



MARKETING PLAN OF ROSQUILLETAS LÁZARO SL



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INDEX

A. INDEX OF FIGURES	4
B. INDEX OF GRAPHS	4
C. INDEX OF TABLES	5
1. EXECUTIVE SUMMARY	1
2. SITUATION ANALYSIS	2
2.1. Internal analysis	2
2.1.1. Presentation of the Company	2
2.1.2. Mission	2
2.1.3. Vision	2
2.1.4. Values	2
2.1.5. Company resources and capabilities	3
2.1.5.1. Human resources	3
2.1.5.2. Tangible resources	4
2.1.5.3. Intangible resources	4
2.1.5.4. Marketing resources	5
2.2. External analysis	12
2.2.1. Macroenvironment	12
2.2.1.1. Political and legal factors	12
2.2.1.2. Economic factor	13
2.2.1.3. Sociocultural factors	15
2.2.1.4. Technological factors	18
2.2.1.5. Ecological factors	20
2.2.2. Microenvironment	21
2.2.2.1. Bargaining power of buyers	22
2.2.2.2. Bargaining power of suppliers	22
2.2.2.3. Threat of new competitors	22
2.2.2.4. Threat of substitutes products	23
2.2.2.5. Existing competitors rivalry	23
2.3. Analysis of the competition	24
2.3.1. Levels of competence	24

2.3.2. Main competitors	25
2.3.2.1. Table competition summary	32
2.3.3. Market analysis	32
2.3.3.1. Sector analysis	32
2.3.3.2. Consumer analysis	34
3. SWOT ANALYSIS	39
4. SEGMENTATION	42
5. OBJECTIVES	43
6. STRATEGIES	44
6.1. Growth and diversification strategy	44
6.2. Competitive strategies	44
6.3. Strategy as competitive advantage	45
6.4. Segmentation strategy	46
6.5. Positioning strategy	46
7. ACTION PROGRAMS	48
7.1. Summary actions plans	48
7.2. Product decisions	52
7.3. Price decisions	55
7.4. Distribution decisions	55
7.5. Communication decisions	56
8. TIMELINE	63
9. BUDGET	64
10. CONTROL	66
11. BIBLIOGRAPHY	67

A. INDEX OF FIGURES

Figure 1: Departamentalization of Rosquilletas Lázaro	3
Figure 2: Product portfolio of the company	6
Figure 3: Summary of Rosquilletas Lázaro products prices	9
Figure 4: Distribution channel level 1.....	10
Figure 5: Distribution channel level 2.....	10
Figure 6: Actual communication channels	11
Figure 7: Influence of macro-environment in Rosquilletas Lázaro	21
Figure 8: Porter's five forces.....	21
Figure 9: Levels of competition	24
Figure 10: Rosquilletas Aima products.....	26
Figure 11: Rosquilletas Pastor products	27
Figure 12: Alba Horneados products	28
Figure 13: Rosquilletas San Gabriel products.....	29
Figure 14: Farinetes alimentación products	30
Figure 15: Productos Velarte products	31
Figure 16: Total number of companies by subsectors in Spain.....	33
Figure 17: Consumption of snacks divided in generations	36
Figure 18: Tastes and preferences of snacks consumers	37
Figure 19: Preferred establishments by Spanish consumers	38
Figure 20: SWOT analysis	39
Figure 21: Growth strategies based on Ansoff's matrix	44
Figure 22: Kotler competitive strategies	45
Figure 23: Positioning map	46
Figure 24: New dark chocolate rosquilletas.....	53
Figure 25: New seeds rosquilletas	54
Figure 26: New web for buying online of Rosquilletas Lázaro	56
Figure 27: Rosquilletas Lázaro Instagram account.....	58

B. INDEX OF GRAPHS

Graph 1: Average spending per household.....	13
Graph 2: Evolution of unemployment rate in the Province of Castellón	14
Graph 3: Men and women Spanish population.....	16
Graph 4: Foreigners with spanish nationality.....	17
Graph 5: Percentage of annual GDP destined to R&D	19

Graph 6: Total Spanish snack spending	34
Graph 7: Snack consumption time	35

C. INDEX OF TABLES

Table 1: Evolution of Spanish Gross Domestic Product.....	15
Table 2: Spanish population	16
Table 3: Percentage of population with higher education	17
Table 4: Evolution of Spanish R+D expenditure.....	18
Table 5: Total number of food and beverage companies in Spain.....	33
Table 6: Prices of new Low fat content line	55
Table 7: Prices of new High fiber content line	55

1. EXECUTIVE SUMMARY

The final proposal of this project is to develop a marketing plan for the company Rosquilletas LázarO, a small factory of handmade rosquilletas and colines of Castellón that from year 1984 takes operative in the market elaborating its products artisan and growing annually as far as number of sales and benefits.

To do this, first an internal analysis has been carried out, to find out what resources the company has. From there, the external analysis has been carried out, in which the macro environment of the company and the micro environment have been analysed. From the first one, it has been extracted that during the development of the economic crisis that began in 2009 in Spain, consumers began to consume more products known as snacks, between which were place the rosquilletas, since the price of these is not high. Therefore, from here and as it has been analyzed in the micro environment, the number of competitors and suppliers increased.

Next, and after having analyzed the main competitors, it has been analyzed the strengths, among which the brand recognition by consumers stands out, and weaknesses that Rosquilletas LázarO have, such as a product portfolio limited to people with eating disorders, and also, it has been analyzed the opportunities and threats. From these, it can be seen that the company needs to be strengthened and which aspects need to be improved, which mainly helps to establish the objectives.

Among these objectives, the most important is to attract 5% of new customers, creating two new market segments. This main objective is the one that will make the others to be fulfilled, such as increasing customer loyalty, sales and profits with respect to previous years.

In order to achieve the above objectives, a series of strategies are being developed, specifically growth and diversification, a competitive strategy in which the company acts as a follower, a competitive strategy of cost leadership, diversification and positioning.

Twelve marketing mix actions were then designed to meet the company's objectives, and a timeline was drawn up for these actions, which was limited in time. Finally, a budget has been drawn up for all the marketing actions to be carried out by the company and control guidelines have been established to ensure that the objectives specified for the company are finally met.

2. SITUATION ANALYSIS

2.1. Internal analysis

2.1.1. Presentation of the Company

The business that I have chosen for my final assignment is Rosquilletas LázarO S.L. It was founded in 1984 by Ezequiel LázarO and nowadays, the owner is Jorge LázarO, his son, who started his work in the family business soon as he finished his high school education. After years working in the company, Jorge decided to buy it and start managing it.

From the beginning, the economic scope of the business has been the manufacturing of handmade rosquilletas and colines, typical products of Castellón de la Plana mainly but of the rest of Valencian Community too.

Rosquilletas LázarO S.L. started selling their products in the street markets but due to the high demand they move their products into the grocery shops focusing their sales in these customers.

Nowadays, Rosquilletas LázarO S.L. has eight workers, seven of them in the manufacturing of the product and a head of distribution. The factory is placed in Castellón de la Plana, more exactly in Alcora Avenue 79.

2.1.2. Mission

The mission of Rosquilletas LázarO is to offer a good handmade and quality snack at the best price possible.

2.1.3. Vision

Lead the rosquilletas sector in the Valencian Community and satisfy its demand in the shortest time possible, based on value creation, innovation and brand. Besides, increasing the rosquilletas consumption with the creation of new flavours and packaging.

2.1.4. Values

The next values are provided by the owner of the company:

“Through teamwork, we create a strong brand and personal development.”

“We try to achieve maximum satisfaction of our employees, customers and suppliers.”

“We build trust through the use of high quality raw materials and artisanal elaboration.”

2.1.5. Company resources and capabilities

The company resources are divided into human, tangible and intangible resources. Within the human resources it is possible to find the human capital and what they contribute. On the other hand are the tangible resources along with financial and physical resources, and finally, the intangible resources as marketing resources, where the products, prices, distribution and communication are analyzed.

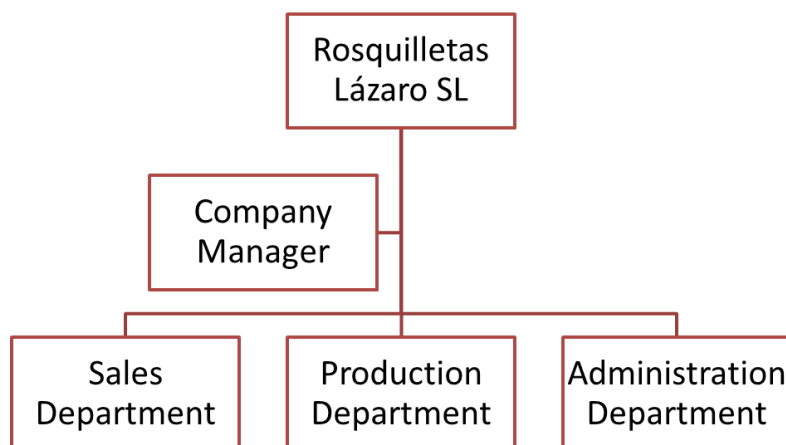
2.1.5.1. Human resources

In Rosquilletas LázarO S.L., employees are the most important and valued resources, their experience in the sector makes possible to do the work as efficient as possible. The company has eight people employed in different positions. The manager of the company is the person in charge of dividing the daily work, in addition to being in charge of the accounting purchasing and sales departments. The functions of the sales department are shared with the commercial manager, who is in charge of visiting all the company's clients on a daily basis, creating delivery routes to supply the orders. Finally, in the production line there are six people in charge of preparing the products, packaging them and labeling them.

Depending on the volume of work required daily, the manager sometimes work on the production line in order to help with high volumes of orders.

The departmentalization of the company would be as it follows:

Figure 1: Departamentalization of Rosquilletas LázarO



Source: own elaboration.

2.1.5.2. Tangible resources

Tangible resources are divided into financial and physical.

Financial resources:

To start the economic activity, the company needed a minimum capital of 3.000€. Later, with the modernization of the processes and the capital accumulated by it, they were able to acquire new machinery currently valued at 200 thousand euros and a warehouse also valued at approximately 200 thousands euros.

On the other hand, to be able to face fixed costs, the company allocates a total of 42,000 euros per year, without counting the employee salaries which represent a total of 120,000 euros per year.

Within this group of fixed costs are the self-employed rate payment, independent professional payments, city council taxes, personal income tax, VAT, Social Security, water and electricity, telephones and internet and finally website and insurance.

Regarding variable costs, these add up to a total of approximately 70,000 euros per year. These would include the purchase of raw materials to produce the different products, containers and packaging, and fuel for delivery vans and ovens.

As an approximate data, the benefits obtained by the company annually are 35,000 euros. This income comes only from the sale of rosquilletas and colines.

Physical resources:

The company's physical resources are the following:

A 380-square-meter warehouse, of which 180 m² are part of the manufacturing area and the rest is the warehouse, changing rooms and offices. They also have two delivery vans and different types of machinery. This machinery would include a kneading machine, a kneading line, two ovens, a fermentation machine, different types of weighing machines, and three packaging machines. Finally, it would include all the office supplies, such as computers and furnitures.

2.1.5.3. Intangible resources

The main intangible resources that the company presents are the brand and the value that it provides for suppliers and customers. And besides the brand another important resource is the recipe of each of the products that makes them unique despite the

similarity to other products from their competitors. Also included here would be the skills and competences of all the people who make the company what it is.

