



Trabajo de Fin de Grado

# Marketing plan for business expansion

Plan de marketing para la expansion  
de la empresa

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FACULTAD DE CIENCIAS ECONÓMICAS Y EMPRESARIALES  
GRADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS  
CURSO ACADÉMICO 2013/2014

PRESENTADO EN:

Universidad de Almería

A FECHA DE:

Julio de 2014

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## **INTRODUCCIÓN (en castellano)**

Durante el transcurso del ciclo educativo, surge la posibilidad de desarrollar mis prácticas curriculares en una empresa reconocida en el ámbito universitario por su posición estratégica dentro del campus de la Universidad de Almería y su actividad en torno a un tema candente en la actualidad, la internacionalización de las empresas. De esta manera nace mi interés por desarrollar un Plan de Marketing en la empresa ANDALUS GOURMET CONSULTING, con la intención de que el Plan de Marketing pueda tener una utilidad práctica para el emprendedor y socios. El acuerdo de confidencialidad con la empresa impide en cierta medida del uso de cifras exactas que, tratándose de un plan de marketing, su valor con estos datos crece de manera exponencial. Aun así, he intentado ser prudente y usar datos cualitativos cuando ha sido posible y las acotaciones correspondientes a la hora de contemplar datos económicos de la empresa que me permitan desarrollar el plan de la manera más satisfactoria posible.

Durante el transcurso de mis estudios no he tenido la oportunidad de desarrollar un Plan de Marketing, pues no está recogido en las asignaturas del Grado de Administración y Dirección de Empresas y me parece una herramienta imprescindible para las empresas a la hora de definir y abordar las cuestiones relevantes al marketing mix que le harán actuar en el mercado con la mayor garantía. Igualmente, la posibilidad de realizar el proyecto en inglés me permite no solo adquirir y aplicar una serie de conocimientos técnicos de marketing durante el desarrollo sino ampliar vocabulario y ganar soltura al tratar temas de marketing en este idioma.

Finalmente, el objetivo intrínseco de este estudio es que ANDALUS GOURMET CONSULTING con la ayuda de este Plan de Marketing, sea capaz de vender la mayor cantidad de servicios profesionales de consultoría de exportación posibles de una manera programada y eficaz, y de esta forma iniciar un crecimiento que le permita a la empresa evolucionar en el mercado tanto cualitativamente, con una imagen de marca reconocida, como cuantitativamente, con unos beneficios estables y tasas de lealtad favorables.

## 1. INTRODUCTION

Any company that wants to sell its products or services to a particular group of customers has to follow some assumptions and study who these customers are, how they behave, in which segment they are, when their needs are accentuated, and the most important thing, what are their specific needs, so in this way, to act in accordance with the principles of marketing. Before launching the promotion, advertising campaign or selling the product we have to prepare the corresponding Marketing Plan. No matter how big or small the company is, an appropriate strategy must be developed for the business. It is essential for SMEs (Small and Medium Enterprises) and entrepreneurs who are looking for survival and the success of their companies.

What is a marketing plan for?

- Identify market needs or potential customers.
- Develop and launch products and services in an orderly manner.
- Establish through which channels will be introduced in the market.
- Identify the best way to communicate our brand and product to the market.

But it is not a simple task. One issue is theorizing on paper and quite another to carry out the Marketing Plan successfully.

What are common obstacles when developing a marketing plan?

- The budget. Powerful and important obstacle especially in times of crisis.
- Lack of qualified personnel in the business.
- Misunderstanding and ignorance from the governance of the company.

What is indisputable is the urgent need to always have a marketing plan to support all our work as a company or we will see hindered our way to success.

In this way my interest arises to perform a Marketing Plan in the company where I am doing my curriculum practices to address the expansion of the company both in the national and international market. Throughout I'm going to make use of a large part of the strategic tools that I have been learning for the past 4 years at the University of Almeria and Hochschule Osnabrück as Bilingual Business Student.

## 2. EXECUTIVE SUMMARY

### Company presentation

Company name: Andalus Gourmet Consulting.



Logo:

Company size: Microenterprise (less than 10 employees).

Physical location: PITA-UAL, 04120 Almeria (Spain).

Beginning of the activity: May 22, 2013.

Service definition: Export consultancy and commercial intermediation.

Business model: Consultancy services in origin (Spain) and commercial intermediation at destination (United Arab Emirates).

Price range: From 30 € for adaptation service of catalog of products or services until 3.000 € for an integral export service as an export department for a company (outsourcing).

Target customers: Spanish gourmet products suppliers.

Promotion tools: Website, blog, press releases, social networks, food fairs, networking and direct marketing campaign.

Short/medium-term investment: Between 1.000 € and 2.000 € to hire one or two people that might create value to the business' activities.

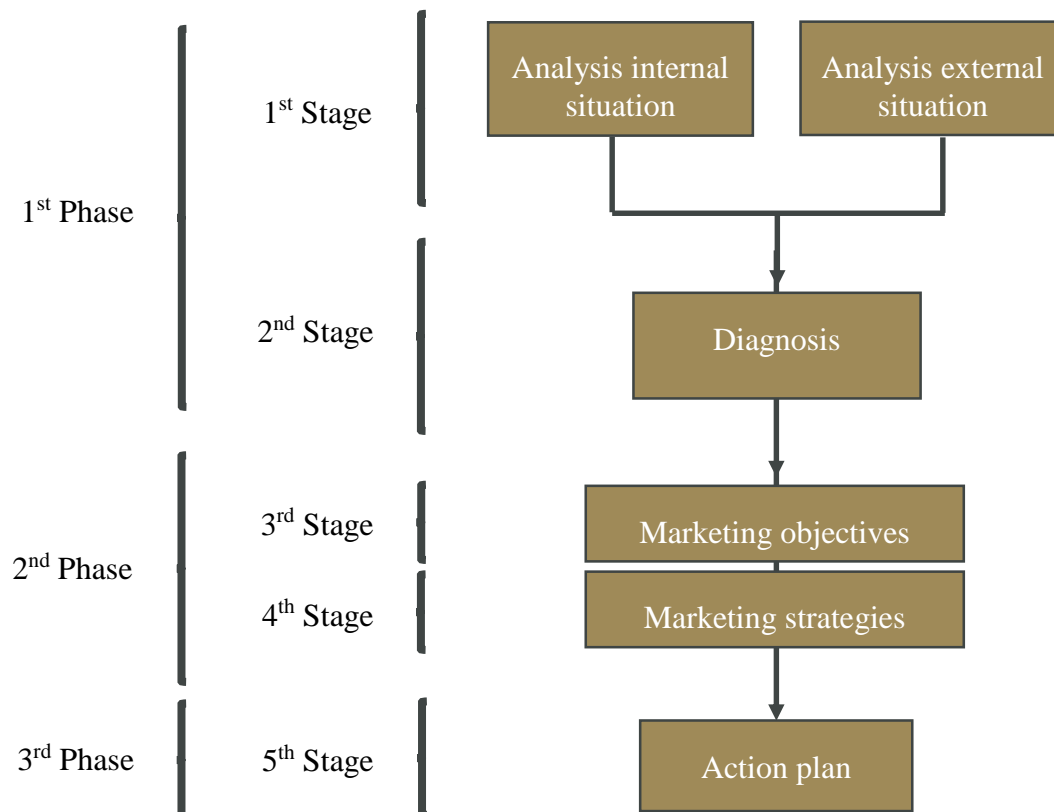
Long-term investment: Between 3.000 € and 4.000 € for the creation of an alternative point of sale to the existing in the international fair Global Village in Dubai. In process: a stand inside the restaurant 'Tapeo' at the Lafayette galleries.

## Plan presentation

The Marketing Plan is an essential strategic planning tool for a company. The plan will be reflected in a document which should be simple and answer questions like: Who we are, what we do, who needs what we do and how we plan to attract their attention.

The Marketing Plan is divided into three phases and further subdivided into five stages.

**Table 1: Plan structure**



Source: Sainz de Vicuña (2011). Own elaboration.

The first phase corresponds to the situation analysis of the company. The second phase includes strategic marketing decisions. And finally, the third phase operational marketing decisions. It has been omitted the steps of 'Implementation' and 'Control', corresponding to the last phase because they are incompatible with the purpose of this project, although we know they are crucial for the success of every marketing plan.

## **Marketing Plan**

To grow our business, it is necessary a marketing plan. The marketing plan will be the roadmap we follow to get loyal segments of well-defined customers and dramatically improve the success of our organization.

There are three main reasons ANDALUS GOURMET CONSULTING has not defined its marketing plan yet:

1. They do not have enough time, as they are full involved on the daily tasks.
2. They do not know precisely what to include, they have never done a marketing plan before due to a lack of technical knowledge.
3. They do not have a comprehensive list of proven strategies to get more customers, nothing else than a simple business plan.

