

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

**CONSCIOUS MARKETING PLAN FOR *ARTIS*
NATURAE ONLINE MARKETPLACE**

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Abstract

This project consists of developing a marketing plan for an online marketplace under the brand name of Artis Naturae that commercializes Spanish handcrafts and artisan products at a national and international level. The main objective of the marketing plan is to safeguard the future of the artisan men and women behind these products, as well as their artistic and cultural contribution. Ensuring the financial sustainability of this online marketplace is necessary to support its social mission: preserving the intangible culture of artisans and handcrafts. For this purpose, recommendations are going to be made to Artis Naturae with the aim to engage younger generations (as consumers) into this market and industry, captivate older consumers towards purchasing artisan products online, increase awareness regarding the value of handcrafts and artisan products to society and increase the current level of sales. This study will first analyze the current context of the crafts and artisan industry in the Spanish market. Then, an evaluation of the social purpose of Artis Naturae will be done in order to design an adequate and adjusted marketing plan. The proposed marketing plan is done in the context of my masters Work Project and I will assume the hypothetical role of being a consultant while Artis Naturae¹ will have the hypothetical role of my client.

Key Words: Online marketplace, marketing plan, artisans, handcraft products.

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¹Previous to this Work Project I had no attachment to this enterprise and currently there is just a collaboration agreement for the purpose of this Work Project.

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1. Study Background and Motivation

The following research study analyzes an organizational problem of a real enterprise: the inability of designing an accurate and convenient marketing strategy. Thus, this work project will offer a solution through the development of a marketing plan. *Artis Naturae* is a micro single person online marketplace firm, specialized in nature-based handcrafted products in Spain since 2018 (Appendix 1). Gema's mission, the owner, is to maintain the activity and preserve the intangible culture of artisans and handcrafts. As a result, she sells on the online platform the handcrafted products of the artisans she has a business agreement with. These artisans act as suppliers, as they supply the marketplace with handcrafts with a commercial purpose, but they are also beneficiaries, as the online marketplace is another selling channel from which they obtain revenues. *Artis Naturae* online marketplace has not been as successful as Gema expected, and she has shown interest to receive external help to improve the current marketing situation. As a micro organization with scarce resources, Gema has not developed a thorough marketing strategy before, thus the target market, segmentation, positioning and respective implementation variables are not adequately defined.

The objective of this marketing plan is to allow the artisan men and women behind these products, and their artistic and cultural contribution, to have a future by enabling its economic viability, facilitated by selling at the online marketplace. "Artisan entrepreneurship makes significant contributions to the economy and society [...]. Artisan entrepreneurs create social value through work in the community and engaging in prosocial business practices. Numerous studies have highlighted the importance of artisanal products and their impacts on regional competitiveness and tourism development." (Pret & Cogan, 2019). Thus, it is important to support artisan entrepreneurships due to its social, cultural and economic value to society. *Artis Naturae* employs an online marketplace platform to sell nature-based crafts and unique pieces designed by Spanish craftsmen. An online marketplace is a "bazaar, where the owners of many

small shops curate the merchandise and interact personally with customers.” (Mikitani, 2013). To sell at *Artis Naturae* artisans should learn how the online marketplace platforms works. However, during an exploratory interview with Gema, she emphasized that artisans are reluctant to use digital tools and more modern marketing techniques. As a result, an intuitive marketing plan, easy to understand and implement, will be favorable to motivate artisans to engage with this platform and to introduce artisans to the advantages of online commerce.

The underlying main motivation for this work project relies on sustainable purposes. Personally, on the one hand, I believe it is absolutely necessary to change the consumption model (linear economy, mass production, etc.) towards a more sustainable one (circular economy, natural fabrics, unique products, etc.). As buyers we need to be conscious of the impact of our purchases. Artisan products are more sustainable due to the employment of natural materials and handmade techniques. On top of this, handicrafts and artisan work add value to society. Therefore, conserving artisan trades and techniques, as well as the cultural identity and art should be a priority. On the other hand, from a macroeconomic point of view, micro and small business enterprises are important for a country’s industrial and commercial network. In Spain, microenterprises (1-9 employees) account for 39,6% and self-employed workers represent 56% of the business distribution (Ministry of Industry, Commerce and Tourism of Spain, 2020). In 2015, the crafts industry in Spain employed around 125,000 people and its GDP amounted to approximately 4,100 million euros, 0,4 of Spanish GDP (Abay Analistas Económicos, 2015). In addition, small business enterprises are also an opportunity for many entrepreneurs to engage a life project and be economically independent. Therefore, I am confident it is crucial to support these ventures

2. Project Methodology

The approach of this thesis is a literature and data driven study aiming to solve a real organization problem. The literature review will situate the present work in relation to existing

knowledge: it will give academic foundation to the study and will inform the marketing plan proposal. To develop the actual marketing plan, Carolyn Tate’s Conscious Marketing framework will be applied (Tate, 2015). For the purposes of this project, this model is preferred over traditional marketing, as the latter does not entirely convey the objectives of *Artis Naturae*. For instance, conscious marketing is purpose and value driven rather than profit and price driven; it cares about nurturing relationships with stakeholders, and implements inclusive, low-investment and long-run promotional activities to spread the message, among others (Appendix 2) (Tate, 2015). After the literature review data collection will be developed. Primary research will first be carried out through a preliminary set of seven semi-structured interviews. The intention of this exploratory research is acquiring actualized and first-hand information of the handcrafts industry in Spain from the perspective of the founder and manager of the organization, as well as from other artisan associations’ general managers. These interviews will be followed by a secondary desk research to learn more about the industry background. Then, an informed semi-structured interview will be done to an artisan who sells products at *Artis Naturae* in order to learn about consumer habits and purchasing behavior, as well as about her experience selling at the online marketplace. Finally, an online questionnaire survey will be launched using the snowball sampling technique to collected data regarding consumers habits and behavior. The last step will be the creation of a marketing plan proposal based on the framework of conscious marketing (Tate, 2015), considering and including all the findings from the primary and secondary research.

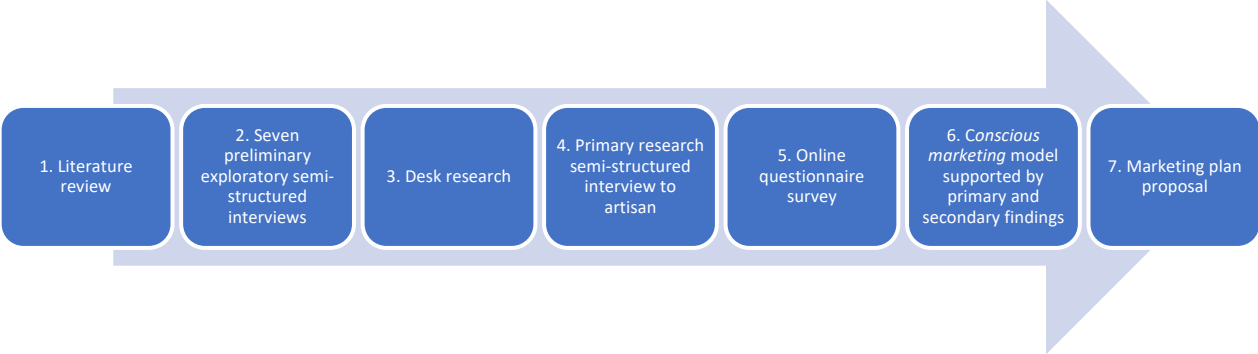


Figure 1. Methodology Summary. Source: Own elaboration

3. Literature review

Two concepts are considered and discussed relevant for the creation of a marketing plan for *Artis Naturae*: social entrepreneurship and conscious marketing. These approaches embody the social mission of the organization. This section will help to provide insights towards the potential marketing plan depictions, as well as the respective influences when designing such marketing plan.