2.1.5.4. Marketing resources

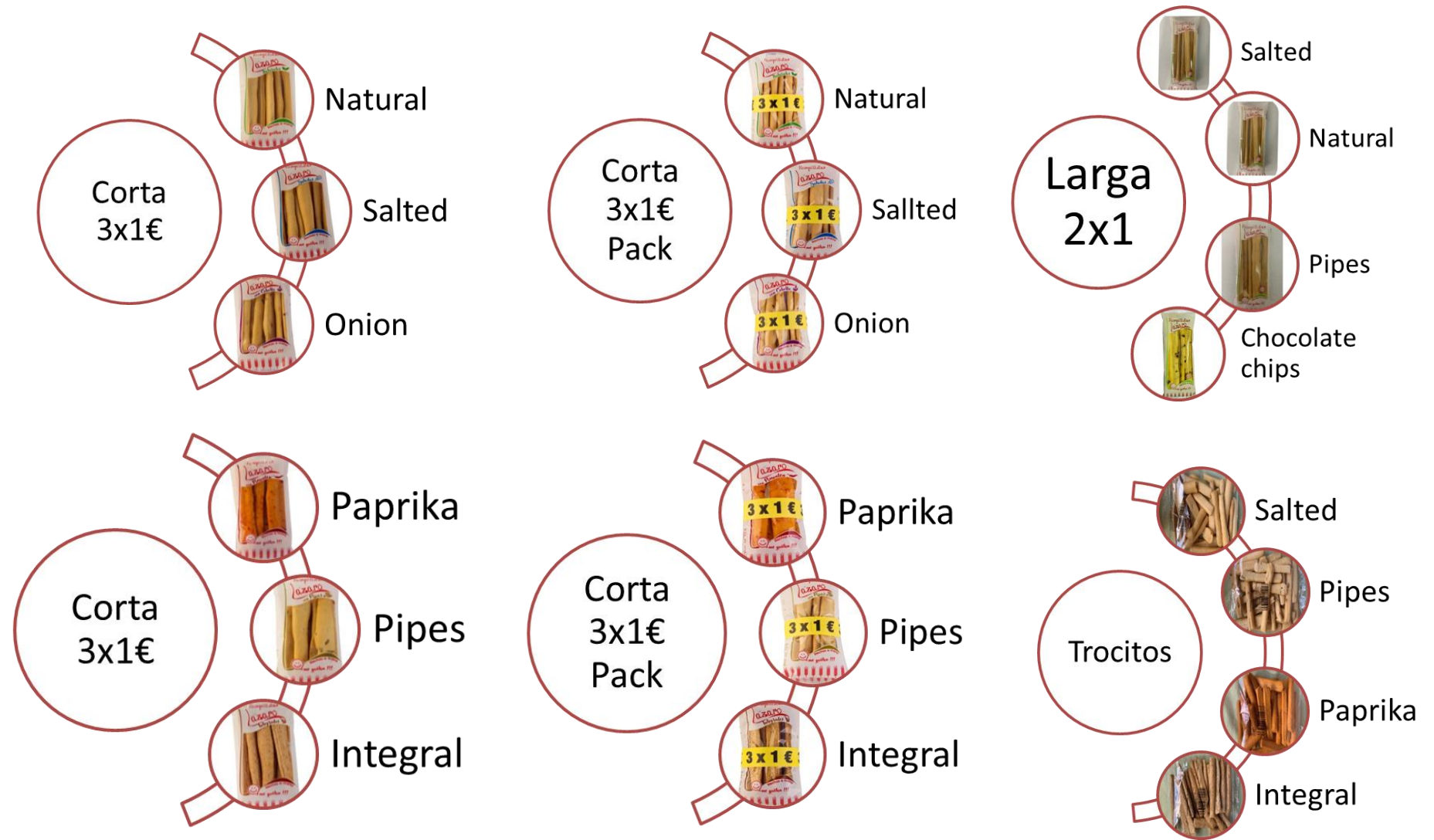
Product:

Rosquilletas LázarO offers rosquilletas and colines with different flavors and formats to satisfy all customer demands. Rosquilletas is not a product you would go to the shop only to buy it, but it is a product that you pick if you see it. This is an impulsive purchasing behavior, and rosquilletas, due to its price and the need it covers, ends up being purchased.

The durability of the rosquilletas is six months from the manufacturing date, as long as the storage recommendations are followed.

To see the products that the company presents in its portfolio and which are the ones with the highest turnover in the market, lets look at the following schemes:

Figure 2: Product portfolio of the company





Doseta Natural Salted Onion



Pipes Paprika Integral

Source: own elaboration. Data: owner of the company.

Having seen the types of existing products, it is possible to see that the same flavor of rosquilletas can be made in different sizes, depending on the demand. These are divided into rosquilletas the colin that are the three-kilo sacks and 250 gram bags called "trocitos", into long rosquilleta 2x1 and short rosquilleta 3x1 that are half the size of the previous ones. These names come for their price, as it means that two packets of long rosquilletas (2x1) cost one euro, and the same with 3x1 ones.

Finally, once the different types of formats that the company manufactures are classified, within the 2x1 and 3x1 groups, is found the so-called "2x1 € pack" and "3x1 € pack". They differ from the rest because before they are fitted together, they are grouped into packs of two or three packages respectively, and a paper tape is placed on them using a machine in a wrapping machine. Once ready for sale, they fit like the rest of the products, but these are only sold to large stores.

In the boxes are 60 packets of 3x1 or 18 packs of 3x1 €; however they fit 30 packets of 2x1 or 15 packs of 2x1 €. On the other hand, in the boxes of "trocitos" there are 6 bags of 250 grams.

Price:

As the price in marketing resources is one of the most important variables, it could also be said what it means for Rosquilletas LázarO.

For each type of client there is an established sale price situated between a minimum at which the product can be offered with a minimum benefit margin, up to a maximum of which better results are obtained at the time of the sale.

The types of prices are divided by types of clients, among which is possible to find first the wholesalers, with the lowest prices adjusted to their high level of sales. Afterwards, the price list for automatic sales, they are dedicated to sale different products in small stores. Finally they have the price for the retail stores, who already have a slightly higher price.

It should be added that within each group of clients, different prices may be charged for the same products. This may be due to the existence of a purchase agreement from the beginning of the relationship with the customer, the level of monthly sales or if there are discounts for including the product in the establishment.

The prices of all boxes of rosquilletas are set by the unit price of the packages, like the “trocitos”, and the 3-kilo bags of colin, they can be charged per unit at € 15 or € 4.50 per kilo.

To see the different prices, check the following scheme where they can be seen in a more synthesized and clearer way:

Figure 3: Summary of Rosquilletas Lázaro products prices



Source: own elaboration. Data: owner of the company.

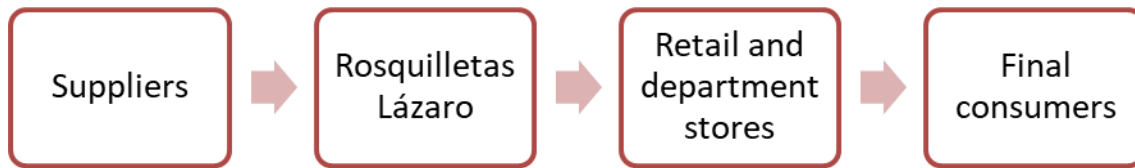
Finally, the pricing strategy that the company follows would be through margins, since what it intends is to adjust the price to large buyers to the maximum in order to increase their sales and finally achieve good margins.

Distribution:

Suppliers are responsible for supplying all the raw materials and needed materials to make the rosquilletas. With these, the different products are made and once ready for sale, the different distribution channels emerge.

The company has a salesman in charge of the distribution and replacement of the product in retail stores and in some of the large stores that its main client Comercial Matiner is not in charge of. Apart from this, through the Rosquilletas Lázaro salesman, the product is distributed to the headquarters of the different self-sales, who are in charge of finally distributing it to small businesses.

Figure 4: Distribution channel level 1



Source: own elaboration.

Then, it is also distributed directly to the wholesale company called Comercial Matiner SLU, who daily replenishes the merchandise in all large stores such as Alcampo, Carrefour and in small supermarkets such as Carrefour Express, Charter, etc. In addition, it also makes sales to smaller stores and to self-sales.

Figure 5: Distribution channel level 2



Source: own elaboration. Data: owner of the company.

Looking at these diagrams, it can be seen that the type of channel used by the company is always B2B, since it does not have contact in any of its channels with the final customer directly. In both, there are intermediaries who establish the connection with the final customers.

Communication:

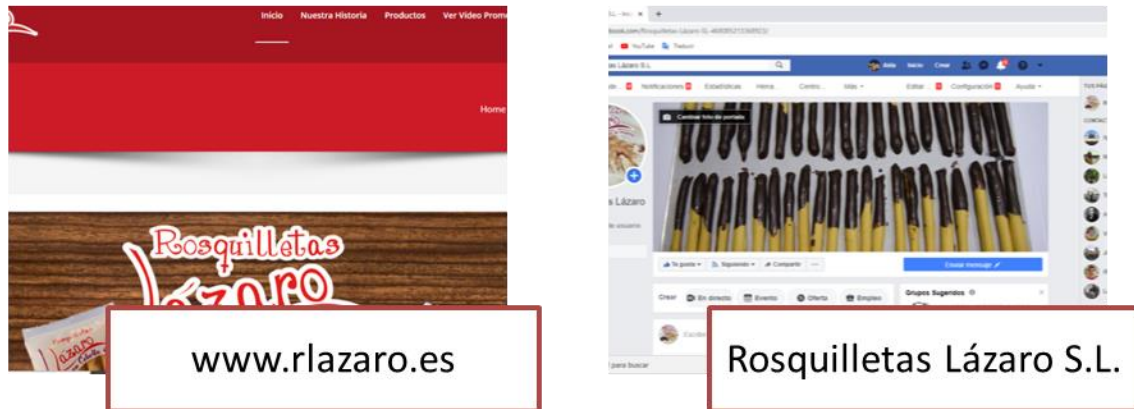
Rosquilletas LázarO uses two different communication tools: sales promotion and direct marketing.

The strategy used with sales promotion is the gift of a box of rosquilletas to be chosen by the customer for the purchase of five boxes, regardless of the flavor. This is used only with small establishments and self-sales.

With wholesalers and department stores, quantities change. By purchasing two full European box pallets, which would be a total 72 per-pallet, the customer can choose 11 boxes of gift rosquilletas, regardless of size or flavor.

Regarding direct marketing, the company has a website (www.rlazaro.es) and a page on social network Facebook (Rosquilletas Lázaro S.L.) where it shares news and promotions, in addition to other publications. Through Facebook they get a large number of "shares" and interaction by their followers.

Figure 6: Actual communication channels



Source: own elaboration. Data: web and Facebook of the Company.

2.2. External analysis

2.2.1. Macroenvironment

2.2.1.1. Political and legal factors

This section reflects the policies and laws in force that directly affect the company under analysis. They are of a general nature, and therefore affect all companies of this type, i.e., at a state level.

- By means of Royal Decree 308/2019, of 26 April, (Boletín Oficial del Estado, 113, 11 May 2019) by which the quality standard for bread is approved, the State dictates the products that are going to be within the group called "Bakery Products". In the case of rosquilletas, these are regulated by Article 6:

6." Colines, regañás or picos: these are pieces of dry, crisp and crunchy crumb with a narrow section. They are made from bread dough containing fats or oils, and are usually cut after being rolled, fermented and baked. (They can take on different formats and varieties, with various denominations, as established by tradition).

- As the company is run by a self-employed person it is regulated by Law 20/2007 of 11 July, the Statute of the Self-Employed, (Boletín Oficial del Estado, 166, 12 July 2007). This Law obliges the self-employed worker to pay a fee to "Hacienda Pública".

- Rosquilletas Lázaro is within the group of Small and Medium Enterprises (SMEs), therefore with the entry into force of the Royal Decree 1515/2007, November 16, which approves the General Accounting Plan for Small and Medium Enterprises and specific criteria for micro enterprises, (Boletín Oficial del Estado, 279, 21 November 2007) is obliged to follow the orders regarding the accounting of the company and submit to the relevant bodies the accounting models that the law marks.

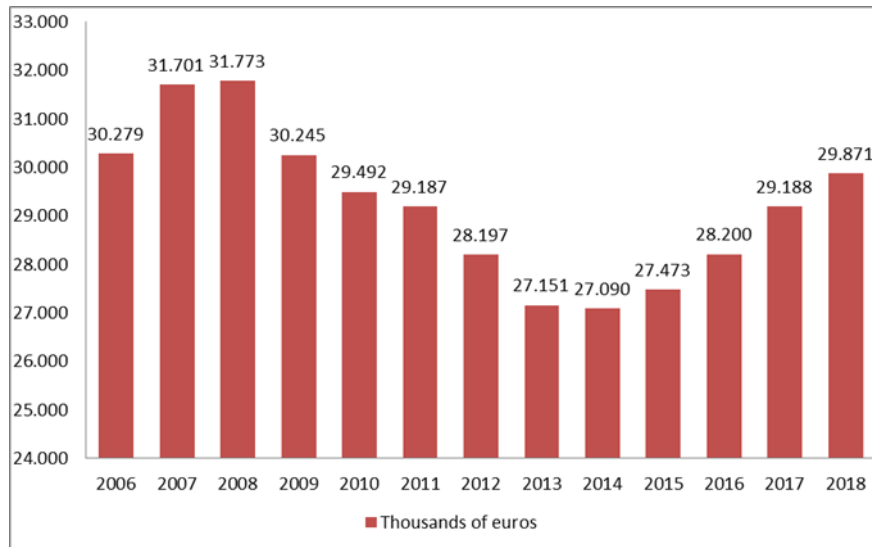
- The Value Added Tax applicable to the products of Rosquilletas Lázaro is of "reduced rate of 10%", from the 01/09/2012, previously this was of 8%.(Agencia Tributaria, 2012)

- Since the nature of the company is food, this is affected by the Law 17/2011 of 5 July, food safety and nutrition, (Boletín Oficial del Estado, 160, 6 July 2011) specifically "Article 6. Traceability" by which the company is obliged to report all products and distribution companies of these that are added in their final product.