Thus, until ANDALUS GOURMET CONSULTING does not finish its marketing plan:

- They struggle to get new customers.
- They do not have a roadmap to grow their revenues and profits.
- They will be, basically, stuck. They can not grow their business.

The Marketing Plan will consider the different activities the company is working on, but with an extraordinary focus on the consulting activity.

## **3. SITUATION ANALYSIS**

Through the mission, vision and values, we are going to identify the needs and wants ANDALUS GOURMET CONSULTING is meeting as a company:

### **Mission**

The reason why the company exist is “to support our clients in their development and consolidation in the international market under our brand Andalus Gourmet, providing consulting services and specialized tools in foreign trade, and positioning its flagship products in high-end markets under our interconnected communication.”



## **Vision**

It is the future image of the organization, “establish a close link of trading cooperation and promote our image among the binomial Andalusia local producer and the foreign market customer, being perceived as a leader in social-economic growth worldwide.”

## **Values**

From them the company defines itself, because the values of an organization are the values of its members, and especially their leaders, “we base our existence on transparency and close communication with the client, promoted by our physical presence in the target market. We send our customer to deposit such confidence in us the work of planning, projection and correction involving international trade.”

## **Resources and competences**

Nowadays, the company is located in a coworking office at PITA at University of Almeria. This is a strategic position for the business because of the share of knowledge between students, professors, entrepreneurs, potential firms, institutions and our company.

Human resources are vital for a company dedicated to the provision of services, and even more, a consulting business that bases the quality of its services on these resources. The company has a manager, 3 former employees and an intern.

## **Internal situation analysis**

After one year since the business was born, the company is still establishing at the market. It would be premature to contemplate the evolution of sales because the company requires a time longer than one year to consider it relevant to study.

During this year, the company has provided a limited amount of services. Most of them related with the commercial intermediation (promotion and sale) of a product in the Middle East market.

For the time being, Andalucía is the main market of ANDALUS GOURMET CONSULTING. It represents a 75% of the total turnover amount. The personalized and direct contact with the customers has built a strong relationship with them. All the customers are small privately held companies, which a large percentage are familiar owned businesses.

According to our estimations, the market share of ANDALUS GOURMET CONSULTING as export consulting company in Andalucía is around 1%. A little bit higher when it concerns with commercial intermediation and logistics services, 3% and 2% respectively. The market share of the marketing activities are below 1%.

## **Departments**

The company has three departments: operations, marketing and administration.

Each department is composed by 1 employee except operations which has 2. There are a total of 4 people working for the company, plus the temporary interns.

Each department has a defined group of tasks that are included in the *Annexe I* with the organizational chart.

## **Marketing mix analysis**

ANDALUS GOURMET CONSULTING offers consulting services and commercial brokerage of gourmet products to companies in Spain.

Nowadays, the services the company has been providing are the following:

- Commercial Tracking
  - Identification and monitoring the customer's need in regards of Spanish and Andalusian products
  - Search of potential clients
- Trading and Promotion Plan
  - Analysis of the commercial strategy in the abroad market
  - Feasibility analysis
  - Product positioning
  - Marketing Mix
  - Trading Service of your product (Exportation)
- Inverse Commercial Plan
  - Plan supporting companies in Middle East to find out their needs of top quality products
  - Establish close communication between customers and manufacturers
- Agenda Service
  - Elaboration of direct and inverse commercial agenda

The range of prices is quite wide depending on the nature of the service, from 30 € for adaptation service of catalog of products or services until 3.000 € for an integral export service as an export department for a company that might be interested in outsourcing this activity.

The general manager in Spain works like commercial on a daily basis to reach the maximum number of potential customer, the frequent tools are calls and mailing.

The SBUs in which ANDALUS GOURMET CONSULTING operates are the following ones: Consultancy, which represents around 3% of the workload, Commercial intermediation with 75%, Logistics 20% and Marketing with only a 2%.

### **Strengths**

- Young, motivated and well-prepared labor force
- Strong networking around
- Stable relationship with current customers
- Presence in international markets
- Service beyond quality
- Commercial skills
- Work based on methodology
- Continuous innovation on the working process

### **Weaknesses**

- Lack of experience
- Tight budget
- Weak/Poor brand image
- Sales department is, basically, the manager (Lack of time)
- Poor Information Technology (IT) support
- Supplier's dependency

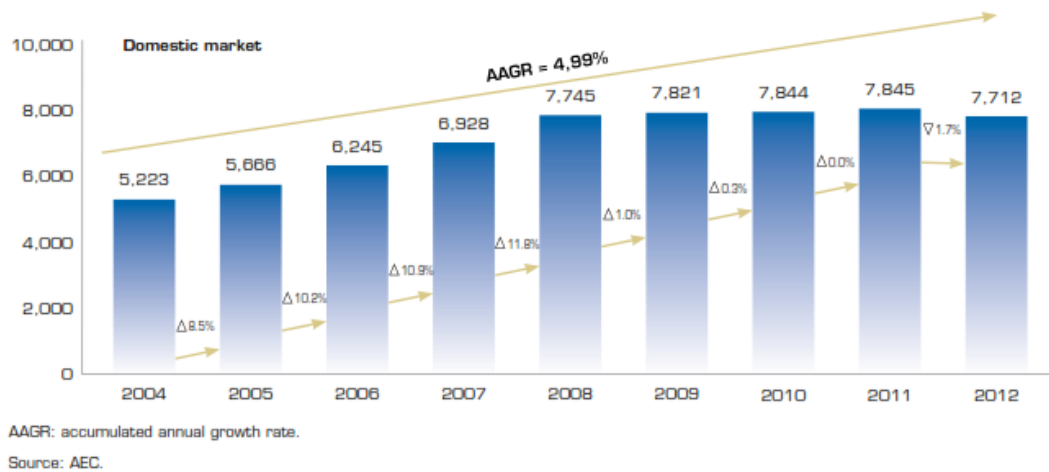
## External situation analysis

### Macroenvironment

#### ◆ *Consultancy in Spain (2012)*

The domestic consulting service market is currently experiencing a profound crisis, like the rest of the Spanish economy. The sector's sales on the Spanish market fell by 1.7% in the past 2012. Turnover from consulting services has not grown since the outbreak of the global financial crisis in 2008. Income from sales of consulting firms was essentially concentrated in two types of services: outsourcing services (consolidated as a trend that has been continuous since 2004), which in 2012 accounted for 42.1% of income from sales in the sector, and development and integration, which accounted for 41.6%. The Spanish consulting industry has a varied client portfolio, including companies from all industries. The leading clients of Spanish consulting firms continue to be financial institutions (26.1%), followed by telecom companies (17.3%) and government (17.2%).<sup>1</sup>

**Graph 1. Income from sales on the Spanish market (€m)**

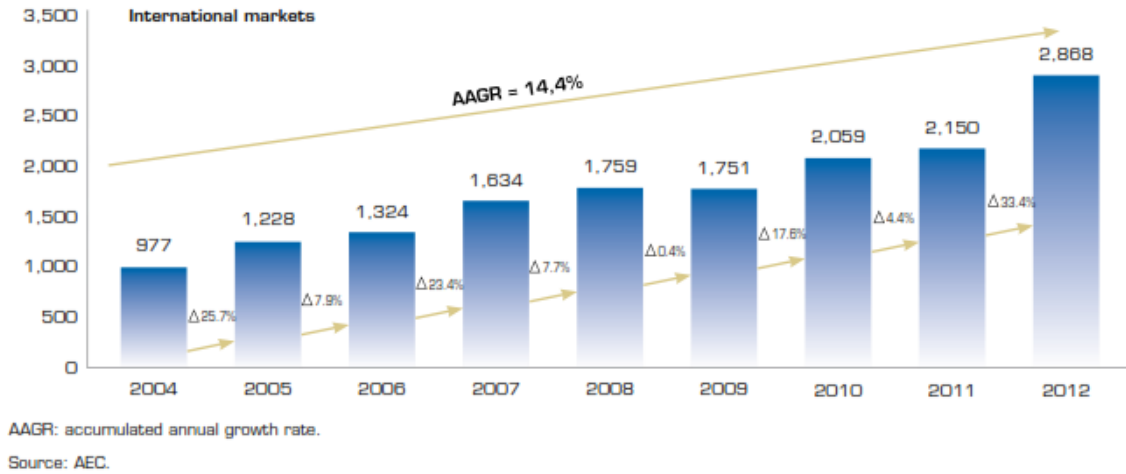


Source: AEC (2012). All rights reserved.

Against this backdrop, Spanish companies are seeking new sources of income on international markets, either by exporting their services, or by way of overseas subsidiaries. Overseas sales by Spanish firms rose by 33.4% last year.<sup>1</sup>

<sup>1</sup> AEC (2012). "La consultoría Española. El sector en cifras 2012"

**Graph 2. Income from sales on international markets (€m)**



Source: AEC (2012).

