysis of the sector we have focused on the U.S. market, specifically in the city of Miami as the first target of our internationalization plan.

3.1. Business Opportunity

At "Lamarca" we truly believe that, despite the complicated economic situation we are experiencing worldwide, this is a unique opportunity to carry out a project based on a really innovative concept and with high probability of success, that we have named "Lamarca Andalucía Experience". We would also like to highlight that there is not a similar establishment to the one proposed here that has already been implemented around the world.

Next we will give detailed reasons why we believe this is a great opportunity and why this is also a good moment to start.

Experience and success back us up

“Lamarca Andalucía Experience” is a space currently existing in the city of Almería and that has been working successfully for over 10 years under the name of "Lamarca Selección Gourmet".

We are fully aware that this does not provide guarantees of success when transferring this concept to an international level, however the already gained experience and knowledge does increase the probability of success.

The success of Spanish restaurants

Almost anywhere in the world, and especially in major cities, we can find successful and prestigious restaurants devoted to the dissemination of the Spanish gastronomy and culture. To



be more specific, the "tapas-flamenco" duo seems to have become a formula for guaranteed success. Although this could be seen as a highly competitive environment, the proven success of businesses based on the Spanish gastronomy and culture makes us feel more certain about the possible international success of our own business model. The Spanish culture and gastronomy are undoubtedly on the rise. However, this concept we propose here has not been implemented yet anywhere around the world.

The prestige of the Spanish cuisine

Spain can be proud of gathering some of the most prestigious chefs and restaurants in the world. In fact, one of these restaurants has been named the best restaurant in the world for four years: "El Bulli", whose chef Ferran Adrià has been highly acclaimed worldwide. Furthermore, seven Spanish restaurants were awarded in 2011 with three Michelin stars: : El Bulli, Arzak, Martin Berasategui, Akelarre, Sant Pau, Can Fabes y El Celler de Can Roca. Five of which remain in 2012. This has led to an incredible increase in the recognition and demand of the Spanish cuisine worldwide, which is undeniably at its peak and has an excellent image abroad.

The rise of the Mediterranean diet

People around the world are more and more concerned about the importance of a healthy balanced diet. The benefits of the Mediterranean diet, typical of Andalusia, are being discovered and adopted worldwide, resulting in a strong growth in demand for food products from our land.

Flamenco, World Heritage

Flamenco has had an unrivaled popularity worldwide for a long time. It is quite common to find people passionate about flamenco anywhere around the world, who regularly attend flamenco shows and events, and even dance schools. In addition, flamenco was named in 2010 World Cultural Immaterial Heritage by the UNESCO, resulting in an even larger increase of its popularity and recognition.

Spain in the world

There are thousands and thousands of Spanish cuisine lovers all over the world and gathered in some of the most popular cities of the planet. That is the reason why we believe that "Lamarca Andalusia Experience"'s client portfolio would be wide enough to allow our concept to become a very successful and profitable business model. From the many Spanish people living in those cities, to the large number of tourists visiting Spain and wishing to repeat that cultural and

gastronomic experience, as well as the Spanish companies established abroad and requiring their events to be organised according to their needs and wants, while also taking into account the thousands of onlookers who are eager to know and experience our culture and cuisine.

3.2. The Hotel and Restaurant Industry

3.2.1. Sector Analysis

"Lamarca"'s business concept falls within the catering sector, specialised in the Spanish cuisine, and also including a catering service and gourmet shop. Since our target market for the introduction of the business is the U.S.A., and more specifically the city of Miami (Florida), the sector analysis will include the following sections:

- Vision of Miami.
- The gourmet market in the U.S.A.
- The cured ham market in the U.S.A.
- The wine market in the U.S.A.

3.2.1.1. Vision of Miami

Miami's Economy

According to "Foreign Direct Investment" magazine, Miami is among the top ten U.S. cities having the best prospects. To be more specific, Miami is in the ninth position out of the 100 U.S. cities analysed.

Florida is currently the nation's leader thanks to its potential for job creation. Other key sectors are the tourism and the hotel industry, which have always been of great importance for this state. In addition, there are other less obvious sectors, such as the "life sciences" sector, that are also booming, as there is a large population of seniors needing medical care. This field is under intensive research, revitalising Florida's economic growth and contributing to its diversification.

According to this study, Miami was second for its business environment; third regarding its strategy for investment promotion; and tenth in terms of infrastructure. The magazine also highlights that Miami was one of the North American cities attracting more Foreign Direct Investment (FDI) in 2010, a 5% of the total investment, which increases 2009 figures by 26%.

Over 75 out of the 500 top companies in the Fortune ranking have offices in Miami-Dade.

There are some key sectors for the development of the Miami-Dade county's economy: aviation, biomedical, business services, film and entertainment, financial services, foreign trade, information and communication technology, and tourism.

Foreign trade in Miami

Miami's Port is becoming the main port of entrance for manufactured goods coming from Latin America and the Caribbean to the U.S. Miami's Port is the one with the largest number of cruise ships in the world and is also home to several cruise companies.

Miami's International Airport is the country's first and the world's seventh airport in terms of load. It is directly connected to over 150 cities worldwide through the 140 lines operating from Miami. There are over 300 weekly flights to Europe and around 1500 daily flight's arrivals/departs.

As international trade centre, the area of Miami-Dade has over 23 business offices, 50 consulates and 31 binational chambers of commerce. It is important to remark that quite a lot of the trade between Spain and Florida is due to its location as redistribution centre for the re-export to third countries.

Reasons to set up in Florida/Miami

Miami has become America's trade centre, negotiating over 43% of U.S. sales to Latin America (except Mexico), 60% of trade with Central America, 50% of trade with the Caribbean, and 30% of U.S. trade with South America.

Due to its location within the U.S.A., Miami has economic stability, access to the American market (strategic location), and neutrality towards all of the Latin American countries.

Establishment costs are relatively lower than other cities'.

It has a wonderful infrastructure network, both maritime and aerial.

It has become the second largest international banking centre in the U.S.

50% of Miami's population speaks Spanish and the labor market is bilingual.

3.2.1.2. The gourmet market in the U.S.A.

The latest information concerning the number of establishments selling gourmet products in the U.S. (Table 1) comes from the data provided by the U.S. Census Bureau on "Other gourmet food stores" (NAICS 44529), year 2007. Altogether 15,170 retail stores devoted to the gourmet sector were identified, with a growth of 13.5% from 2002, ie 1,814 establishments.

Product Category	Number of Establishments
Meat, fish, seafood and poultry	485
Fresh products	401
Frozen food	1,248
Dairy: milk, cheese, butter, etc.	2,100
Bakery (baked in the store)	547
Confectionery and factory bakery	5,400
Delicatessen	859
Sweets	4,532
Soft drinks	1,984
Liquor, wine and beer	219
Meals, snacks and drinks for immediate consumption	1,307
Meals, snacks and drinks for events	130
Other food	7,672
Other products	4,847
TOTAL	15,170(*)

Table 1 - Number of establishments selling gourmet products in the U.S.

(Source: 2007 U.S. Census Bureau) (*) An establishment can be included in several categories if it sells several products. However each establishment is taken into account only once

The size of each market segment within the gourmet food sector as well as their growth can be seen in a study published by Specialty Food Magazine (SFM). Table 2 shows the development of the eight key categories within the gourmet food market (not including white labels or sales at Walmart or Trader Joe's).

Sales	2007	2008	2009	Growth rate 2007-2009
Pasta/Grains/ Bakery	4,779	4,855	5,124	7.2%
Sauces and condiments	4,064	4,214	4,424	8.9%
Beverages	3,927	4,236	4,328	10.2%
Prepared meals	3,695	4,079	4,183	13.2%
Sweets and desserts	3,179	3,440	3,629	14.2%
Cheese	3,142	3,407	3,457	10%
Fresh products	175	199	217	24%
Other products (*)	6,192	6,644	6,713	8.4%
TOTAL	29,153	31,074	32,075	10%

Table 2 - Gourmet food market between 2007-2009 (million dollars)

(Source: The State of the Specialty Food Industry, ICEX) (*) meat and fish, dairy, snacks, cereals, etc.

In the gourmet products market, the most important category is "pasta, grains and bakery", with a 16% of the sales; followed by "sauces and condiments" (13.8%), "beverages" (13.5%) and "prepared meals" (13%). The "fresh products" category, last in sales volume, has experienced the greatest growth (24%).

Each of these categories includes a set of products. Altogether there are 42 different types of products and these are the most important conclusions about them:

- In 2009, the most important products in this market were cheese and its derivatives, with 3,460 million dollars in sales representing 10.8% of the total amount of products sold; and condiments (including extra virgin olive oil) with 2,550 million dollars in sales representing 8% of the total.
- These products were followed by "frozen meals and pizzas" (5.1%), "chips, pretzels and snacks" (4.7%), "meat, fish and frozen seafood" (4.5%), "frozen desserts" (4.1%) and bakery (3.9%).
- The products experiencing the greatest growth since 2007 were yogurt and kéfir (with an increase of 38.6%) and refrigerated juices and drinks (33.6%).
- Only four products suffered a decrease in sales between 2007-2009: frozen drinks and juices that fell by 6.8%, bottled water by 5.6%, nuts by 2.9% and cookery oils by 1.6%.
- The gourmet product representation in 2009 total food sales varies depending on the product. The most important are refrigerated sauces and dips (56.9% of sales are included in the gourmet segment) and tea (51.1%). The least consumed products are carbonated beverages (3.7%) and frozen drinks (3%).

Sauces and condiments

This category includes sauces (mustard, ketchup, mayonnaise, etc.), pasta sauces, extra virgin olive oil and other salad dressings, salt, spices, etc. This gourmet food category grew by 8.9% reaching a 13.8% share of the total gourmet product sales in 2009. The increase in sales is partly due to the olive oil and salad dressings demand.

Table 3 shows the market share for each product belonging to the gourmet segment compared to the total sales of that product (gourmet and common) in the food market.



Product	Gourmet market share
Condiments: mustard, mayonnaise, ketchup, olive oil, salad dressings, etc.	24.9%
Prepared sauces	29.4%
Refrigerated sauces	56.9%
Spices, salt	23.2%

Table 3. Percentage of the gourmet segment sales out of the total product sales

Innovation in flavors and packaging, along with the growing popularity of the Mediterranean diet, are the factors driving this market's growth in the U.S.

Virgin olive oil is the most used in recipes due to its top quality (it is the only one not going through a chemical refining process). Table 4 shows the development of olive oil imports (in volume) over the years (notice that not all olive oil imports belong to the gourmet segment).

2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
195	215	218	216	248	247	242	262	264	276

Table 4. Development of olive oil imports in the U.S. (thousand tonnes)

(Source: International Oleical Council)

According to the data provided by the U.S. International Trade Commission, 2009 extra virgin olive oil imports (considered a gourmet product) accounted for a 73% in value and for a 69% in volume out of the total U.S. olive oil imports.

Spain has remained the second largest olive oil provider to the U.S., with 22.3% of total imports, behind Italy, whose imports represent 57.4% of total, and ahead of Tunisia, Argentina and Greece. To be more specific, the growth rate of Spanish olive oil imports between 2007 and 2009 was 17.5% in volume and 5.2% in value.

Figure 1 shows the growth of Spanish olive oil imports in the U.S. over the years. Figure 2 is a breakdown of the Spanish olive oil imports corresponding to extra virgin olive oil, which is considered a gourmet product, and which is becoming more and more important in the U.S.

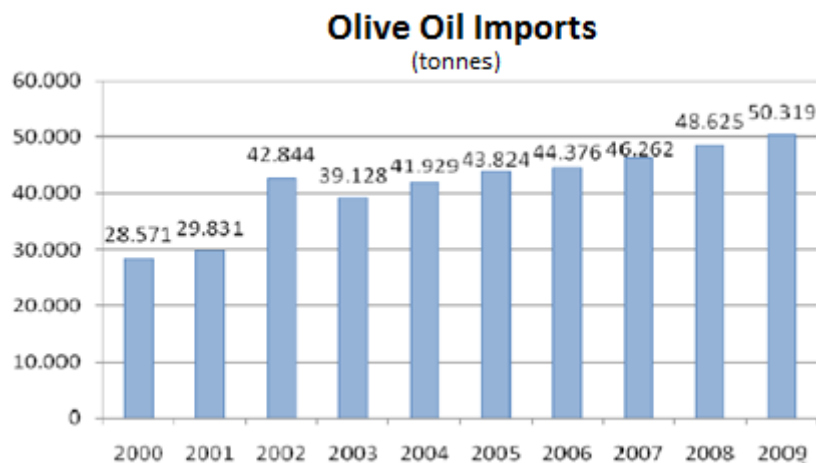


Figure 1. Spanish olive oil imports (tonnes)

(Source: U.S. International Trade Commission)

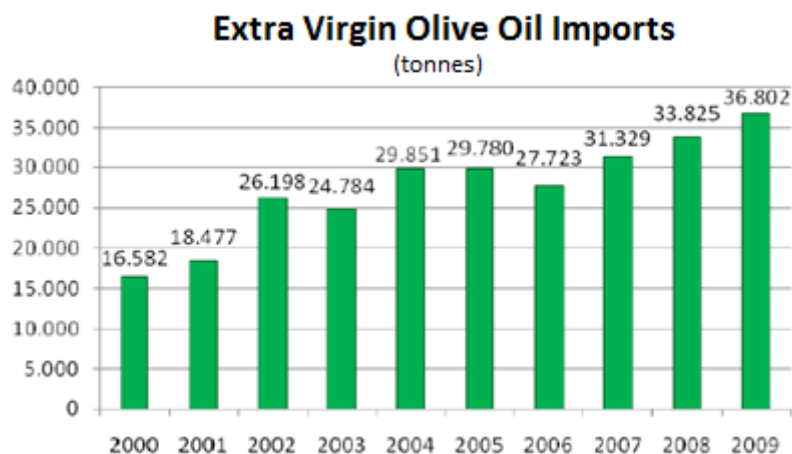


Figure 2. Spanish extra virgin olive oil imports (tonnes)

(Source: USITC)

Cheese

Cheese, with 3,457 million dollar sales, is one of the largest categories. In 2009 it grew by a 10% over 2007 and reached a market share of 10.78% out of the total 2009 gourmet products sales.

In this category, the market share belonging to the gourmet segment represents 9.2% of total cheese sales (318 million dollars). Gourmet cheeses are sold at a higher price than conventional cheeses due to its higher quality, limited production, added value during the manufacturing process (farmhouse) or to its packaging and top quality ingredients. In the U.S., consumers buy gourmet cheese taking into account the type of cheese, not the brand. Cheddar is the most consumed (imported, purchased by 40% of U.S. adults), distantly followed by Mozzarella (purchased by 24%), Emmental (15%) and Parmesan (12%).

Overall, U.S. gourmet cheese imports in 2009 fell by a 14% over the previous year, reaching 1,099 million dollars. Table 5 shows the detailed origin of imports for entry "04.06" corresponding to "cheeses and curds".

	Country	2007	2008	2009	2009 imports share	Growth 2008-2009
1	Italy	301,180	325,676	266,843	26.6%	-18.1%
2	France	149,010	154,132	140,802	14.0%	-8.6%
3	Holland	64,446	71,833	55,933	5.6%	-22.1%
4	New Zealand	67,532	48,757	50,934	5.1%	4.5%
5	Switzerland	51,852	57,208	49,790	5.0%	-13.0%
6	Denmark	67,830	67,747	46,767	4.7%	-31.0%
7	Spain	37,451	42,520	40,456	4.0%	-4.9%
8	Norway	39,147	40,593	40,246	4.0%	-0.9%
9	Finland	42,680	45,312	37,978	3.8%	-16.2%
10	Argentina	24,610	54,246	36,491	3.6%	-32.7%
	TOTAL	1,108,028	1,168,113	1,004,469	-	-14.0%

Table 5. U.S. cheese imports (thousand dollars) (Source: USITC)

Spanish cheese imports in the U.S. grew over 15% until 2007. In 2008, the growth rate was 14% and in 2009 imports experienced a drop of 5%. However, the market share had been increasing gradually and in 2009 Spain provided over 4% of the country's cheese imports.

Spain's main competitors in the U.S. cheese market are European countries: Italy, France, Denmark, Holland, etc.

Most of the cheese Spain exports to the U.S. is sheep's milk cheese, mainly Manchego, although Iberico cheese imports, Cabrales cheese and goat milk cheese have also increased over the years.

Table 6 shows the U.S. imports (thousand dollars) and growth rate for the most important types of cheese coming from Spain.