2.2.1.2. Economic factor

The main economic factor that has affected the Spanish economy in recent years has been the economic crisis that emerged in 2008. This brought with it changes in consumption habits, as it can be seen in the graph 1, average spending per household suffered a high fall:

Graph 1: Average spending per household



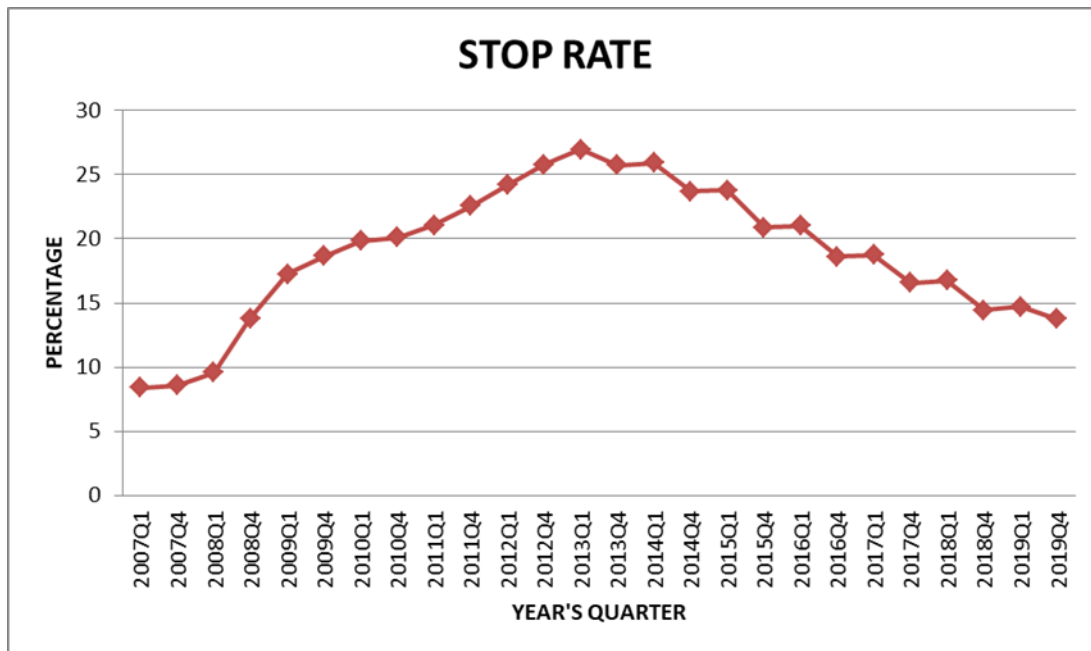
Source: own elaboration. Data: INE.

From these data, it can be seen that since 2008, average spending per household has been progressively decreasing as the economic crisis has developed. It was in the year 2014 when the peak of this economic deceleration was reached, and therefore the average spending per household fell to 27,090 euros per year.

In the following years the economy did gradually improve, which favoured family spending, this increasing reached a total of 29,871 euros per year in average family spending in 2018. Comparing the most current data so far with the worst period of the economic crisis, 2014, spending per household has increased by 10.27%.

These positive data from recent years on consumption in the Spanish economy also show how unemployment has been decreasing. The graph 2 shows the evolution of the unemployment rate in the Province of Castellón:

Graph 2: Evolution of unemployment rate in the Province of Castellón



Source: own elaboration. Data: INE.

As can be seen in the chart, the vertical axis shows the data for the first and fourth quarters of the years, from the beginning of the crisis to the present. From these data, it can be reached the conclusion that from the first quarter of 2013, the unemployment rate has been gradually decreasing, since it was 26.94% in that year. Currently, with the latest data from 2019, it can be seen that unemployment continues to fall to 13.78% in the fourth quarter of that year. Despite this improvement in the unemployment rate, it has not reached levels prior to the economic crisis, only one year earlier, in 2007, the unemployment rate in Spain was 8.42%. Comparing the figures of the fourth quarter of 2007 with those of 2008, it can be seen a great increase in unemployment, this rise was 60.91% in just one year, going from 8.57% to 13.79%.

Thanks to the decrease in unemployment in Spain in recent years, the country's Gross Domestic Product (GDP) has been growing gradually, after suffering some years in which the increase was very low or even negative. The data can be seen below in table 1:

Table 1: Evolution of Spanish Gross Domestic Product

YEAR	ANUAL RATE (%)
2007	3,6
2008	0,9
2009	-3,8
2010	0,2
2011	-0,8
2012	-0,3
2013	-1,4
2014	1,4
2015	3,8
2016	3
2017	2,9
2018	2,4
2019	2

Source: own elaboration. Data: INE.

Analyzing the data, one can perceive the different changes that have taken place. In 2007, the year before the crisis, GDP growth was 3.6% per year, a positive figure that has not been repeated until 2015, when the increase was even higher, at 3.8%. In the years between these, the GDP rate grew very little annually, and there were even years like those prior to 2014 when the worst moment of the economic crisis was reached, when this data was negative. From 2015 onwards, the annual rate has remained positive, although it has not reached such positive figures as in 2015.

The forecast by the International Monetary Fund for the current year 2020 and next year is that "Spanish GDP will grow by 1.6%, the same rate of expansion that the institution projects for 2021". (Epdata 2020)

2.2.1.3. Sociocultural factors

For the analysis of this factor, the Spanish population in general will be considered. For this purpose the data for the last few years of the total Spanish population are shown in table 2, divided into men and women:

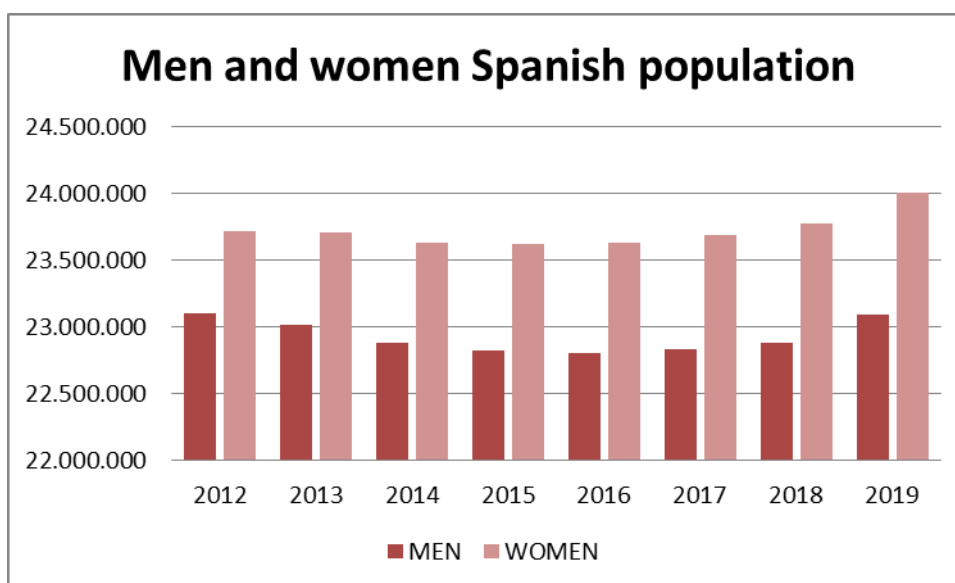
Table 2: Spanish population

YEAR	POPULATION	MEN	WOMEN
2012	46.818.216	23.099.009	23.719.207
2013	46.727.890	23.017.758	23.710.132
2014	46.512.199	22.877.461	23.634.738
2015	46.449.565	22.826.546	23.623.019
2016	46.440.099	22.807.464	23.632.635
2017	45.527.039	22.834.227	23.692.812
2018	46.658.447	22.881.882	23.776.565
2019	47.100.396	23.089.389	24.011.006

Source: own elaboration. Data: INE.

Comparing the data of both genders, it can be seen that in all the years of this analysis the growth of the female gender has predominated over the male one. To see it more clearly, lets look at graph 3:

Graph 3: Men and women Spanish population



Source: own elaboration. Data: INE.

To be more exact, the growth percentage rate of the female population in 2018 and 2019 was 0.35% and 0.99% respectively, while the growth percentage rate of the male population in these years was 0.21% in 2018 and 0.91% in 2019.

Continuing with the previous differentiation, the table 3 shows the percentages of the total population divided by gender that has undertaken and completed higher education:

Table 3: Percentage of population with higher education

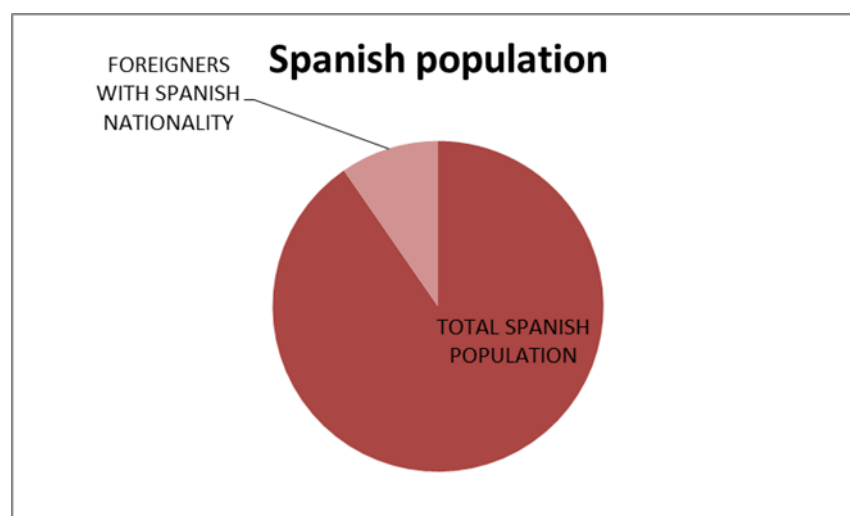
YEAR	TOTAL SPANISH POPULATION	MEN WITH SUPERIOR STUDIES (%)	WOMEN WITH SUPERIOR STUDIES(%)
2014	46.512.199	27.3	27.8
2015	46.449.565	27	28.5
2016	46.440.099	27.5	28.9
2017	45.527.039	28.3	29.4
2018	46.658.447	29	30.3
2019	47.100.396	29.8	31.4

Source: own elaboration. Data: INE.

As it can be seen from the data provided in table 3, in the six years analysed, more women than men have reached and completed higher education. While this is a positive development for the female population, it is less so if compared to the wages received by women as opposed to men in the workplace. The analysis conducted by La Vanguardia Economía "concludes that in only six provinces women contribute on average more than 1,800 euros. In the case of men, this threshold is exceeded in twenty-nine provinces". (La Vanguardia, 2019)

On the other hand, of the total population in the year 2019, 5.023.279 are foreigners with Spanish nationality. Graphically, they represent 10.67% of the population. It can be seen in graph 4:

Graph 4: Foreigners with spanish nationality



Source: own elaboration. Data: INE.

This foreign population has brought to the population a more European and international vision of the future and an open mind, which has favoured the social and labour market inclusion of most people from other countries. In addition, Spain is chosen as a destination country by many foreigners, as the lifestyle of its population and its way of being makes their integration easier.

2.2.1.4. Technological factors

The development of technology in Spain, how much is invested in R&D and what it means for companies to be able to acquire machinery with more advanced technology to improve their production systems.

To analyze investment in Research and Development (R&D) in Spain, firstly it is necessary to look at the evolution of allocated capital. Based on this data and the data provided on the evolution of GDP in Spain in recent years in the section on economic factors, the relationship between the variation in R&D and GDP will be shown in Table 4.

Table 4: Evolution of Spanish R+D expenditure

YEAR	R+D EXPENDITURE (thousands of €)
2007	13.342.370
2008	14.701.392
2009	14.581.675
2010	14.588.455
2011	14.184.294
2012	13.391.606
2013	13.011.798
2014	12.820.756
2015	13.171.807
2016	13.259.768
2017	14.063.444
2018	14.945.692

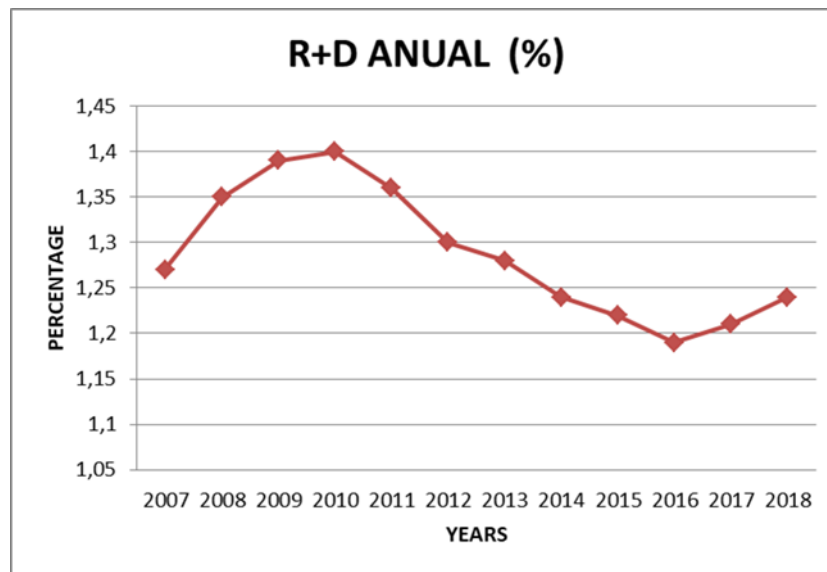
Source: own elaboration. Data: INE.