3.1. Social Entrepreneurship

Social enterprises are organizations that pursue a social mission based on a sustainable revenue model. Social entrepreneurship addresses neglected problems in society introducing positive externalities. Social entrepreneurs are driven primarily by a motivation to create value for society (Santos 2012). In essence, social entrepreneurs “enable the capitalist system to better pursue its original intent of shared prosperity.” (Santos, 2012: 350). According to Gema, crafts sold at *Artis Naturae* constitute a popular manifestation of culture linked to the use of natural resources and images. Therefore, these resources are related to the natural values of the environment where they are obtained from, thus being part of the intangible heritage of the local populations. In this regard, *Artis Naturae* arises to conserve the intangible culture of artisans and handcrafts, as well as the intangible heritage from the link between crafts and nature. There are two main purposes behind the social mission of the organization. First, support the maintenance of artisan activities and the prosperity of the artisan community by enabling its economic viability and the transmission of knowledge. Second, bring this heritage closer to the younger generations by involving them in the preservation and demonstrating its importance for the development of the local communities. However, there is also a commercial aspect, which is making money, to keep operations running. The success of the commercial aspect will enable the achievement of the social mission. As a result, *Artis Naturae* is considered a social entrepreneurship as it pursues a social impact through a business operation. The business is not

about profit maximization but about financing the social mission and ensuring the sustainability of the organization.

3.2. Conscious marketing

To develop the actual marketing plan, Carolyn Tate's Conscious Marketing framework will be applied. Conscious marketing is about building a business (Appendix 10) where the marketing activities are aligned with the company's purpose; with deep regard for the customer, while engaging with all the stakeholders of the ecosystem; with minimal investment in mainstream promotional activities; with the focus on the long-run, and ensuring that the marketing message is honest and ethical, presented with integrity (Tate, 2015). While traditional marketing focuses on relationship-building, conscious marketing pushes its boundaries even further and creates a community where consumers hold the same life values. Furthermore, traditional marketing conveys a commercial approach while conscious marketing centers its efforts in achieving the social mission (Appendix 2). Conscious marketing is more adequate than the traditional marketing approach, as *Artis Naturae* has a strong social mission that is better communicated through this conscious model (Appendix 10).

This marketing plan model fits social entrepreneurship as it focuses on the values and purpose of the business, as well as in adding value to society. Eventually, the goal is to create a community that behaves and believes the same values as *Artis Naturae*, thus showing a natural interest for the products. (Tate, 2015) Ultimately, the business will be successful because it is sustainable, and the product, message and service actively makes the world a better place.

4. Research Design

Research is a systematic inquiry to describe, explain, predict and control the observed phenomenon (Babbie, 1998). For this purpose, gathering primary and secondary research about prospective and existing customers, as well as the industry, is fundamental. According to

Crafting Europe² (Crafting Europe 2020), overall, there are gaps in information and studies “surveys conducted by World Crafts Council Europe have found that a surprising number of craft sector leaders do not have verified or official statistics.” (Crafting Europe, 2020). To carry out this work project research, the data collection from the primary and secondary research along with the literature review will provide data to substantiate the conscious marketing plan.

4.1. Secondary Research: Organization and Crafts Industry Characterization

Boslaugh (2007: p. 3) has described secondary data as the data based upon findings originally drawn from other researchers upon the similar topic. This data is important to understand the context of study and will be obtained mainly from publicly available data, namely Spanish institutions official webpages and databases, as well as from official artisan associations websites, business school publications and professional articles.

Industry Definitions

First, it is important to understand the difference between crafts and artisan “Craftsmanship is far more about competence in construction and meeting the basic utility of the task. Those with desire, passion, a professional approach and aptitude generally elevate to the level of artisan.” (Andrusko, 2018). The definition of the artisan industry has to be considered taking into account three criteria: (1) production of objects, (2) processes of production controlled personally by one or more professional artisans, and (3) direct contribution from the artisan, for example through creativity (Abay Analistas Económicos, 2015). During the past years, the influence of the digital revolution in the crafts industry is notable, thus, the artisan activity cannot be considered anymore exclusively as the model of production and consumption that uses rudimentary means and tools based on technical knowledge acquired from tradition (Abay Analistas Económicos, 2015).

Spanish Crafts Market

² A non-profit membership organization set up to promote international interest in crafts and encourage contact between the craftspeople of different countries.

The artisan sector in Spain is made up of more than 38,000 registered companies (plus more non-registered independent workers) which employ around 125,000 people. Its GDP amounts to approximately 4,100 million euros (0,4% of Spanish GDP in 2015) (Abay Analistas Económicos, 2015). In Spain most artisans are self-employed (in 2014, 74% were self-employed and 22% worked under a business name). The existing businesses do not employ more than 3 people on average. Regarding the products, most artisans manufacture unique pieces (85.9%), followed by short series production (39.9%) and serial production (18.9%) (Abay Analistas Económicos, 2015). Despite the official rates, it is important to note that many companies work in the informal economy (Abay Analistas Económicos, 2015). Today COVID-19 has impacted the sector mainly by cancelling the fairs where artisans sell their products. This situation has raced the digitization of certain artisans by entering the e-commerce and social media. Currently, in spite of the several challenges this sector is facing, there is a great potential for growth due to the prompt adoption of e-commerce by society (Crafting Europe, 2020). This growth could be achieved through innovation and implementation of digital tools and online platforms, with the objective recovering competitiveness. The use of e-commerce by artisans is a key element in commercial innovation (Abay Analistas Económicos, 2015). Notwithstanding, there are still challenges and obstacles regarding the use of e-commerce by artisans; the main drawback is the lack of funding to innovate (Appendix 3). Secondly, consumers still expect the personal service, and are little predisposed to buy handcrafts online. The other obstacles are related to the lack of confidence due to deficient information on how to maximize technology benefits (Appendix 3).