Type of cheese	Tariff reference	2006	2007	2008	2009
Green cheese and curd	04.06.10	873	55	22	7
Processed, powdered or grated cheese	04.06.20	55	6	25	66
Other processed cheese	04.06.30	67	10	8	0
Blue cheese not included in other references	04.06.40	369	364	467	524
Other types of cheese	04.06.90	29,804	37,016	41,998	39,859
Goat cheese	04.06.90.2x	2,903	3,689	4,034	3,666
Sheep cheese	04.06.90.5x	22,359	28,148	31,781	31,102
Blue cheese and substitutes	04.06.90.7x	25	24	27	27
Cow cheese	04.06.90.9x	4,470	5,139	6,140	5,054
Other types of cheese	04.06.90.1x	47	16	16	15



	04.06.90.4x 04.06.90.6x 04.06.90.8x				
TOTAL		31,168	37,451	42,520	40,456

Table 6. U.S. cheese imports from Spain (thousand dollars) (Source: USITC)

Spanish origin

The most popular Spanish gourmet products in the American market are cheese and olive oil. Other important products include spices, canned fish, canned vegetables, vinegar and sweets. Looking at the available data about Spanish products imported into the U.S., it is very difficult to accurately quantify the sales value corresponding to the gourmet segment. Some tariff items include only gourmet products, but for other products, only a portion of sales corresponds to the gourmet segment. Therefore, for certain products such as olive oil and biscuits, it is impossible to make a precise distinction of the exports value corresponding to the gourmet segment.

However, there are certain tariff items whose products classify entirely within the gourmet segment, and for these products Table 7 shows the most important Spanish exports to the U.S. in recent years.

Product	2008		2009		Variation 2008-2009	
	Value (thousand \$)	Volume (thousand kg)	Value (thousand \$)	Volume (thousand kg)	Value (thousand \$)	Volume (thousand kg)
Cheese	42,520	3,819	40,456	3,322	-4.9%	-13.0%
Paprika	14,917	5,078	25,299	8,457	69.6%	66.6%
Sauces and condiments	12,500	2,826	13,807	2,486	10.5%	-12.0%
Saffron	11,966	14	12,396	14	3.6%	-2.7%
Cured ham	7,983	654	8,288	588	3.8%	-10.1%
Vinegar	7,662	6,237	7,575	5,695	-1.1%	-8.7%
Nuts	7,955	1,241	5,598	914	-29.6%	-26.3%

Table 7. Some of the most important Spanish gourmet products exports to the U.S.

(Source: Department of Commerce, U.S. Census Bureau, Foreign Trade Statistics, ICEX)

Gourmet products consumer analysis

According to the study by SFM titled "Today's Specialty Food Consumer Screen", gourmet products represent an affordable luxury for people. In fact, the published data shows that Americans spend a lower and lower percentage of their income on food, but they are more willing to pay a higher price for products that fit their needs and lifestyle. The purchasing power increase, the concern about following a healthier diet and about consuming quality food, are some of the factors that increase these products' demand.

The most common profile of the regular gourmet products consumer, identified by SFM, is a person under 35, with university education. It is not surprising that the higher the socioeconomic status, the more willingness to buy gourmet products and, in fact, 62% of people earning over \$100,000 a year, claim to be regular gourmet products consumers.

The most important geographic markets for gourmet products in the U.S. are the West Coast and the country's Northeast. Population in these regions have a higher income, are more concerned about the diet and are more willing to try new recipes and products.

Consumer preferences are more and more oriented towards products made using top quality ingredients, that are easy to prepare and consume; and for those products they are willing to pay a higher price. In addition, consumers are increasingly seeking cheaper alternatives, avoiding eating outside and eating at home instead.

Gourmet products regular consumers are concentrated in 10 of the largest cities in the U.S.: New York, Los Angeles, Chicago, San Francisco, Detroit, Washington, Philadelphia, Houston, Boston and Miami. In fact, New York and Miami are the two U.S. cities with the greatest number of Spanish-speaking people. This group is made up of Spanish and South American immigrants, who are both potential Spanish gourmet products customers (see section 4.1.).

Figure 3 outlines the main reasons why consumers buy gourmet products, according to NASFT.

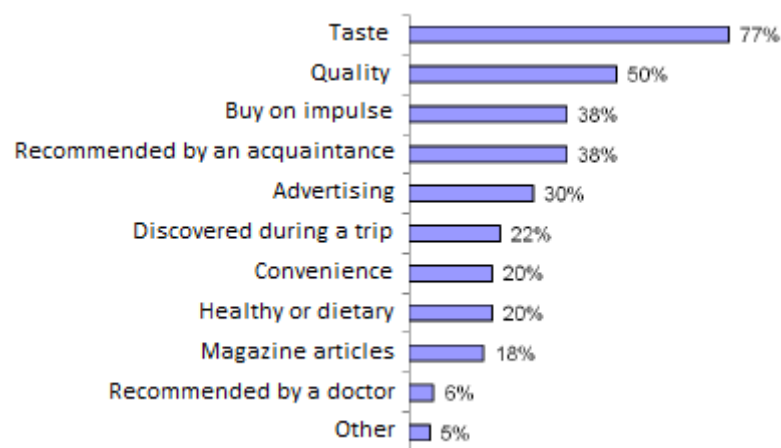


Figure 3. Consumer reasons for buying gourmet products (Source: SFM, NASFT)

3.2.1.3. The Cured Ham market in the U.S.A.

The food market in the U.S. involves approximately 973,913 million dollars. Currently, about 53% of food expenditure is done at home and the remaining 47% is done outside. A lower percentage of the income is spent on food over the time, and in the long term, the percentage of

food expenditure made outside home is expected to grow. Furthermore, recent years have seen an increased interest in easy-to-eat food, which is also healthy and tasty.

Serrano and Iberico ham belong to the sausage sector called "deli meats" (delicatessen meats). The sausage market involves a sales figure of 4,432 million dollars (359,000 T); while that of the imported cured hams adds up to 219 million dollars (9,500 T).

Pork cured meats are positioned on the American market as gourmet food. This segment is defined by the Italian Prosciutto, which has a large market penetration as a result of the Italian immigration to many places in the U.S.A. and also as a result of the large marketing investment by the Italian government and consortiums. Serrano ham is perceived as a substitute or variation of the Italian Prosciutto (di Parma o San Daniele) both by consumers and traders.

Size of the market

The processed meat market in the U.S. is one of the biggest in the world and its size at distribution level is 44,000 million dollars. Within this market there is a cured meat segment which is much smaller and, in terms of imports, involves around 73 million dollar at FOB prices (219 million dollars at consumer prices). Table 8 shows the market's development over the last five years.

	2001	2002	2003	2004	2005	04/05
Local production*						
Volume (tons)*	4,713.8	2,900.2	7,566.8	5,086.2	6,925.0	36.15%
Value (thousand \$)	26,719	13,370	43,120	37,893	53,302	40.66%
Boneless ham imports						
Volume (tons)*	6,123.1	8,245.7	10,337.0	8,644.6	8,728.8	0.97%
Value (thousand \$)	34,508	38,103	58,859	64,549	65,871	2.05%
Boned ham imports						
Volume (tons)*	145.0	245.3	438.9	230.8	765.8	231.80%
Value (thousand \$)	1,021	1,041	2,549	1,574	7,209	358.01%
TOTAL HAM IMPORTS						
Volume (tons)*	6,268.1	8,491.0	10,775.9	8,875.4	9,494.6	6.98%
Value (thousand \$)	35,529	39,144	61,408	66,123	73,080	10.52%
EXPORTS	0	0	0	0	0	
Apparent Consumption Indicator						
Volume (tons)*	10,981.9	11,391.2	18,342.7	13,961.6	16,419.6	17.61%
Value (thousand \$)	62,248	52,514	104,528	104,016	126,382	21.50%

Table 8. U.S. cured ham production and trade 2000-2005

(Source: Department of Commerce, U.S. Census Bureau, Foreign Trade Statistics)

(*) Commercial Office estimates

U.S. cured ham imports have grown by 50% in volume between 2001 and 2005, peaking at 10,776 tons in 2003, and reaching 9,494 tons in 2005. The most imported type of ham is boneless ham (90%), although boned ham imports increased over 200% between 2004 and 2005.

In value terms, cured ham imports have grown nearly 100% over those five years due to higher prices of products coming from Europe. Local production value has also grown, since both U.S. and Canadian producers are making higher quality prosciutto, and therefore more expensive.

Main Competitors

Spanish cured ham's main competitor is Italian prosciutto. As seen in the previous section, local and Canadian cured ham production involves around 75% of the U.S. market, with the added value of having a lower price than imported products from Italy or Spain. The average American consumer, who still does not differentiate between Prosciutto and Serrano ham, tends to buy local or Canadian cured ham, that has a much lower price than imported ham.

		2003			2004			2005		
	Ranking	MT	thousand \$	Price (per kg)	MT	thousand \$	FAS price (per kg)	MT	thousand \$	FAS price (per kg)
1	Canada	8,214	23,21	2.83	7,567	28,79	3.81	7,667	31,41	4.10
2	Italy	2,635	33,45	12.70	2,493	36,28	14.55	3,039	41,51	13.66
3	Germany	429	3,474	8.10	478	4,540	9.50	520	4,721	9.08
4	Spain	265	3,362	12.69	353	5,007	14.18	373	5,711	15.31
5	Denmark	1,234	3,270	2.65	161	895	5.56	146	859	5.88
6	Holland							24	47	1.96
7	Ireland							1.7	3	1.76
8	France	184	1,398	7.60	53	427	8.06			
	TOTAL	12,984	68,20	5.25	11,108	75,96	6.84	11,772	84,27	7.16

Table 9. U.S. development of cured ham imports and prices in 2003-2005

(Source: Department of Commerce, U.S. Census Bureau, Foreign Trade Statistics)

Serrano ham has had a positive development in the U.S. market over the last years, as its imports have continuously increased despite two factors against: the development of euro/dollar exchange rate, and the high selling price of Serrano ham in this market, a 12% higher than Italian Prosciutto average price.

Between 2003 and 2005, U.S. cured ham imports have fallen by 9% in volume and have increased 23% in value. Spain has been the country with the highest increase in its cured ham exports to the U.S. over this period, though still very far from Italian export figures. Serrano ham imports have grown 40% in volume and 68% in value between 2003 and 2005.



In the Serrano ham market segment, main competitors are Italian Prosciutti with guarantee of origin (DOP di Parma or San Daniele). Italy's position in the U.S. cured ham market is much more prominent than Spain's, mainly due to a larger Italian cuisine tradition in the country and to the Italian government, consortiums and companies' investment in advertising and promotion over the last 15 years. In addition, there are some very popular Italian brands that own factories in the U.S. (Citterio, D'Artagnan) and that strengthen Italy's image as cured ham producer and that allow them to offer much more competitive products. Citterio, for instance, is an Italian sausages company that opened its U.S. factory in 1974.

Smoked hams (also called speck in the U.S.) imported from Germany, Austria and North of Italy can also be considered as competitors.

Cured Ham consumer analysis

Cured ham is perceived as a luxury product in the U.S. It is sold in gourmet and delicatessen shops, and at gourmet or delicatessen areas within supermarkets. In fact, due to its high price, there are many establishments which present the ham price per quarter pound to minimise its negative effect. Another characteristic of the North American market is its regional nature, with different state or even local regulations, and in which consumer trends are very often determined by the communities that have settled in the area: Jews, Italians, Asians, Poles, Mexicans, etc.

In the mid 40's, per capita consumption of pork was 36.79 kg., in 1997 it had decreased to 21.77 kg. and in 2003 it grew up to 24.04 kg. per person, and remained like that until 2004. 64% of consumed pork was processed meat; sausages, bacon, smoked ham, etc. The most consumed processed pork product in 2004 was smoked ham, with 6.53 kg. per capita, followed by sausages (2.95 kg.).

Serrano and Iberico ham potential consumers in the U.S. can be divided into:

- Hispanic consumers: Cubans, Puerto Ricans, Dominicans, etc.
- Consumer with a high purchasing power and university education, who like travelling and are familiar with Spanish products.

Several trends can be identified in the U.S. food market, and some of them can help promote Serrano and Iberico ham as quality products:

- **Taste:** there is a growing influence of the strongly flavoured ethnic cuisines: Indian, Latin or TexMex. Moreover, there is a niche in the U.S. population who are getting older and



will increasingly need stronger flavours (baby boom generation, born between 1946 and 1964). The Serrano ham taste, along with its healthy character, makes this market segment a potential consumer of the product.

- **Health:** The body cult and the wish to stay young increase the demand for healthy products by the U.S. population, and Serrano ham is a protein source with little fat and low cholesterol. Nowadays, many of the consumers demanding this type of food come from the "baby boom" generation, who have a high purchasing power and can afford buying more expensive food.
- **Organic food:** the popularity of organic food in the U.S. is due to the current society distrust towards food production, and pollutants and harmful substances. The definition of organic food, according to the U.S. Department of Agriculture is as follows: "A product made following a production system that is regulated under the Organic Food Production Act and which meets the specific conditions for cultural integration, biological, and mechanical practices that recycle resources, promote environmental balance and conserve biodiversity.

The National Organic Program (NOP) states the requirement and processes that must be followed by manufacturers, processors, distributors and retailers, for a product to be officially certified as organic.

- **Safety:** food safety and hygiene are of great importance for U.S. consumers and authorities. After the terrorist attacks of September 2001 and in order to strengthen U.S. safety, the Bioterrorism Act was passed on June 12, 2002. This law requires, among other things, that all companies exporting food products to the U.S. are registered in the FDA and have a representative in the U.S.

Regarding the U.S. imports of Serrano ham, there is another regulation on meat products imports. The American authorities require that imported meat comes from centres that are properly certified by the U.S. or by other official certifying organisms.

- **Convenience:** this is one of the most important factors affecting the American consumer's purchase decision. Therefore, sliced vacuum ham packages that can be directly consumed are much more attractive, or boneless ham legs are much easier to cut. It is also noticed that consumers prefer thin cut meat. According to Product Scan Online, in 2004 17% of sausages newly introduced in the market were cut into thin slices.



Ham	2003	2004	2005	Variation 2004-2005
Boneless	3,141	4,663	5,150	10.44%
With bone	221	344	561	63.08%

Table 10. U.S Spanish ham imports (thousand dollars)

(Source: Department of Commerce, U.S. Census Bureau, Foreign Trade Statistics)

In addition to these consumption trends, there are different political, economic, social and legal factors that also affect cured ham consumption, both from an institutional and an individual point of view.

- **Political factors:** In recent years there has not been any substantial modification on the U.S.' policy that significantly affects U.S. cured ham imports. U.S. authorities have delegated the certification of meat processing facilities to the Spanish Ministry of Agriculture and the Ministry of Health, although they reserve the power to conduct periodical inspections.
- **Economic factors:** On the one hand, the U.S. economy sustained growth helps consumption of products such as Serrano and Iberico ham, since they are included in the gourmet sector. On the other hand, Spanish exports have suffered the weakness of the dollar against the euro in recent years, and even more when the average consumer identifies Serrano ham with Prociutto ham, which is cheaper.
- **Social factors:** The population's aging process has been compensated with the influx of Latin American immigrants for years. This sector of the population will become the second largest within a few years, even surpassing the U.S. African American population. This can increase the consumption of cured ham, provided that it would be properly promoted among Latin groups, which are those more likely to buy Spanish products. It is necessary to keep in mind that people are increasingly more concerned about buying healthier and more natural products, and this can be something that helps encourage Serrano and Iberico ham consumption, if the public is told about ham's healthy characteristics.
- **Legal factors:** Companies interested in exporting Serrano or Iberico ham to the U.S. will have to certify their production facilities, or to export the product from other certified European factories.

3.2.1.4. The Wine market in the U.S.A.

Spain was the second largest wine exporter in the European Union during the 2009-10 campaign, according to the specialised publication "Wine Market and Distribution". Our country sold 16.36 million hectoliters: 11.6 million hectoliters (70.8%) went to EU countries, and 4.78 to countries outside the EU.

According to the Spanish Institute of Foreign Trade (ICEX), Spanish wine exports volume grew by 15.6%, beating a historical record. To be more specific, Spain, in terms of by the liter wine exports, is the leader in volume surpassing France and Italy. ICEX reports that, although the crisis has affected the industry, especially in domestic consumption, according to the Spanish Wine Market Observatory, by product, Spain stood out in 2010 due to a large increase in non-DOP wine sales (with 23% more exports by liter) which generated a 587 million euro revenue approximately. According to ICEX this strong growth in 2010 non-DOP wine exports from Spain is mainly due to consumers' willingness to buy cheaper products. On the other hand, sparkling wines have increased 7.4% in value (due to a 9.7% increase in their average price), but decreased 2.1% in total exported volume.

The EU and the U.S. are Spanish wine major consumers. Within the EU, Germany (the largest importer) 2010 imports increased over 2009's reaching 311.32 million euros. While in terms of volume, France ranks first with 350.30 million liters imported, a 14.3% over 2009's.

The U.S. imported over 63 million liters in 2010, a 14% more, involving 109.28 million euros. In Asia, Japan is the tenth largest imported in value with 53.41 million euros, while China is Spanish exports' eighth most important market in volume, growing by 368.6% over the previous year, 50.6 million liters were sold in 2010, according to ICEX.