Analyzing the above data on the spending in thousands of euros that Spain has allocated to R&D, it can be seen that from 2007 to 2010, being already in an economic crisis, R&D spending has increased progressively. On the other hand, in the two years prior to the worst moment of the crisis in 2013, the amount allocated by the State was reduced considerably until 2014, when it reached the lowest spending, only 12.820.756 euros.

Once the country begins to emerge from the economic crisis, R&D spending has increased again until 2018, reaching 14.945.692 euros. Historical figures that had not been reached before, according to data collected by the National Institute of Statistics (INE) over the last 40 years.

The second part of the analysis of R&D expenditure in relation to GDP, shows the following data reflected in the graph 5:

Graph 5: Percentage of annual GDP destined to R&D



Source: own elaboration. Data: INE.

The data in the chart shows the percentage of annual GDP that has been allocated to R&D. As with the data in the GDP growth table, the years from 2010 onwards have been increasingly negatively. Since the maximum percentage of GDP reached in 2010 with 1.4%, values close to this have not been reached again. On the other hand, although GDP began to grow positively from 2014 onwards, this was not the case for the percentage allocated to R&D. It continued falling, reaching a minimum of 1.19% in 2016. From this year onwards, the figures have been increasing, although comparing with the countries that make up the European Union (EU), Spain continues to be below the European average.

The values collected by EUROSTAT on the percentage of GDP allocated to R&D in the countries that make up the EU (in average values) were 2.08% of GDP in 2017 and 2.12% in 2018, while in Spain these percentages were 1.21% and 1.24% respectively, well below the average. (EUROSTAT 2020)

These data on the low investment in R&D in Spain make it difficult for SMEs, mainly because of their low capital compared to large companies, to progress and develop new manufacturing methods. They are also limited in their ability to acquire new, more developed and efficient machinery that would allow them to be more effective in carrying out their daily work.

In the case of Rosquilletas LázarO, there are still many manual and very expensive processes when manufacturing their products, as there is currently no new and developed machinery on the market for the small-scale bakery sector, i.e. for SMEs.

2.2.1.5. Ecological factors

Today, the Spanish population is more aware of the care of the environment, recycling and the use of ecological products or products with less pollutant in their packaging. This has led to companies being obliged to use more ecological and healthy products and to design new packaging.

In the case of Rosquilletas LázarO, this change towards the ecological started when it began to use high oleic sunflower oil for the preparation of its products. It was the first company dedicated solely to the manufacture of rosquilletas to use it, more than twenty years ago, when it realized that the product lasted longer and over time did not give off any stale odor, as it could happen by palm oil when cooked at temperatures above 170 degrees Celsius.

In recent years, as awareness of recycling has increased, used oil has been arriving at the factory in 1.000-litre drums that can be reused by the company supplying the product, avoiding the waste of hundreds of small plastic drums that were generated in the past and could not be reused.

They also recycle each empty flour sack, made from cardboard paper, to use as a garbage bag, since they use an average of 30 sacks of 40 kilograms each on a weekly basis to manufacture their product. This way, they have been avoiding buying plastic garbage bags that pollute more for years.

Figure 7: Influence of macro-environment in Rosquilletas Lázaro

Factors/ Valoration	Very negative	Negative	Regular	Positive	Very positive
Political and legal					
Economic					
Sociocultural					
Technological					
Ecological					

Source: own elaboration.

2.2.2. Microenvironment

In order to choose the right strategies, Porter's five forces analysis will be carried out, where it will be analysed how he can achieve an advantageous position in relation to his competitors. To this end, the forces that most affect the company will be developed:

Figure 8: Porter's five forces



Source: own elaboration.

2.2.2.1. Bargaining power of buyers

Consumer demand for snacks has been growing favourably in recent years, until it has become practically a daily consumer product for many people. There are all kinds of them, although a large part of the population's demand is for the healthiest snacks. These are demanded by the entire population, whether adult or young, as awareness of health is spreading more and more among the population of Spain. Most of these consumers prefer to buy snacks at low prices, so if they do not agree with the price, they will choose another type of substitute product at a lower price. Specifically, customers are motivated to make the purchase in many cases where there are promotions such as 3 products for 1 , because if they buy more quantity and at a good price, the customer has bargaining power, as the portfolio of substitute products is very broad and therefore can choose those of the competition.

2.2.2.2. Bargaining power of suppliers

The suppliers that Rosquilletas LázarO has been working with for years are all local. Although there are quite a few suppliers of their raw materials on the market, they opt for the closest ones, as this means faster delivery of the product. Its relations with these are long term, as in the years when Spain fell into a great economic crisis, what mattered most to the suppliers was that customers paid on time and as soon as possible. As Rosquilletas LázarO remains to this group of companies, its relationship with suppliers ended up being fortified. In this case, the negotiation power of the suppliers is low, since the prompt payment has benefited Rosquilletas LázarO so much that it benefits even from small economies of scale, because in spite of being a small company, its purchase volume in some of the raw materials is very high.

2.2.2.3. Threat of new competitors

This depends mainly on the barriers to entry in the sector.

In this case they are the following:

Knowledge of the sector and lack of experience, both very important in this case. Without experience in the elaboration and development of the product, it is very difficult at the beginning to elaborate a good product, that is to say, to guess the exact measures to elaborate a good product with the best alimentary conditions. Furthermore, without good knowledge of the sector, it will be difficult to know where to market the product, which suppliers to go to in order to acquire the best raw materials, etc.

High initial outlay, since to pay for the purchase of all the necessary machinery and to condition the workspace with the relevant sanitary measures, a large amount of money is needed that not everyone can afford at first.

The brand value in relation to third parties and customers is also very important in this case. Positioning yourself as one of the preferred rosquilletas brands by consumers is temporarily expensive and difficult, so a newcomer to the rosquilletas market will find it very difficult here.

Therefore, the threat of new competitors is reduced, although not completely. New companies may enter the market because they can afford the initial outlay, but the other two barriers to entry would mean that they would not consider you a real competitor from the outset, as you would not be able to cope with them.

2.2.2.4. Threat of substitutes products

These products satisfy the same need as the doughnuts in this case but are different from them. The need that the Rosquilletas LázarO products satisfy is that of feeding. Nowadays consumers change quickly when buying products, as they may be motivated by lower prices or more attractive offers. Moreover, every day the number of new snacks in the market increases, such as chips with different flavours, chocolates with fruit, etc... In spite of this, consumers look more and more at the healthy product and end up choosing it. In the case of Rosquilletas LázarO, as it is a product free of chemicals such as flavour stabilisers or antioxidants, it is chosen by many consumers. On the one hand, the entry of substitute products into the market is indeed a threat, but as consumers opt for quality and healthy products, and that is what Rosquilletas LázarO offer, the threat of substitute products is reduced.

2.2.2.5. Existing competitors rivalry

Comparing Rosquilletas LázarO with the snack manufacturing companies, which are more and more numerous every day, the degree of rivalry between them is very high. On the other hand, comparing it with the healthy snack companies, which use local and healthy products, and that their manufacture except the packaging is done manually, the degree of rivalry between the companies would be lower, although it would still exist.

2.3. Analysis of the competition

2.3.1. Levels of competence

In order to analyze the competition from the consumer's perspective, the analysis of the different companies operating in the bakery and snack sector is carried out in this case. There are four levels of competition, which are represented in figure 9:

Figure 9: Levels of competition



Source: own elaboration.

Competition in product form: In this first level of competition, practically the same types of products appear, since the attributes are very similar and therefore the differences between them are minimal. In this case, the companies at this level would be at a local level in the province of Castellón, Rosquilletas Pastor and Rosquilletas Aima. Both are dedicated solely and exclusively to the sale and distribution of rosquilletas of different flavors and formats, and more or less perform the same process of preparation. On the other hand, at national level there is the company Velarte, dedicated to the manufacture of rosquilletas but more industrialized, without manual processes.

Competition in product category: On the second level are the products that are still similar but are beginning to have differences, one or more, of the company's Rosquilletas Lázaro. In the first place, there is the company Ortiz that makes, among other things, picos and regañás, which are a much harder and smaller type of

rosquilletas, since no yeast is added to them or they are fermented, as in the case of the rosquilletas. In second place is the Dulcesol cracker, made practically the same as the picos but in a different shape from the rosquilletas. Finally, the gresinni from La cesta di Alice, also made like the previous products, with an elongated shape similar to a rosquileltas but much thinner.

Generic competition: In this third level are the substitute products that satisfy the same need as the rosquilletas to the consumers of these. An example of these products would be Lays potato chips, Special K cereal bars or Gullón chocolate corn pancakes. All these products are very different from those offered by Rosquilletas Lázaro, but all of them satisfy the need to eat.

Budget: Finally, here are some products that the consumer has to pay the same amount. Taking into account that Rosquilletas Lázaro products have an average retail price of 1 euro, this money could be used to buy a public transport ticket, a pen or a lip balm.

2.3.2. Main competitors

In the food sector, specifically in the bakery sector and within this the manufacture of rosquilletas, there is a high degree of rivalry mainly in the province of Castellón. There are a large number of companies that work rosquilletas, while for some it is their only and main economic activity, for others it is one of many activities they perform. Therefore, the following is an analysis of the main competitors, those who are solely and exclusively dedicated to the manufacture of rosquilletas, or this is their main task within the set of their products, either because they have a high market share, or because of other possibilities. The main competitors are the following:

Garcia Jovani SL:

Rosquilletas Aima is one of the best known brands in the province of Castellón for the production of rosquilletas. The company is mainly dedicated to the production of bakery and pastry products, but as they increased their sales of rosquilletas over the years they created a company within Garcia Jovani with the brand Aima in 1997 to market them. This new company is formed by one of the partners of García Jovani and a person independent of the business they already had. The different products that Aima produces are in figure 10:

Figure 10: Rosquilletas Aima products



Source: own elaboration. Data: web of the company.

The company's best-selling products are salt-pointed rosquilletas, paprika Aimitos and salt-pointed cabbage packs, as the latter are mainly used for sale in vending machines. The elaboration of its products is manual and handmade.

The company addresses all segments of the market, i.e. from children, teenagers, adults and the elderly, with a price that varies between the different products from 12 euros for a box of 25 units to 31.50 euros for 45 units, depending on the product. Most of their products are sold in boxes of 16 or 30 units. The price of an individual pack of 90 grams is 0.80 euros.

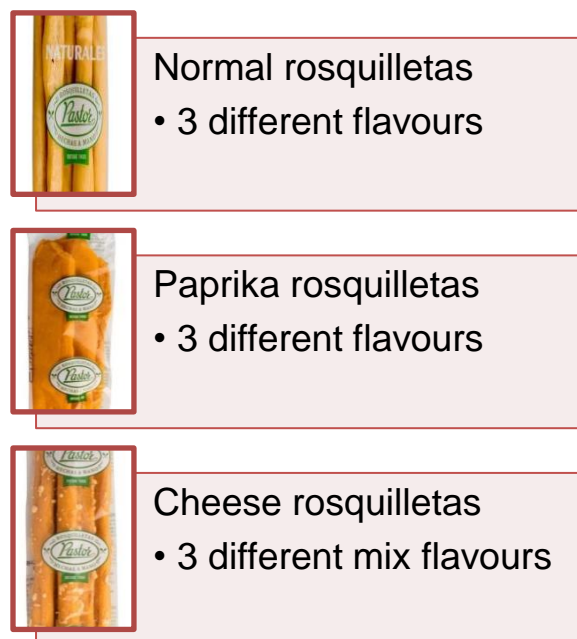
These rosquilletas are mainly found in García Jovani's bakeries, in vending machines and in bars or small grocery stores, as they are not sold in large surfaces or in large volumes. As they are sold in these places, it is for this reason that they are aimed at all audiences, as it is the adults or the elderly who buy the product in bakeries and grocery stores, or for themselves or their children or grandchildren, then the teenagers, who are the biggest buyers of these products in vending machines located in places such as high schools or university campuses. In addition to these points of sale, on their website they have an online shop, which allows them to obtain their products from anywhere.