The success of Spanish consultancy firms is based on careful staff selection and intensive continuous training. Consulting represents one of the best opportunities for young Spanish graduates looking for rapid and solid career development.

♦ *Exportation in Spain (2013)*

In 2013, the export in Spain increased by 3.21% over the previous year reaching the figure of 237.422 million euros. During this time Spain registered a deficit in its trade balance of 17.741 million euros, a 1.73% of GDP, lower than in 2012 which was 32759 million euros, a 3.18% of GDP. The reason of this fluctuations in the trade balance has been because there has been a decline in imports and an increase in exports of Spain.<sup>2</sup>

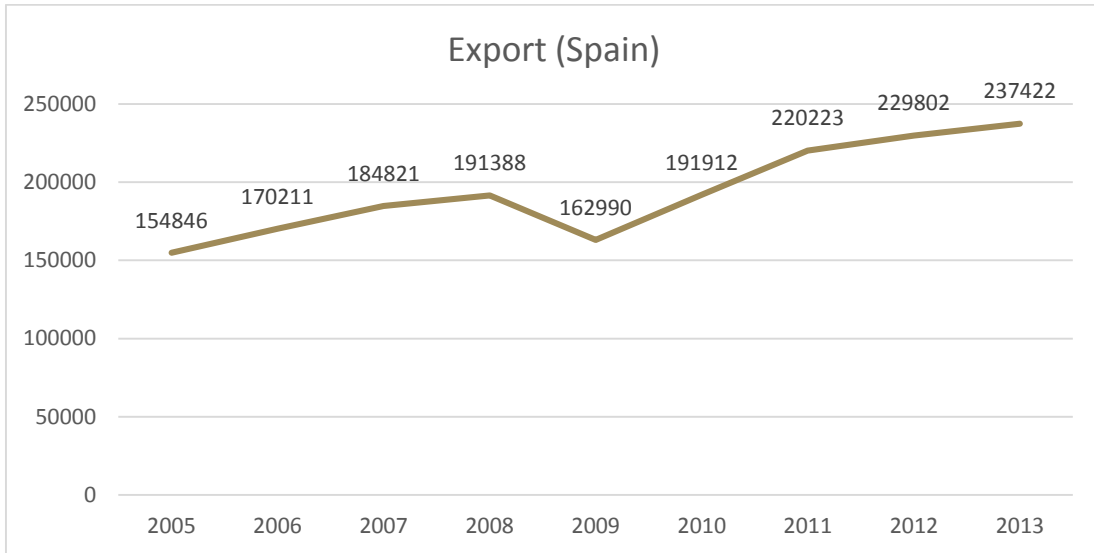
Foreign sales represent a 23.21% from the GDP, a low percentage compared to other countries, which puts Spain in the position 105 of 180 countries at the ranking of exports in relation to GDP. But if we order the ranking based on the amount of exports, Spain is ranked as 18 on the list.<sup>3</sup>

<sup>2</sup> <http://www.datosmacro.com/comercio/balanza/espana> [19/06/2014]

<sup>3</sup> <http://www.datosmacro.com/comercio/exportaciones/espana> [19/06/2014]

The export sector has resisted the recession in Spain and it is actually moving the country away from the crisis.

**Graph 3. Export in Spain**

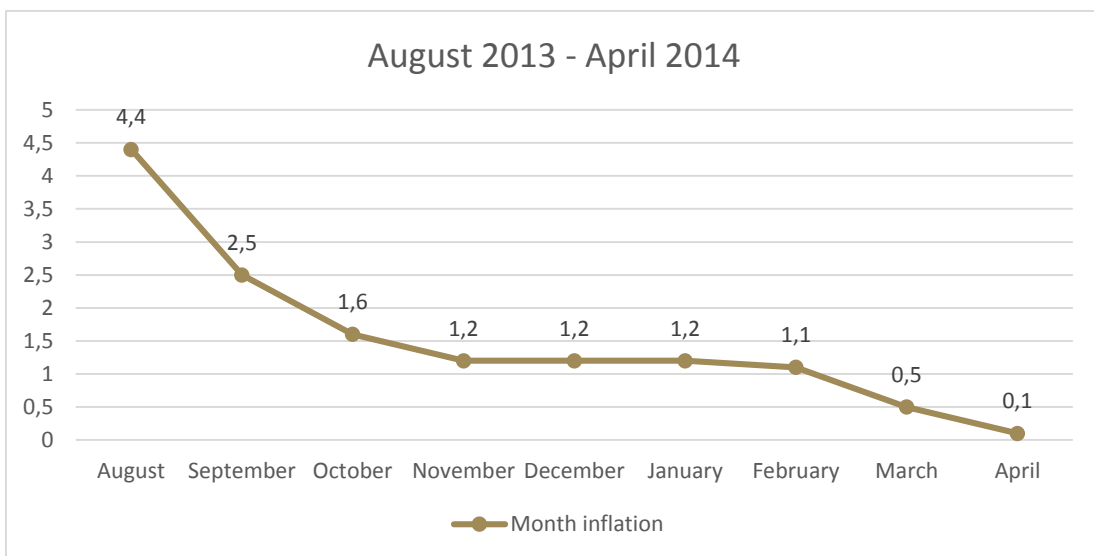


Source: [www.datosmacro.com](http://www.datosmacro.com). Own elaboration.

◆ *Inflation (August 2013-April 2014)*

The graph of the inflation for food and non-alcoholic beverages show us a continuous decrease on the products' price month by month, reaching a 0,1 by April when it was 4,4 by August in previous year:

**Graph 4. Inflation for food and non-alcoholic beverages in Spain**

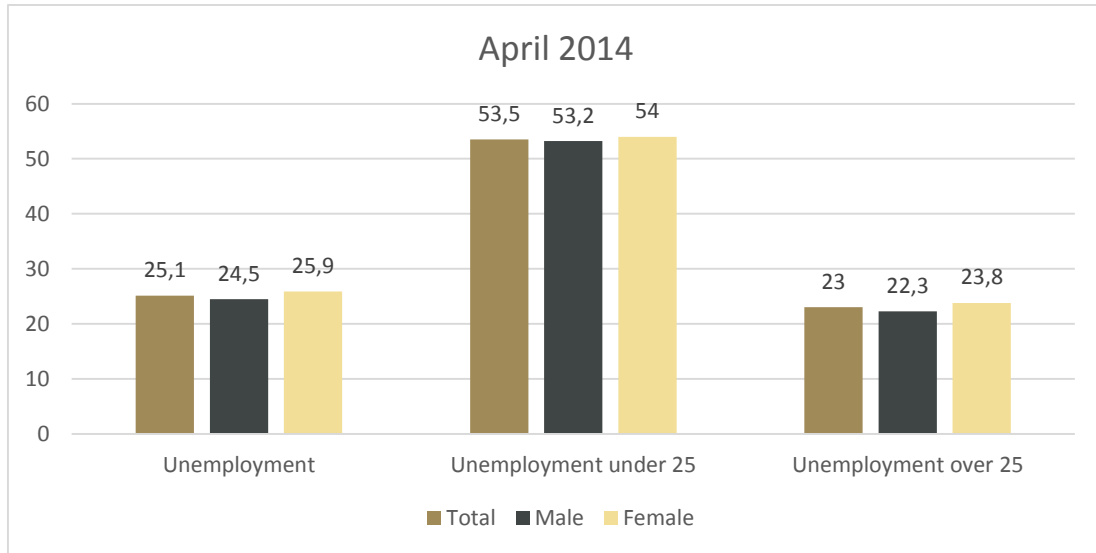


Source: [www.datosmacro.com](http://www.datosmacro.com). Own elaboration.

♦ *Labor market (April 2014)*

The unemployment situation in Spain is dramatic (25%), even though it has improved in comparison with the previous years:

**Graph 5. Labor market in Spain**



Source: [www.datosmacro.com](http://www.datosmacro.com). Own elaboration.

The most dangerous figure is the 54% of unemployed people under 25 years old. That mean, most of the young unemployed has to look for an opportunity abroad.

♦ *PEST analysis*

In order to study the macroenvironment of the business, we will make use of the PEST analysis to analyze each of the factors that may influence the company:

- **Political-Legal:** The instable political situation may be sometimes unsuitable. Strict procedure to export to determined markets. The government aims to improve the efficiency of the public administration.
- **Economic:** Spain comes from a deep crisis. The taxes are currently high (▲VAT), the commercial margins are tight and the image of Spain abroad is poor. The public expenditures is lower than before so the subsidies to firms have decreased.

- Social-demographic: Spain is one of Europe's most diverse countries, historically, culturally and geographically and the recognition of its products is growing all over the world. The labor market of Spain has moved from a system of permanent contracts to temporary contracts
- Technological: the technology has not such a high effect like other sectors, however is relevant to mention the importance of the information available on the internet. We can find a lot of useful data within the internet, for instance we can track goods with a single 'click'.