Main characteristics of U.S.A. wine market

- U.S. wine consumption has continuously increased over the last ten years at a pace of around 3% annually, except in 2008 and 2009, when it grew at a rate of around 1%. If the U.S. returns to its initial growth rate, it could become the world's largest wine market within a few years.
- In U.S., U.S. total wine consumption was 295 million boxes of 9 liters each. This figure is only lower to France's and very similar to Italy's. Beer consumption is nine times larger with 24,000 million liters. 2009 wine consumption was a little higher.



- Although U.S. is the third largest consumer by volume, it is the eleventh in per capita consumption (12.2 liters per person over 21 years old). Thus, as an example, Italy's or France's consumption is, respectively, five and six times larger than U.S.'s.
- This is a relatively young market and wine culture is still new for the average American. It is not a basic in their diet or meals, as it happens in the Mediterranean countries, but it is rather linked to special events or occasions.
- Consumption in the different states is far from homogeneous. In the West and East coasts and some inland areas such as Chicago, Dallas or Houston, consumption is more usual. It is also higher in cities and among people with higher education and higher purchasing power who travel abroad.
- U.S.A. is, according to the latest data provided by FAO (United Nation's Food and Agriculture Organization), the world's fourth largest producer, after Italy, France and Spain.
- Almost three quarters of the wine consumed in this country is of domestic origin. Imported wines had a 25.8% market share in 2008. However, there is generational difference in the consumption pattern: 24% of baby-boomers (born between 1946 and 1964) who consume wine, drink imported wine; compared to 33% in generation X (1965-1976); and 40% in millennial generation (born after 1977).
- California gathers 89% of national production and 44% of U.S. wineries.
- Although the market is led by national wines, French and Italian wines have been widely introduced for many years. Likewise, wine imports from Australia have experienced a strong growth in recent years, which has placed Australia as the third country by value of its imports to the U.S. Spain was the fourth largest wine supplier by value in 2008, with a 6% of the total imports.
- Knowledge about wine remains limited in the U.S., although it is growing. We must realise that for two thirds of the population, wine consumption continues to be irrelevant. The regular user (around 15% of the adult population) has a greater knowledge. Within this market, Spanish wine has the disadvantage of having to educate the client about the unfamiliar term of "guarantee of origin" or DOP, especially in the countryside.

- The product must be good and also have to be accompanied by promotional activity. U.S. consumer likes advice. That is why opinion makers are so important in this market; among them the popular Robert Parker Jr. with his publication "The wine advocate" and his magazine "Wine Spectator". A good review by a prestigious wine critic can be definitive for any wine's success. However we must not forget that these wine critics are very demanding, they usually only taste wines available in the U.S., and they constantly receive samples for evaluation and, even when they taste a wine, it does not necessarily mean that they will talk about it in their magazines.
- In the U.S. there are not national wine trade fairs, as understood in Europe. The only convention of some importance is the WSWA Convention, organised by "Wine and Spirits Wholesalers of America", that annually gathers the largest distributors and importers. For wine promotion in the U.S., local wine and gastronomy festivals are more popular, where importers participate with their brand portfolio, such as "Miami Wine Fair", "Boston Wine Expo" or "New York Wine Expo".

Miami has become a great showcase for Spanish wines. Miami's international wine fair, called "Miami Wine Fair", takes place every year in October. In 2010's edition, nearly 400 wineries coming from over 20 countries and 1,800 international brands made this event a major showcase for the global wine industry. Spain, was once again, the country with the largest number of participating wineries, about a hundred, taking up 30% of the 7,000 square meters of the exhibition centre's total surface.

Consumption

Wine consumption has been growing at a good pace in the U.S. until year 2008, in which it experienced a clear slowdown as seen in Figure 4 below.

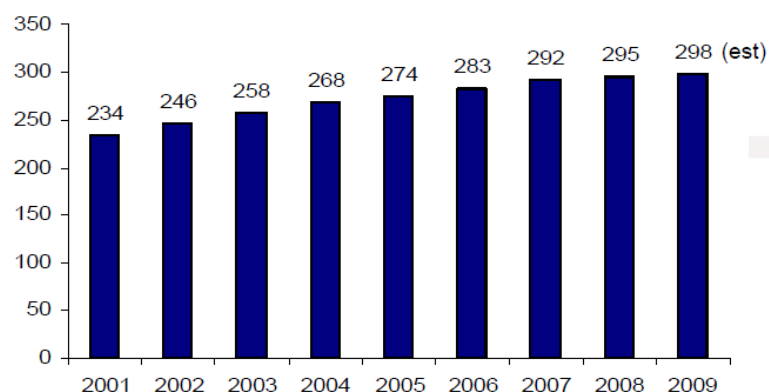


Figure 4. Total wine consumption in million 9-liter boxes (2001-2009) (Source: ICEX)



Table 11 shows consumption's geographical distribution where we can see the 20 states with the highest consumption and that shows whether they are controlled or not. In a Controlled State (CS), spirits are distributed by the government. There are 18 Controlled States and one Controlled county (Montgomery County, Maryland). Although the method differs from one state to another, the State generally acts as a spirit wholesaler and, sometimes, also as a wine wholesaler. There are 12 states where spirits retailers are also controlled by the government. In a Non-Controlled State (NC), the government does not participate in the distribution.

State	Type of State	2008 total consumption (thousand 9-l. boxes)	2008 adult* population (thousand people)	2008 adult per capita consumption (liters)
California	NC	53,144	26,818	17.8
Florida	NC	24,352	13,079	16.8
New York	NC	23,748	14,641	14.6
Texas	NC	13,696	15,604	7.9
New Jersey	NC	13,060	6,525	18.0
Illinois	NC	12,994	9,095	12.9
Massachusetts	NC	11,107	5,131	19.5
Washington	CS	8,809	4,918	16.1
Pennsylvania	CS	7,904	9,127	7.8
Michigan	CS	8,021	7,428	9.7
Virginia	CS	8,168	5,572	13.2
Ohio	CS	7,972	8,382	8.6
North Carolina	CS	6,613	6,268	9.5
Georgia	NC	6,276	6,526	8.7
Arizona	NC	6,298	4,182	13.6
Maryland	NC	5,306	4,035	11.8
Connecticut	NC	5,254	2,714	17.4
Colorado	NC	4,976	3,484	12.9
Oregon	CS	4,975	2,859	15.7
Wisconsin	NC	5,067	4,058	11.2
TOTAL (20 first States)		237,750	160,446	13.3
TOTAL Non-Controlled States (NC)		227,995	158,070	13.0
TOTAL Controlled States (CS)		66,745	60,067	10.0
TOTAL U.S.A.		294,740	218,137	12.2

Table 11. Classification of the top 20 states according to total wine consumption

(Source: Adams Wine Handbook 2009) (*) Adult population (over 21 years old)

These 20 states account for 81% of total U.S. wine consumption. By type of state, 77% of wine is consumed in Non-Controlled States, whose population is 73% of the U.S. adult population.

California is the state with the highest consumption (18%) far from Florida which ranks second with an 8%. Not much has changed in this "top wine consumers" rank over the last years. Non-Controlled States keep being the main consumers.



Regarding per capita consumption, California ranks second behind Massachusetts (which ranks seventh in total wine consumption). Non-Controlled States are in the first five positions.

3.2.2. Competitors Analysis

Direct Competitors

As mentioned earlier, the business model here proposed still does not exist anywhere in the world. Therefore, there are not direct competitors offering our same product or service.

Indirect Competitors

Although they do not offer our very same product or service, there is a large number of businesses targeting our potential customers by offering other gastronomic and cultural alternatives that can be very appealing to them. Among our indirect competitors we can find:

- Spanish restaurants or bars.
- Other restaurants.
- Catering companies.
- Spanish products shops.
- Gourmet and delicatessen shops.
- Wineries, wine shops and liquor shops.
- Establishments offering Flamenco shows.

There are currently a considerable amount of Spanish restaurants and bars within Miami's metropolitan area which can be identified as competitors, since potential customers looking for a place to eat this type of products could choose them over us. Table 12 shows some of those Spanish food restaurants and bars:

Establishment	Main products	Other products and services	Location
Brisa de España	Spanish restaurant offering products such as: - Serrano ham. - Manchego cheese. - Spanish meals such as: paella, lamb chops, Avila T-bone steaks, Galician style octopus, etc.	- Party menus. - Gift kits. - Gourmet shop. - Wine bar.	8726 NW 26 ST Doral, FL 33172
Casa Juanchos	- Starters: soups, salads, Spanish cheeses. - Tapas: hams, cheeses, sausages, etc. - Coffee and desserts.	Wine bar.	S.W. 8th Street Miami, FL 33135
Delicias de España	Restaurant products: - Spanish breakfasts, special lunches, snacks and	Shop products: - Gift baskets.	4016 SW 57th. Ave. - Miami, FL 33155



	<p>dinners, banquets for all sorts of events, homemade pastries. Spanish traditional cuisine, using top quality ingredients. Fish and seafood are imported from Spain.</p> <ul style="list-style-type: none"> - Menu changes every day. - Breakfasts: eggs with Serrano ham and sausage, flamenca style eggs, etc. - Traditional "chocolate con churros" snack from 16:00 to 18:00. - Events: from canape trays to elaborate dishes and different cakes. - Spanish sandwiches. - Cakes and desserts. 	<ul style="list-style-type: none"> - Sweets. - Spanish souvenirs and other products. - Hams, cheeses and sausages. - Wines. - Nuts, pates, canned food, etc. 	
<p>Tapas & Tintos</p>	<p>Restaurant, bar, music & DJ. Products:</p> <ul style="list-style-type: none"> - Salads. - Tapas. - Rice dishes and paellas. - Spanish seafood. - Desserts. 	<ul style="list-style-type: none"> - Dance lessons. - Flamenco shows. - Night activities: salsa or flamenco lessons, parties, Spanish football league, etc. 	<p>448 Espanola Way Miami Beach, FL 33139 3535 NE 2nd Avenue Miami, FL 33137</p>

Table 12. Summary of the main Spanish restaurants and bars in Miami



Figure 5. Some of Lamarca's indirect competitors

3.3. The Franchise Sector

3.3.1. Sector Analysis

The advance of globalization in urban areas has helped to change the production process and the trading of goods and services, giving rise to new ways of consumption that match the franchise business format.

Production activities are currently becoming part of a network process (especially those involving exchange and supply of goods and services), gathering supply (business organisation) and demand aspects (consumption homogenisation). In this sense, production lines tend to create production networks through establishments that supply goods and services to a population increasingly segmented, with similar consumption habits.

The franchise system is suitable for this production process worldwide distribution phenomenon, since it allows international expansion by investment division among thousands of independent capitalists.

Companies are largely in charge of premises' purchase and construction in the expansion process, establishing their own organisational mechanisms. In addition, local agents (normally local governments) who are encouraged by the competitiveness created by the globalisation process, stimulate investment through franchise or dealership. Thus, cities move fast to a new occupation and production process, in which large companies are the engine and end up becoming urban points of reference, with logos and banners that can be found in every city.

In the U.S. the franchise sector is considered the most mature market and also the largest in the world. According to the data published by the International Franchise Association, IFA, in this country the franchise industry has achieved a great volume and will continue to expand in the coming years. It currently has over 2,500 emblems and generated over 2 billion dollars in 2010 (about 1 billion euros).

United States, located almost entirely in North America, has an area of 9,631,418 km² and a population of 298,244,215 inhabitants. Its vast territory gives rise to a large number of establishments (many of them franchises) that contribute to the economic growth. Specifically, a study by Pricewaterhouse Coppers states that the over 750,000 franchise establishments in the country, help to generate over 1.53 billion dollars (99 billion euros) in the American economy. Franchises represent approximately a 5% of business establishments.

According to the U.S. Trade Department's statistics, sales generated by these chains represent about a 50% of total retail sales, approximately 1 billion dollars (650 thousand million euros) and they employ over 10 million people. The most important sectors are fast food, hotels, food and restaurants. Specifically, the "fast food" sector is the one creating more jobs and generating the highest turnover in the U.S.

According to the IFA, the long-term trend indicates a stable and solid growth of the franchise businesses. Among the most important trends, we can highlight the internationalization of the franchise system and the increased use of technology.

In recent years the franchise system went through a fast development thanks to the economic globalization of those countries oriented towards an increasing openness in this capitalism transformation process. Products and services new marketing strategies brought to the fore the alternative of adding a larger number of benefit entrances for the franchisor and the franchisee. Therefore Lamarca has decided to take this important step forward in order to expand internationally, starting with the American market.

3.3.2. Competitors Analysis

There are many franchises within the catering industry established in the U.S., most of them belonging to the fast-food sector. There are also some Italian, Mexican, Chinese and Indian food firms. Spanish food franchises are scarce.

Next we will list some of the franchise restaurants established in the U.S. and/or Miami which could be Lamarca's competitors since prospective investors could choose them over Lamarca.

- **Lizarrán:** Spanish firm founded in 1,988 that now has 200 restaurants in 8 countries. In April 2011 Lizarrán opened a 650m² restaurant in Miami and has also other restaurants in California (2) and New York (3).
- **Quizno's:** fast-food restaurant offering sandwiches, soups and salads. It became a franchise in 1991 and currently has 3553 establishments.
- **Salsaritas's Fresh Cantina:** Mexican food restaurant which implemented the franchise system in 2003 and currently has 80 franchises.
- **Wing-Stop:** fast-food restaurant mainly offering chips and chicken wings. It became a franchise in 1997 and has 400 establishments.



- **Manhattan Bagel:** fast-food restaurant specialising in stuffed bagels, salads, etc. It implemented the franchise system in 1991 and currently has 73 franchise restaurants.
- **Figaro's Pizza:** Italian restaurant that became a franchise in 1986 and now has 76 franchise establishments.
- **Taco Bueno:** restaurant specialising in Mexican food that has opened 25 franchise establishments since 2004.
- **Samurai Sam's Teriyaki Grill:** Japanese restaurant which became a franchise in 2003 and has 43 establishments.
- **Subway:** fast-food restaurant specialising in sandwiches considered as healthy by customers. It owns 34,400 franchises in 97 countries.



4. MARKETING PLAN



4. MARKETING PLAN

4.1. “Lamarca Andalucía Experience”’s Concept: Target Market

“Lamarca Andalucía Experience” targets a diverse audience. Throughout this section we discuss the characteristics of the different types of clients addressed by “Lamarca Andalucía Experience” and how these are grouped into the different potential segments.

4.1.1. Types of Clients

Spaniards living abroad (specifically in the U.S.)

There is a large number of Spanish people living abroad, mainly in some of the major cities in the world. “Lamarca Andalucía Experience” aims to become an important meeting point for all of them.

Foreign tourists who have visited Spain

Spain is the fourth world's destination in terms of number of tourists, second regarding tourist's expenses, and first in terms of repetition. Tourists from all over the world come to Spain to enjoy its weather, beaches, culture, gastronomy, friendly people and popular festivals and traditions. Because of this satisfying experience, these tourists come back home after their holiday and become potential clients for our business.

Spanish-speaking population

Also very numerous all over the world, and especially in the U.S. They share with Spain similar culture, values, customs and traditions; and therefore are part of Lamarca's potential clients.

Foreigners attracted to the "Made In/By Spain" effect

Thanks to the good image and prestige of the Spanish culture and gastronomy, many foreigners are interested in knowing it better and trying what it offers.

Spanish companies established abroad

There are many Spanish companies established abroad which have succeeded in their internationalization purposes. These companies often need to organise events and celebrations that meet their specific needs and wants, a task in which Lamarca's catering service specialises in.

Spanish institutions and organisms abroad

They have the same needs as any other Spanish company abroad. Some of the Spanish organisms that can be found in world's most popular cities are: Instituto Cervantes, ICEX, Extenda, Spanish Embassies, etc.

Foreign companies and institutions

“Lamarca Andalucía Experience”'s catering service will not only target Spanish companies, but also the other firms in the city or country will play an important role in our marketing plan.

Restaurants

Many restaurants use Spanish gourmet and delicatessen products in their dishes, which they could buy from Lamarca's Gourmet Shop.

4.1.2. Potential Market Segments

Our target market can be divided into two different segments:

Segment A: Very high potential

This segment gathers the following customers:

- Spaniards living abroad.
- Spanish companies established abroad.
- Spanish institutions and organisms abroad.

This segment is mainly characterised by an audience deeply rooted in Spanish culture, due to their origin, and with a medium-high purchasing power.

Segment B: High potential

This segment gathers the following customers:

- Foreign tourists who have visited Spain.
- Spanish-speaking population.
- Foreigners attracted to the "Made In/By Spain" effect.
- Foreign companies and institutions.
- Restaurants.

This segment is mainly characterised by an audience who loves Spanish culture and gastronomy or who is interested in knowing more about it, also with a medium-high purchasing power.

4.1.3. Customer Analysis in Miami

Spanish population in Miami

In the State of Florida, and specifically in Miami's area there has been a permanent, constant and increasing Spanish presence for the last years.

The Spanish population within the General Consulate of Spain's area of jurisdiction in Miami was close to 22,000 in 2007, mostly located in the County of Miami and many of them descendants of Spanish immigrants in Cuba. According to Spain's electoral register dated May 1 2011, there are 16,816 Spaniards living in Miami (INE, electoral register of Spaniards living abroad).