Communication is carried out through publications on their social networks Facebook and Instagram and also from their website, although to a lesser extent, as this is basically to make themselves known and place orders online, although they also show some recipes with which to accompany their product.

Rosquilletas Pastor SL:

Rosquilletas Pastor is the second strongest company in terms of number of sales in the province of Castellón and was founded in 1970. This company is dedicated exclusively to the manufacture of rosquilletas, and in figure 11 are the ones it produces:

Figure 11: Rosquilletas Pastor products



Source: own elaboration. Data: web of the company.

These products are sold in large stores, as well as in small shops such as bars or grocery stores. Its maximum sales volume is mainly centred on the sale of salted, unsalted and paprika rosquilletas.

With its products it addresses all segments of the market, from children, to young people, adults and the elderly. Its price is lower than Aima's products, as the investment in packaging is lower and therefore its product is less eye-catching, therefore its prices are more adjusted in order to increase the number of sales. In the Carrefour supermarket in Castellón, this product is always found as a promotional item, as a traditional and typical article of the Valencian Community, which helps to increase

sales, as this is where the greatest volume of product sales are concentrated. The price of an individual 80 gram package is 0.50€.

They communicate through social networks, Facebook and Instagram, through their website and through advertisements on local radio in Castellón.

Alba Horneados SL:

Alba Horneados would be the third company that manufactures bakery and pastry products since 2009 and sells a greater number of different flavors of rosquilletas. Although the company is located in the province of Valencia, specifically in Alzira, its product is also distributed in many establishments in Castellón. The rosquilletas that it elaborates are in the figure 12:

Figure 12: Alba Horneados products



Source: own elaboration. Data: web of the company.

These products are sold in all types of establishments, from large supermarkets to small food stores. They are not handmade, as most of their processes are mechanized. The public they are aimed at is the same as above, since it is a product compared by teenagers, adults and the elderly.

This company, unlike the previous ones, is not only dedicated to the manufacture of rosquilletas, therefore these do not represent a great source of income for the company. As far as prices are concerned, the boxes are 20 units and they sell them

through their website for 15 euros, regardless of the taste. Each unit of individual 80 gram package is priced at 0.70€. Comparing it with the two previous companies, it can be seen that the prices are higher since the boxes carry fewer units.

This company, being larger than the previous ones, carries out its communication through Facebook, Instagram, Pinterest and its Blog which can be accessed from its website.

Rosquilletas San Gabriel SL:

Rosquilletas San Gabriel is a company that began with the manufacture of only rosquilletas and colines in 2002 in Burriana, province of Castellón. In figure 13 are the products that they produced:

Figure 13: Rosquilletas San Gabriel products



Source: own elaboration. Data: web of the company.

These products are distributed to small food shops, bars and bakeries. At the moment they do not distribute their products to large stores. They are aimed at all types of public like other companies, as it is a product bought by all types of people, adults, young and old. They distribute them in boxes of 20 units and are handmade and have a retail price per individual package of between 70 and 90 grams of 0.50€. The company's communication is carried out only through its website.

Farinetes alimentación SL:

Farinetes is a company from the province of Valencia, Alzira, which is dedicated to the manufacture of handmade rosquilletas. In figure 14 are the rosquilletas that it manufactures:

Figure 14: Farinetes alimentación products



Source: own elaboration. Data:web of the company.

The products are marketed in all types of establishments, small and large, but their sales are concentrated mainly in the province of Valencia. It is aimed at all types of consumers, from teenagers to the elderly, with prices ranging from 15 euros per box, with 18 packages. The price of an individual packet of between 70 and 90 grams is 0.83 euros. They communicate through their website and through Facebook.

Productos Velarte SL:

Productos Velarte SL is a company dedicated to the manufacture of rosquilletas and other types of snacks that they call special breads. It is located in the province of Valencia, in Catarroja, and is one of the largest factories of rosquilletas that exist today. Among the rosquilletas that it markets are in the figure 15:

Figure 15: Productos Velarte products



Source: own elaboration. Data: web of the company.

Velarte is the factory that has more formats and flavors within its portfolio of products, in addition, they are innovating as consumer tastes change to always be up to date with the needs of these. For example, when consumers began to look for healthier products, they began to make seaweed rosquilletas, with chia and sesame seeds, etc. They sell them in all kinds of supermarkets and department stores, in grocery stores and also to vending companies. The unit price of their packages is 0.92 euros in the 80 gram packages.

Velarte carries out great communication campaigns, since through its web page and through Twitter, Instagram, Facebook and YouTube it publishes depending on whether it is a celebrity, or on holidays, etc. In addition, it also carries out many interviews with young people who tell their experiences and how to take care of themselves, older people who have worked in the company, etc. Finally, what attracts a lot of consumers is the raffles it holds, in which it gives away his products for free for 1 year.

2.3.2.1. Table competition summary

Competitor	Product	Average price per pack between 70 and 90 grams	Place	Promotion
	Bakery and rosquilletas	0,80€/ unit	Grocery shops, vending and supermarkets	Web and social networks
	Rosquilletas	0,5€/unit	Grocery shops and supermarkets	Web and social networks
	Bakery and rosquilletas	0,70€/ unit	Grocery shops and supermarkets	Web and social networks
	Rosquilletas	0,5€/ unit	Grocery shops and bakerys	Web
	Rosquilletas	0,83€/ unit	Grocery shops and supermarkets	Web and social networks
	Bakery and rosquilletas	0,92€/unit	Grocery shops, vending and supermarkets	Web and social networks

2.3.3. Market analysis

2.3.3.1. Sector analysis

In order to carry out the analysis of the sector, the Spanish food sector is first analysed in general terms. Later, the analysis will focus on the bakery sector.

From the Annual Economic Report prepared by the Spanish Federation of Food and Drink Industries for the year 2018, employment growth in the sector is estimated at 3%, this being the fifth consecutive year of growth. A number of important data also stand out, such as "production is close to 120 billion euros and represents 3% of national GDP and 16% of total industry". (Federación Española de Industrias de la Alimentación y Bebidas, 2019)

Table 5: Total number of food and beverage companies in Spain

Food and drink sector company's	
2015-2016	29.018
2017-2018	31.342

Source: own elaboration. Data: FIAB.

In the table 5 you can see the total number of food and beverage companies in Spain in those time periods. It can be seen that it has grown from one stage to another by 8.01%. In the 2017-2018 phase, this figure "represents 15.1% of all manufacturing industry". (Ministry of Agriculture, Fisheries and Food, 2019)

In addition to this, analyzing the total number of companies by subsectors, Bakery and pasta is in first place, with a total of 11.788 companies, which is 37.6%. This analysis shows us the following data in figure 16 according to the number of employees, obtained until 01/01/2018 by the Ministry of Agriculture, Fishing and Food:

Figure 16: Total number of companies by subsectors in Spain

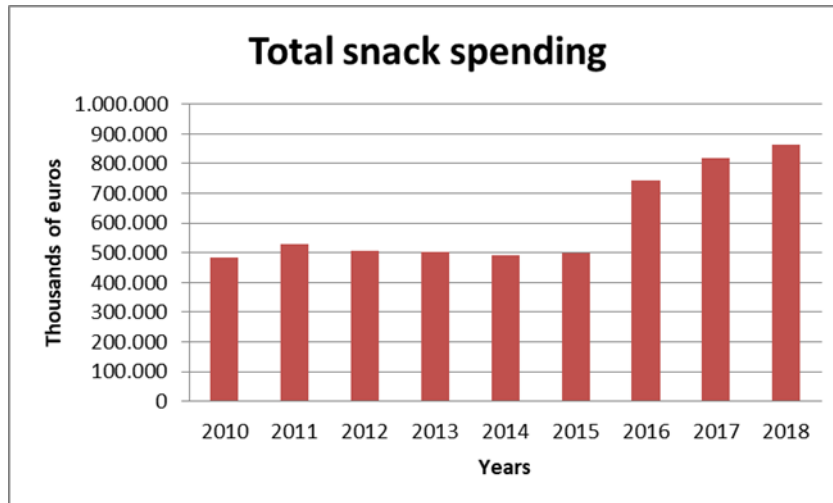
Subsectores	Menos de 10		De 10 a 49		De 50 a 199		De 200 a 499		500 y más		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Industria cárnica	2.634	10,5	1.009	19,3	183	21,4	39	20,3	17	23,3	3.882	12,4
Industria del pescado	357	1,4	215	4,1	67	7,8	16	8,3	4	5,5	659	2,1
Prep. y conservación frutas y hortalizas	978	3,9	364	7,0	123	14,4	25	13,0	10	13,7	1.500	4,8
Aceites y grasas	1.399	5,6	299	5,7	22	2,6	6	3,1	S	1,4	1.727	5,5
Productos lácteos	1.469	5,9	235	4,5	41	4,8	15	7,8	9	12,3	1.769	5,6
Molinería y almidones	320	1,3	99	1,9	15	1,8	S	2,1	S	1,4	439	1,4
Panadería y pastas alimenticias	10.219	40,9	1.405	26,8	126	14,7	28	14,6	10	13,7	11.788	37,6
Fabricación otros productos alimenticios	2.380	9,5	620	11,8	132	15,4	37	19,3	11	15,1	3.180	10,1
Productos de alimentación animal	524	2,1	231	4,4	44	5,1	5	2,6	S	0,0	804	2,6
Fabricación de bebidas	4.709	18,8	756	14,4	102	11,9	17	8,9	10	13,7	5.594	17,8
Total Industria Alimentaria	24.989	100	5.233	100	855	100	192	100	73	100	31.342	100

Source: Ministry of Agriculture, Fisheries and Food

With these data, it can be seen that the Bakery and Pastries subsector is the one that presents the highest percentages in most cases. In addition, in the case of less than 10 employees, the highest value is found, 40.9%, since the majority of companies are SMEs, as in the analysis of 10 to 50 employees. The turnover of the bakery industry in 2017 was 8,504 million euros (INE, 2018). Specifically in the Valencian Community, this had a total of 2,542 food companies at the end of 2017.

Focusing on snacks, a sub-group to which rosquilletas belong within the bakery products group, annual household consumption of snacks in recent years has been as follows in graph 6:

Graph 6: Total Spanish snack spending



Source: own elaboration. Data: Ministry of Agriculture, Fisheries and Food.

It can be seen that in recent years household spending on snacks has been increasing sharply. The annual percentage increase from 2015 to 2016 was 49.34%, the first time that spending on snacks exceeded 600,000 euros, reaching 743,301 euros. In subsequent years, growth was 9.80% between 2016 and 2017, and 5.53% between 2017 and 2018.

2.3.3.2. Consumer analysis

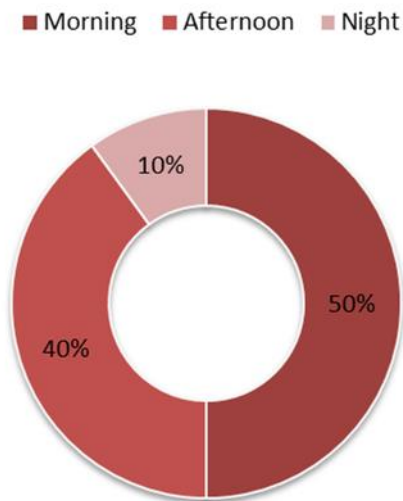
Consumers of snacks, specifically rosquilletas, have the following characteristics:

- Families with children who consume a large amount of snacks compared to other families.
- Young people with few economic resources who choose snacks because they have a low price.
- Workers and students who opt for these products because they have little time to make their meals and snacks to be ready for consumption without having to prepare anything quickly.
- Elderly people who buy the product mainly for their relatives, such as children or grandchildren, and for themselves, as they adapt to their needs, such as products without salt or sugar.

-People who usually like to take snacks as it gives them pleasure and indulgence.