## **Competitive analysis**

### ♦ *Market nature*

There are a lot types of consulting activities but the most important ones are the following:

- Strategic consulting (Integration and development)
- Operations consulting (Outsourcing)
- Information Technology consulting
- Marketing consulting
- Export consulting

And two types of business ownerships, depending if the company is privately held or is the government has the possession. The price will differ, normally those companies which are managed by the government offer services at a lower price with a standardized product, just the opposite to privately held companies which offer a high personalized service for a bonus in price.

- Public administration (Government-owned corporation)
- Businesses (Privately held company)



♦ *Market structure*

There are a large number of competitors, all of them offering a diversified amount of services. We have selected the ones that participate at the same segment we do, classifying them by size, position, range of prices, quality of the services and an estimated market share.

**Table 2. Market structure**

Company	Size	Position	Price	Quality	Market share
ICEX	Large (501-1.000)	National	Low	Low	13
Extenda	Med (51-200)	Regional	Low	Standard	10
Camara de Comercio de Almeria	Med (11-50)	Local	Low	Low	7
Oftex	Small (1-10)	National	Average	High	7
Xportalia	Small (1-10)	Regional	Average	Standard	5
FyG Cons.	Small	Regional	High	Standard	5
Lealtadis	Small	National	Average	Standard	4
International Team Consulting	Medium	Regional	Average	High	3
Exportandote	Small	Regional	Average	Standard	2
Despatx	Small	Regional	Average	Standard	2
Desarrolla consultores	Very small	Local	Average	Standard	1
AA Consulting	Med (11-50)	Local	Average	Standard	1
Apertrade	Very small	Regional	High	Standard	1
<b>Andalus Gourmet</b>	Very small	Regional	Average	High	1
Others	...	...	...	...	...

Source: Web browsing (Internet). Own elaboration.

#### ◆ *5-Forces*

The five forces analysis of Michel Porter is a business strategy tool for industry analysis that helps us to determine the long term profitability of a specific sector, in this case the consulting industry. Porter's Five Forces show whether our consulting firm will face several obstacles to maintain any advantage in the marketplace or not. The analysis consists of evaluating the power of five factors which have an effect on the business performance:

- Bargaining power of customers: **High**

The customers are able to choose as they please because there are a lot of firms in the consulting industry. Thus, if a company suddenly decides to raise its prices the customer will immediately move to another firm. The existence of the public administration with a relatively low fixed prices, makes the businesses unable to compete at this.

- Entry barriers: **High**

There are few barriers to entry, but several barriers to success. One of the main barriers to entry we find once we approach to expand in the market is the extensive number of competitors. The biggest barriers tend to be the ability to compete with top-tier firms, they set up barriers through good image of know-how and client relationships that new entrants are unlikely able to duplicate. However, the costs to enter the consulting field is not high, industry knowledge is the most important asset for a company in this industry. Also, we are not able to buy the reputation.

- Intensity of competitive rivalry: **High**

The industry is composed by a large amount of SMEs with a relatively low market share.

Every company tries to specialize at what he does best in the market getting a group of loyal customers that are going to be tough to convince and take from them. Therefore we find the industry as saturated and fragmented.

- Bargaining power of suppliers: **Low**

The major suppliers are the consultants. On large firms, the recruiting practices enables to obtain the best talent and they generally have a strong emphasis on training. Most of them are related to successful universities.

- Threat of new entrants: **Low**

The goal of consulting firms is to always stay at least one step ahead of industry. Although, there is always the risk of a massive entrance of new firms if they know this industry works well.

- Threat of substitute services: **Medium**

Public administrations like ICEX or EXTENDA. They offer alternative services at a lower price which are generally standardized (ad hoc solutions). Independent consultants, and the internet, a worldwide source of information.

- Exit barriers: **Very low**

Regarding exit barriers, in principle, there is not such a high investment on capital or assets by the companies.

## Market analysis

### ♦ *Market segment*

ANDALUS GOURMET CONSULTING services in Spain are focused to those producers of gourmet products (SMEs) who are looking for an opportunity in a foreign market since Spanish market is saturated, therefore promoting its brand and selling its products abroad. In other words, we assist them with their internationalization process. We have rank the producer's needs regarding the size of the company:

**Table 3. Company size vs. needs**

Company size	Needs
Small producers	1 <sup>st</sup> price 2 <sup>nd</sup> proximity 3 <sup>rd</sup> service
Medium producers	1 <sup>st</sup> proximity 2 <sup>nd</sup> price 3 <sup>rd</sup> service
Large producers	1 <sup>st</sup> service 2 <sup>nd</sup> proximity 3 <sup>rd</sup> price

Source: Self research or Own sources. Own elaboration.

♦ *Customer profile*

We are going to differentiate the small Spanish producers, usually family-owned, that are located within Andalusia. These customers require a special treatment because they want to take the less possible risk at the operation and they do not have the time to invest at the export tasks. Thus, we are going to anticipate this issue becoming their export department or, at least, providing punctual solutions to their problems.

**Table 4. Customer profile: 'SMEs'**

Why do they buy our services?	They see an opportunity abroad and decide to take the challenge. They see us as a competent and loyal company to promote its product and brand image.
When do they buy our services?	When they are stuck at sales or their margins are high enough to invest
How do they buy the service?	They might be interested in buying the service once they are convinced of the opportunity to invest. A visit or a call may be the ideal channel.
Method of payment	They are afraid of paying out in one time. So they prefer to pay monthly while the process is going through.
How much do they buy?	At first they do not want to risk too much money so they probably start with one service but once they are confident with the company they start increasing the amount.

Source: Self research or Own sources. Own elaboration.

Also, we are going to differentiate those bigger producers around Spain giving the opportunity to promote their product at international markets. We will take advantage of our competitive position in Middle East and networking with distributors to ensure the product has the maximum possible success.

**Table 5. Customer profile 'Large producers'**

Why do they buy our services?	They see an opportunity abroad and decide to take the challenge. They value our experience at international markets and commercial techniques.
When do they buy our services?	When their cash flow and production is high enough to invest
How do they buy the service?	They probably know the company before they ask for the services or have heard about it. They want us to take the first step.
Method of payment	A unique payment at the beginning of the process is quite common.
How much do they buy?	They will try synergize as many services as possible, at the end they only want to sell as much as possible.

Source: Self research or Own sources. Own elaboration.

♦ *Market forecast*

The forecasting method will be subjective, using the data that is available on several reports.

At the market there are a total number of companies dedicated to manufacture of food products of 23.784 and a total number of companies which offer consultancy services of 22.563.<sup>4</sup> From these figures we can extrapolate the number of potential customers:

- The companies producing gourmet and delicatessen products: **6.641**

FIAB (2013). Oil, dairy and others food products

- The companies offering export consultancy services: **1.128**

AEC (2012). 5% of the services are intend for producers

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<sup>4</sup> S.A.B.I. [31/12/2012] & FIAB (2013). "Informe económico 2013"

In accordance with the market share that ANDALUS GOURMET CONSULTING at this moment has (1%), our current customers are around 66 producers.

At the *Annexe 2*, we can find all the services we expect to provide for the next 6 months divided by category and price.

### **Opportunities**

- The growing need of export for SMEs to survive in the national market
- Growing admiration to Spanish gastronomy -that is- increase in primary demand
- High economic expectations in international markets (Dubai)
- New associated consultants
- Expand services portfolio
- Invade and occupy a market niche
- Expand to new markets
- Synergies with others companies

### **Threats**

- The large numbers of diversified companies which offer consultancy, providing similar services
- Public administration (ICEX, EXTENDA, Camara de Comercio provincial), which offer services at a low price in comparison with businesses
- Fast changes in the consumer behavior
- Low entry barriers
- Economic situation at Spain.

### **Sector global analysis**

In overall terms, Spanish consulting firms (around 22.563) invoiced a total of 10,580 million euros from services in 2012, 5.9% up on the previous year.<sup>1</sup>

Sector	Market size	Growth rate	Number of companies
Consultancy	10.580 million euros	5,9%	22.563

## 4. DIAGNOSIS

### SWOT Analysis

The SWOT analysis is particularly useful as it summarizes all the results of the internal and external analysis, and provides an overview of the situation of the company and its environment. This combines the internal analysis, strengths and weaknesses, and external, with the threats and opportunities of the company.

The key issue is to increase strengths, reduce weaknesses, exploit opportunities and neutralize threats.

#### **Strengths**

- F1 Labor force
- F2 Strong network
- F3 Presence in international markets

#### **Weaknesses**

- W1 Lack of experience
- W2 Tight budget
- W3 Poor brand image

#### **Opportunities**

- O1 The growing need to export
- O2 Increase of primary demand
- O3 High expectations in UAE

#### **Threats**

- T1 Strong competitors
- T2 Low entry barriers
- T3 Public administration

### Confrontation matrix

Once we have done the SWOT Analysis, we approach to the Confrontation matrix. This matrix consists of connecting the threats and opportunities with strengths and weaknesses, according to the relationships that exist between them.