Spanish people living abroad are considered a group who likes going out to Spanish-style places frequently to taste the Spanish cuisine and gastronomic products.

Miami's population and/or foreign residents who know the Spanish gastronomy

Florida currently has a population of 18,089,889, representing over a 5.7% of the country's total population, and becoming the fourth most populated state of the U.S.

Florida has been growing very fast, and its population has more than doubled in the last 30 years, due to both the influx of Americans from other parts of the U.S., and the strong Hispanic immigration, representing 20.2% of the total population.

2010 data shows that the city of Miami has 399,457 inhabitants; 5,564,635 inhabitants taking into account the whole metropolitan area.

Figures regarding U.S. tourists travelling to Spain show an increasing trend over the last years.

Year	Number of Tourists	Variation
2005	883,523	-
2006	918,686	4.0
2007	1,046,698	13.9
2008	1,124,493	7.4
2009	1,133,711	0.8
2010	1,134,201	0.0

Table 13. Number of U.S. tourists travelling to Spain

(Source: Instituto de Estudios Turísticos (IET). Ministry of Industry, Tourism and Trade)



This data shows that Spain is a top destination for American tourists. Foreigners travelling to Spain on holiday are very likely to become potential customers of the Spanish cuisine and culture when they return to their country, due to their positive experience.

Spanish companies in Miami

The Spanish business network in Florida, and specifically in Miami, is wide.

The Spanish Chamber of Commerce in Florida has currently 493 member companies belonging to different categories: corporate, regular, e-member, non-resident, and institutional.

Some of these companies can be considered Lamarca's potential customers, since they often need to organise some kind of event or celebration where they would probably like to include Spanish meals and shows. However, some other companies would be regarded as Lamarca's competitors if they offer products or services which are similar to those that Lamarca offers. There are also some companies that could become Lamarca's partners or even its providers. **Appendix I** of this document shows a list of the Spanish Chamber of Commerce member companies.

Concerning total trade between Spain and the U.S., approximately a 7.39% of U.S. exports to Spain and 8.35% of U.S. imports from Spain are done through the state of Florida.

The diversity of the Spanish exports to the U.S. can be appreciated in their classification by activity sector:

- Primary sector: 14.76%
- Secondary sector: 34.54%
- Tertiary sector: 50.70%

Among Spanish exports to Florida, the most important product categories are: machinery; ceramic products; mineral fuels; natural stone, plaster and cement; shoes; and perfumery.

Restaurants specialising in Spanish food and haute cuisine

Some of these restaurants currently established in Miami, could become Lamarca's customers since our business also includes a gourmet shop specialising in Spanish gourmet products.

There is a significant number of Spanish restaurants in Miami. By using specialised restaurant browsers, such as the one in www.miami.com, we can find about 70 restaurants specialising in Spanish or Mediterranean food and tapas.



Spanish Institutions in Miami

Miami is one of the few cities in the world having six Spanish official institutions:

- Tourist Office of Spain.
- Spanish Cultural Centre (CCE).
- General Consulate of Spain.
- Commercial Office of Spain (part of ICEX).
- IFEMA - Institución Ferial de Madrid.
- Education Office of Spain.

These institutions promote the establishment of Spanish companies in Miami. As an example, the U.S.A. is the country where the initiative "Made in/by Spain" has been implemented in. This project by the Spanish Institute of Foreign Trade (ICEX) aims to foster internationalization of Spanish companies, products, brands and services to the U.S. market. In addition, these institutions also encourage Spanish language and culture awareness in Miami's society. Therefore they are Lamarca's potential clients, since they will probably need to organise some events in which the "Spanish touch" becomes essential, due to the nature of these organisms.

4.2. The Franchise Concept: Target Market

4.2.1. Franchisee Profile

While the franchise system offers significant advantages over starting a business on their own, it also requires a number of requirements and obligations that not every entrepreneur is able to assume; and by that we do not only mean economic requirements. The franchisee should ideally gather a number of specific qualities and skills that, to a large extent, will influence the failure or success of their business.

All these qualities, some of which are similar to those needed to establish any individual business, must also be joined by those required by the specific franchise and the particular case.

Fidelity

Firstly, and in general terms, the person considering the possibility of joining a franchise network should be aware that this is a system that, in order to ensure absolute fidelity in the business being reproduced by the franchisee, largely restricts their freedom to make decisions about their



own business. Therefore, any innovation, modification or peculiarity is rejected in this type of system. Otherwise, the identity of the network would break sooner or later.

Given this reality, the first question entrepreneurs should ask themselves is whether their personality is the right one for bearing such a limitation of their autonomy.

Nevertheless, this does not imply in any way that the ideal franchisee should be a person lacking initiative and personality, as these are also desirable characteristics in every entrepreneur, whatever the business model is.

Entrepreneurship

In this system, a difference must be made between the franchisee wanting to open a business for self-employment, and the franchisee who sees this activity as a way of investment. In the first case, franchisees must have an entrepreneurial spirit and enough capacity to carry on a business in which they will work in themselves and in which they will have to face and overcome all the difficulties attached to the business. Therefore, the ideal franchisee is a persevering person who is able to face and solve the problems that go with any economic activity, and who has the ability to lead their employees and make decisions.

In the second case, investors should ideally have the management skills that will allow them to coordinate and manage their employees without having to focus in the day to day details of the business.

Economic capacity

As it happens in any other business, the franchisee must also have sufficient economic capacity to develop the specific business. The investment, which varies substantially from one franchise to another, should consider not only the necessary capital to start the business, but also the capital required to get to the point of equilibrium, after which the business starts bringing profits; otherwise the project could end up being a complete failure.

Perseverance

Running a business as owner-employee takes time, energy and initiative, especially in the early months before the opening. Very often the first benefits take longer than expected, so it is very important that the franchisee never lose perseverance and motivation.

Managerial skills

Having the managerial skills required by the chosen activity is also necessary. These can be very different depending on the activity and they are usually related to the turnover level and the complexity of the franchise. In any case, knowledge and skills in managerial tools for the development of a business will be very helpful.

Communication skills

Any business, to a greater or lesser extent, requires contact with customers, suppliers and employees. Therefore the future franchisee's communication skills, their taste for personal relationships and their charisma or ability to "be liked" and establish bidirectional relationships of confidence are, in most cases, a great partner for success.

Ethics

The perfect franchisee should always remember that they are part of a wide network of partners. Therefore, any action or disruptive behaviour in the management of their business can directly affect the rest of the franchisees and the chain itself.

Moreover, the franchise system requires that both the franchisor and the franchisee work with the goal of a mutual benefit, and not only of just one party to the detriment of the other.

4.2.2. Franchisee Selection

Regarding the selection of the most suitable franchisee, the U.S. market can be used as an example, since it is a market with wide experience in franchising, and where some franchises regard the profile of the "retired military" as that of the perfect franchisee's. This can sound a bit strange but it is perfectly understandable if we look at some of the perfect franchisee's characteristics that are actually present in the "retired military": not only their capacity of investment is valued, but mainly their disciplinary spirit, work capacity and the fact that they are people who are used to work by setting and achieving goals.

Making a fast judgement about the franchisee's characteristics and qualities can lead to a wrong choice that could risk the franchise system, because if the first franchisee fails, this would lead to discouragement of possible future investors.



At first glance it may appear that the right thing to do is finding people with some capital, honest and eager to work. These conditions are necessary but do not define the franchisee's profile.

As a franchisor, it is necessary to evaluate certain aspects of the franchisee's potential that will be useful to make a decision later on. These are some of them:

- Ability to sacrifice
- Degree of self-motivation
- Perseverance
- Ambition
- Initiative
- Leadership
- Discipline
- Organisational skills
- Decision-making capacity
- Independence
- Personality
- Experience
- Human realtions
- Confidence
- Family support
- Innovation
- Interest
- Finantial capacity
- Network sense

Some companies with a not very studied system rush to open businesses, with no other requirement that the initial capital, the agreement on the initial fees and royalties. Soon the problems begin: the establishments do not work well, the services are not homogeneous everywhere, customers become scarce, etc.; and this makes the franchisees have many difficulties in their operations, and makes the franchisors want to remove the franchise.

These things cause irreparable damage to the company's image. Every closed business is a huge backward step and the "buzz" starts destroying the project. The lack of accuracy in the description of the type of franchisee the company is looking for, and the fact of accepting a franchisee just because they have the capital required, is one of the elements causing the greatest number of failures together with the franchisors' anxiety to open hundreds of establishments.

Sometimes, when a the opening of a franchise requires large amounts of money, the franchisee is a society or a group of people. In these case it is highly desirable that the responsibility falls on one individual within that group. This person must be personally committed to the success of the business through a rating on earnings, and must assume all the activities attached to the franchise. This is the person who the franchisor would have to work with.

Another issue to consider is the experience. In recruitment processes it is common to realise that the more experience, the more chances to be hired. However, in the franchise case, sometimes experience is not convenient, since it can risk the exact fulfillment of the plan, because of prejudices or preconceptions coming from previous experiences in similar businesses.

Some people think that the franchisees must meet exactly what the manuals say. It seems that this approach only wants franchisees to put their money and fulfill orders. But this is misconception. Franchisees should be thoughtful and creative people. They are the ones on the market, the ones in contact with customers and who know about the products, services and about competitors. Having smart, thoughtful, creative partners and simultaneously disciplined, organised and who are used to team working, is the ideal situation for a franchising chain.

4.3. Differentiation from Competitors

The main feature differentiating “Lamarca Andalucía Experience” from others is the gathering of so many business options in a single space, together with the display of the Andalusian culture, which altogether bring customers the opportunity to live a full Andalusian experience involving all senses.

Quality is the foundation for the development of this project's present and future. This is the only mean to fight against tough competition in a market full of large chains demanding factories a series of production requirements that are in conflict with quality criteria; so that, when a product is more expensive, purchasing is only justified by quality.

The presentation, image, scenario, as well as the gastronomic training by wine and product tasting, courses, etc., are also an important added value offered at “Lamarca Andalucía Experience”.

The company's key competitive advantages are:

- Top quality products.
- Diversity and variety of products.
- Products that cannot be found in daily establishments.
- Excellence in the service.
- Highly qualified professionals.

- Solid knowledge in management and catering (borned out by many years of experience in the sector).
- Strategic locations attracting large crowds both day and night.
- Excellent image and positioning in the consumer's mind linked to attributes such as quality and exclusivity.
- Good representation of the Andalusian and Spanish gastronomy

“Lamarca Andalucía Experience” is an unique opportunity to develop a project with an innovative concept and a high chance of success. We would like to remark the fact that there is not a similar establishment to the one proposed here that has already been implemented around the world.

4.4. Product Policy

Product's attributes

Gourmet products naturally need to show an image which is appropriate to their quality. Therefore the packaging must be consistent across all products, in keeping with the corporate image, and should have a design appropriate to each product's purpose.

Every product must obey the national health and consumption policies required for product packaging and product handling.

The product's labeling will always be in Spanish, English and also the destination country's language if different.

Support

"Lamarca" products' quality is 100% guaranteed. If a customer is not satisfied, they can bring the product back and they will be given back their money. This policy aims to make clients trust the quality of the product they are buying, and also to make sellers feel confident about what they are selling.

The product will have a manual for use and consumption, recommendations for presentation, as well as suggestions for preservation and other related information.

4.5. Price Policy

Price and margin strategy

Franchising: the entry fee for "Lamarca Andalucía Experience" will be 30,000€.

The products and services offered at "Lamarca Andalucía Experience" establishments will provide the franchisee with a profit margin of approximately 30% through product sales and 60% through products consumed on site. Liquors consumed on site will provide with a profit margin of about 80%.

The franchisor sets a net margin of 20%.

Commercial terms for sale and payment

Sales would be made to a recovery period of 60 days from the order's date and all payments would have to be guaranteed.

The franchisee would always be paid in cash, except for the catering services that would be financed at 30 days from the invoice's date, always under the customer's guarantee of payment.

Strategy for price adjustment and price change

The products for sale at Lamarca's establishments will have a high stability in price fluctuation. Our policy will be to set an annual price that will not be altered along the corresponding year.

4.6. Communication Policy

Media plan and objectives

For establishments devoted to the hotels and restaurants sector, the best advertising is the word of mouth. Therefore our greatest investment and bet will be trying to set the business in the best locations in the world's most important cities. In addition, 5% of the annual fee paid by the franchisee will be used for developing promotional strategies.

Regarding the promotion of the franchise business, we will focus on specialised international fairs and trade shows, making a plan to try to attend the most important ones. Depending on the results obtained during the first year, we will make a new plan for the second year. We believe that this could be the best way to find investors interested in the business.



Promotion plan and objectives

During the first year our goal would be to set up establishments in Miami and New York. Once we have managed to be present in those two key cities successfully, we will try to set up businesses in other states.

Public relations policy and tools

A local company or individual will be necessary in order to represent the company and manage the franchises. Therefore we will need a good supervised agreement that works within an international frame.



5. OPERATIONAL PLAN



5. OPERATIONAL PLAN

5.1. Value Chain

The following figure shows the supply/value chain from the provider to the end customer:

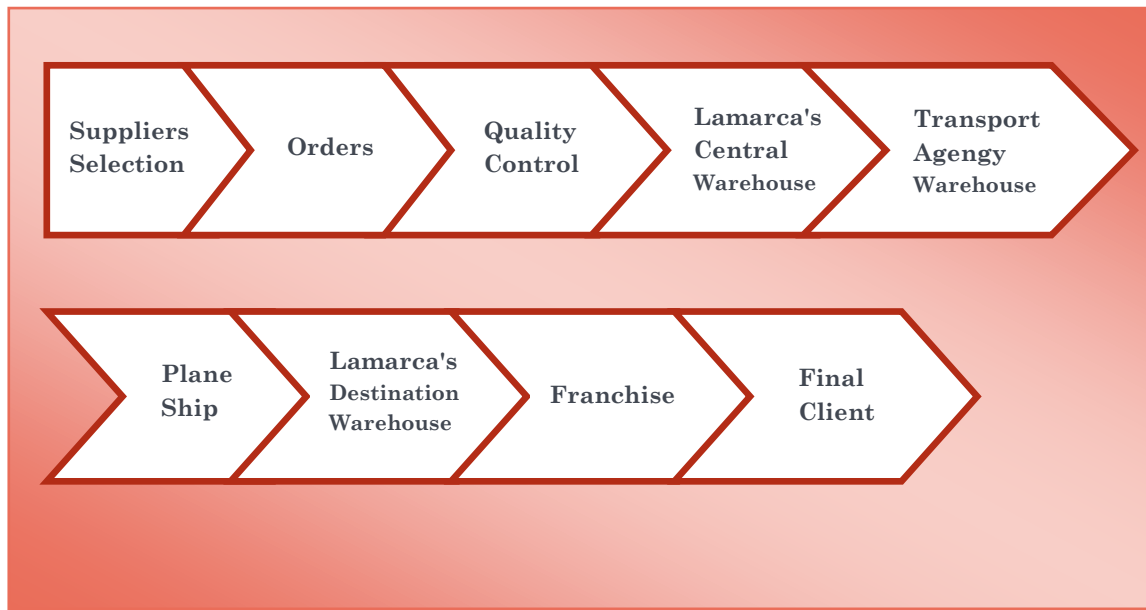


Figure 6. "Lamarca Andalucía Experience"'s supply/value chain

Some of the most important tasks in the value chain that are carried out by the company are:

- **Suppliers selection:** "Lamarca" has been learning about the details of the Spanish production sector for decades, also learning about the production potential of each manufacturer and analysing their advantages and disadvantages. Among the thousands of products and manufactures "Lamarca" has selected, under a very demanding quality criteria, those having strict quality control systems and using top quality ingredients.
- **Quality Control:** in addition to the quality control carried out by the manufacturer during the production process, "Lamarca" subjects every batch of products to a strict quality control and to an homogeneous traceability in all its procedures.
- **Orders and logistics control:** one of the major problems in gourmet trade is the supply of small quantities, since the transportation costs are higher than the product cost. Thanks to our grouping system we manage to gather a set of gourmet products in "just in time" policies to deliver it to each franchisee meeting their individual needs.



- **Storage:** "Lamarca" would carry out an exhaustive and coordinated control of expiration dates, temperature, ripeness, and any other characteristic that could affect the quality of the product, so that the franchisee would always get it in the perfect conditions.

The destination warehouses aim to avoid delays in transportation, by trying to keep an exhaustive control of the needs of each area and by providing a faster supply.

From the very beginning, our professionals will provide the franchisees with the advice, mentoring and training they need. The franchisees will be provided with an especial training course at our headquarters, and will also be able to visit some of the production facilities and learn about the products they will be selling.