According to Europa Press, half of snack consumers prefer to take them in the morning, 40% in the afternoon and the last 10% after dinner. Furthermore, two thirds of consumption takes place inside the home, 15% during working hours and another 15% on the way to or from work, schools, etc. (EUROPAPRESS, 2020) These data are shown graphically below:

Graph 7: Snack consumption time

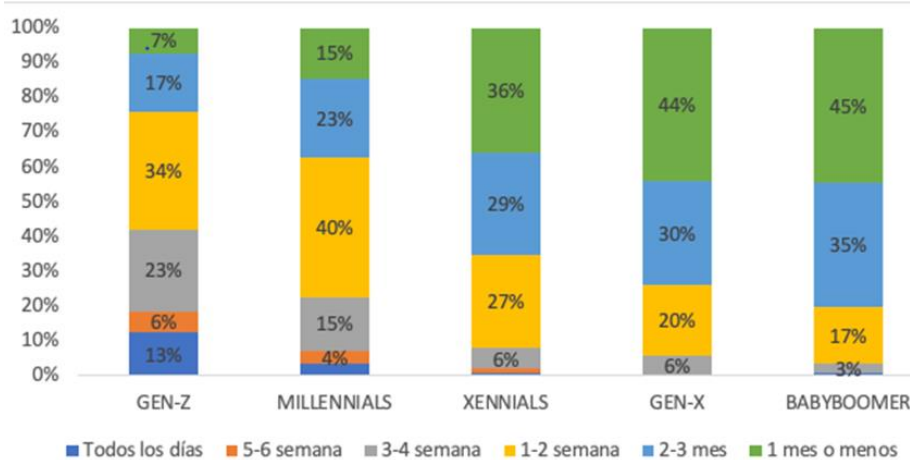


Source: own elaboration. Data: EUROPAPRESS

The figure 17 shows how often the different generations consume snacks:

Figure 17: Consumption of snacks divided in generations

Frecuencia de consumo de snacks acorde a cada generación. Se elabora el análisis bajo una muestra de 750 personas divididas en grupos iguales en cinco generaciones, siendo su clasificación acorde a los años de nacimiento en: Gen-Z (1999-2002); Millennials (1984-1998); Xennials (1978-1983); Gen X (1966-1977); Baby Boomer (1947-1965).
La desviación estándar para la frecuencia es $\sigma = 1,263$



Source: Revista Espacios.

From these data extracted from the study of the Revista Espacios, it is observed that snacks are more consumed among the youngest groups, 13% of the Z-generation consume them daily, while on the totally opposite side, 45% of the babyboomer generation consume them once a month or less. This value decreases in the following generations until reaching the Z-generation and the Millenials, who consume 34% and 40% of snacks once or twice a week, respectively.

The consumers of snacks, look for healthy products therefore,so this are the most chosen snaks, apart from the cookies are the dry fruits, dehydrated fruit and vegetarian and vegan products.

The figure 18 shows the tastes and preferences that consumers have when choosing snacks:

Figure 18: Tastes and preferences of snacks consumers



Source: Ainiaforward.

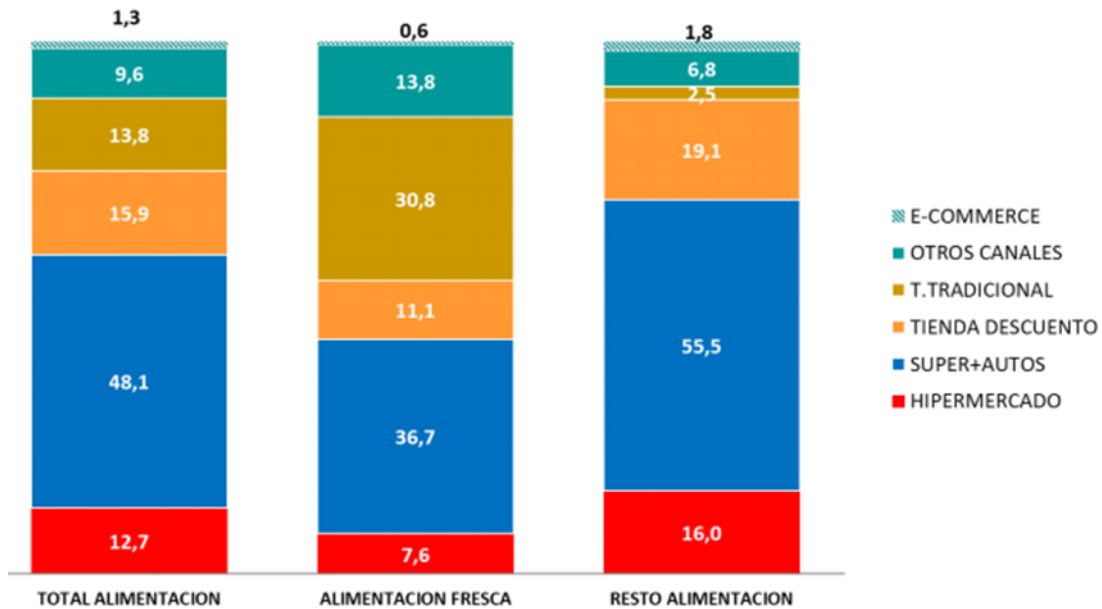
From the data extracted from the analysis carried out by Ainiaforward, it can be seen that 8% of the consumers of snacks substitute them for the main meals, and 91% take them between meals. Among the most consumed products are biscuits and nuts, with the former accounting for 51% of daily consumption and nuts for 41%.

The main attributes that consumers look for are firstly taste, secondly quality and thirdly healthiness. Within this last group, they add snacks that are low in fat, sugar, calories and salt; also those that do not contain preservatives, artificial colourings and additives. Finally, another attribute to which consumers are currently giving more importance is that packaging is recyclable, biodegradable and that the contents are visible inside.

Finally, the figure 19 shows the establishments preferred by Spanish consumers to make purchases:

Figure 19: Preferred establishments by Spanish consumers

- Importancia de los canales de compra (% volumen) según los tipos de alimentación (total alimentación, alimentación fresca, resto alimentación)



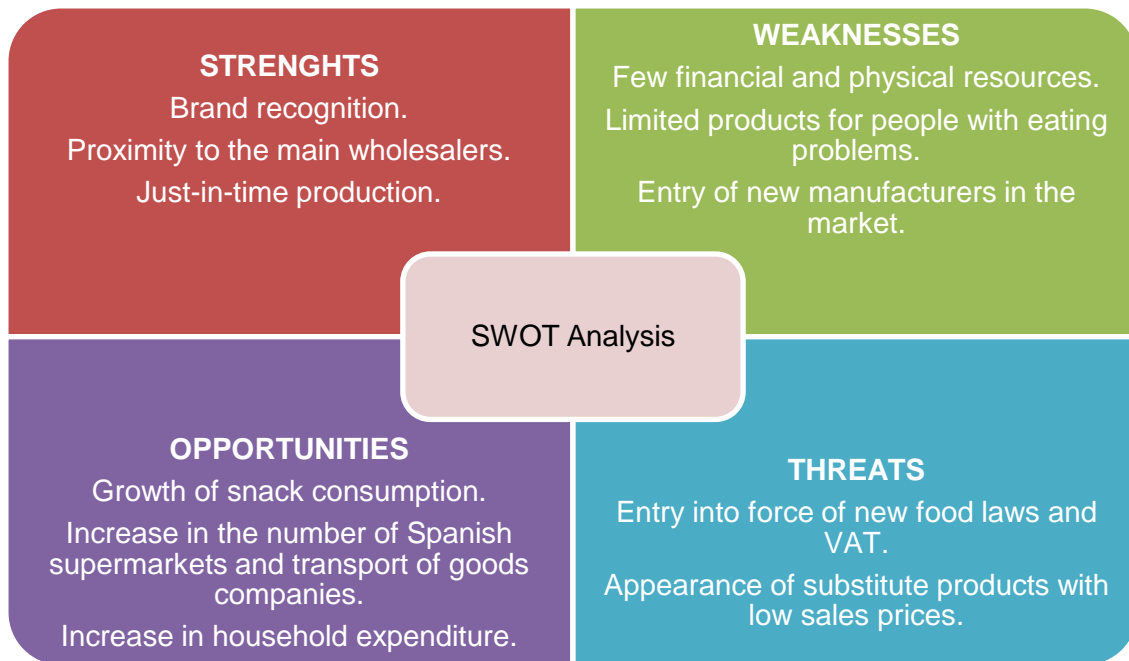
Source: Ministry of Agriculture, Fisheries and Food.

Of the data analyzed by the Ministry of Agriculture, Fisheries and Food, in the total food, supermarkets and self-consumption establishments are in first place with a total of 48.1% as the establishments preferred by consumers. However, placing the rosquilletas within the group of other food, there is a trend to purchase these products in supermarkets. In the first place, with 55.5%, the preferred purchasing channel is the supermarket and convenience store, in second place, with 19.1%, the convenience store, and finally, with 16%, the hypermarket.

3. SWOT ANALYSIS

The internal and external analysis of the company is then carried out. First, in the internal analysis, the weaknesses and strengths that Rosquilletas Lazaro currently has are developed. Secondly, within the external analysis, the threats and opportunities existing in the sector will be developed. In figure 20 there is a summary:

Figure 20: SWOT analysis



Source: own elaboration.

Weaknesses:

Few financial and physical resources. Being a small company, it does not have enough financial and physical resources to be able to develop its economic activity in the best possible way. The lack of financial resources limits the company in the purchase of new machinery, more modernized and that speeds up the work. These in turn restrict the company to not having enough physical resources it would need and therefore the company is forced to repair old machines and continue spending money on repairs.

The product portfolio is limited for people with food problems such as coeliac disease and gluten intolerance. There are two main reasons for this. Firstly, the company only uses wheat flour and whole wheat flour to make all its products. The purchase of special flours would entail a very high cost for the company, as it would not be known exactly whether sales of the new product would be sufficient to cover these costs. Moreover, as explained in the first weakness, in the absence of high financial

resources, the company would not be able to process the products in a safe manner, since the processing and treatment of products for people with different food needs requires the use of machines and working tools that are not in contact with the wheat flour. This means that practically everything new would have to be purchased in the company in order to have two different lines of work.

Increase in competition due to the entry into the market of new manufacturers of rosquilletas in the province of Castellón. As the rosquilletas are a typical product of Castellón, it is the place where they are most marketed and therefore where more sellers appear. The vast majority of small bakeries market them, apart from companies whose economic activity is only the manufacture of rosquilletas. Currently, it could be said that in the province with the entry of new competitors, there are eight companies that are dedicated only to the manufacture of rosquilletas.

Strengths:

Brand recognition by rosquilletas consumers. This is due to the longevity of the company in the sector, which allows it to increase its sales in the market, among other things.

Proximity to the main wholesalers of rosquilletas sales which provides greater speed in selling the product. In relation to what has been explained above about the increase in donut companies, this has led to an increase in the number of wholesalers, mainly, but also in self-sales. Thanks to them, it is easier for the product to reach as many consumers as possible and therefore sales increase considerably.

Production is carried out using the Just-in-time method, which favours the company when storing stocks, as these are minimal. In turn, this favours the clients, since by carrying out the distribution service close to the date of production and final distribution, the company ensures that the deadline for consumption of the product is as long as possible.

Threats:

Entry into force of new food laws requiring companies to provide information on all components of their product and on the recommended consumption pattern. All this is included in "Regulation (EC) No. 1924/2006 of the European Parliament and of the Council of 20 December 2006 on nutrition and health claims made on foods" (Boletín Oficial del Estado, 2006). Stricter health laws are also coming into force, which companies must follow in order to comply with the health standards set by the

Government, such as "Law 17/2011 of 5 July on food safety and nutrition" (Boletín Oficial del Estado, 160, 5 July 2011).

Emergence of substitute products with low sales prices. These can be found in large supermarkets, and are sold under private labels, which allows them to be marketed at lower prices and therefore increase their turnover. According to the newspaper Expansión Empresas, "the confidence placed in private label products led to them taking over 42 out of every 100 euros spent on mass consumption products in 2018, making Spain the second EU Member State with the greatest presence in the shopping basket" (Expansión Empresas, 2019).

Change and entry into force on 01/09/2012 of the new Value Added Tax on non-essential food products. This tax will be increased from 8% to 10%. This increase causes a general increase in prices of most food products in Spain.(Agencia Tributaria 2012)

Opportunities:

Growth of snack consumption in the Spanish population. According to the study "Oportunidades de crecimiento en el momento de consumo snack" carried out by AecocShopperview "*two thirds of the Spanish population consume snacks regularly and take an average of 3.5 snacks throughout the day*" (AECOC SHOPPERVIEW, 2019).

Increase in the number of large supermarkets and supermarkets in Spain. This allows producers to market their products in large quantities, which means they can reach a greater number of customers and therefore increase sales. In 2017 in Spain, according to data collected by 21.406 supermarkets and large stores (Statista, 2019). Three years earlier, in 2014 there were 20.375.

The transport of goods between different Communities is favoured by the increase in low-cost transport companies. This allows the products to reach any part of the national territory in a matter of hours, and therefore ensures the supply of any product in areas where it is in demand, without the need for the producer to travel, which would entail a large number of expenses and therefore the loss of the product.

Increase in household expenditure on food products: Data for 2018 in Spain, according to the Family Budget Survey carried out annually by the INE, show that "average household expenditure on food and non-alcoholic beverages is 4,223 euros" (INE, 2018) and in 2017 this figure was 4,108 euros (INE, 2017).