From the beginning ANDALUS GOURMET CONSULTING wanted to exploit the opportunities that the globalization provides and take advantage of the human resources potential.

Confronting Strengths with Opportunities and Weaknesses with Threats we determine Focus and Challenge respectively.<sup>5</sup>

To rate each of the relations, the following scale relations will be used:

- Strengths avoid threats: (- if low, -- medium and --- high)
- Opportunities solve weaknesses: (+ if low, ++ if medium and +++ if high)

From the matrix we will obtain information like: which quadrant is more valuable, which internal or external aspect is more important for the business and which factor we will have to work on to maximize more opportunities and neutralize more threats.<sup>6</sup>

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<sup>5</sup> Nagi, S. (n.d.). *SWOT Analysis and Confrontation Matrix*  
[http://www.cbi.eu/download/sub\\_document/swot\\_sn.pdf](http://www.cbi.eu/download/sub_document/swot_sn.pdf) [21/06/2014]

<sup>6</sup> UGR (2009). *Guía para la confección del plan estratégico*,  
[http://gerencia.ugr.es/pages/recursos\\_humanos/guiaplanestrategico](http://gerencia.ugr.es/pages/recursos_humanos/guiaplanestrategico) [22/06/2014]

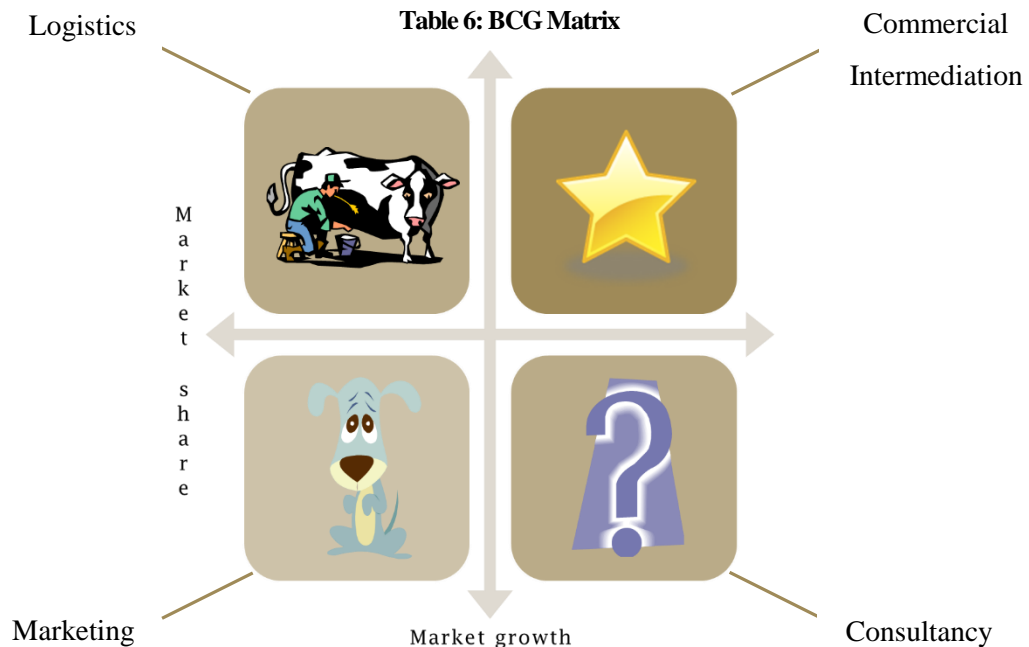


			External factors					
			Opportunity			Threat		
			O1	O2	O3	T1	T2	T3
Internal factors	Strenght	F1	▲	▲	▲	---	-	-
		F2	▲	▲▲	▲▲	--	--	-
		F3	▲▲▲	▲▲	▲▲	-	-	--
	Weakness	W1	+	+	+	▼	▼▼	▼
		W2	+	++	++	▼	▼	▼▼▼
		W3	++	+	+	▼▼	▼▼	▼

## Competitive position matrix (BCG Matrix)

Boston Consulting Group matrix (also known as product portfolio or growth–share matrix) is a strategy analysis tool that provides us a complete overview of all the strategic business units in order to make decisions. Its purpose is to help us to decide approaches for different SBUs, like invest, divest or even abandon.

- **Marketing:** on the left side at the bottom of the square there are the Poor Dogs. Dogs have got a low market share and a low growth rate.
- **Commercial intermediation** (Integral service as export department for the customer. Promotion and commercial agenda at the international markets): On the top of the right side of the square there are the Stars. Stars have got a high market growth rate and a high relative market share.
- **Logistics:** on the top of the left side of the square there are the Cash Cows. The market growth rate is quite low but there is a high relative market share.
- **Consultancy:** on the right side of the bottom there are the Question Marks (QM). The relative market share is low but the market growth rate is very high.



Own elaboration.

There are four possible strategies for any service or SBU and these are the strategies which are used after the BCG analysis<sup>7</sup>. These strategies are:

- **Build:** Increase investment on those activities which may return higher results, like consulting activities (Move from QM to Star).
- **Hold:** Maintain the efforts the business is already doing on Commercial Intermediation activities (Stay as Star).
- **Harvest:** Reducing the amount of investment to the minimum but still maximizing cash flow. This is a Cash Cow scenario: Logistics activities.
- **Divest:** Leave the business that does not provide enough cash flow in relation with the investments the company has been incurring. Stop the investment in marketing activities or maintain in service portfolio in case it synergize with other activities.

## 5. MARKETING OBJECTIVES

The objectives are going to determine our strategy to grow over the time as a company.

The services of ANDALUS GOURMET CONSULTING are not in critical mass, therefore the turnover growth set as objective is going to be higher than the sector growth trying so to reach the critical mass as soon as possible sacrificing short term profitability.

ANDALUS GOURMET CONSULTING as microenterprise focus its efforts in consolidation at first, short term profitability next and high growth rates then.

Depending if the market we are operating is going to grow or not we will approach from a different perspective: ¿Is going to grow the market that we are heading?

Yes – Growth approach, No – Profitability approach.

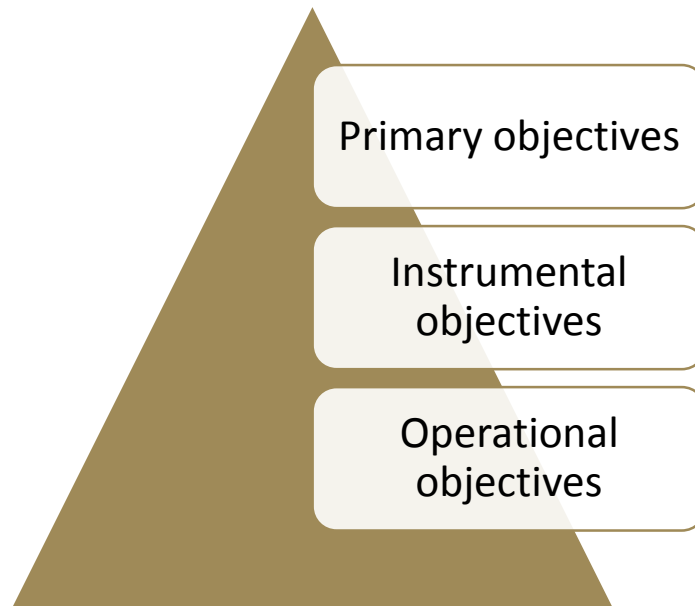
As we could see at the external analysis, the sales in the domestic and international markets are increasing by almost 5%, so we adopt a growth approach.

In order to set our objectives we will make use of the SMART attributes, the acronym of a criteria to guide us once we start setting objectives. The principal advantage of SMART objectives is that they are easier to understand, do, and be confident that they have been done.

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<sup>7</sup> Strategies based on the BCG Matrix. <http://www.marketing91.com/bcg-matrix/> [21/06/2014]

### Objectives Pyramid



Own elaboration

#### **Primary objectives**

They are the key objectives for the development of the company (Consolidation, Growth or Profitability), our only objective is quantitative:

- Grow revenues by 10% in consulting activities at a regional and national level by the end of 2014 (Profitability objective).

#### **Instrumental objectives**

They are those objectives we must meet if we want to achieve the primary objectives, both quantitative and qualitative:

- Increase the market share of ANDALUS GOURMET consultancy services to 3% (Marketing objective)
- Increase the number of services sold up to 8 for every month in the next 6 months (Sales Objective).
- Increase the brand awareness of ANDALUS GOURMET at the Spanish market, as well as creating a positive image of trust and superior performance by January 2015 (Branding Objective).

- Grow average customer spend by 5%, increasing the loyalty of our customers by December 2014.