5.2. Outsourcing

Some of the tasks or processes within the value/supply chain will be outsourced to specialised companies. These tasks are the following:

- A consulting firm will be hired to carry out market and management research.
- Audit and quality management.
- Quality control
- Management control
- Advertising and marketing

5.3. Suppliers

We currently have about 80 different suppliers, all of them with a low risk of dependence. Table 14 shows the number of suppliers grouped by product type:

Lamarca's Suppliers by Product Type			
Product	Number of Suppliers	Product	Number of Suppliers
Ibérico Ham and Sausages	2	Serrano Ham and Sausages	2
Cruzado Ham and Sausages	1	Cheese	8

Canned Meat	2	Canned Fish	2
Canned Vegetables	2	Wine	16
Liquor	5	Kitchenware	6
Machinery	3	Furniture	3
Vegetables	2	Meat	2
Fish	2	Perishable Goods	2
Tools	2	Packaging	3

Table 14. Lamarca's suppliers grouped by product type



6. HUMAN RESOURCES PLAN



6. HUMAN RESOURCES PLAN

6.1. Project's Development and Management Team

These are some of the key professionals that will be part of this project providing their knowledge and experience (see Appendix II for a summary of their professional profiles):

- **Antonio Lorente Lamarca**, current "Lamarca"'s CEO.
- **Juan Martínez-Barea**, current Director of the Chair of "Initiative and Innovation" at the prestigious "Instituto Internacional de San Telmo" (Seville, Spain).
- **Sergi Pastor**, current CEO of "Tecnitoys-Scalextric".
- **Pedro Navarrete**, current Senior Vice President of "Sony Europe".
- **Jesús Caicedo Bernabé**, current Mayor of Cuevas del Almanzora (Almería, Spain) and Senator at the Spanish Parliament.

6.2. Project Structure and Organisation Chart

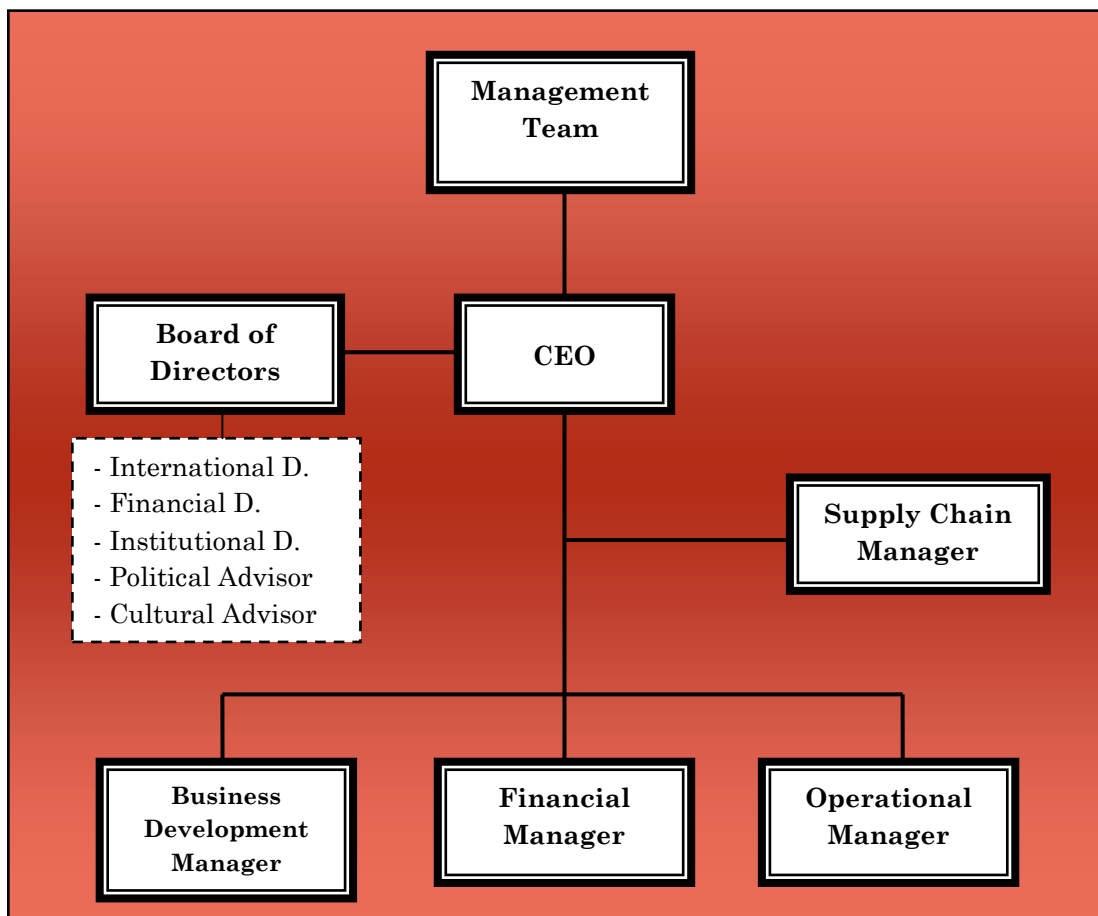


Figure 7. "Lamarca Andalucía Experience" organisation chart



Figure 7 shows “Lamarca Andalusia Experience”'s organisation chart for the project's management team.

The **Management Team** will be made up by the project's CEO, the Assistant Manager, and a Board of Directors in charge of advising the CEO in issues that are key for the successful development and running of the project.

The **CEO** will be someone who currently knows the company well, and who has similar moral, ethical and professional values. This person will be someone who Antonio Lorente Lamarca completely trusts, someone who believes in and commits to the project, and who is willing to be a section of the shareholders.

The **Supply Chain Manager**, Antonio Lorente Lamarca, will be responsible for the activity development and the product selection, as well as its monitoring and supervision in terms of quality parameters. The Supply Chain Management becomes a necessary and explicit management section, since it provides the CEO with specific information about the industry, which is essential for decision making.

The Board of Directors will be made up by the following professionals, who are experts in their specific field:

- **International Director:** this will be a person with extensive experience as manager of a large multinational company.
- **Financial Director:** this will be someone with wide experience as manager of a major financial entity.
- **Institutional Director:** an expert in institutional issues with a vast experience in politics.
- **Political Advisor:** a person with a large professional career in international diplomacy.
- **Cultural Advisor:** an expert in international culinary and cultural habits and customs.

The **Business Development Manager** role will be outsourced. The hired company or companies will be responsible for finding partners for the project, as well as for supervising and guiding its implementation, and for market research. These tasks will be outsourced to some companies specialising in these fields, such as:

- “Tormo&Asociados”: Spanish franchise consulting company, market leader in this sector.
- "PricewaterhouseCoopers": consulting firm specialising in finding local partners.

The **Financial Manager** will be responsible for the project's financial planning and stability.

The **Operational Manager** will be responsible for supervising and structuring the following departments:

- Human Resources: Patricia Fenoy, who is currently Lamarca's HHRR Manager, will be the person in charge of this department.
- Product: Antonio Lorente Lamarca, who is currently Lamarca's CEO, will be responsible for this department.
- Logistics: Mónica Segura, who is currently Lamarca's Assistant Manager, will be in charge of this department.

6.7. Employees' Remuneration

Table 15 shows the approximate salaries for the main job positions that will be involved in the project during the first five years.

Position	Year 0	Year 1	Year 2	Year 3	Year 4
CEO	46,600	46,600	46,600	46,600	46,600
Marketing Manager	46,600	46,600	46,600	46,600	46,600
Product Manager	46,600	46,600	46,600	46,600	46,600
Accountant		22,000	22,000	22,000	22,000
Internal Marketing		18,000	18,000	18,000	18,000
Communication		24,000	24,000	24,000	24,000
Logistics		36,000	36,000	36,000	36,000
Human Resources		24,000	24,000	24,000	24,000
Warehouse 1		18,000	18,000	18,000	18,000
Warehouse 2		18,000	18,000	18,000	18,000
Warehouse 3		18,000	18,000	18,000	18,000
Expansion		36,000	36,000	36,000	36,000
Stock Control		24,000	24,000	24,000	24,000
Quality Control		36,000	36,000	36,000	36,000
Purchases Manager		54,000	54,000	54,000	54,000
Administration Manager		36,000	36,000	36,000	36,000
Administration 1		18,000	18,000	18,000	18,000
Administration 2		18,000	18,000	18,000	18,000
TOTAL	540,000	940,000	940,000	940,000	940,000

Table 15. Approximate salaries (euros) involved in "Lamarca Andalucía Experience" development



7. FINANCIAL PLAN



7. FINANCIAL PLAN

7.1. Summary: Economic Feasibility Study by Type of Establishment

Summary: Economic Feasibility Study by Type of Establishment					
Type of Establishment	Investment	Average Sale	Average Gross Margin	Other Expenses	Months to Recover the Investment
Tapas Bar	257,800	1,394,936	557,800	633,500	44
TB + Gourmet Shop	447,400	2,272,868	1,363,720	1,025,882	48
TB + GS + Restaurant	509,000	3,361,341	2,016,804	1,556,533	42
TB + GS + R + Catering	717,000	4,115,659	2,469,395	1,858,473	42

Table 16. Summary of the economic feasibility study by type of establishment (€).

As we can see in Table 16 the months needed to recover the investment are between 42 and 48, depending on the type of establishment implemented. This is a long period of time and therefore, the risk assessment for the project would be medium-high.

7.2. The Tapas-Bar Concept

Economic Feasibility Study - Tapas Bar (aprox. 120 m2)									
		YEAR-0		YEAR-1		YEAR-2		YEAR-3	
Total Sales		1,235,520		1,336,215		1,445,116		1,562,893	
Transport Costs	40%	494,208	40%	534,486	40%	578,047	40%	625,157	
Gross Margin		741,312	60%	801,729	60%	867,070	60%	937,736	
Annual Price Increase			3.5%		3.5%		3.5%		
Staff		158,400	13%	163,944	12%	169,682	12%	175,621	11%
Bank Card Commissions		5,251	0%	5,679	0%	6,142	0%	6,642	0%
% people using bank card	85%						0%		
Commission card payment	0.5%						0%		
Transport (3,000€/shipment - 2 shipments/month)		72,000	6%	74,520	6%	77,128	5%	79,828	5%
Rent (210€/m2) (*)		302,400	24%	312,984	23%	323,938	22%	335,276	21%
Taxes		20,000	2%	20,700	2%	21,425	1%	22,174	1%
Maintenance&Supply (electricity, phone, cleaning, insurance...)		12,000	1%	12,420	1%	12,855	1%	13,305	1%
Advertising&Promotion		18,000	1%	18,630	1%	19,282	1%	19,957	1%
Others (packaging, merchandising)		3,600	0%	3,726	0%	3,856	0%	3,991	0%
Administration and Organisational Costs		9,600	1%	9,936	1%	10,284	1%	10,644	1%

Total Overhead		601,251	49%	622,539	47%	644,592	45%	667,438	43%
Amortisation	25%	64,450	25%	64,450	25%	64,450	25%	64,450	4%
Profit Before Taxes		75,611	6%	114,740	9%	158,028	11%	205,848	14%
Royalty	5%	61,776		66,811		72,256		78,145	
TOTAL		13,835		47,929		85,772		127,703	

Table 17. Economic feasibility study for the Tapas-Bar establishment (€).

(*) Real data taken from Miami's real estate agents.

7.3. The TB + Gourmet Shop Concept

Economic Feasibility Study - TB + Gourmet Shop (aprox. 180 m2)									
		YEAR-0		YEAR-1		YEAR-2		YEAR-3	
Total Sales		2,013,120		2,177,189		2,354,630		2,546,533	
Transport Costs	40%	805,248	40%	870,876	40%	941,852	40%	1,018,613	40%
Gross Margin		1,207,872	60%	1,306,314	60%	1,412,778	60%	1,527,920	
Annual Price Increase			3.5%		3.5%		3.5%		
Staff		334,800	17%	346,518	16%	358,646	15%	371,199	15%
Bank Card Commissions		8,556	0%	9,253	0%	10,007	0%	10,823	0%
% people using bank card	85%						0%		
Commission card payment	0.5%						0%		
Transport (3,000€/shipment - 2 shipments/month)		72,000	4%	74,520	3%	77,128	3%	79,828	3%
Rent (210€/m2)		453,600	23%	469,476	22%	485,908	21%	502,914	20%
Taxes		20,000	1%	20,700	1%	21,425	1%	22,174	1%
Maintenance&Supply (electricity, phone, cleaning, insurance...)		18,000	1%	18,630	1%	19,282	1%	19,957	1%
Advertising&Promotion		30,000	1%	31,050	1%	32,137	1%	33,262	1%
Others (packaging, merchandising)		12,000	1%	12,420	1%	12,855	1%	13,305	1%
Administration and Organisational Costs		24,000	1%	24,840	1%	25,709	1%	26,609	1%
Total Overhead		972,956	48%	1,007,407	46%	1,043,097	44%	1,080,070	42%
Amortisation	25%	111,850	25%	111,850	25%	111,850	25%	111,850	4%
Profit Before Taxes		123,066	6%	187,057	9%	257,832	11%	335,999	14%
Royalty	5%	100,656		108,859		117,732		127,327	5%
TOTAL		22,410		78,197		140,100		208,673	

Table 18. Economic feasibility study for the TB + Gourmet Shop establishment (€).

(*) Real data taken from Miami's real estate agents.

7.4. The TB + GS + Restaurant Concept

Economic Feasibility Study - TB + GS + Restaurant (aprox. 300 m2)									
		YEAR-0		YEAR-1		YEAR-2		YEAR-3	
Total Sales		2,977,200		3,219,842		3,482,259		3,766,063	
Transport Costs	40%	1,190,880	40%	1,287,937	40%	1,392,904	40%	1,506,425	40%
Gross Margin		1,786,320	60%	1,931,905	60%	2,089,355	60%	2,259,638	
Annual Price Increase			3.5%		3.5%		3.5%		
Staff		495,600	17%	512,946	16%	530,899	15%	549,481	15%
Bank Card Commissions		12,653	0%	13,684	0%	14,800	0%	16,006	0%
% people using bank card	85%						0%		
Commission card payment	0.5%						0%		
Transport (3,000€/shipment - 2 shipments/month)		72,000	2%	74,520	2%	77,128	2%	79,828	2%
Rent (210€/m2) (*)		756,000	25%	782,460	24%	809,846	23%	838,191	22%
Taxes		20,000	1%	20,700	1%	21,425	1%	22,174	1%
Maintenance&Supply (electricity, phone, cleaning, insurance...)		24,000	1%	24,840	1%	25,709	1%	26,609	1%
Advertising&Promotion		30,000	1%	31,050	1%	32,137	1%	33,262	1%
Others (packaging, merchandising)		18,000	1%	18,630	1%	19,282	1%	19,957	1%
Administration and Organisational Costs		48,000	2%	49,680	2%	51,419	1%	53,218	1%
Total Overhead		1,476,253	50%	1,528,510	47%	1,582,645	45%	1,638,725	44%
Amortisation	25%	127,250	25%	127,250	25%	127,250	25%	127,250	3%
Profit Before Taxes		182,817	6%	276,145	9%	379,461	11%	493,663	14%
Royalty	5%	148,860		160,992		174,113		188,303	
TOTAL		33,957		115,153		205,348		305,359	

Table 19. Economic feasibility study for the TB + GS + Restaurant establishment (€).

(*) Real data taken from Miami's real estate agents.

7.5. The TB + GS + R + Catering Service Concept

Economic Feasibility Study - TB + GS + R + Catering Service (aprox. 375 m2)									
		YEAR-0		YEAR-1		YEAR-2		YEAR-3	
Total Sales		3,607,200		3,954,129		4,276,391		4,624,917	
Transport Costs	40%	1,442,880	40%	1,581,652	40%	1,710,556	40%	1,849,967	40%
Gross Margin		2,164,320	60%	2,372,478	60%	2,565,834	60%	2,774,950	
Annual Price Increase			3.5%		3.5%		3.5%		
Staff		590,100	16%	610,754	15%	632,130	15%	654,254	14%
Bank Card Commissions		15,331	0%	16,805	0%	18,175	0%	19,656	0%
% people using bank card	85%						0%		
Commission card payment	0.5%						0%		
Transport (3,000€/shipment - 2 shipments/month)		72,000	2%	74,520	2%	77,128	2%	79,828	2%
Rent (210€/m2) (*)		945,000	26%	978,075	25%	1,012,308	24%	1,047,738	23%
Taxes		20,000	1%	20,700	1%	21,425	1%	22,174	0%
Maintenance&Supply (electricity, phone, cleaning, insurance...)		24,000	1%	24,840	1%	25,709	1%	26,609	1%
Advertising&Promotion		30,000	1%	31,050	1%	32,137	1%	33,262	1%
Others (packaging, merchandising)		18,000	0%	18,630	0%	19,282	0%	19,957	0%
Administration and Organisational Costs		48,000	1%	49,680	1%	51,419	1%	53,218	1%
Total Overhead		1,762,431	49%	1,825,054	46%	1,889,712	44%	1,956,697	42%
Amortisation	25%	179,250	25%	179,250	25%	179,250	25%	179,250	4%
Profit Before Taxes		222,639	6%	368,174	9%	496,873	12%	639,003	15%
Royalty	5%	180,360		197,706		213,820		231,246	
TOTAL		42,279		170,468		283,053		407,757	

Table 20. Economic feasibility study for the TB + GS + R + Catering Service establishment (€).