4. SEGMENTATION

Once the factors that affect Rosquilletas Lázaro have been analysed, the different market segments are then analysed. To do this, the main focus will be on the common characteristics that attract the company's target audience, which in this case are the price of the rosquilletas and their quality.

First, the consumers are grouped in different groups depending on the age range in which they are and on previously analyzed characteristics such as demographic, economic and socio-cultural. Next, these are the existing segments:

Segment 1: Young people up to the age of 35. This segment is made up of young students whose income is low or nil and of young workers, who introduce snacks between their meals. They are an important segment for the company, since they are attracted mainly by price and promotions such as 3x1€ and not so much by quality. As this is a segment with a lower economic level, their purchase decisions are towards products with low prices.

Segment 2: Adults from 35 to 55 years old and families with children. For this segment, made up mostly of working people, the importance they give to the product is more directed towards quality than price. They are people with less free time than S1, so they look for comfort at mealtimes and that is provided by snacks, for example. In terms of their choice, they place more importance on healthy, higher quality products than on price, as they often buy these products for their children. They also take into account when choosing a local product. Being a segment with a higher economic level than S1, they would not mind paying more to ensure quality.

Segment 3: Over 55 years of age. They are the most important segment since among the majority of these consumers are loyal customers, who truly purchase the product for the brand value and because it is a local product they have acquired over the years. Their economic level is medium-high and therefore they are not influenced to buy only by promotions. A large number of them, purchase the product for their relatives, such as grandchildren and children, as well as for their own consumption.

5. OBJECTIVES

General objective:

The general objective is to increase customer satisfaction, in order to improve and increase the brand image and finally reach new market segments.

Specific objectives:

Commercial relations objectives:

1. Attract 5% of new customers in one year. The company will innovate in terms of its product portfolio in order to increase the number of clients with current products and create new market segments with the incorporation of new products. These new products will be different from the current ones because they contain fewer calories and saturated fats in their components and more healthy fats and fiber.

2. To achieve that 95% of the customers are satisfied in one year. This will mean for the brand that its sales will continue to grow in the future, since it will generate brand loyalty and the company will manage to generate a strong brand image among consumers.

3. Increase customer loyalty by 3% in twelve months to increase the need for purchase and the number of times they purchase the products. Through promotions and market launches of new products, consumers will be more motivated to purchase the product and therefore become loyal to the brand.

Marketing activities objectives:

4. To create 2 new market segments in one year by incorporating two varieties of healthier products for athletes and people with special dietary needs.

5. Increase annual sales by 8% over the previous year with the help of the above objectives, mainly with the previous year, creating new products to cover a larger market.

Financial objectives:

6. To increase annual profits by 5% respect to the previous year.

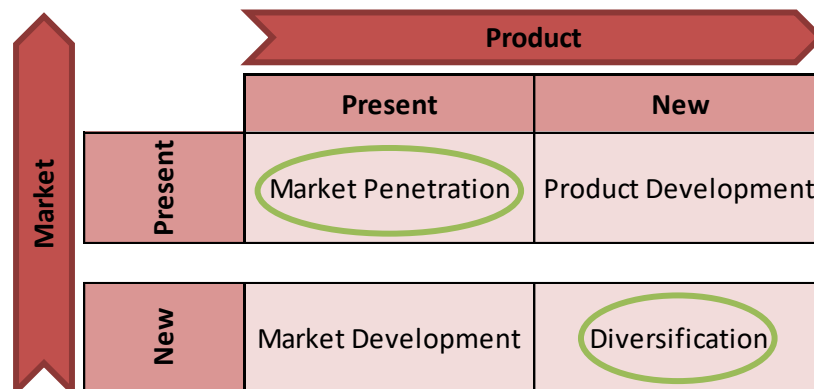
6. STRATEGIES

The current strategy of Rosquilletas Lazaro is to offer consumers quality rosquilletas at a good price, making them carefully and handmade with local products. Below are the different strategies that the company must follow to achieve the objectives set out above.

6.1. Growth and diversification strategy

According to Ansoff's growth matrix, the company can grow or develop in four different directions, in order to maintain and increase its profits over time. In the case of Rosquilletas Lazaro, these would be the strategies pursued:

Figure 21: Growth strategies based on Ansoff's matrix



Source: own elaboration based on Ansoff's matrix.

In the first place, the first strategy that the company must follow is that of market penetration, since according to Navas and Guerras (2001) this will allow it to increase its sales with its current products to its current clients and also to new clients. In order to do so, the company must carry out different actions that allow it to gain market share with respect to its competitors, such as increasing marketing activities such as the launch of new promotions on the market.

Secondly, the next strategy to be carried out by the company is diversification, since by integrating new varieties of products into its portfolio, it will manage to attract the attention of a new market segment. This requires good market research to see who the potential customers are that the company want to target and with what type of product.

6.2. Competitive strategies

According to Kotler's four types of competitive strategies:

Figure 22: Kotler competitive strategies



Source: own elaboration. Data: Marketing management (2012)

Rosquilletas Lázaro has a follower's strategy, since it is not the leader in the sector, nor can it challenge it directly. To this end, as Kotler and Keller (2012,p. 307) explain:

Follower companies must know how to retain their existing customers and gain new ones. To achieve this they will try to offer exclusive advantages to their target audience while keeping their costs low and the quality of their products at the highest possible level.

In this way, the company will have to be alert to enter new markets when it has the opportunity and thus increase its market share.

Finally, as a follower company, it will be the strategy of adaptation that it will carry out, since based on research and new market launches by the leading company, it will adapt them to the same packaging format as its current products and will also restructure the original format and the manufacturing method.

6.3. Strategy as competitive advantage

The company's competitive advantage is mainly internal, as it derives from the supply of raw materials and the manufacture of its products.

Of the three competitive strategies defined by Porter (1982), Rosquilletas Lázaro adopts the competitive strategy of cost leadership, as it is capable of manufacturing the

same or almost the same products as its competitors at a lower cost. It achieves this through small economies of scale, as having a high manufacturing volume means that unit costs are lower and therefore, when marketing its products, it is favoured by being able to sell them at a lower price compared to its main competitors. At the same time, marketing its products at a lower price brings it higher profits and therefore a higher margin.

6.4. Segmentation strategy

The segmentation strategy pursued by the company is differentiation, as it offers different types of products to different segments. In addition, one of the company's ideas for the future is to include a new segment that will include sportspeople and people with special food needs, so the company will offer them a new range of products to exclusively meet their needs and also to increase the demand for its products among its current consumers.

6.5. Positioning strategy

In this picture, there are represented the main competitors analyzed above in the competition analysis. They are located on a perception map in which the price variable appears on the X axis and the quality variable on the Y axis.

Figure 23: Positioning map



Source: own elaboration.

The different companies are located as consumers perceive them. In the case of Rosquilletas LázarO, consumers perceive it as a company with quality products and low prices, compared to the main competitors.

As for the price variable, the company Velarte is at the highest point of this variable, as all its products are marketed at a higher price, as are those of the company Farinetes, which would be below this. On the other hand, at the opposite end there are companies as Pastor and San Gabriel, which, like Rosquilletas LázarO, market their products at a lower price.

On the other hand, on the right side of the variable, quality is the leading company in the sector, Rosquilletas Velarte, followed by Aima and LázarO. All three companies offer a higher quality in their products compared to the rest of the manufacturers, both in the choice of raw materials and in the product manufacturing process. Finally, the companies that have a lower quality in their products are Alba and Farinetes, despite having high prices, and San Gabriel.

7. ACTION PROGRAMS

Once the objectives are clear, it is necessary to carry out a series of actions so that they can finally be fulfilled. The actions to be carried out by Rosquilletas LázarO will be the following:

7.1. Summary actions plans

ACTIONS	OBJECTIVES
<p>Action 1: New product line: Low fat content.</p>	<p>1. Attract 5% of new customers in one year.</p> <p>2. To achieve that 95% of the customers are satisfied in one year.</p> <p>4. To create 2 new market segments in one year.</p> <p>5. Increase annual sales by 8% over the previous year.</p> <p>6. To increase annual profits by 5% with respect to the previous year.</p>
<p>Action 2: New product line: High fiber content.</p>	<p>1. Attract 5% of new customers in one year.</p> <p>2. To achieve that 95% of the customers are satisfied in one year.</p> <p>4. To create 2 new market segments in one year.</p> <p>5. Increase annual sales by 8% over the previous year.</p> <p>6. To increase annual profits by 5% with respect to the previous year.</p>

<p>Action 3: Improve the website including new information.</p>	<p>2.To achieve that 95% of the customers are satisfied in one year.</p> <p>5.Increase annual sales by 8% over the previous year.</p> <p>6.To increase annual profits by 5% with respect to the previous year.</p>
<p>Action 4: Create the online store to order through it.</p>	<p>1.Attract 5% of new customers in one year.</p> <p>2.To achieve that 95% of the customers are satisfied in one year.</p> <p>5.Increase annual sales by 8% over the previous year.</p> <p>6.To increase annual profits by 5% with respect to the previous year.</p>
<p>Action 5: Creating a profile in Instagram.</p>	<p>1.Attract 5% of new customers in one year.</p> <p>3.Increase customer loyalty by 3% in twelve months to increase the need for purchase.</p> <p>4.To create 2 new market segments in one year.</p>
<p>Action 6: To carry out raffles in the different stages of the year in social media.</p>	<p>1.Attract 5% of new customers in one year.</p> <p>2.To achieve that 95% of the customers are satisfied in one year.</p> <p>5.Increase annual sales by 8% over the previous year.</p>

	6.To increase annual profits by 5% with respect to the previous year.
Action 7: Participation in social events and local parties.	1.Attract 5% of new customers in one year. 2.To achieve that 95% of the customers are satisfied in one year. 4.To create 2 new market segments in one year.
Action 8: New more ecological and friendly packaging design.	1.Attract 5% of new customers in one year. 2.To achieve that 95% of the customers are satisfied in one year.
Action 9: Promotion of new product launches to the market.	1.Attract 5% of new customers in one year. 2.To achieve that 95% of the customers are satisfied in one year. 4.To create 2 new market segments in one year. 5.Increase annual sales by 8% over the previous year. 6.To increase annual profits by 5% with respect to the previous year.
Action 10: Announcement in the local radio of Castellón.	1.Attract 5% of new customers in one year. 4.To create 2 new market segments in one year.

	<p>5. Increase annual sales by 8% over the previous year.</p> <p>6. To increase annual profits by 5% with respect to the previous year.</p>
<p>Action 11: Customer loyalty online card.</p>	<p>1. Attract 5% of new customers in one year.</p> <p>2. To achieve that 95% of the customers are satisfied in one year.</p> <p>3. Increase customer loyalty by 3% in twelve months to increase the need for purchase.</p> <p>5. Increase annual sales by 8% over the previous year.</p> <p>6. To increase annual profits by 5% with respect to the previous year.</p>
<p>Action 12: Advertising in physical newspaper.</p>	<p>1. Attract 5% of new customers in one year.</p> <p>4. To create 2 new market segments in one year.</p> <p>5. Increase annual sales by 8% over the previous year.</p> <p>6. To increase annual profits by 5% with respect to the previous year.</p>

7.2. Product decisions

Action 1: New product line: Low fat content.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.
4. To create 2 new market segments in one year.
5. Increase annual sales by 8% over the previous year.
6. To increase annual profits by 5% with respect to the previous year.

Implementation period: indefinite.

Description: Low fat content is a new product line within the company's portfolio, but in this case, this new product line will be made up of products with less fat and sugar than the rest. First of all the company will start to produce sugar-free dark chocolate rosquilletas, mainly intended for before sport as they provide energy and for people who do not like sweet chocolate. These will differ from the current chocolate rosquilletas of the brand since the chocolate is dark and not with milk, as the ones they already made. They will be launched on the market at the beginning of the year, in January, and their acceptance by consumers will be verified. Finally, the rosquilletas will look like figure 24:

Figure 24: New dark chocolate rosquilletas



Source: own elaboration.

Action 2: New product line: High fiber content.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.
4. To create 2 new market segments in one year.
5. Increase annual sales by 8% over the previous year.
6. To increase annual profits by 5% with respect to the previous year.

Implementation period: indefinite.

Description: High fiber content is the new second line of products that Rosquilletas Lázaro wants to launch to the market at the beginning of next year. This new line will have products like the one in the figure 25, made with seeds rich in fiber to help the body to make a good food digestion. These seeds will be for example sesame, flax, sunflower seeds and chia. In addition, they will be made exclusively with wholemeal flour, which will make them have even more fiber among its components. The first launch to the market will be the rosquilletas of the figure 25 and later the company will study the introduction of more products with the characteristics of high fiber content.

Figure 25: New seeds rosquilletas



Source: own elaboration.

Action 8: New more ecological and friendly packaging design.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.

Implementation period: indefinite.