Situation Analysis of the company

The idea to create *Artis Naturae* results from a conversation between Gemma and a Spanish artisan (artisan of nature-inspired products), as she explained Gemma how small the nature-inspired crafts market is and how little is known from it. This artisan complained about the limited channels available to sell her products: in the end it is always at fairs, markets and

exhibitions³. At that moment, Gema decided to create an online marketplace to solve this problem. Through this platform all artisans will be able to sell their products and have world-wide visibility. Gema's goal is to increase the artisans' sales, reach more customers and promote this sector. Currently Gema collaborates with ten different artisans; owners of their own workshops and small enterprises. The total number of products offered is approximately one hundred and are divided into different categories: plant art, ceramics, natural cosmetics, patchwork and sculpture with papier-mâché, among others. The project has been mainly supported by the by the Ministry of Agriculture, Environment and Rural Development, more specifically by the General Directorate of Forest Policy and Natural Spaces of Castilla La Mancha, through a grant 3000 Euros in 2018, which covered 85% of the cost of creating and launching the website. The other 15% has been financed with Gema's savings.

4.2. Primary Research Data collection and Analysis

Boslaugh (2007: 2) has defined primary data as “data that the researcher collects by himself through identified means”. In this work project a qualitative method is preferred, as “this method seeks to understand a social phenomenon from the actor's own perspective, examining the way the world is experienced.” (Eiroa & Barranquero, 2017). Furthermore, a qualitative method enables learning about the topic in further detail, in order to suggest a supported strategy and tactics in the marketing plan. This will help to obtain depth in understanding and insights from respondents who are knowledgeable about this topic. The objective is to obtain first-hand information that allows to explore what are the main issues (from the point of view of the actors involved in the artisan and handcrafts industry) regarding the implementation of marketing strategies and the use of online platforms for selling purposes.

4.2.1 Exploratory qualitative research: preliminary semi-structured interview with experts

The research tool used at this point was a semi-structured interview, as this is a way to “understand on a personal level the motives and beliefs that are behind people's actions.” (Eiroa

³ Please check Appendix 9 for SWOT Analysis on Artis Naturae.

& Barranquero, 2017). This technique allows to prepare questions ahead of time, helping the interviewer to shape a valuable interview: “Semi-structured interviews are often preceded by observation, informal and unstructured interviewing in order to allow the researchers to develop a keen understanding of the topic of interest necessary for developing relevant and meaningful semi-structured questions.” (Cohen, 2008). The objective of the interviews is to obtain a more comprehensive and realistic perspective of the craft products sector in Spain. To achieve this, the interviews seek to gather information regarding two main issues. First, how much do artisans know about marketing plans and strategy, as well as if they are positive about implementing them. Second, it is important to know to what degree artisans are familiarized with e-commerce platforms and with online marketplaces. There will be three sets of questions (Appendix 4). First, warming up questions, which “doesn’t have to pertain directly to what you are trying to find out” (Harvard University, 2019). Second, the main body of the interview where most important questions are asked. Third, closure questions, “last question should provide some closure for the interview, and leave the respondent feeling empowered, listened.” (Harvard University, 2019).

Sampling procedures and interviewees

The main requisite when deciding the interviewees⁴ was the degree of involvement with artisans, with the industry and their job. As a result, five different interviews were done to artisan associations managers. The other two fundamental interviews were done to (1) Gema, the owner and manager of *Artis Naturae*, the online marketplace, and (2) a woman who develops web pages and marketing strategies for artisans.

Table 3 – First semi-structured interviews with experts

<u>Business Name</u>	<u>Date & Channel (*)</u>	<u>Length</u>	<u>Business Detail</u>
Head of Professional Association - Asociación Galega de Artesáns (GalicianArtisanAssociation)	Phone interview 26/06/2020	45 min	Represents 140 artisans from Galicia region

³ Interviews were made on the telephone due to COVID-19 movement limitations.

Webpage-developer firm owner – Artesanía por el mundo (Crafts around the world)	Phone interview 17/06/2020	45 min	Creates web pages for artisans, as well as marketing strategies and acts as a consultant.
Artis Naturae Manager – Artis Naturae Online Marketplace	Phone interview 01/07/2020	45 min	Online marketplace that sells craft products related to nature.
Head of Professional Association – FRACAMAN (Artisan Association in <i>Castilla la Mancha</i> , Spain)	Phone interview 16/06/2020	45 min	Only representative for the defense of the artisan sector thanks to the various artisan associations of Castilla-La Mancha.
Head of Professional Association - ARTEME (Artisan Association in <i>Menorca</i> , Spain)	Phone interview 22/06/2020	45 min	Represents 34 artisans from Menorca Island
Head of Professional Association - FOACAL (Artisan Organizations Federation in <i>Castilla y León</i> , Spain)	Phone interview 10/06/2020	45 min	Non- profit organization looking forward to promote and support artisans, crafts and techniques from Castilla y León (Spain).
Head of Professional Association - Asociación Profesional De Artesanos De Aragón (Aragón Association of Professional Artisans)	Phone interview 09/06/2020	45 min	Association that promotes handicrafts through the organization of events, fairs, workshops, courses, seminars and conferences and exhibitions.

(*) Interviews were made on the telephone due to COVID-19 pandemic which limited the fieldwork.

Table 3. First semi-structured interviews information. Source: Own elaboration

Semi-structured interviews with expert's data analysis

First, all respondents agreed that marketplaces are useful as a starting point to sell online and to create the first contact with potential customers. Other than for this purpose, many artisans do not like these platforms as they believe they fail to deliver the personal touch of selling face-to-face to customers. There are also complaints regarding how these platforms do not reinforce or show the value and effort behind each handmade piece. Second, artisans are somehow divided, regarding the use of digital tools, depending on the generation they belong to. Older artisans are still reluctant to use e-commerce and social media. They do not want to “waste” time with digitization, and, instead, prefer going to fairs and selling personally. The exhibition/fairs system has worked for them and now they do not want to change their habits. The next generation of artisans, those younger than 45 years old, prefer to be called ‘designers’ or ‘creators’ and are much more involved in digital transformation, online commerce and social media. They are aware of the benefits of these tools and use them regularly. Third, generally the main issue is that artisans do not really understand the concept *marketing*. As a consequence, they do not look forward to investing money or time on a marketing plan or strategy, as they do not understand completely its benefits. In addition, return on marketing investment is not clear. In some cases, artisans do not have enough business skills and this affects the management of their own businesses. However, due to the recent COVID-19 crisis, most fairs

and exhibitions have been cancelled, thus impeding any possible business. As a result, many artisans are now being forced to embrace e-commerce and social media opportunities. During the quarantine of March-April 2020 many already showed interest in having their own webpage or social media account, which demonstrate how the crisis has accelerated the transformation towards the use of digital tools and online platforms. Finally, there are many problems concerning standardization of products and product photos. Products are never identical (as they are handmade and do not replicate 100%) and pictures hardly follow a pattern (they are not professional but taken by the artisans), hence, products may look unattractive online. *Artis Naturae* should find a way to educate artisans on marketing strategies and concepts to motivate them to further use e-commerce.

To learn further information about the consumer a qualitative and a quantitative research will be developed. The information obtained through the exploratory research has been key to prepare the questions. Gema's feedback on her perception of *Artis Naturae* current target market has also been critical (Appendix 5).