(*) Real data taken from Miami's real estate agents.



8. SWOT ANALYSIS



8. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> - Excellent knowledge about the product and the industry nationwide. - Extensive knowledge about the Spanish business industry. - Knowledge about the Spanish employers' needs. - Extensive experience in the field with a history of 16 years and 6 establishments. - Large network of powerful contacts and suppliers, created over the years. - Board of directors made up of very experienced and successful people. - Full awareness of our limitations. - Experience in the target cities and countries. 	<ul style="list-style-type: none"> - Ignorance of the franchise system. - Insufficient financial capacity to carry out the project. - Lack of national experience in another city different from Almería. - Lack of international experience. - Lack of brand awareness and company's image abroad.
Opportunities	Threats
<ul style="list-style-type: none"> - Promotion of the internationalisation of Spanish companies by the government. - Great boom in Spanish gastronomy and culture worldwide. - Increased awareness of the importance of a healthy balanced diet, led by the increasingly popular Mediterranean diet and products, typical from Spain. - High economic potential of the idea due to the vast population of the U.S., and their high purchasing power. - High Hispanic presence in the selected cities. Miami and New York are the two U.S. cities with the largest Hispanic population (Spanish and South-American immigrants). - High concentration of companies and organisations in the selected cities, that could be potential catering service customers. - Opportunity to find partners or investors among the current Grupo Lamarca's suppliers, which could also be interested in growing through internationalisation, and selling their products abroad through Grupo Lamarca's establishments. - Lack of a successful international Spanish Tapas-Bar franchise similar to the one proposed by Grupo Lamarca. - Willingness of the U.S. market to invest in new business ideas. - Better economic situation of foreign markets. 	<ul style="list-style-type: none"> - Complicated economic situation worldwide. - Difficulty to find partners or investors. - Tough competition in the destination cities where there are hundreds of restaurants and other gastronomic offers. - Difficulty of introducing a new franchise in the extremely competitive U.S. franchise system, full of successful franchises that prospective investors already know and trust. - Gastronomic and cultural barriers in destination countries. - Lack of a single "guarantee of origin" or DOP for some of Grupo Lamarca's top products such as cured ham. - Foreign people's ignorance in relation to some of Grupo Lamarca's top products. - Entry barriers (legal, political, distribution, etc.) in the destination countries. - Unpredictable events such as last year's "cucumber crisis", that can seriously damage the image of Spanish products. - Lack of a gradual approach to the international market. Going from local directly into international through the set up of an establishment abroad is a huge step.

Table 21. SWOT analysis for "Lamarca Andalucía Experience" business opportunity



LAMARCA ANDALUCIA EXPERIENCE

Business Plan

lamarca Andalucía experience

C. Future Work: Conclusions and Recommendations

With the development of this project, we have met the objectives that were initially set:

- We have considered the company's internationalisation as a possible mechanism for expansion and market and risk diversification.
- We have made a first approach to the internationalisation project in order to obtain an initial assessment of the many considerations to be taken into account, the current situation of the industry and of the market, and the project's economic feasibility.
- We have developed a support tool that will allow the company to present and defend this project in a first meeting with potential investors and/or funding and grant programmes aimed to encourage the expansion and internationalisation of Spanish companies.
- We have laid the foundations of "Grupo Lamarca"'s internationalisation project, on which to continue deepening and working in the future.

This document was presented by Antonio Lorente Lamarca in Seville to those responsible for the funding programme known as "Jeremie Fund", by the Andalusian government (Ministry of Economy, Innovation and Science; Junta de Andalucía). As a result, the panel of judges found the project truly interesting and worth of being promoted by the Jeremie Fund. However, due to the complicated economic situation that the country is going through, the Jeremie Fund had to be cancelled and Grupo Lamarca had to postpone its international aspirations while they search for a new opportunity to continue.

Throughout this document we have presented the company's business model and own ideas for its internationalisation plan. Next I will try to give my personal conclusions and critical point of view about the project, making some recommendations and establishing some ideas for further work and research in the future.

Conclusions and Recommendations

Internationalization is a major step in any company's expansion process, especially the establishment of trade or production subsidiaries abroad, requiring larger investment, and consequently a much higher risk. That is why very often, and it is advisable to do so, this process develops gradually: in the first stage occasional exports take place, followed by a phase of regular international activity, until the company reaches the stage of establishment abroad.

In this case, it would be advisable trying to make its first international attempt by another less expensive and less risky method that would allow the company, among other things, to gradually get to know the market, monitor the success and acceptance of the product or service, and create brand awareness and an image of company among the American public. A good way to achieve this could be, for example, by reaching agreements with department stores, within which a small gourmet corner selling Grupo Lamarca's products could be set up, where different activities, such as tasting of products, could be carried out.

The opening of a new establishment in the commercial and touristic centre of any of the world's major cities, such as Miami, requires a large investment that is very difficult to deal with. It is therefore necessary to guarantee the chances of success and viability of the project as much as possible. This can be achieved by making considerable effort during the stages of market research and analysis. Therefore, if Grupo Lamarca decides to keep working on its internationalisation plan, I would recommend them to carry out the following actions:

- Further analysis of the food market in the area of interest, especially the gourmet sector.
- Further analysis of the catering industry in the area of interest.
- Further analysis of the franchising sector in the U.S.
- Hiring specialised companies to carry out market research and other tasks that are key to the project's success, and in which the company does not have any experience.
- Analysing other cases of Spanish companies involved in the sector, which have attempted to carry out a similar project, whether they have been successful or not, and finding out what were the causes of their success or failure, in order to try to apply or to avoid them.
- Further analysis of the target market and its actual size and potential within the gourmet and restaurants sector.
- Further study of the potential investors and of the market size and potential of the franchise restaurants, similar to the one proposed here.
- Conducting market research (market surveys and tests) to have more information about the product's acceptance, and thus being able to better adapt the product to the target market, if necessary.
- Considering what actions could be undertaken to achieve greater product differentiation and to increase its competitiveness in the target market.



- Further analysis of the marketing and communication strategies which are more suitable and that would create a greater impact, recognition and acceptance within the market, and drawing up a marketing plan with specific goals and actions.
- Analysing the possible entry barriers to the U.S. market.
- Further analysis of the best price policy that guarantees the project's profitability, taking into account the high transport costs of the goods from Spain to the U.S.
- Further development of the HHRR plan: the staff required to successfully start and run the project, their origin and cost of expatriation/repatriation, any training needs; and of course, the cost of them all.
- Further development of the financial plan, considering every detail and the different scenarios and situations that could occur.

At present, countries are aware that the internationalisation of their commercial activities works as an engine and key driving force of their economic growth. That is why both public and private organizations and institutions set up various programs every year offering free advice, assistance, grants, and funding aimed at companies wishing to internationalise their business. At the same time, the destination countries sometimes offer aids or subsidies to foreign companies interested in making an investment through the establishment of commercial or manufacturing subsidiaries.

When facing a project of this magnitude, any help is welcome. I think it is essential to carry out a thorough search for the different types of free advice and funding programmes that are run in both origin and destination and, in my opinion, it is also something that Grupo Lamarca should specially emphasise if they decide to go on with their international expansion project.

Once Grupo Lamarca has definitely decided to adopt the franchising as their method for foreign market entry, the amount of work that lies ahead before they can truly make their first international approach is huge, as it is necessary to convert the current establishment into a franchisable business, being a key element and a particularly complicated task the standardisation of processes and the development of the franchisee's manuals. To successfully achieve this goal, Grupo Lamarca should hire a company specialising in this field, which could guide and advise them on the design and implementation of the first "Lamarca Andalucía Experience" franchise.

Therefore, Grupo Lamarca should next try to develop the viability plan for the creation of the franchise "Lamarca Andalucía Experience", which should include the following key sections:

- Definition of the corporate identity: the logo, the trade mark, the establishment signs, the internal and external architecture, the corporate colours, the materials, the packaging, the transport elements, the advertising elements, etc.
- Design of the unit type: the ideal business unit that will be faithfully replicated in every establishment, and which will include all of the corporate identity elements.
- Definition of the areas of exclusivity: to allow the franchisee the exclusive operation of the business within an established geographical area.
- Purchases and sales management: to define the stock purchase policy (how the franchisee will buy products from the franchisor) and the selling price policy (so all of the establishments can have homogeneous prices).
- Know-how transference: how the franchisor will transfer its know-how to the franchisee through the "Operations Manual", which should give the franchisee an answer to every question that could arise during the building and operation of the business.
- Franchisee's assistance: how the franchisor will support the franchisee before and after the opening of the establishment.
- The franchisor's growth plan: to establish how and how much the franchise chain should grow to be a profitable business.
- The franchisor's organisation.
- Economic aspects.
- Legal aspects.

The name's choice, "Lamarca Andalucía Experience", was partly influenced by the fact that the project was prepared to be presented in a programme aimed at promoting the internationalisation of Andalusian companies. A different name including "España" or "Spain" instead of "Andalucía" would possibly be more appropriate, since they are better known internationally than "Andalucía", and therefore the customers would quickly link the establishment to our culture, and associate it directly to the good image of Spanish cuisine in the world.

Finally I would recommend to enter the franchising field with an expansion project which is a lot less expensive and risky, such as expanding the company nationally, in a more familiar market, in which they already have experience and contacts, and in which there are not many more barriers when setting up a new establishment than the ones that might be in their current location.

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APPENDIX



Appendix I. Jeremie Fund.

The Jeremie initiative "Joint European Resources for Micro to Medium Enterprises" has been developed jointly by the European Commission and the FEI, in order to finance the operations contributing to facilitate the creation of financial engineering instruments for enterprises, such as venture capital, guarantees or credit funds, in accordance with Article 44 of Council Regulation (CE) No. 1083/2006 and Commission Regulation (CE) No. 1828/2006.

The ultimate goal is to promote the economic development in the region, encouraging the creation and competitiveness of micro, small and medium enterprises in Andalusia

Investment Strategy

- Creation of tractor companies in key sectors to Andalusia.
- Investment in companies with high growth potential which have competitive advantages to become "global leaders".
- Strengthen the financial structure to facilitate the international expansion of Andalusian companies.

Objectives

- Catalyzing the change of the Andalusian production model to a sustainable economy.
- Enhancing productivity and competitiveness faced with the needs of globalization.
- Creating a multiplier effect on investment.
- Developing the human capital of Andalusian firms and provide professional development for the most talented.

Selection Criteria

Before approval, the project will undergo the following analysis:

- Business analysis of the project:
 - Strategy and business model.
 - Market suitability.
 - Sales and marketing.
 - Degree of innovation, technological and scientific potential.

- Operations model.
- Promoters and key people.
- Financial feasibility.

- Andalusian strategic analysis:
 - Strategic criteria for Andalusia.
 - Sustainable economy criteria.
 - Social and equality criteria.

Appendix II. The Team's Professional Profiles

Juan Martínez-Barea

Education

- MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT) (Boston, EE.UU). Master in Business Administration (MBA), speciality in Innovation and Creation of New Companies.
- ECOLE CENTRALE PARIS (París, Francia). Master in Economy.
- ESCUELA SUPERIOR DE INGENIEROS (Sevilla, Spain). Industrial Engineering, speciality in Industrial Organisation.



Current Positions

- INSTITUTO INTERNACIONAL SAN TELMO. Director of the Chair of "Initiative and Innovation" and Professor responsible for "Innovation, Creation of Companies and Regional Development".
- FUNDACIÓN EDUARDA JUSTO, GRUPO COSENTINO. General Manager of this private foundation specialized in leadership.
- CONSEJERÍA DE INNOVACIÓN, CIENCIA Y EMPRESA (JUNTA DE ANDALUCÍA). Executive Consultant of the Minister of Innovation in strategy design and launching of projects to boost innovation and creation of wealth.
- FREELANCE CONSULTANT SPECIALISED IN INNOVATION, STRATEGY AND LAUNCHING OF NEW BUSINESSES.

Previous Working Experience

- INSTITUTO DE FOMENTO DE ANDALUCÍA (IFA). Regional development agency. Director of Promotion.
- CREA, FUNDACIÓN SAN TELMO. Accelerator of technological companies. General Manager.
- MCKINSEY & COMPANY. World leader in strategic consultancy. Associate Consultant and Project Manager.
- GRUPO ABENGOA/SAINCO. Spanish leader in engineering and control systems. Engineer in Planning and Projects.

Experience in Innovation and Creation of Companies

- Design and launching of 50K, the first South-European Business Plans Competition, together with the MIT (Massachusetts Institute of Technology).
- Over 1.000 projects from innovative companies analysed, over 200 real projects advised and trained, over 80 new technological companies launched, and over 20 million euros of private investment generated.
- Co-founder of 3 technological companies.
- Member of the Board of Directors in different private and public companies.

Sergi Pastor

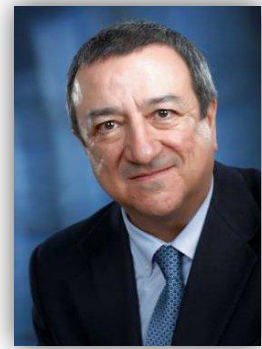
- Industrial Engineer and current CEO of TECNITOYS-SCALEXTRIC. He started his career in 1978 working at HIDROELECTRICA DE CATALUNYA for over a decade. He has a wide and varied working experience. From Chief Executive of APPLUS+ (GRUPO AGBAR) and General Director of the Business Division for Inspection and Certification of Grupo Agbar, to companies such as SONY SPAIN.
- He is currently a member of the Foundation "Design For All" for the development of a world more adapted to disabled people.
- He is also a member of the Board of Directors of the Asociación de Marcas Renombradas de España (Spanish Association of Renowned Brands).



- President of the Kid Cluster. Member of the Board of Directors of the Patronal del Juguete (Management of Toys). President of the Comisión de Seguridad y Regulación del Juguete (Committee of Toy Safety and Regulation).
- Member of the tertulia in the cultural radio programme "Puente Madrid Barcelona" by Onda Cero, and also of the radio programme "La Plaza".
- Member of the Board of Advisors of CommuniTV.
- President of John Lawyer.
- President of Genomax Iberplus.

Pedro Navarrete

- Pedro Navarrete graduated in Business Administration by the University of Málaga (Spain) and has a Master's Degree in Economy and Business Management by IESE.
- He started working at university and later on he got a position at JOHNSON & JOHNSON where he worked for 7 years. He defines these years as "an excellent marketing school".
- He arrived at SONY to work in the audio division, an area he was truly passionate about, as he had been a professional musician since he was 15 years old, firstly as a member of the rock band "Abraxas" and later as a member of a tuna. He has been CEO of SONY SPAIN since 2002.
- On 2011 he was named Senior Vice President of SONY EUROPE, where he will be developing several projects related to the end user. Among other challenges, he is working on new online strategies, points of sale, market research, improving the management of the main distribution accounts, and innovation in the after-sale and customer service.
- In March 2011 he was awarded with the "University Abat Oliba Medal of Merit" because of his management of the crisis in the Sony facilities at Viladecavalls (Barcelona).
- He is a member of the Almería's Marketing Club Experts Committee, a professional association whose mission is to contribute to the development of the marketing culture, to promote sales and to improve communication among companies and institutions in Almería.



Jesús Caicedo Bernabé

- Senator for Almería since March 2008. Grupo Parlamentario Popular (GPP) in the Senate.
- Second Vice President of the Housing Committee.
- Member of the Joint Committee for the Climatic Change Study.
- Mayor of Cuevas del Almanzora Council (Almería, Spain) during the following terms: 1999-2003, 2003-2007, 2007-2011 and 2011-currently.
- Director of Alhóndiga Caicedo, S.L. (Cuevas del Almanzora).



Appendix III. Press Samples.

The collage consists of several newspaper articles. The top left article discusses the renovation of a building in Almería. The top middle article, titled 'Un clásico de las tiendas de barrio', reports on the closure of a supermarket. The top right article, 'Proyecta pujar por abrir también un cash en el Mercado de Carretera de Ronda', discusses a bid for a cash store. The bottom left article, 'Lamarca abrirá un gastrobar con terraza en plena Puerta Purchena', describes a new establishment. The bottom right article, 'Imagen virtual de la terraza del futuro establecimiento Lamarca', shows a virtual rendering of the terrace.

precio en la renovación del arrendamiento con Romero Hermanos, la empresa propietaria del inmueble por el que se ha interesado, aunque sin concretar, un empresario chino.

La cadena ha regentado este establecimiento durante más de 20 años. El inmueble fue en su origen Convento de San Francisco junto a la Iglesia de San Pedro y posteriormente Cuartel de la Guardia Civil comunicado con la actual discoteca Caramelo, en la calle Franciscana de Asís, que se utilizaba como caballerizas. Después de la Guerra fue almacén de productos farmacéuticos de la empresa Romero Hermanos.