Description: The new packaging, both the plastic bags in each package and the cardboard boxes in which the packages are placed, will be made from 100% recycled materials. The use of recycled plastic and cardboard will mean an increase in the price of the packages for the company but the contamination of these will be reduced and in addition, they will help to take care of the environment.

7.3. Price decisions

As for the prices for the new products, they will be higher than the rest. In this case, the raw materials used are healthier and at the same time more expensive, so the prices for these products must also be more expensive. Based on the value perceived by consumers and the benefits to them, the prices will be as follows:

For the low fat content line, sugar-free dark chocolate rosquilletas will be marketed at different prices for different buyers as in table 6 appears:

Table 6: Prices of new Low fat content line

WHOLESALEERS	RETAIL STORES	AUTOMATIC SALES
0.40 euro cents	0.60 euro cents	0.50 euro cents

Source: own elaboration.

For the high-fiber line, the rosquilletas are made from a mixture of seeds and 100% wholemeal flour. These raw materials have a higher price compared to the rest of the products, even the low fat content line, therefore, the prices would be as follows in table 7:

Table 7: Prices of new High fiber content line

WHOLESALEERS	RETAIL STORES	AUTOMATIC SALES
0.65 euro cents	0.85 euro cents	0.75 euro cents

Source: own elaboration.

7.4. Distribution decisions

Action 4: Create the online store to order through it.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.

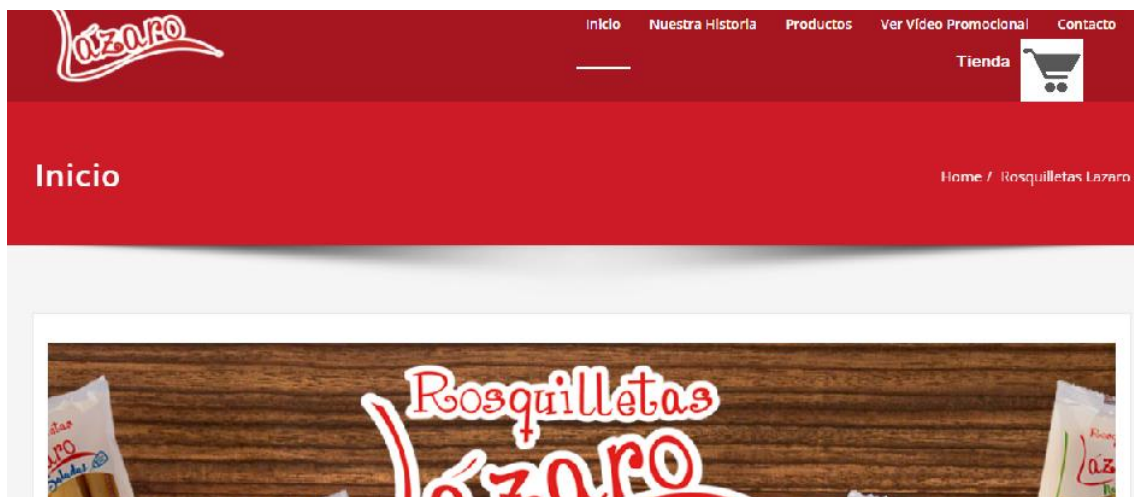
5. Increase annual sales by 8% over the previous year.

6. To increase annual profits by 5% with respect to the previous year.

Implementation period: indefinite.

Description: Include the option to buy online on the Rosquilletas Lázaro website (www.rlazaro.es). Thanks to this, it will be possible to increase the number of sales at the end of the year, since a large number of customers send requests via e-mail to create the online shop, either because they cannot buy the product in places close to their homes or because they want to buy them in large quantities.

Figure 26: New web for buying online of Rosquilletas Lázaro



Source: own elaboration.

7.5. Communication decisions

Action 3: Improve the website including new information.

Objectives to which it contributes:

2. To achieve that 95% of the customers are satisfied in one year.

5. Increase annual sales by 8% over the previous year.

6. To increase annual profits by 5% with respect to the previous year.

Implementation period: indefinite.

Description: The Rosquilletas LázarO website will be improved, adding content and information, both about the products and the company, as well as recipes to which the rosquilletas can be added.

The new added information of the products will be the nutritional values and the different formats that the company commercializes. As for the company's information, information will be added from the company's collaborations with other companies or society, either at parties and events or charity work.

In addition, recipes sent to us by customers using our products will be added monthly, so that a small gastronomic blog can be created on the website, in which anyone can participate and share their best recipes with others.

Action 5: Creating a profile in Instagram.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
3. Increase customer loyalty by 3% in twelve months to increase the need for purchase.
4. To create 2 new market segments in one year.

Implementation period: indefinite.

Description: An account will be created on the social network Instagram, one of the social networks used by a greater number of people today, in order to publicize the company and new products. In addition, weekly posts will be added through this social network in which customers will be able to see how the rosquilletas are made, which products are used, etc.

Then, on the other hand, monthly raffles will also be held, which will consist of each participant adding a photo to their profile labeling the company in which the rosquilletas

appear, such as a photo showing the participant in front of the sea tasting the brand's products. Finally, the image with the most likes will be the winner and therefore will receive a prize.

Figure 27: Rosquilletas Lázaro Instagram account



Source: own elaboration.

Action 6: To carry out raffles in the different stages of the year in social media.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.
5. Increase annual sales by 8% over the previous year.
6. To increase annual profits by 5% with respect to the previous year.

Implementation period: four times in one year.

Description: The company will hold four major raffles during the year, in collaboration with one of its customers, a local wholesaler. Rosquilletas Lázaro will be responsible for paying 80% of the price of the products provided by the wholesaler, as the rest will be paid by him.

The raffle will take place on the two social networks where the company is present, Facebook and Instagram and therefore there will be two winners per raffle. There will

be a raffle for a large batch of consumer products valued at 300 euros, consisting of rosquilletas of all kinds of flavors and more food provided by the wholesaler. The rest of the products will depend on the stage of the year in which the competition takes place, for example during winter products like infusions, soups, vegetables, winter sweets like Christmas cakes, etc. will be added. On the other hand, in the summer season, juices, horchata, fresh sweet and savoury cakes, salad preparations, etc. will be included.

Action 7: Participation in social events and local parties.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.
4. To create 2 new market segments in one year.

Implementation period: one year.

Description: Rosquilletas LázarO will collaborate with the local festivities of their city, La Magdalena, by providing their products for the purpose desired by the organizers of the festivities and by providing small financial support including paid advertisements in the Magdalena's leaflets.

In addition, it will also participate in the events that take place in the city, whether they are sporting, solidarity or any other type in which the company can participate and help, either by donating its products, or with any other type of aid.

Action 9: Promotion of new product launches to the market.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.

- 4.To create 2 new market segments in one year.
- 5.Increase annual sales by 8% over the previous year.
- 6.To increase annual profits by 5% with respect to the previous year.

Implementation period: two times in one year.

Description: With the launch of the new Rosquilletas LázarO products, the dark chocolate rosquilletas and the seed rosquilletas, a promotion will be carried out and will last a month from the launch of the product on the market. This promotion will consist of lowering the price of the second unit of product by half. This means that the company will carry out this promotion to its clients so that they can also carry it out with their clients or final consumers and thus make the product known and encourage their purchase.

Action 10: Announcement in the local radio of Castellón.

Objectives to which it contributes:

- 1.Attract 5% of new customers in one year.
- 4.To create 2 new market segments in one year.
- 5.Increase annual sales by 8% over the previous year.
- 6.To increase annual profits by 5% with respect to the previous year.

Implementation period: two months.

Description: During the month of January, together with the launch of the new products on the market, a small advertisement will be made on Cadena 100 radio station in Castellón. This advertisement will be broadcasted on Fridays at 12 noon, and will last 20 seconds, since the spot that the company wants to share with the listeners will be the following: "Since always Rosquilletas LázarO, local handmade product". This

spot will also be re-broadcast under the same conditions in September, with the return of the youngest children to school.

Action 11: Customer loyalty online card.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
2. To achieve that 95% of the customers are satisfied in one year.
3. Increase customer loyalty by 3% in twelve months to increase the need for purchase.
5. Increase annual sales by 8% over the previous year.
6. To increase annual profits by 5% with respect to the previous year.

Implementation period: indefinite.

Description: From the number one purchase by customers through the website of Rosquilletas LázarO, they will get a customer code with which they must access their next purchases. Thanks to this customer code, they will be able to benefit from exclusive discounts and promotions only for those already customers of the company and in addition, they will have the postage paid from purchases over 20€. By making their purchases, they will accumulate one point for each purchase, or two if the purchase is over 50€. These points can be exchanged for branded products when they reach the maximum required for this.

Action 12: Advertising in physical newspaper.

Objectives to which it contributes:

1. Attract 5% of new customers in one year.
4. To create 2 new market segments in one year.

5. Increase annual sales by 8% over the previous year.

6. To increase annual profits by 5% with respect to the previous year.

Implementation period: four months.

Description: As there is currently a large number of older people who do not have technological knowledge and a population that still prefers the physical newspaper, the company will be advertising in "El mundo Castellón al día". This advertisement will be made before the seasonal draw that is made together with the wholesale company. This will make the company known to those who don't know it yet and increase participation in the raffle. The advertisement will be made by the editors of the newspaper as their wish, explaining the raffle and the dates on which it will take place, as well as announcing the prize to attract more people.

8. TIMELINE

Once all the actions to be carried out by Rosquilletas LázarO have been developed, they must be limited in time. The following table shows the months in which each of the previous actions will be carried out:

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: New product line: Low fat content.												
Action 2: New product line: High fiber content.												
Action 3: Improve the website including new information.												
Action 4: Create the online store to order through it.												
Action 5: Creating a profile in Instagram.												
Action 6: To carry out raffles in the different stages of the year in social media.												
Action 7: Participation in social events and local festivities.												
Action 8: New more ecological and friendly packaging design.												
Action 9: Promotion of new product launches to the market.												
Action 10: Announcement in the local radio of Castellón.												
Action 11: Customer loyalty online card.												
Action 12: Advertising in physical newspaper.												

MAINTENANCE

9. BUDGET

The budget below is approximate. The cost of new products and packaging will depend on the quantities produced. The cost of developing the website will be monthly, as maintenance will have to be paid to a website technician, which will include within this price the creation and installation of the online shop and the online customer card. The cost of participating in events and festivities will depend on whether you are donating the product or contributing a monetary amount to make an advertisement at the event.

Finally, the budget for the company Rosquilletas Lázaro is as follows:

ACTIONS	DESCRIPTION	BUDGET
Action 1: New product line: Low fat content.	New low-fat content product.	4.000€ buying dark chocolate without sugar for all the year.
Action 2: New product line: High fiber content.	New high fiber content product.	3.600€ buying the new seeds for all the year.
Action 3: Improve the website including new information.	Develop the website.	2.000€
Action 4: Create the online store to order through it.	Create a online store.	Inside Action 3 budget.
Action 5: Creating a profile in Instagram.	Create a business profile in Instagram.	0€
Action 6: To carry out raffles in the different stages of the year in social media.	Give away food products to the winners of the raffle.	1.120€ (280€/ raffle)
Action 7: Participation in social events and local festivities.	Participate in events and parties.	600€ (200€ in local parties and the rest in events)
Action 8: New more ecological and friendly packaging design.	New ecological packaging design.	23.000€ buying plastic and cardboard for packaging during all the year.
Action 9: Promotion of new product launches to the market.	50% of discount in the second unit of product.	Of the 15.000 bags of rosquilletas that will be sold, approximately 7.500

		will be at half the price. Therefore the cost that the company would have approximately it will be 2.000€.
Action 10: Advertising in the local radio of Castellón.	Advertising in Cadena 100 Castellón.	272€ (34€/announcement)
Action 11: Customer loyalty online card.	Sending online customer codes.	Inside Action 3 budget.
Action 12: Advertising in physical newspaper.	Advertising in newspaper.	2.160€ (540€/advertising)
TOTAL		38.752€

10. CONTROL

OBJECTIVE	CONTROL METHOD	MEASURING FREQUENCY
1. Attract 5% of new customers in one year.	Quarterly.	Compare whether the number of product sales is increasing compared to the previous year.
2. To achieve that 95% of the customers are satisfied in one year.	Monthly.	Review both positive and negative customer feedback on social networks and email.
3. Increase customer loyalty by 3% in twelve months.	Anually.	Review the number of customer purchases on the website and compare the number of our customers' orders with those of the previous year.
4. To create 2 new market segments in one year.	Anually	An online questionnaire will be automatically sent to all customers and shared on social networks.
5. Increase annual sales by 8% over the previous year.	Monthly.	Comparison of net monthly sales from the previous year.
6. To increase annual profits by 5% with respect to the previous year.	Monthly.	Comparison of net monthly profits from the previous year.

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