4.2.2 Primary qualitative research semi-structured interview with artisan

The main motive to develop another semi-structured interview is to gather further detailed data, particularly about the consumer. After the theoretical research, more specific information is needed and the semi-structured interview appears as an excellent research tool for this purpose, as the interviewer can think ahead of time the questions that must be asked (Eiroa & Barranquero, 2017). At this point, the person interviewed is Santiago, an artisan who owns her own brand of handmade, nature-related products, and sells online through Facebook and Instagram, and at *Artis Naturae*. Appendix 6 explains this interview procedure.

Findings

Santiago was the artisan interviewed. She is an independent worker who owns *Arte Vegetal Artesania*, focused on doing handcrafts based on the images inspired by the landscapes of *Las*

Tablas de Daimiel, a Spanish National Park. Customers are attracted by these images and by her message: using crafts as a means to protect the natural park, its nature, vegetation and diversity. Regarding the buying decision process, the social and psychological influences have a key role: whenever she explains her purpose and values to customers they then show more interest to buy (more) as they believe these add value to the piece. Word of mouth is extremely important too. At the moment she sells through social media (Facebook and Instagram) thanks to the word of mouth of clients she sold to at fairs. Selling at fairs is key because she can express and explain the message behind her products. Santiago sustains that e-commerce presents serious disadvantages, as the texture of the products and the message of her purpose are not appreciated or emphasized. She believes the average age of customers is 40 years old, looking for original, unique and exclusive pieces that convey and transmit a message. Main clients are those with a considerable purchasing power, educated and who generally live in big cities.

Santiago's case perfectly conveys a conscious marketing example. First, the owner is aware of a specific situation (protectionism of nature) she wants to fight for. Second, there is a purpose to sell products, as well as a message and values to transmit. Third, her products satisfy a *want* from customers: owning something unique, exclusive and original, while cooperating for a social cause. Customers want something special, not to follow trends. Fourth, she has created a community of stakeholders who are aligned with her purpose and buy and/or collaborate with her, while spreading the word.

4.2.3 Online questionnaire survey

The main purpose of an online questionnaire survey (Appendix 7) is to gather information and opinion from consumers. This type of survey is to be “used in conducting quantitative research, where the researcher wants to profile the sample in terms of numbers or to be able to count the frequency of occurrence of opinions, attitudes, experiences, processes, behaviors, or predictions”, “the research objectives focus on surveying and profiling a situation, to develop overall patterns.” (Rowley, 2014). The essential distinguishing characteristic of online surveys

is that they are normally “designed to be completed without any direct interaction with the researcher, either in person or remotely.” (Rowley, 2014). Other advantages are: maintaining respondents’ anonymity, and generally short amount of time is needed to receive the expected number of answers.

Sample and procedures

There is already some knowledge on the topic under study to formulate meaningful questions to include in the online survey. There will be open-ended questions, questions with ordinal response categories and questions with specific answers provided by the researcher from which the respondent must choose one option. About the sample, the previous exploratory and desk research offers information regarding the target group of people to whom this online survey is directed: people living in Spain older than 30 years old. The questionnaire will be distributed mainly through WhatsApp, which is fast and facilitates reaching the target market. Respondents will be reached through the snowball sampling technique, which “is applied when it is difficult to access subjects with the target characteristics. Under this sampling technique in this study subjects recruit future subjects among their acquaintances.” (Ghaljaie, 2017).

Online questionnaire survey data analysis

The online survey was answered online by 79 Spanish consumers (Appendix 7). The results show (Appendix 7) that the respondents who consume artisan products generally live in big cities (38%) (< 1 000 000 ppl) and have between 30-40 years old, closely followed by those between 51-60 years old (Appendix 10). Furthermore, almost half (47,4%) buy between 2 and 4 times per year at physical fairs and markets and 32,1% buy at least once per year at these locations. In contrast, more than half (55,7%) do not buy crafts online in a given year, and only 25,3% buy once per year. Those who actually purchase online do it on the artisan-owned web page (16,7%) and through social media (12,8%). Moreover, 33,3% find craft products because they search them on purpose, while 29,5% finds them due to the word of mouth, and at fairs and markets. A majority buy craft products because they prefer them over mass products

(35,4%) or because they want to support this sector (35,4%). The purpose and social mission of each artisan is reflected on their work and this adds value to the product itself (Appendix 7). In this sense, more than half (59,5%) affirm that the artisan purpose influences their purchasing decision making process, while only 27,8% consider this as very important. The artisan motivations behind each product are also influential for 62% of respondents, while only 24,1% consider this as very important. Notwithstanding, 48,7% affirm that the main influence to buy these products is the added value of being handmade. Particularly, concerning *Artis Naturae*, 39,2% of the respondents answered that the brand name does not have an effect when purchasing crafts. In addition, when asked about the main motive to buy crafts, nearly half (41,8%) liked that the products offered are related to nature. Most popular products were accessories (51,9%) and decoration (38%). In addition, 49,4% would buy at *Artis Naturae*, mainly, because they like the design of the products.

Online questionnaire survey findings

Based on the previous results, *Artis Naturae* should focus on emphasizing the company's and artisans' social mission and purpose, as these are highly valued by consumers, thus, positively influencing their purchasing behavior. The added value of handmade products is key for consumers and it should be highlighted in the marketing plan by designing tactics that emphasize it. Artisan motivations behind each craft are influential and should also be described on the online marketplace to inform the consumer. Due to the popularity of accessories more products of this type should be incorporated. Brand name is not yet very influential, this is an opportunity for *Artis Naturae* to create brand awareness and gain market share. Because of the unicity of its products, based on nature-inspired images and natural materials, competition is low. On social media, the target market should be women living in big cities (< 1 000 000 ppl). Buying crafts online is not yet popular and this is a huge drawback for *Artis Naturae*. Consumers over 40 years old value talking to artisans face-to-face – this influences their purchasing behavior considerably.

4.2.4 Limitations

Regarding the questionnaire limitations, one must consider that “you will never be sure whether the respondents have understood your questions, or indeed, whether they have taken the time to provide accurate data. Also, you will inevitably have some unanswered questions” (Rowley, 2014). Moreover, it could be difficult to obtain a good response rate, depending on the researcher expected number of samples, as often there is no strong motivation for respondents to answer, and it is hard to determine the sampling errors. By contrast, semi-structured interviews presented limitations such as being time-consuming and dependent on the interviewee availability; open-ended questions are harder to analyze; answers can be difficult to compare, and, more importantly, choosing the right and correct interviewee can be extremely hard: this decision affects the work outcome, conclusion and recommendations (Eiroa & Barranquero, 2017). Another important limitation that affects the whole work project is the reduced access to resources, as well as the interviewees availability, due to pandemic constraints.

5. Conscious Marketing Plan

According to Carolyn Tate (2015) this framework sets an imperative focus on the purpose (social mission) of the company and on the wellbeing of all the stakeholders. Growth is envisaged for the long-run and pursues creating loyal relationships with the customer: it is slow but steady, as well as sustainable. The marketing message and campaigns must be honest and ethical, and presented with integrity. Promotion requires minimal investment in mainstream promotional activities. Profit is a by-product rather than a single focus and return on investment is just a measurement; what matters is making a difference through the products offered (Tate, 2015). Appendix 2 sets the conceptions that must be applied when designing a conscious marketing plan and compares them to those of a traditional marketing strategy.