El Árbol, grupo castellanoleonés de distribución que cuenta en Almería con 22 tiendas y más de un centenar de empleados, pujará ahora por el supermercado que el Ayuntamiento sacará a

■ El supermercado El Árbol de Plaza San Pedro ha cerrado. / MANUEL LEÓN

CLAVES DE NEGOCIO

Un clásico de las tiendas de barrio

■ El Árbol es uno de los supermercados de barrio clásicos en la provincia de Almería, a pesar de que su sede social es castellanoleonés. Durante el último año realizó compras a proveedores locales por

valor de siete millones de euros. El número total de establecimientos en toda España es de 457, 22 de ellos en Almería. Está en manos de varias entidades financieras y de accionista familiar. Su consejero delegado, Juan Pascual, apuesta por seguir expansionándose con sus criterios de tienda de cercanía y productos frescos y competitivos con grandes promociones y descuentos para la clientela fiel a sus productos.

nuestro objetivo de negocio". Por

Proyecta pujar por abrir también un cash en el Mercado de Carretera de Ronda

el súper del Mercado Central se ha interesado también Mercadona, aunque la cadena valenciana tiene por costumbre abrir establecimientos con una superficie en torno a los 1.500 metros. En abril podrá quedar adjudicado el establecimiento.

El Árbol tiene también intención de pujar por abrir un futuro establecimiento comercial de alimentación en el actual Mercado Central de Carretera de Ronda de 1.100 metros además de un cash de abastecimiento.

Proyectos Directivas, Ejecutivas, Profesionales y Empresarias (Fedepe), Ana Bujaldón Solana, la secretaria general del Consejo Social de la Universidad de Almería, Ana Belén Gea Segura, y la subdirectora de La Voz de Almería, Antonia Sánchez Villanueva.

Durante esta jornada, que tendrá lugar a partir de las 12 de la mañana en el Aulario IV de la Universidad de Almería, se abordarán temas como el número de mujeres que optan a un puesto de trabajo como directiva y es contratada para el mismo. La cifra ha aumentado un 3% en los últimos cinco años, según un estudio realizado en 2010 por la consultora de Recursos Humanos Hudson, aunque las féminas sólo representan el 26,9% del total de trabajadores.

HOSTELERÍA

Lamarca abrirá un gastrobar con terraza en plena Puerta Purchena

■ M. LEÓN REDACCIÓN

El emprendedor almeriense Antonio Lorente Lamarca está a punto de poner en marcha un nuevo establecimiento situado en el actual comercio de productos cárnicos y delicatessen de la Puerta Purchena. Se trata de un gastrobar que se denominará 'Lamarca Puerta Purchena&Cruzcampo' y que dispondrá de una terraza en el mismo kilómetro covo de la ciudad frente al edificio de la Casa de las Mariposas.

La cadena de jamonerías-hostelerías, que cuenta con otros establecimientos en Gregorio Marañón y en el Paseo de la capital, tiene definida ya parte de su identidad corporativa. Lorente Lamarca creará dos zonas de tienda y bar con una barra cervecera y de tapeo de productos propios de jamonería y delicatessen.

Proyecta una plataforma superior de productos de Castillo de Tabernas, que es el producto estrella de las jamonerías y ruedas de jamones de chapas metálicas. Dispondrá también de una barra escalonada para exposición y servicio.

Antonio Lorente busca así reactivar el actual establecimiento destinado sólo a la venta al público de productos y convertirlo en un local más completo con parte destinada a la hostelería con zona de terraza junto a la actual fuente de Puerta Purchena.

■ Imagen virtual de la terraza del futuro establecimiento Lamarca. / LA VOZ

LUNES, 12 DE ABRIL DE 2010 **VIVIR**

46

Vida social

Selección de lo mejor de Lamarca en el Paseo

MARGA MORALES
 TEXTO Y FOTOS

■ Grupo Lamarca continúa apostando por la expansión, y por ofrecer a sus clientes y amigos una 'selección' de la selección de sus mejores productos en una nueva tienda que acaba de abrir en el Paseo de Almería, esquina Ricardos, y frente al edificio del Banco Español de Crédito. Fue inaugurada en el transcurso de un acto que congregó a más de un centenar de personas, entre ellas autoridades, empresarios, profesionales y amigos.

A la vez, el gerente del Grupo, Antonio Lorente Lamarca, presentaba esta tienda que es la primera de un sistema de franquicia, con esta misma imagen, con pretensiones muy ambiciosas, que podría llegar a distintos lugares del mundo, en un principio a Shanghai, además de otros puntos de la geografía española, por lo que la apuesta es fuerte y atrevida, en estos momentos de crisis "confío sobre todo en mis clientes y amigos fieles, y en los productos con los que trabajamos que son de primera calidad, en esta ocasión nos hemos declinado por contar con los mejores productos de nuestro amplio catálogo, porque seguimos apostando por la calidad".

Optimismo en la fiesta




■ Antonio Lorente, gerente del Grupo Lamarca ante la fachada de la tienda de Selección Gourmet Lamarca, recién abierta en el Paseo.



La tienda consta de dos planta, en la inferior se podrán encontrar todos los productos de char-

La nueva tienda abre los domingos y festivos por la mañana y también será franquicia en el extranjero

cutería, quesos de las denominaciones de origen más acreditadas, jamones y embutidos ibéricos de Guijuelo y demás, así como serranos de alta curación, conservas de todo tipo, patés, y otros productos de delicatessen, además de vinos de las mejores D.O. y añadas excelentes, y licores, cavas y espirituosos, que se pueden encontrar en la segunda planta, así como pequeñas reuniones a puerta cerrada. La inauguración se convirtió en todo un acontecimiento social en la ciudad, con presencia de autoridades, como el alcalde de Cuevas del Almanzora, Jesús Caicedo, la concejala Rebeca Gómez, así como empresarios conocidos y profesionales.




■ Los empresarios José Antonio Picón, Joaquín Salvador y Juan José Díaz, con el presidente de CAJAMAR, Antonio Pérez Lao, y el doctor Eduardo Amat.

■ Guillermo Sánchez amenizó la velada con su guitarra.

■ La tienda con la selección de los mejores productos de Lamarca.



■ El doctor Javier de Torres con su esposa y familiares acudieron al acto.

■ Diego Bravo, María Abad, Rebeca Gómez, Jesús Caicedo, Mercedes Vico y Oscar Montes.

ivir LA VOZ DE ALMERÍA
JUEVES, 3 DE MARZO DE 2011

NOMÍA

entación
ginebra
ium Larios
DejaVu

acaba de presentar la
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rso de una fiesta que
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nace de una combina-
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a y misterio

o distintivo, Larios 12
ta con una novedosa
tono azul intenso con
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una mezcla de sabo-
ros y refrescantes con
ntación digna de una
alta gama, de infini-
s.

del grupo de aromas
chuyen enebros, semi-
ntro, nuez moscada,
da y raíz angélica, en-
El enebros le aporta
e aroma conífero, li-
e balsámico y refre-
sntas las semillas de
otorgan un toque re-
especiado y picante.
te la nuez moscada,
omática de sabor cí-
a un toque picante y
ez. La raíz angélica le
aroma herbáceo, en-
y dulzón, también lle-
cítricos.

The Macallan se rejuvenece con cócteles y maridajes con su whisky de 12 años

El embajador regional Luis Sánchez Serrano dirigió una cata en Lamarca comentando distintos acompañamientos



■ Luis Sánchez Serrano, dirigiendo la cata The Macallan en Lamarca.

■ The Macallan es el whisky de malta máspreciado y galardonado del mundo, pero desde la bodega están trabajando intensamente para cambiar el perfil de sus consumidores, ya que los amantes del whisky suelen tener una edad avanzada y unos gustos bastante clásicos.

Con este motivo el embajador regional The Macallan, Luis Sánchez Serrano, ha estado durante varios días en nuestra ciudad para dar a conocer y presentar el The Macallan 12 años, a los profesionales y también a los bebedores, con una cata muy interesante que ofreció en la Taberna Lamarca. En ella fue explicando mesa por mesa las cualidades de este whisky, así como sus añadas de 15 y 18 años, además de su utilización en cócteles de aperitivos y como mari-

El embajador regional de The Macallan ha visitado Almería durante varios días

daje, algo que sorprendió a muchos de los presentes.

Propuestas

Una de las propuestas The Macallan en su modernización es comenzar sirviendo un Horse's Neck, que es mezclando su 12 años, ginger ale, 2-3 gotas de angostura y un Twist de limón. Esto podría hacer las veces de cóctel de bienvenida, que también maridaría a la perfección con distintos tipos de aperitivos.

Algunas propuestas que han re-

alizado de aperitivos, que hacen un armonioso maridaje con el Horse's Neck, puede ser el bitter con berberechos y percebes, y otros como aceitunas de Campo Real, pan de algas con tapenade, cornete de boletus, piñones y yema aliñada; nougat de maíz tostado, flan de maíz y mousse de foie; coca-pizza Margherita, huevos de codorniz con chorizo, patatas bravas mixtas, croquetas, incluso jamón serrano, o un buen queso manchego.

Tras estos aperitivos que introducen en el mundo de los 'single malt', el paladar está en condiciones para comenzar con el maridaje propiamente dicho de diferentes añadas 12-15-18-25 y 30 años.

El The Macallan 12 se podría maridar con unos mejillones en escabeche con salsifis, sobre un polvo de escabeche a base de maltodextrina y cubierta por una gelatina de cerveza. El 15 años se podría acompañar con un arroz de boletus y parmesano con aroma a trufa blanca.

Mientras que el The Macallan 18 años queda armonioso con un intenso paté de liebre, con un jugo de pimientos asados, pero también le podría ir pescados sabrosos como el rubio con potente jugo, y guarniciones de tomate asado y endibias, así como lomos de lenguado con ostras y jamón. Al reserva 25 años, no le iría mal un relleno de gamba roja, o una presa ibérica al whisky con jamón. El The Macallan 30 años es más adecuado para los postres y sobre todo chocolate puro.

POR MANI

BREVE

Asamblea de la Aso de Cocineros

La Asociación Reposteros I Acria convocó a la asamblea, que tuvo lugar el pasado 27 de marzo en Teruel, donde se trataron temas de interés para los miembros de la asociación. La asamblea se celebró en el Hotel Real, donde se abordó la situación de la profesión y se eligió a los cargos de la junta directiva para el próximo año. Entre los temas tratados se encuentran la situación de la profesión, la formación y la promoción de los reposteros. La asamblea terminó a las 18.30 horas.

Carne de pescado frita en la Tasquilla

Los propietarios del Cofrade acaban de inaugurar el nuevo establecimiento de la Tasquilla. El nuevo local está ubicado en la calle de la Alcazar, en dirección a la plaza de España. La nueva oferta de platos incluye la carne de pescado frita, un plato que ha sido muy bien acogido por los clientes.

La nueva oferta de platos incluye la carne de pescado frita, un plato que ha sido muy bien acogido por los clientes. El plato es un toro, así como el día. Abren mañana para des-



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Appendix IV. Spanish Chamber of Commerce in Florida: Members by Category

1. Corporate Members

- ACS INFRASTRUCTURE DEVELOPMENT, INC.
- ADMA TELECOM, INC.
- ADRIENNE ARSHT CENTER
- AGS ALPAMA GLOBAL SERVICES USA LLC
- AGUIRRE NEWMAN AMERICA
- AHORRO CORPORACION FINANCIERA INTERNATIONAL
- ALIMENTARIA EXHIBITIONS S.A.
- ALIMENTOS LIGEROS DE CENTRO AMERICA INC.
- AMERICAN BUSINESS CENTER
- ANGELS INTERNATIONAL PRODUCTIONS
- AUTORIDAD PORTUARIA DE LAS PALMAS
- BANCAJA MIAMI BRANCH
- BANCO SABADELL MIAMI BRANCH
- BANCO SANTANDER INTERNATIONAL
- BEST WESTERN MIAMI INTERNATIONAL AIRPORT HOTEL &
- BUSINESS TELECOMMUNICATIONS SERVICES, INC.
- CAJA DE AHORROS DEL MEDITERRANEO (CAM)
- CAJA MADRID MIAMI AGENCY
- CAJASOL MIAMI
- CAMARA OFICIAL DE COMERCIO E INDUSTRIA DE MADRID
- CAMARA OFICIAL DE COMERCIO INDUSTRIA Y NAVEGACION DE A CORUNA
- CAMARA OFICIAL DE COMERCIO INDUSTRIA Y NAVEGACION DE CANTABRIA
- CARIBBEAN SHRIMP TRADING CORP.
- CELEBRATE PENSACOLA INC.
- CELISTICS HOLDINGS SL
- CITY OF MIAMI
- COVEX FARMA, S.L.
- DOMUS ONE GROUP (D1 GROUP)
- DORAL PHARMAMEDICS, INC.
- EDITORIAL ECOPRENSA S.A
- EPTISA ENGINEERING INC.
- ESPACIO USA
- EULEN AMERICA INC.
- FOUR SEASONS HOTEL MIAMI
- GARRIGUES LLP
- GESFOR USA
- GLOBAL VIA INFRAESTRUCTURAS, SA
- GREENBERG TRAURIG, P.A.
- HISPANIC HOSPITALITY GROUP LLC
- HOGAN LOVELLS US LLP
- HOLA S.A.
- HOLLAND & KNIGHT LLP
- HUNTON & WILLIAMS LLP
- IBERIA AIRLINES OF SPAIN
- IE BUSINESS SCHOOL (INSTITUTO DE EMPRESA)
- IESE BUSINESS SCHOOL
- IGAPE USA



- INDRA USA
- INTERNATIONAL DATA DEPOSITORY
- IPEX
- IVEX - FLORIDA
- LOCATE 3 REAL ESTATE INVESTMENTS
- MAKE IT EASY
- MOCALI, INC.
- NOVACAIXAGALICIA
- NOVACAIXAGALICIA, MIAMI
- OHL USA INC
- OSTOS, SOLA & ASOCIADOS, ASESORES COMUNICACION SL
- PRINCIPAL STRATEGY GROUP
- PRS INTERNATIONAL CONSULTING INC.
- S, C, P, F...
- SAN MIGUEL PROPERTY CORP.
- SEELIGER Y CONDE
- SQUIRE SANDERS
- STARMEDIA-ORANGE ADVERTISING NETWORK
- TELEFONICA USA, INC.
- TERRA NETWORKS OPERATIONS, INC
- TERREMARK WORLDWIDE, INC
- TEW CARDENAS LLP
- THE MEMORY SECRET
- TOTALBANK
- UNIDAD EDITORIAL AMERICA
- VALLS GROUP, INC
- VERTICAL3 MEDIA
- VIERA BLANCO LOPEZ & ASOCIADOS

2. Regular Members

- 180° INTERNATIONAL
- 1967 GSF
- ACEVEDO, LAMMERS AND ASSOCIATES P.A.
- ADOLFO DOMINGUEZ USA INC
- ADOLFO IBAÑEZ SCHOOL OF MANAGEMENT INC.
- ALONSO & GARCIA P.A. CPA
- AMERIWORLD ENTERPRISES LLC
- AMICORP SERVICES LTD.
- ANTHONY CAMBAS INTERNATIONAL TRADE AND CUSTOMS CONSULTING
- APOLLO SHIP CHANDLERS, INC.
- ARAZOZA & COMPANY
- ARTECHE USA
- ATHLONE N.V (NIVESA)
- BAPTIST HEALTH INTERNATIONAL CENTER OF MIAMI
- BENTRANI WATCHES, LLC
- BLACKSTONE CALLING CARD, INC.
- BOLTON MEDICAL INC.
- C & E MANAGEMENT CORP (THE SOLUTIONS GROUP)
- CAE COMPUTER AIDED USA CORP.
- CAMARA A CORUNA
- CAMBRIDGE MERCANTILE GROUP
- CARMEN & LOLA USA LLC
- CO2 SOLUTIONS USA
- COPCA (PROMOCION COMERCIAL DE CATALUÑA)
- DAVID J. HART P.A.
- DELICIAS DE ESPAÑA
- DEMOS GLOBAL GROUP INC.
- DHL GLOBAL FORWARDING



- DIAZ, REUS & TARG, LLP
- DORAL LINCOLN MERCURY LLC
- EWM REALTORS
- EXTENDA AGENCIA ANDALUZA DE PROMOCION EXTERIOR
- FACTOR GROUP LLC
- FAGOR COMMERCIAL INC.
- FERMIN USA
- FOWLER, WHITE, BURNETT P.A.
- GALICIA TRADING INC.
- GREAT FINANCIAL CONSULTANTS, L.C.
- HEAT MOTORS CORPORATION
- HSBC BANK USA
- IBERIA TILES CORPORATION
- IBT GROUP LLC
- INDUSTRIAL CONSULTING OF AMERICA CORPORATION
- INNOVART
- INTAC ENTERPRISES, INC
- INTEGRANOVA INC
- INTERCREDIT, INC.
- INTERNATIONAL FINANCE BANK
- INTERNATIONAL SEAWORLD INC
- ITV ICE MAKERS INC.
- JONAS LANG LASALLE, INC. (JLL)
- JONES LANG LASALLE, INC. (JLL)
- JSC FINANCIAL GROUP, INC.
- LISBETH HAZOURY
- MA NEWS & COM, CORP.
- MAPFRE
- MASOF INC.
- MINIATURE TAPAS CUISINE FLORIDA INC.
- MULTIPLICA
- NEELKANTA
- NEXT CONSULTING GROUP INC.
- OASYS SOFT INC.
- ONSEARCH INTERACTIVE
- OPINNO, OPEN INNOVATION
- PORCELANOSA FLORIDA CORP.
- PROANDRE HYGIENE SYSTEMS, INC.
- PROEXCA MIAMI - US OFFICE OF THE GOVERNMENT OF THE CANARY ISLANDS
- REMAX PREFERRED
- SACHA ENTERPRISES, INC.
- SAHCO
- SHUTTS & BOWEN
- SIMON INTERNATIONAL LLC
- SMAC ENTERTAINMENT
- ST. THOMAS UNIVERSITY
- STAY AT LINCOLN
- SUAREZ, CEBALLOS, ORTIZ & VEGA, CPA
- SWIRE PROPERTIES
- TECHNISYS
- TELEMIAMI
- TODO CARTON USA CORP
- TOUS MIAMI, LLC.
- TRIBECA MEDIA GROUP AMERICA LLC
- TRUE NATURE SEAFOOD LLC
- TYPASA USA LLC
- UNIVERSITY OF MIAMI, DIVISION OF CONTINUING & INTERNATIONAL
- VERTILUX, LTD.
- VIAJES EL CORTE INGLES
- VINTRADE, LLC
- VISTA MAGAZINE
- WORLD OF AMERICA GLOBAL PARTNERS
- XIXON CAFE
- XPANDE (WASABI DBA/ LEVITAN & PALENCIA DBA)
- ZUMMO INC.