### **Operational objectives**

They are qualitative and more specific objectives and the failure does not affect crucially to the development of the organization:

- Reduce the dependency of the commercial intermediation activities and increase the overall participation of consulting activities.
- Strengthen our marketing department as reference toward the customer (Customer service & after sales service).
- Reduce wasteful expenditure

## **6. MARKETING STRATEGIES**

### **Portfolio strategy**

The portfolio strategy of ANDALUS GOURMET CONSULTING consists in:

- Market penetration: this involves increasing market share within existing market segments (SMEs and Large producers). This can be achieved by selling more services to established customers or by finding new customers within existing markets.
- Market development: this strategy entails finding new markets for existing products, our aim is the entire national market since we were already working with customers on Andalusia, Castilla-La Mancha, Murcia and Extremadura. Market research and further segmentation of markets will help us to identify new groups of customers in Spain.
- Product development: This involves developing Consultancy services for existing markets. It involves thinking about how new services can meet customer needs more closely and outperform the services of competitors.

We will make a proper classification of the services to clarify the nature of every task, in the *Annexe 4* we can find the dossier of ANDALUS GOURMET CONSULTING in Spain that have been developed with the same purpose:

- Consultancy

ANDALUS GOURMET CONSULTING has a broad experience in international markets, especially at Middle East. This supports the business to provide solutions to companies seeking new challenges abroad. Our main goal is to provide assessment to companies in their internationalization process and give an analysis and evaluations of their ability to export.

- 'Guideline to export'
- Internationalization plan
- Feasibility analysis
- Strategy business analysis
- Cost simulation
- Funding and export subsidies

- Commercial intermediation

ANDALUS GOURMET CONSULTING will make continuous promotions in our point of sales in Middle East and we will also participate in many events in foreign markets. The main goal of this activity is to facilitate the presence of our customers' product and brand at the destination country and promote the trade relations.

- Export Integral Service
- Point of sale promotion: during a specific period of time.
- Seller representative: continuous process.
- Sales broker: exclusively once.

- Logistics

ANDALUS GOURMET CONSULTING will evaluate which are the fastest, most secure and most economical ways of our customers' products to reach the final client. We handle all the paperwork and basic documentation for export, guaranteeing the lowest cost the maximum transport security.

- Procedures and documentation
- Tracking and tracing
- Logistics management solutions

- Marketing

ANDALUS GOURMET CONSULTING adapts our customers' products to the requirements and trends in the international market which is aimed. We have an integral information system that serves as a tool for our customers in the process of internationalization.

- Market research
- Brand design and Social Media
- Design assessment (Label and packaging)

### Positioning and segmentation strategy

#### **Positioning**

Like our mission states, our purpose is to become a reference at consulting services and export solutions in Spain. We are going to concentrate our efforts into building a strong position inside the market around three vectors: **trust, service quality** and **innovation**. We want the customers to see us as a nearby and competent company which offers personalized services adapted to every situation. We want to position ourselves in a unique position in relation to our competitors, same in Middle East.

#### **Segmentation**

At a short-term segmentation, as we are trying to sell in a specific market segment (SMEs), we will adopt a **concentrated marketing strategy**. This strategy will attend the immediate needs of the segment previously defined as 'SMEs' with the development of only one marketing mix that meet the requirements desired by this segment as we choose to focus our marketing efforts on only this single specific segment.<sup>8</sup>

In a long-term segmentation, we are going to adopt a **differentiated segmentation strategy**. As we will be trying to sell to two specific market segments (SMEs and Large producers), we will create a differentiated marketing strategy. This allows us to increase our potential customer base, sales, revenues and profits. Doing so increases our costs, because we will need to use tactics such as creating different marketing messages, using different distribution

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<sup>8</sup> <https://www.boundless.com/marketing/consumer-marketing/market-segmentation/developing-a-market-segmentation/> [06/07/14]

channels, setting different prices, modifying parts of our service or offering a completely different service to our customers.<sup>9</sup>

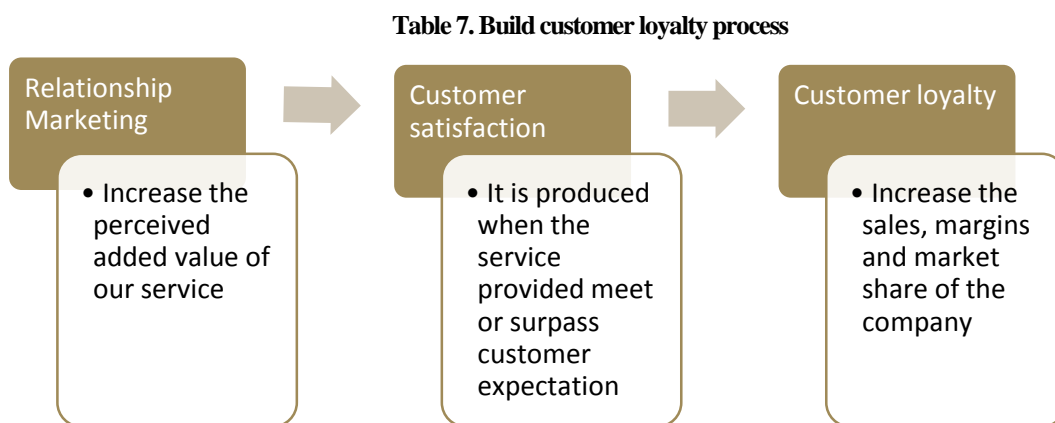
### **Loyalty strategy**

This is could be, at first, our main strategy. We will focus on how to maintain a relationship to retain the customers once they have already bought to us.

The objective is to implement a system that allow the customer to have a positive relationship with the company, establishing a strong bond.

### **Relation**

During the internationalization process we will call our customers weekly or monthly, depending on our interests, to give a full report of the results at that moment.



Own elaboration

### **Retention**

Retaining customers is less expensive than acquiring new ones, and customer experience management is the most cost-effective way to drive customer satisfaction, customer retention and customer loyalty. Generally, after the service has been delivered, we are going to provide a feedback of the results.

- Multi-channel customer support
- Anticipate customers wants
- Identify the reason why customers leave and offer an alternative offer

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<sup>9</sup> Differentiated Segmentation Strategy, <http://smallbusiness.chron.com/differentiated-segmentation-strategy-72908.html> [22/06/2014]



- Identify old recoverable customers and offer an alternative offer for their return
- Identify non-profitable customers in order to make them profitable or withdraw from the company (close the relationship)
- “A complaint is a gift.” (Barlow, 2005)

## **Functional strategy**

### **Product strategy**

The product strategy is going to be closely related with the portfolio strategy set out before. ANDALUS GOURMET CONSULTING will support those services which are strongly identified with the position of the company, clearly differentiated from our competitors and have a higher sales potential. Those are: consultancy and commercial intermediation.

This involves the gradual abandon of logistics and marketing activities, this mean to maintain the service at the portfolio but investing less or even nothing on them. Since they are services with a lower value for our customers (For instance, they can easily find the cheapest way to move some goods by sea or plane without buying a service or get a market research of a product in U.A.E. that have been develop before by a University or Public Administration, available on the internet). Also, these services are generally included on the previous services increasing the perceived added value by the customer.

### **Price strategy<sup>10</sup>**

In general, we will price our services in consonance with the market prices. But depending on the segment we are selling we will use a different pricing approach.

#### ♦ *Skimming pricing*

This pricing strategy is directed to the segment: **SMEs**

This strategy involves the use of the highest possible price during the first 3-4 months but offering a monthly payment method. After that time we will decrease the price sufficiently to induce a reasonable percentage of our target market to consider the purchase of our service.<sup>11</sup>

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<sup>10</sup> Pricing Strategies. <http://www.marketingteacher.com/pricing-strategies/> [26/06/2014]

<sup>11</sup> Price Skimming: Definition, Examples & Strategy. <http://education-portal.com/academy/lesson/price-skimming-definition-examples-strategy.html#lesson> [07/07/2014]

◆ *Premium pricing*

This pricing strategy is directed to the segment: **Large producers**

We want the customer to identify us as a strong and reliable company which offer a quality service so we will set your prices higher than our direct competitors. Also, a too low price might generate distrust and suspicion.

◆ *Service Bundle Pricing*

Residual strategy, depending if the demanded service is a punctual service or a continuous process we will make a number of discounts according to the amount of demanded services by the customer.

**Communication strategy**

We will include the mission and vision as a part of the external communication of the company. We want the potential customers to hear about us, somewhere, no matter where. So we are promoting our brand through three main communication strategies:

◆ *Online marketing strategy*

Improve our Social Media with new and frequently updated social networks like Facebook, LinkedIn, Twitter, Google+, Foursquare, Pinterest and Instagram.

Nowadays, the company has a front page as website with no information at all. We must develop the website with, at least, information like ‘who are we’ and the services we are currently providing. It would be also interesting an online dossier in several languages with QR codes for our international partners.