5.1 Marketing Strategy

The conscious marketing cycle (Appendix 11&12) convey the basic guidelines to design a conscious marketing plan through four main stages: purpose, product, people and promotion.

5.1.1 Segmentation

According to Kotler (2014) market segmentation means “dividing a market into distinct groups of buyers with different needs, characteristics or behaviors, who might require separate products or marketing mixes.” Questionnaire results show a gap among consumers between those over 51-60 years old and those between 30-40 (Appendix 9). Results demonstrate that the first group is related to the market of traditional crafts. Alternatively, younger consumers are interested in more modern creations produced by a younger generation of artisans, which they find online, especially in social media. According to data from the questionnaire, while 79,5% of people buy between 1 to 4 handcraft products per year, 56,5% do not buy any of these items online.

5.1.2 Target Market

Target consumer personas examples. Consumer profiles have been elaborated according to the results obtained from the online survey.



Andrea is 36 years old. She lives in Bilbao, Spain, and is teacher at Nursery level. She is aware of the challenges humans currently face and is an active environmentalist. During her free time, she enjoys hiking. She has a special sensitivity for crafted products due to their originality and uniqueness. She has a few favorite creators from who she purchases crafted accessories twice per year directly from their Instagram. Whenever a friend tells her about a specific creator she goes online to check out that and other profiles. The brand is not important for her; she pays more attention to the purpose and motivation each artisan puts behind each piece.



Daniel is 54 years old. He lives in Medina del Campo, a big town close to a big city (Valladolid) in center-north Spain. He is married and has two children. Daniel works at a law firm. He has an excellent academic record and enjoys learning about ancestral production techniques. As a result, he enjoys visiting markets and artisan shops and talking to artisans. He considers these products have huge added value. The artisan's motivations and purpose are many times important for him to buy. Generally, he buys original and unique decorative pieces. While the design is important to him the brand name is not.

5.1.3 Positioning

Artis Naturae positions itself as a quality product with reasonable price, differentiated from competitors due to the nature-origin of the materials and inspiration of all the handcrafted products offered. As a result, Artis Naturae positioning statement could be:

“For nature lovers and craft product buyers Artis Naturae is the first online marketplace to offer unique, original and exclusive handcrafted products inspired by nature and produced with sustainable materials. Artis Naturae supports the artisan activity and techniques maintenance”.

Figure 4. Positioning Statement. Source: Own elaboration

A positioning strategy differentiates the product on the basis of attributes that customers find meaningful. Based on the findings on market research, the revealing key attributes that influence customer buying decisions were used to define the competitive advantage to provide for consumers with the following structure: “The (brand), offers (point of difference or benefit) for (target audience) in (frame of reference) because (reason to believe)” (Kotler, 2005).

“Artis Naturae offers handmade and crafted products inspired by nature and produced with sustainable materials, for nature and artisan products lovers in supporting artisan activity and techniques maintenance”.

Figure 5. Unique Selling proposition for consumers. Source: Own elaboration

5.1.4 Plan Objectives

The ultimate purpose of a marketing plan is to help the organization to achieve objectives (short-term) that will bring it closer to achieving goals (long-term) aligned to the mission (Wood, 2014). The goal (long-term) is to maintain artisan activity and the prosperity of the artisan community while preserving the intangible artisan culture. Objectives (Appendix 15) are initially set for three years (Feb 2021- Dec 2023) to evaluate if they are effective. Then they must be revised. At *Artis Naturae*, the objectives (Appendix 15) are dual, related to the social mission and the financial sustainability, due to the social nature of the enterprise. Regarding the financial sustainability the objectives are (1) increase the number of artisans selling at the online marketplace from 10 to 70 from February 2021- December 2023; (2) increase the number of products offered at *Artis Naturae* from 113 to 1000 from February 2021- December 2023; (3) increase the e-commerce channels where *Artis Naturae* sells products, on top of its own platform, as for example: Instagram Shopping and Facebook Marketplace, and (4) reach breakeven point by December 2023. Concerning the social mission, the objectives are (1) educate young people on the crafts sector, culture and characteristics; (2) educate artisans on

using the marketplace and social media; (3) nurture relationships with associations and institutions of the sector, and (4) spread the message of preserving artisan’s techniques and culture.

5.2 Implementation of Conscious Marketing Mix

For the correct design of this plan a map with guidelines can be found on Appendix 12, which describe the aspects that must be considered at each stage when designing and implementing the plan. A 2-year implementation chronogram can be found in Appendix 14 to work on the plan and check the implementation flow. This chronogram presents tactics related to the objectives to help the company define the timing and coordinate implementation, while avoiding conflicts and measure progress (Wood, 2014).

5.2.1 Purpose

Purpose is the fundamental underlying foundation to develop a conscious marketing plan, as it analyses why the company does its business: it is about “defining at the core how the business will make a difference in the world”. (Tate, 2015) Purpose is the unique selling proposition that will attract consumers to the product offered. As a result, all messages and communications must be aligned with the purpose and the cause. Survey results demonstrate that purpose behind the brand is extremely important and adds value to the brand and product: 59,5% affirmed that purpose is sometimes influential in the purchasing decision making, while 27,8% affirmed it was very important. According Carolyn Tate (2015), first there are some important questions a marketer has to make to then design the marketing plan based on these replies.

Questions	Artis Naturae Owner Answers
What is my purpose?	“Be able to sell artisan products related to nature. Publicize trades that are being lost.”
Why do I do what I do? What do I stand for?	“To have a job where I can defend the values these artisans in relation to nature and the environment in which they live and work.”
What are the business objectives?	“Reach and collaborate with a large number of artisans who trust ArtisNaturae, to give output to their work and not be limited by fairs”
How do I make a real difference to the lives of my clients?	“Offer unique products with stories behind them.”
What is so good about my business, service and products that my clients really love?	“Being able to have a craft fair all year round at any time.”

5.2.2 Product

The online marketplace platform is the product. Appendix 13 presents a Business Model Canvas that helps to visualize and understand *Artis Naturae* business model. The design of the web page has been carefully planned to convey the social mission and purpose: 41,8% of the survey respondents like the fact that the product is directly linked to nature. In addition, Tate (2015) sustains that “increasingly conscious buyers will choose to buy from companies that share their values and ethics, and have a purpose beyond making profit”, hence, *Artis Naturae* must connect with the customers who care about nature, the environment and the crafts sector. It is fundamental to listen to the customer’s requests to adjust the product to their needs and wants. This is a never-ending cycle of constant improvement where the key is to use every opportunity to ask for feedback.