3. E-Members and Non-Residents

- ABADIA DE ACON S.L.
- ACEITES MALAGON S.L.
- ACEITES MONTERREAL S.A.
- ACEITES MUÑOZ, S.L.
- ACEITUNAS SARASA S.A.
- ADEGA DOS EIDOS, SL
- ADEGA VALDES, SL
- AEROSOLES ORO DE OLIVO S.L.
- AGROCONGOSTO, SL
- AGROVIPAS SOC. COOP.
- AGRUPACION OLEARIA LLEIDATANA (AGROLES)
- AGUA PALENTINA SL
- AGUAS DE FUENSANTA, S.A.
- AGUAS DE MONDARIZ FUENTE DE VAL, SA
- AHUMADOS GIMAR SL
- ALBERTO DE MIGUEL S.A.
- ALCAPARRAS LUXEAPERS S.L.U.
- ALCOHOLES Y VINOS, S.A.
- ALFONSO GARCIA LOPEZ S.A.- CONSERVAS PESCAMAR
- ALIMENCO SA
- ALIMENTOS JAVIMAR, SL
- ALIMENTOS NATURALES SA
- ALMAZARA VEGA CARABAÑA
- ALMAZARAS REUNIDAS DEL BAJO ARAGON S.A.
- ALMENDRAS LLOPIS, S.A.
- ALQUIMIA MURCIA, S.L.
- ALVAREZ Y DIEZ S.A.
- AMERGER CASAMANCE
- ANGULAS AGUINAGA S.A.U.
- ANKO SL
- ANVIMARA SANXENXO ; SL
- APERITIVOS DE AÑAVIEJA, SA
- ARGODEY FORTALEZA, S.L.
- ARODEN S.A.T.
- ARP CATALONIA SL
- ARTESANOS DEL VINO VALENCIA S.L.
- ASOCIACION BODEGAS DE NAVARRA
- AZAFRANES MANCHEGOS, S.L.
- BACALLANERIES RAFOLS S.L.
- BAJAMAR
- BERNAL GARCIA-CHICOTE S.L.
- BIMARIS
- BLECUAN AGRICOLA, SL
- BODEGA AMPARO GARCIA HINOJOSA
- BODEGA DE SARRIA, S.A.
- BODEGA DOMINGO Y QUILES
- BODEGA EL CORTIJO DE LA VIEJA, SL
- BODEGA LA CEPA ALTA, S.L.
- BODEGA LA SOTERRAÑA, SL
- BODEGA MARQUES DE CASA PARDIÑAS, C.B.
- BODEGA MENDOZA MOYA S. L.
- BODEGA NUESTRA SEÑORA DEL CAMINO S. COOP.
- BODEGA REINA DE CASTILLA
- BODEGA SAN MAMES, S.COOP
- BODEGA SEÑORIO DE LA SERNA S.L.
- BODEGA SOLAR DE MUÑOSANCHO
- BODEGAS ALZAGAL, S.L.
- BODEGAS ARTAJONA, SL
- BODEGAS ASENJO Y MANSO, S.L.
- BODEGAS BALBAS, S.L.
- BODEGAS CAMPOS DE ENANZO, S. COOP.
- BODEGAS CASAL DE ARMAN S.L.

- BODEGAS CASTILLO DE GUMIEL, S.L.
- BODEGAS CORELLANAS, S.L.
- BODEGAS CRUZ CONDE
- BODEGAS DE LA REAL DIVISA S.A.
- BODEGAS FARIÑA (II), S.L.
- BODEGAS FARIÑA S.L.
- BODEGAS FIN DE SIGLO SL
- BODEGAS GARCIA BURGOS S.L.
- BODEGAS GARCIA DE ARANDA S.A.
- BODEGAS HIJOS DE CRESCENCIA MERINO, S.L.
- BODEGAS JALON SL
- BODEGAS LALANNE, S.A.
- BODEGAS MARIA JESUS DE LA HOZ MONSALVE(B. GOTICAS)
- BODEGAS MARTUE LA GUARDIA S.A.
- BODEGAS MONTE LA REINA, S.C.L.
- BODEGAS N.S. DEL ROMERO S.C.
- BODEGAS NAIROA SL
- BODEGAS NARANJO S.L.
- BODEGAS PRESAS OCAMPO.S.L.
- BODEGAS RIBERA DE PELAZAS S.L.
- BODEGAS RIBERA DEL ORNIA SLL
- BODEGAS SEÑORIO DE NAVA SA
- BODEGAS SEÑORIO DE NAVAS SA
- BODEGAS SEÑORIO DE NEVADA SL
- BODEGAS TORESANAS S.L.
- BODEGAS TORINOS, SL
- BODEGAS TORRE SAN MILLAN
- BODEGAS UNCASTEL LUM, S.L.
- BODEGAS VALSARDO DE PEÑAFIEL, SL
- BODEGAS VEREDA REAL S.L.
- BODEGAS VERTIJANA , S.L.
- BODEGAS VICENTE SANZ
- BODEGAS VIDAL SOBLECHERO
- BODEGAS VILLAVID, D.N. JESUS COOP. C-LM
- BODEGAS VINOS DE LEON SA
- BODEGAS VIÑATIGO
- BODEGAS Y PAGOS MATARREDONDA SL.
- BODEGAS Y VIÑEDOS ALONSO TORIBIO S.L.
- BODEGAS Y VIÑEDOS FRUTOS ARAGON, S.L.
- BODEGAS Y VIÑEDOS GALLEGO ZAPATERO SL
- BODEGAS Y VIÑEDOS MONTE DE AIXA SL
- BODEGAS Y VIÑEDOS VEGA DE YUSO
- BODEGAS Y VIÑEDOS ZUAZO GASTON
- BODEGAS ZARRAGUILLA, S.L.
- BODEGAS ZIFAR S.L.
- C.B. PRODUCTOS VIRGINIA
- CAL VALLS (S.A.T N°1717 V-V)
- CAMARA NAVARRA DE COMERCIO E INDUSTRIA
- CAMPOS DE ULEILA, SL
- CARMEN Y LOLA, COMERCIO EXTERIOR S.L.
- CASADO ALVIDES, S.L.
- CEBOLLAS EL FALI E HIJOS SL
- CELLER LOS TROVADORES S.L.
- CHAMPIVIL SL
- CHEMTAL, S.A.
- COCEDERO DE MARISCOS S.A.
- COMERCIAL RIOVERDE S.A.
- COMPAÑIA AMERICANA DE CONSERVAS S.A.C.
- COMPRE Y COMPARE S.A.
- CONEINN PRODUCTION (SPAIN) SLU
- CONGELADOS DE NAVARRA, S.A.U.
- CONSERVAS ANTONIO ALONSO, S.A.



- CONSERVAS ARTESANAS ROSARA S.L.
- CONSERVAS CARNOTA S.A.U.
- CONSERVAS DANI, S.A.U.
- CONSERVAS EL CIDACOS S.A.
- CONSERVAS EL NAVARRICO /JOSE SALCEDO SORIA S.L.
- CONSERVAS EMILIA S.L.
- CONSERVAS FERRER, S.A.
- CONSERVAS HOYA S.A.
- CONSERVAS LOLIN SL
- CONSERVAS ORTIZ
- CONSERVAS SELECCION SANTOÑESA S.L.
- CONSERVAS Y AHUMADOS LOU, SL
- CONSERVERA GALLEGA SA
- CONSORCIO ESPAÑOL CONSERVERO S.A.
- CONVENTO DE OREJA S.L.
- COOP. SAN ANTONIO ABAD S.L.
- COOP. TESORO DE GUARRAZAR
- COOPERATIVA SAN ANTONIO ABAD S.L.
- CORPORACION ALIMENTARIA PEÑASANTA
- COSMETICA TECNICA S.A.
- CUEVAS DE CASTILLA S.L.
- DE BLAS SERRANO SL
- DE LO NUESTRO ARTESANO, S.L.
- DEHESA DE LOS LLANOS S.L.
- DELICATESSEN LA ERMITA, S.L.
- DISNACO, S.L.
- DOLORES FONT CORTES SA
- DOMINIO DE PUNCTUM S.L.
- DRYNUTS SL
- DULCES DE ARAGON S.L.
- DULCES OLMEDO GARCIA S.L.
- ECO ALTERNATIVA, SL
- ENCOMIENDA DE CERVERA S. L.
- ESPERANZA DEL CASTILLO
- EUROCHAMP
- EURONUTRA
- EXPLOTACIONES AGRICOLAS LOS AGUILARES, S.A.
- FAUNDEZ SL
- FAVASA, SL
- FINCA FUENTILLEZJOS ALIMENTOS ECOLOGICOS, SL
- FONCASAL TRADING S.L.
- FRANCISCO TORNERO LAGUIA
- FRES VALDES S.A.
- GASTRAVAL SL - GASTRONOMIA TRADICIONAL VALENCIANA
- GENERAL BAKERY ESPAÑA SL
- GRANDES VINOS Y VIÑEDOS, S.A
- HEZE CITY LIDER FOODSTUFF, CO. LTD
- HONGOS DE ZAMORA SL
- IBERFRUTA
- INDUSTRIAL ZARRACINA, S.A.
- INDUSTRIAS COQUET, S.A.
- INDUSTRIAS DEL BIERZO, S.A.
- INDUSTRIAS LACTEAS BENAVENTANAS SA
- INKIELE SL
- INMUEBLES CATALUÑA, LTDA
- INTER TERRA SAT
- INVER PITHER S.L.
- INVERCON AGRICOLA SL
- J.B. BERGER S.A.
- JAIME OLIVEROS MACIAS
- JAVIER DE JESUS PEREZ
- JESUS ANGEL BLANCO FONSECA
- JOSE CARLOS QUINTAS PEREZ
- JOSE MARIA HERNANDEZ, SL
- JOSEP TORRES SIBILL
- KINEBET S.L.
- KIWI ATLANTICO, S.A.



- LA BODEGA DE PINOSO, COOP.
- LA FRUBENSE S.L.
- LA FRUBENSE SL
- LA MASROJANA, S.L.
- LACTEAS COBREROS S.A.
- LACTEOS MARTINEZ S.L.
- LAGARES ASTURIANOS, S.L.
- LAGUA PARTS S.L.
- LAIPALS S. L. P.
- LAS LAGUNAS DE SANCHONUÑO
- LEGUMBRES LUENGO S.A.
- LIBERALIA ENOLOGICA SL
- LOBECA S. A.
- LOS ACEITUNEROS S.L.
- LUI & WILLIAM WINES S.L.
- MACAYA S. XXI S.L.
- MANTEQUERA DE TINEO, S.A.
- MARIA DOLORES SANCHEZ FERNANDEZ
- MIELES ANTA, SL
- MILLAN VICENTE S.L.
- MOJO CANARION ARTILES RAMIREZ
- MORLIN S.A.
- MULE SYSTEM, SA
- NTRA SRA. DE LA ESTRELLA S. COOP. DE C-LM
- NUESTRA SRA. DE LA ESTRELLA S. COOP. DE C-LM
- NUESTRAS CEPAS, S.L.
- OLEA VERUM S.L.
- OLEYA FOODS S.L.
- OLIVE LINE INTERNATIONAL S.L
- OLIVIAS SELECCIONS S.L.U.
- OPTOMIC ESPAÑA, S.A.
- ORTHO-CENTURY XXI, SL
- PAGO BALDIOS DE SAN CARLOS, SL
- PAGO DE ALMARAES, S.L.
- PALACIO DE BORNOS
- PANIFICADORA VALLISOLETANA MANRIQUE S.A.
- PARAMO DE CORCOS, S.L.
- PASTELERIA MANDUL
- PESCAFINA S.A.
- PITA HERMANOS, S.A.
- PRECOMAR S.L.
- PRODUCTOS BIOLOGICOS DE DAIMIEL, S. L.
- PRODUCTOS MACHI, S.A.
- PSITTACUS CATALONIA S, L
- QUESERIA TIERRA DE BARROS, S.L.
- QUESERIAS VILLAMAYOR SL
- QUESOS ARTESANOS HECHOS A MANO, S.L.
- QUESOS NAVALMORAL, S.A.
- RAQUEL INACIO- BIMARIS
- RIBEREGA, S. COOP
- RIERA RABASSA SA
- ROSA MARIA MIRAS ANTEL
- S.A. EDUARDO VIEIRA
- S.A.T.VIÑEDOS NORTE DE GRANADA
- SAC SANTA CRUZ DE ALPERA
- SALSAS ASTURIANAS
- SANTA CATALINA, S.C.
- SANTA CLARA EXPORT S.L.
- SANTAMARIA LOPEZ SL
- SAT 3117 BAJO ARAGON TUROLENSE
- SEGURIDAD AVANZADA BIOMETRICA SL (SAB)
- SEÑORIO DE BOCOS, S.A.
- SIDRA ESCANCIADOR S.A.
- SIDRA TRABANCO SA
- SIMILDIET SL
- SOAGRANORTE S.L.
- SOLEX PARTNERS LLC
- SPRAYLAB S.A. DE C.V.
- STONE & EQUIPMENT



- SWEET PEOPLE CONFECTIONARY SL
- TERESA LOPEZ MATIAS
- TERRA DE ASOREI A.I.E.
- TV NET MEDIA GROUP LLC
- VALLE, BALLINA Y FERNANDEZ S.A.
- VALLEBUENO
- VEGA DE ARANJUEZ, SL
- VIDAL DEL SAZ RODRIGUEZ
- VIDAL GOLOSINAS S.A.
- VIEIRA ARGENTINA SA
- VIEIRA PERU SA
- VIEXA, S.C. BODEGA VILLAGRAN
- VINAGRERIAS DE HARO, S.L.
- VINICOLA ALAMENA SIERRA TEJADA SCA
- VINICOLA CASTILLO DE CONSUEGRA SC CLM
- VINICOLA EL MOLAR S.L.
- VINOS COLAMAN, S.A.T 3753
- VINOS LOS MORENOS
- VIÑA ALMIRANTE, S.C.G.
- VIÑA BUENA S.A.
- VIÑEDOS DE ALDEANUEVA SOCIEDAD COOPERATIVA
- VIÑEDOS DEL CAMINO REAL, SA
- VIÑEDOS RUIZ JIMENEZ
- VIÑEDOS Y CRIANZAS DEL ALTO ARAGON SA
- WINEINTUBE SL
- ZIZZO BILLANTE HERMANOS, S.A.

4. Institutional Members

- CAMACOL
- CCE
- CONSULADO GENERAL DE ESPAÑA
- CORAL GABLES CHAMBER OF COMMERCE
- EDUCATION OFFICE OF SPAIN
- ENTERPRISE FLORIDA INC.
- FAUSTO ALVAREZ LLC.
- FAVACA
- FLORIDA FTAA
- FLORIDA INTERNATIONAL UNIVERSITY
- FRENCH AMERICAN CHAMBER OF COMMERCE
- IFEMA - INSTITUCION FERIAL DE MADRID
- ITALIAN AMERICAN CHAMBER OF COMMERCE
- REPORTE INFORMATIVO CORP.
- SAMURAI DIGITAL CORP
- THE BEACON COUNCIL
- THE GREATER MIAMI CHAMBER OF COMMERCE
- TOURIST OFFICE OF SPAIN
- TRADE COMMISSION OF SPAIN