◆ *Offline marketing strategy*

Our appearance in both local and regional mass media is truly important, especially when the topic is about gastronomy, innovation or internationalization, the awareness of our brand will keep growing.

- Radio talk show
- TV shows and news
- Press releases: Newspaper’s articles

Design catalogs with products of our past and currents customers, brochures with the services we are providing and the variety of products we are already exporting, and business cards for every event we participate.

We want to establish a collaboration with recognized chefs around the world to promote the Spanish products and the brand awareness of ANDALUS GOURMET CONSULTING.

**Image 1. Juan Manuel, winner of Master Chef 2013.**



Source: RTVE.

We have as example the marketing campaign of the Almeria football team, using the image of Juan Manuel, winner of Master Chef 2013. We will use the image of an important chef like Juan Manuel to generate trust and international recognition for the Spanish product selection.

**Image 2. U.D. Almeria S.A.D. 'Campaña de abonos 2014'**



Source: [www.udalmeriasad.com](http://www.udalmeriasad.com)

◆ *Referral strategy*

Word-of-mouth communication, we want our customers to talk well about us so we will potentially attracting new customers and creating a sustainable brand image in the mind of our customers.

**Distribution strategy**

On this strategy we want to stress the importance of consolidate the strategic position the business has at the University of Almeria. It is up for the customer to visit the office and discuss about the service. We will also use the following channels: direct sales by visiting, mailing or phoning our potential customers and commercial agents working with us by a commission. An alternative point of sale would be at the website, the customer can receive further information by just fulfilling a contact form.

**Commercial strategy**

We know the importance of making the first step, so we make monthly proposal to potential customers via email or phone which might attract their attention and their interest in exporting as an alternative method to get higher sales.

ANDALUS GOURMET CONSULTING also frequently visit its customers to provide some information about requirements to export and to get to know the product the customers want to sale.

Event marketing is an important tool, the company should attend as many as possible of the numerous fairs and gastronomy events in Spain, like *Alimentaria*, *Salón de Gourmets* and *Fruit Attraction* where customers are concentrated, and this provides to the company the possibility to build a strong network with potential customers. Networking is more than just getting out and meeting people, is a structured plan to get to know potential businesses who might do business with us or introduce the company to those potential customers.

We want to provide formation to our employees about commercial techniques and information about the services ANDALUS GOURMET CONSULTING is currently providing.

## **7. ACTION PLAN**

On this stage, ANDALUS GOURMET CONSULTING will carry out all the previous strategies, identifying tasks and responsible, setting a deadline and measuring the costs.

To structure all the actions, we will make us of a strategic plan. From the strategic plan we will budget all the cost ANDALUS GOURMET CONSULTING will incur to successfully perform all the actions. Our commitment is also ensure a healthy economic conditions for the company.

## Action plan

Objective	Strategy	Action	Tasks	Responsible	Deadline	Cost	Indicator
1 Market share	1 Commercial strategy	1.1 Services and programs presentation	1.1.1 Services classification	Operations	15/07/2014	1.810 €	Percentage of Market share
		1.2 Event marketing	1.1.2 Design a dossier	Marketing	31/07/2014	2.000 €	
			1.2.1 Attendance to fairs and events	General Manager	30/09/2014		
2 Sales	2 Distribution strategy	2.1 Direct sales	2.1.1 Call, mail or visit	Operations	31/12/2014	2.500 €	Number of services sold (Sales volume)
		2.2 Commercial Agents	2.2.1 Contract	General Manager	31/08/2014	1.000 €	
3 Brand awareness	3 Position and Communication strategy	3.1 Online & Offline strategy	3.1.1 Update Social Media 3.1.2 Create Website	Marketing	31/07/2014	3.000 €	Impressions & inquires
4 Average sales per customer	4 Loyalty strategy	4.1 Relation	4.1.1 Report	Operations	30/11/2014	1.000 €	Number of services per customer (Customer satisfaction)
		4.2 Retention	4.2.1 Customer support	Marketing	-	500 €	
5 Revenue	5 Segmentation and price strategy	5.1 Negotiation	5.1.1 CRM	Marketing	31/07/2014	1.000 €	Revenue per customer
		5.2 Discounts	5.2.1 Send proposals	Operations	31/08/2014	500 €	
<i>Annexe 3: Cost budget</i>						Sum 13.310 €	

## **Milestones**

A *milestone* could be translated as a significant event occurring during the project, which generally coincides with the completion of an action. They are used to highlight important moments during the course of the project:

1. Create the website: update the front page and add the content. Make a good and clear separation between the company at Middle East and Spain, products versus services
2. Create a profile at the most popular social networks and update on a weekly basis
3. Design a dossier to be used as presentation of the company to potential customers
4. Appearance on TV, Radio and/or Press
5. Design a catalog with all the services ANDALUS GOURMET CONSULTING offers in Spain
6. Collaboration with chefs or famous people within the gourmet cuisine.
7. Design a presentation with all the programs we are participating in international markets
8. Attend some of the numerous fairs and gastronomy events in Spain
9. Sign a contract with commercial agents or train the former employees in commercial techniques

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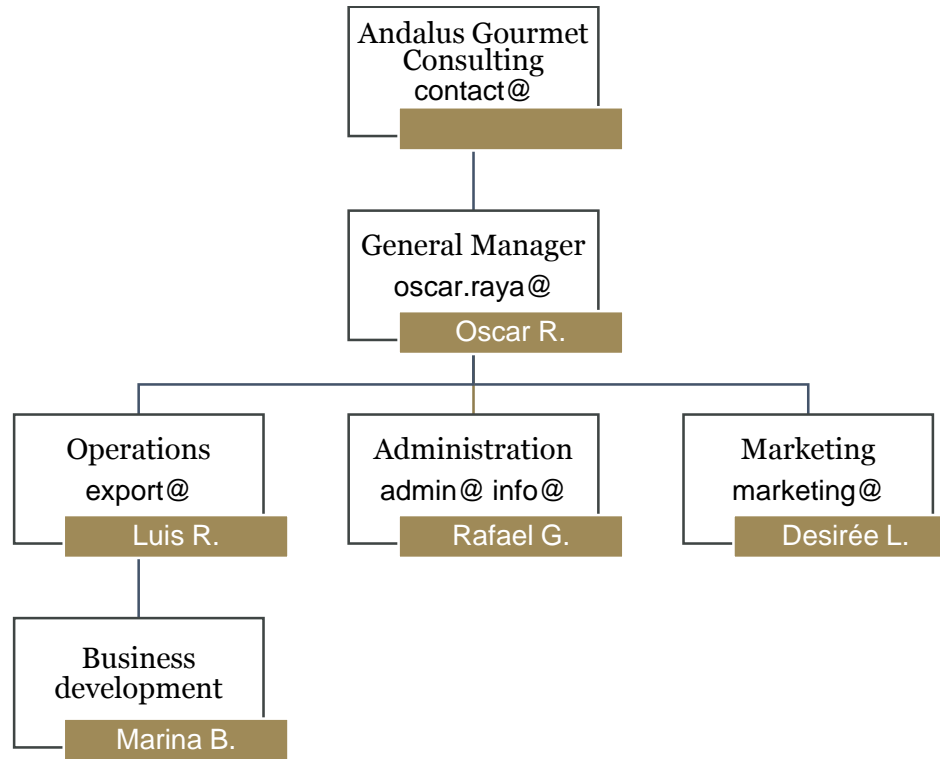
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## **9. ANNEXES**

1. Organizational chart ANDALUS GOURMET CONSULTING (30/06/2014)
2. Sales forecast ANDALUS GOURMET CONSULTING (6 months: Jul-Dec 14)
3. Cost budgeting ANDALUS GOURMET CONSULTING (6 months: Jul-Dec 14)
4. Dossier ANDALUS GOURMET CONSULTING (June 2014)

1. Organizational chart



Operations		Administration		Marketing	
- Commercial intermediation	- Consulting activities	- Document and administrative processing management	- Product design	- Website maintenance	- Blog maintenance
- Business networking	- Product and service development	- Accounting	- Catalog design	- Merchandising	- Direct Marketing
- Logistics management	- Market research	- Storage of documents			
		- Funding and financing			

## 2. Sales forecast

### Sales Forecast (6 Months)

Andalus Gourmet Consulting

Fiscal Year Begins

jul-14

6-month Sales Forecast

33

	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Annual Totals
Cat 1 units sold	0	1	0	1	0	1	3
Sale price @ unit	300,00	300,00	300,00	300,00	300,00	300,00	
<b>Cat 1 TOTAL</b>	0	300	0	300	0	300	900
Cat 2 units sold	2	1	2	1	2	1	9
Sale price @ unit	800,00	800,00	800,00	800,00	800,00	800,00	
<b>Cat 2 TOTAL</b>	1.600	800	1.600	800	1.600	800	7.200
Cat 3 units sold	2	2	2	2	2	2	12
Sale price @ unit	300,00	300,00	300,00	300,00	300,00	300,00	
<b>Cat 3 TOTAL</b>	600	600	600	600	600	600	3.600
Cat 4 units sold	1	2	1	2	1	2	9
Sale price @ unit	100,00	100,00	100,00	100,00	100,00	100,00	
<b>Cat 4 TOTAL</b>	100	200	100	200	100	200	900
<b>Monthly totals: All Categories</b>	2.300	1.900	2.300	1.900	2.300	1.900	12.600