Price

The price of each product is freely defined by each artisan. The individual crafted product costs are determined by the artisan and the platform does not interfere. The only cost involved for consumers on the online marketplace, on top of the priced payed for the craft, is shipping (4,5€). The crafts offered at *Artis Naturae* are unique, thus it is difficult to compare them, in terms of price, to other websites that offer artisan products. In addition, results from the online questionnaire survey show how consumers perceive handmade products to have an added value, which they are willing to pay. The price for the final consumer is coherent and affordable, in line with the positioning.

5.2.3 People

People refers to all the stakeholders that surround the organization with whom there is a shared a vision for the future “conscious business leaders understand that a sustainable business is built on purpose and people before products and profit.” (Tate, 2015). Conscious marketing believes that businesses go beyond the handling of customers. It is important to nurture the relationship

with all the stakeholders in the business ecosystem. Suppliers, alliances and the community are fundamental and stand at the same level as the consumer. First, partnerships with suppliers are crucial: at *Artis Naturae*, Gema must cultivate positive relationships with the artisans she works with. Second, alliances with other companies and providers for collaboration purposes should be negotiated. The aim is to work together to achieve mutually beneficial objectives (Tate, 2015). Third, every business operates within a community that may be geographical or virtual, which connects like-minded people and organizations. The word community means people with a common interest, purpose or goal (Tate, 2015). The community surrounds all stakeholders and has the ability to seriously have a decisive impact on the success of a business, as it can divide, unite, bring new clients and create new partnerships (Tate, 2015). Overall, the goal is to be aligned in purpose and values so each stakeholder brings their skills and talents to deliver something greater that cannot be delivered in isolation. At this point, *Artis Naturae* must ensure that its products and services match the main interests of their target customers and, second, that it engages all the stakeholders (employees, artisans, suppliers, community, etc) to support the delivery of the product.

5.2.4 Promotion

Conscious marketing emphasizes that if the company focuses on marketing from the inside out by working on the purpose, product and people segments repeatedly, the promotional activity becomes almost effortless. (Tate, 2015) It is key to understand the imperative of taking a slow and patient approach to building brand awareness, as it must be done through promotional events and word of mouth, not through mass marketing campaigns. (Tate, 2015) Promotional activities must materialize and evolve while receiving feedback from the customers and answer accordingly. On the online survey respondents assured that knowing the artisan is key and directly influence their buying decisions (Appendix 7). Moreover, 29,3% found products and artisans through word of mouth, while 33,3% looked for specific products intentionally. As a result, the word of mouth and the content marketing are two useful strategies. Content

marketing refers to “the technique that creates and distributes useful and valuable information that attracts attention and incites action”. (Tate, 2015) *Artis Naturae* content should be delivered through channels where the enterprise will be able to reach its target market online community (Appendix 14). Conscious marketing supports the use of a combination of online and offline channels, such as podcasts, webinars, media interviews, annual reports, newsletters, videos, advice columns, blogs and social media to spread the message of the enterprise, as well as its social mission and purpose. Considering *Artis Naturae* target market, non-digital channels should be exploited alongside digital ones. To this end, it is recommended to produce podcasts interviewing artisans to know them better; media interviews to spread the word about the social mission and purpose; social media and a blog featuring videos to raise awareness about artisan techniques and lifestyle, advice columns to inform about the craft sector; workshops to educate artisans and young people, and events organization, such as showrooms and pop-up markets, to collaborate with stakeholders and to meet artisans. Appendix 14 presents a schedule to work on the plan and check the implementation flow.

6. Conclusion, Main Recommendations and Feasibility

Conclusion

Artis Naturae's social mission aims to support the maintenance of artisan activities by enabling its economic viability and to preserve the intangible culture of handcrafts. For this purpose, the commercial aspect, making a profit, is essential in order to be reinvested to ensure the mission's sustainability. As a social enterprise, the original intent is of shared prosperity, and driven primarily by a motivation to create value for society. As a result, traditional marketing does not suit the nature of this social enterprise, as its goals are not purely profit-driven. Conscious marketing is a more appropriate framework because it develops solutions that respond to both, social mission and financial sustainability. Conscious marketing planning facilitates spreading the message of the enterprise's social mission while adding value to society, empowers consumers with shared values, focuses on nurturing relationships with stakeholders,

implements minimal investment promotional activities, operations are designed for the long-term and it is purpose-driven, not profit-driven.

Main Recommendations

Based on the results obtained in the online questionnaire survey, a large percentage of the traditional consumers of handcrafts is not yet buying these products online, due to a habitual consumer behavior associated with an older age profile and customary offline buying at fairs, through face to face encounters with the artisan behind each piece. As a result, the goal is to find ways to bring these consumers to purchase online. To achieve this, interactive instruments such as educational videos, podcasts, live interviews with artisans and informative webinars (where consumers gain insights about the artisan work, techniques and products) must be produced to bring the artisans closer to the consumer and to replace the effect of face to face encounters. Furthermore, it is important to highlight that *Artis Naturae* was given an unexpected opportunity as the pandemic has changed some social behaviors and now more people buy online, which is an opportunity for this enterprise. Overall, the main recommendations for *Artis Naturae* to achieve its purpose and social mission are the following. First, motivate purchases on the online marketplace and increase customer confidence by implementing offline and online promotional actions (Appendix 14). Second, develop further collaboration with stakeholders, such as associations, institutions and schools related to this industry, to create joint actions to improve the overall situation of the sector. Mutual benefits could be achieved from launching activities together, brainstorming and sharing new ideas. Third, investment is needed in order to address all the necessary changes and implement the new conscious marketing plan. Fourth, finding a business partner willing to invest (at least in 2021 & 2022) and work full-time to implement the marketing plan is essential: the business partner would have to cover communication, promotion and public relations duties. Meanwhile, the manager must focus on incorporating new artisans to the online marketplace, who will add new products to *Artis Naturae* total offer. Fifth, it is crucial to train and educate artisans on the use of the

online marketplace platform and of social media through webinars, workshops and short courses. Highlight too the benefits and opportunities of selling on these channels. This is key to strengthen their trust and encourage their participation on the online platform. If *Artis Naturae* and artisans share the same purpose and vision and develop a strong relation, artisans can then become indirect sales representatives and brand ambassadors. Finally, to reduce the questionnaire limitations related to data accuracy and target market profile definition, it is recommended to analyze every feedback given by consumers, create post-purchasing actions to receive feedback on the purchasing experience and review the target market profile every year.

Feasibility

This enterprise combines uniqueness with social mission and offers products that clients have a higher willingness to pay for, as analyzed on the online questionnaire survey. However, currently, financially *Artis Naturae* has severe difficulties. The profit margin obtained by *Artis Naturae* is 15% per each product sold, and lately sales have been low and inconsistent. Ideally, by the end of the third year of operations *Artis Naturae* could reach a break-even point, when the product offer reaches 1000 products available (Appendix 17). During the first and second year there are not enough products offered at the marketplace platform to achieve the required number of sales to break-even. Currently, the manager is facing losses and covering costs with her savings (Appendix 16). To implement this marketing plan a credit or loan would be needed, however, at the moment Gema does not consider getting into debt. Another feasible solution is to ask for government or institutional financial aid or subsidies, specifically addressed to small and medium enterprises or artisan projects. Right now, Gema is looking for a business partner willing to invest (at least in 2021 & 2022), divide work and tasks, bring new and fresh ideas, expand the artisan network, gain contacts and share costs. Certainly, a business partner appears as the most appropriate solution for *Artis Naturae* feasibility issues. This marketing plan should be used by Gema when pitching to potential investors and business partners.

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8. Appendices

Appendix 1 – Figures 1, Artis Naturae Products Examples

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Appendix 1 – Figures 1 Artis Naturae Products Examples





Figures 1: Examples of products – all handmade with natural fabrics and nature-related designs. Source: [www.https://artisnaturae.com/](https://artisnaturae.com/)

Appendix 2 – Table 1
Conscious Marketing and traditional marketing feature comparison

CONSCIOUS MARKETING	UNCONSCIOUS MARKETING
<u>Purpose-driven</u> : all marketing and communications are underpinned the business purpose.	<u>Profit-driven</u> : all marketing and communications focus on selling the maximum product possible in order to obtain maximum profit and rentability.
<u>Customer-centric</u> : marketing and communications focus on the customer and how the business and product truly makes a difference to their lives.	<u>Company-centric</u> : marketing focused on the business achievements rather than how it helps customers.
<u>Value-driven</u> : The product or service offered delivers real outcomes for clients and is valued accordingly: prices are fixed.	<u>Price-driven</u> : The pricing strategy is all about undercutting the competition.
<u>Stakeholder Advantageous</u> : the business actively promote the wellbeing of every stakeholder and the creation of a community is a priority for marketing ends.	<u>Stakeholder Detrimental</u> : marketing promotes the success of the company not caring about stakeholders.
<u>Collaborative</u> : marketing that is designed to improve the reputation of the industry. Ultimately, there is a genuine interest in helping everyone to succeed too.	<u>Competitive</u> : – marketing that tackles the competition instead of focusing on what is good and right.
<u>Positive Message</u> : marketing is authentic and spreads a positive and affectionate message: it does not promote hard/cold selling, instead it communicates people how to help and invites them to join the community.	<u>Negative Message</u> : hard/ cold selling approach and overall selfish message focused on the company’s interest.
<u>Narrow Media</u> : employs a limited number of channels to spread the message (up to 6 maximum). However, it is done frequently to target the niche market.	<u>Broad Media</u> : use every channel possible, hence interrupting the customer, in order to spread the message to as many people as possible.

<u>Simplicity</u> : driven by a ‘less is more’ approach, all products and services are packaged simply with the customer in mind and all communications are clear and unpretentious.	<u>Complexity</u> : Products and services offered are designed to create loyalty through inertia.
<u>Respectful</u> : promotional attempts respect customers and are not intrusive, disruptive or annoying.	<u>Disrespectful</u> : marketing and communications focus on bombarding people constantly.
<u>Honest</u> : marketing is ethical, truthful, transparent and coherent. Only promises what can be delivered.	<u>Dishonest</u> : sometimes marketing promises something that can’t be delivered.
<u>Smart</u> : marketing assumes and reflects that potential customers are conscious, thoughtful and aware of the situation when making purchasing decisions without the need for hard selling.	<u>Unintelligent</u> : marketing that assumes that customer will not do thoughtful purchasing decisions.

Table 1. Conscious Marketing and traditional marketing feature comparison. Source: Tate, C. (2015). Conscious marketing: how to create an awesome business with a new approach to marketing. https://carolyntate.co/wp-content/uploads/2014/05/Carolyn_Tate_White_Paper1.pdf

Appendix 3 – Figure 2 Obstacles to Innovation

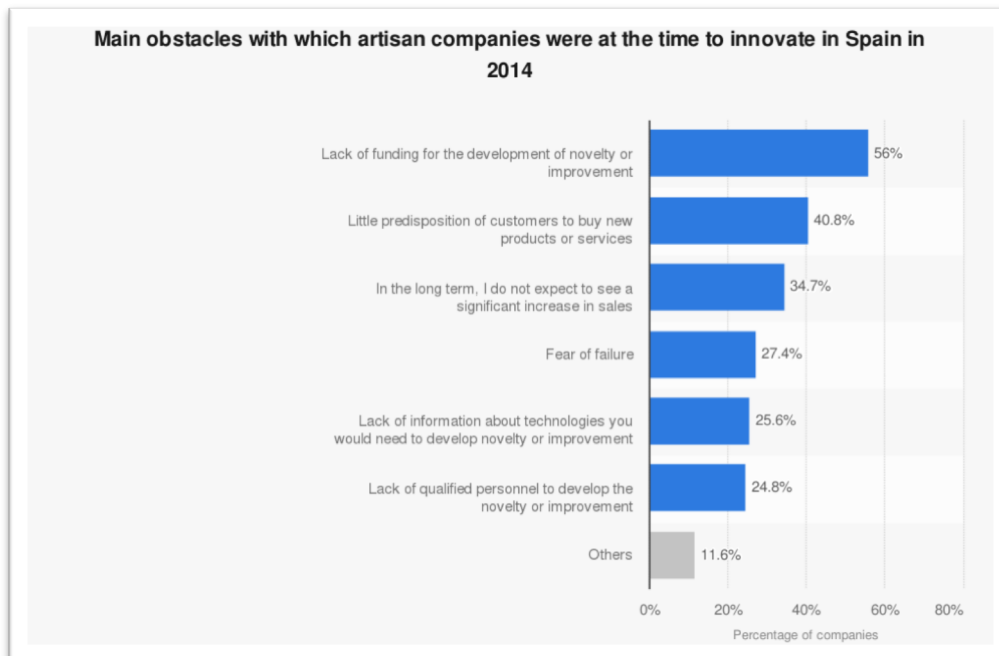


Figure 2. Obstacles to Innovation. Source: Ministerio de Industria, Comercio y Turismo & EOI. Retrieved from Statista 2019.

Appendix 4 – Table 2
Exploratory semi-structured interviews protocol

INITIAL QUESTIONS	How is the industry organized?
	What role do associations have?
MAIN BODY QUESTIONS	Do all craftsmen have a website? If not, why? Is it a problem of costs or of misinformation?
	What is the artisans' main sales channel?
	Do artisans consider that marketplaces (Etsy, Amazon Handmade) are a good sales platform? Do artisans use this type of platform?
	Is the sector aware of the benefits of marketing?
CLOSURE QUESTIONS	Would artisans be willing to invest in consulting services to implement a marketing strategy to increase sales?
	Has COVID-19 crisis increased the interest for online selling channels?
	What is your forecast for the crafts industry in the short-run and long-run?