Cat 1      Consultancy  
 Cat 2      Commercial Intermediation  
 Cat 3      Logistics  
 Cat 4      Marketing

### 3. Cost budget

## Cost budgeting (6 Months)

Andalus Gourmet Consulting

Half Fiscal Year	01/07/2014 - 31/12/2014	6-month Cost Budget	
<b>Labor costs</b>	Cost per hour	Time	Total
Junior operations consultant	25,00	180	4.500
Junior marketing consultant	25,00	120	3.000
			<hr/>
			<b>7.500</b>
<b>Material costs</b>	Cost per unit	Units	Total
Website design	1.000,00	1	1.000
Printing	0,50	1.000	500
Equipment	500	2	1.000
Consumption			1.000
			<hr/>
			<b>3.500</b>
<b>Total costs</b>			<b>11.000</b>
VAT (+21%)			2.310
<b>Total budget cost</b>			<b>13.310</b>

## 4. Dossier AG



### ÍNDICE



Prepare to be noticed

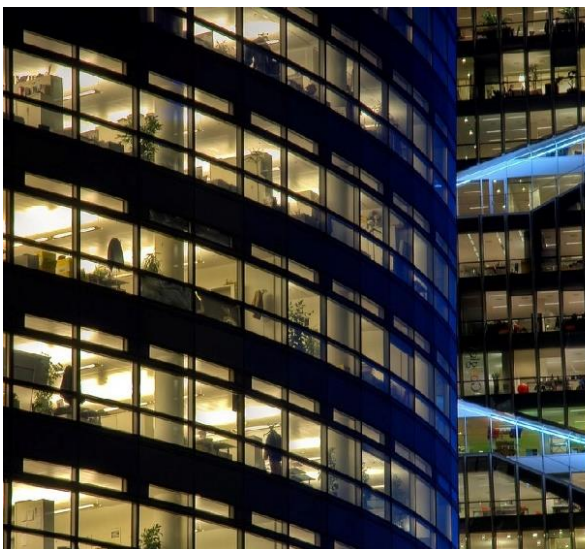


### PREPARE TO BE NOTICED

Andalus Gourmet ofrece servicios de consultoría e intermediación comercial internacional de productos delicatessen españoles.

Planificamos la proyección estratégica y operativa de las empresas regionales en su salida al mercado exterior, fomentado por nuestra estrecha comunicación con el cliente y el seguimiento logístico in situ personalizado.

El principal objetivo de ANDALUS GOURMET CONSULTING es proporcionar un servicio de calidad para nuestros clientes locales que busquen iniciar sus actividades comerciales en mercados exteriores de la manera más eficiente y al menor coste posible.



### CONSULTORÍA

Nuestra experiencia en mercados internacionales nos avala como equipo a la hora de ofrecer soluciones a empresas que buscan afrontar nuevos retos en el exterior. Nuestro principal objetivo es ofrecer asesoramiento a empresas en su proceso de internacionalización y ofrecer un análisis y valoración de su capacidad para exportar.

#### INICIACIÓN AL COMERCIO EXTERIOR

- Análisis de la posición interna de la empresa
- Valoración de las posibilidades del producto en destino
- Reflexión estratégica de su proceso exterior
- Definición del Plan de Internacionalización
- Marketing directo

#### SIMULACIÓN DE COSTES

- Costes de establecimiento
- Análisis de los costes de exportación
- Comparación de costes entre diferentes países

#### APOYO EN MERCADO DE DESTINO

- Revisión y análisis del proyecto de implantación
- Asesoramiento logístico y administrativo
- Revisión y asesoramiento sobre documentación
- Base de datos de clientes y posibles socios

#### FINANCIACIÓN Y SUBVENCIÓN PÚBLICA

- Asesoramiento sobre programas de entidades públicas





## INTERMEDIACIÓN COMERCIAL

Actualmente realizamos promociones continuas en nuestros puntos de venta al igual que participamos en numerosos eventos en los mercados exteriores. Nuestra meta es facilitar la presencia de su producto y marca en el país de destino y favorecer las relaciones comerciales.

### OPORTUNIDADES DE NEGOCIO

- Establecer contacto entre proveedores locales y consumidores internacionales

### REPRESENTACIÓN DE LA EMPRESA

- Relaciones con contactos clave
- Entrevistas
- Información a posibles socios
- Asistencia a eventos
- Representación de la empresa
- Acompañamiento a ferias e interpretación

### FERIAS

- Introducir a la empresa en el mercado
- Dar a conocer nuevos productos de la empresa en eventos
- Promocionar e incentivar la venta
- Ampliar red comercial y fidelizar clientes
- Impulsar la imagen corporativa de la empresa

### SERVICIO INTEGRAL DE EXPORTACIÓN



## LOGÍSTICA

Nos encargamos de evaluar cuales son las formas mas rápidas y económicas de que sus productos lleguen a sus clientes. Nos encargamos de los trámites y documentación básica para exportar, garantizamos el coste más bajo con la máxima seguridad de transporte.

### TRÁMITES Y DOCUMENTACIÓN

- Documentos comerciales, transporte y seguros
- Licitaciones de obras, suministros y servicios en destino
- Revisión y asesoramiento de la diferente documentación
- Adaptación y realización de contratos
- Certificados de sanidad y calidad
- Documentación aduanera

### TRANSPORTE

- Asesoramiento del Incoterm adecuado
- Negociación de tarifas
- Ofrecimiento de contratos de transporte según destino
- Localización de almacenes provisionales



## MARKETING

Adaptamos su producto a las requisitos y tendencias del mercado internacional al cual esta dirigido. Contamos con un sistema integral de información que sirve como herramienta para nuestros clientes en proceso de internacionalización.

### ESTUDIO DE MERCADO

- Informe de viabilidad de producto o servicio
- Análisis y diagnóstico de la situación
- Prospección del mercado y canales de distribución

### DISEÑO

- Packaging (Envase)
- Branding (Marca)
- Gráfica Publicitaria
- Señalética
- Catálogos
- Traducción





## PROGRAMAS 2014/2015

### GLOBAL VILLAGE

Desde el pasado octubre de 2013 hasta marzo de 2014 hemos participado con éxito en el Global Village, reconocida feria internacional considerada el evento cultural más importante del Golfo Pérsico por la representación de más de 40 países, gracias a la cual nos hemos introducido en este país llegando directamente al consumidor final mediante nuestro stand propio dentro del pabellón español de Global Village en Dubai.

Global Village es una feria que se inició en 1997 con el objetivo de promocionar la cultura y productos de los países participantes. El pabellón español, Spain Global Village, será organizado por cuarta vez consecutiva el próximo mes de octubre hasta marzo de 2015. Desde nuestro stand, vamos a ofrecer y vender el surtido de productos de las empresas que acuerden venir con nosotros a una feria que aglutinara alrededor de cinco millones de visitantes.

### GALERIAS LAFAYETTE

Tenemos el orgullo de poder contar con un expositor como punto de venta en el restaurante Tapeo en las Galerías Lafayette en Dubai, donde promocionaremos el producto español en todas sus facetas.

### GULFOOD

Durante una semana en febrero 2015 participaremos en la Feria más grande de Medio Oriente para la Industria de la Alimentación y la Hospitalidad.



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## **CONCLUSIÓN (en castellano)**

El plan ha sido desarrollado en torno a una estructura común entre los manuales que han sido consultados y aparecen recogidos en la bibliografía. Primero se ha estudiado la situación de la empresa en el sector y su posición con respecto a la competencia para proceder seguidamente a un diagnóstico de la situación. A través de ese diagnóstico hemos obtenido una información para, a la hora de detallar objetivos y estrategias, se mantuviera una coherencia de hacia dónde nos dirigimos y como vamos a dar ese paso. Por último, el plan de acción recoge de manera ordenada en una tabla las acciones que debe la empresa realizar para alcanzar los objetivos propuestos.

Una vez el Plan de Marketing ha sido finalizado, la siguiente tarea es implementarlo en la empresa y controlar que las acciones y tareas se cumplen en los plazos de actuación previamente delimitados por parte de los responsables de dichas actividades. Estas dos etapas han sido omitidas del plan pues son mecanismos que difícilmente se pueden tratar en un proyecto de estas características. Aun así, cabe mencionar que ambas, en cualquier plan de marketing, son partes cruciales para el desarrollo del plan y su éxito.