Table 2. Exploratory semi-structured interviews protocol. Source: Own elaboration

Appendix 5 – Table 3
Gema's perception of target market

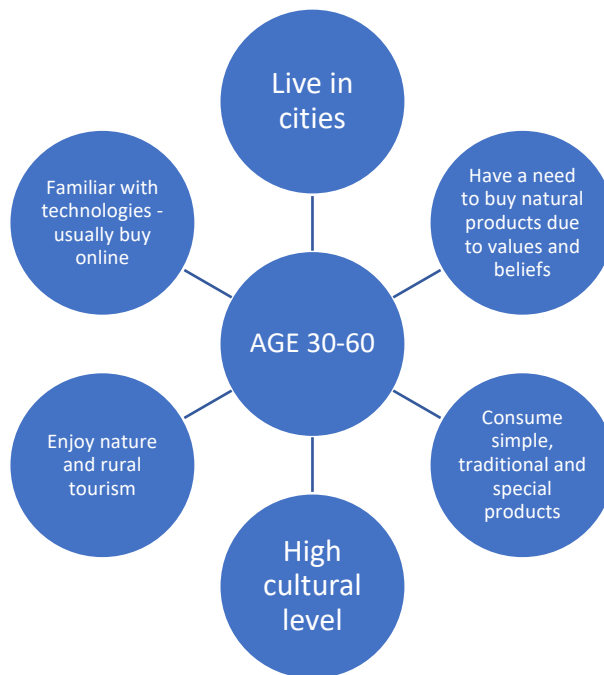


Table 3. Gema's perception of target market. Source: Own elaboration based on interview with the owner.

Appendix 6 – Table 4
Primary qualitative research semi-structured interview protocol

Step 1 (*)	Introduction	Introduce myself, explain the objective of the interview and the aim of the research	The purpose of this interview is to gather more information about consumers: habits, behavior, motivations and interests.
Step 2	Initial questions	Background question – set a confident and comfortable tone of conversation.	<ul style="list-style-type: none"> • What is the average age of buyers? • How often do they buy? Is it a one-time thing?
Step 3	Mid interview	More demanding questions. These questions are tightly related to the theory	<ul style="list-style-type: none"> • What is their main interest when purchasing? • What are their influences: personal, psychological, social? • What is their underlying motivation to buy artisan / crafted products? • What underlying purpose is there when purchasing artisan / crafted products? • Do you have a web page? If so, how is the e-commerce business working out? • What's your opinion about you selling at marketplaces?
Step 4	Closing the Interview	Summary questions, easy to answer, related to mid interview information.	<ul style="list-style-type: none"> • Is there anything else you would like to add?

(*) Due to COVID-19 pandemic no face to face interviews were possible.
 Table 4. Primary qualitative research semi-structured interview protocol. Source: Own elaboration

Appendix 7 – Figures 3
Online Survey– Questions And Results

⇒ **Q1. English**

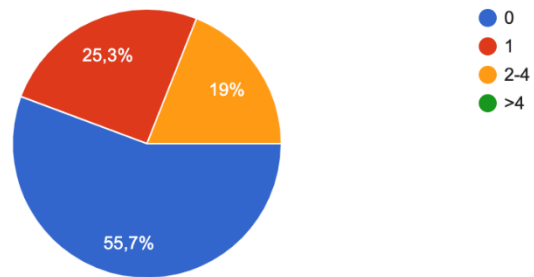
How often do you buy ONLINE crafts products, on average, per year?

- 0
- 1
- 2-4
- > 4

Question in Spanish & Result

De media, al año, ¿cuántas piezas de artesanía compra ONLINE?

79 respuestas



⇒ **Q2. English**

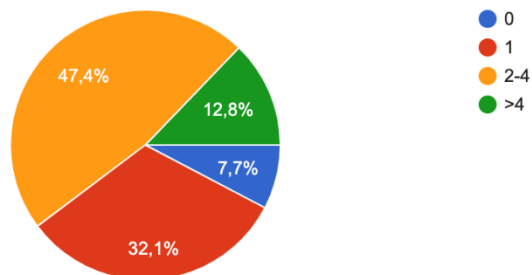
How often do you buy crafts products, on average, per year at fairs and markets?

- 0
- 1
- 2-4
- > 4

Question in Spanish & Result

De media, al año, ¿cuántas piezas de artesanía compra en mercados y ferias?

78 respuestas



⇒ **Q3. English**

Online, where would you normally purchase these products?

- Social Media (IG, FB, etc)
- Artisan independent webpage
- Marketplace
- Street fairs and markets
- I do not know any online websites for crafts products
- I do not buy craft products online.
- Other

Question in Spanish & Result

¿ONLINE, normalmente, dónde compra productos artesanos?

78 respuestas



⇒ **Q4. English**

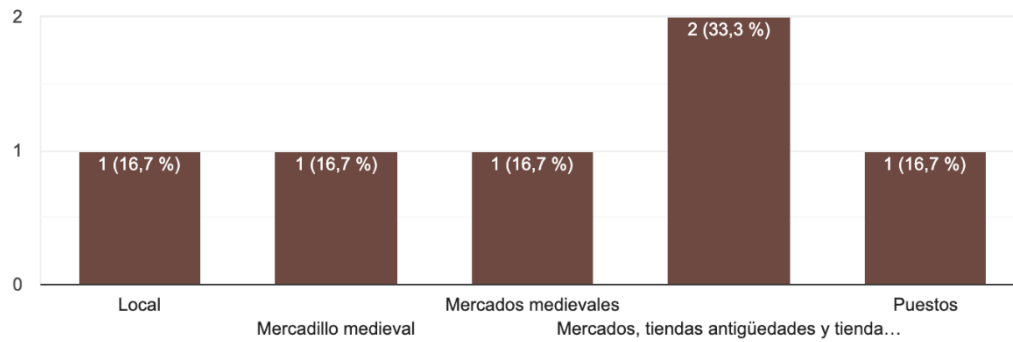
If in the previous question you answered "Other" please specify where.

Question in Spanish & Result

Si en la pregunta anterior respondió "Otro", por favor especifique dónde.



6 respuestas



⇒ Q5. English

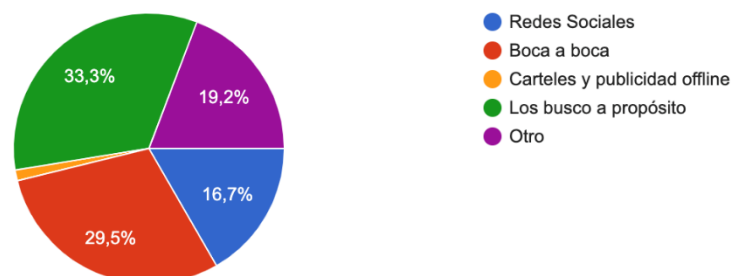
How do you find out about these products?

- Through social media
- You look for them intentionally
- Word of mouth
- Billboards or offline
- Other

Question in Spanish & Result

¿Cómo encuentra estos productos artesanales hechos a mano?

78 respuestas



⇒ Q6. English

...

If in the previous question you answered "Other" please specify how.

Question in Spanish & Result

Si en la pregunta anterior respondió "Otro", por favor especifique cómo.

15 respuestas

Entro en la web del artesano que me gusta para ver sus productos

Mercados

No indico nada porque no conozco ningún sitio

Visitando ferias y mercadillos

Ferias, tiendas de siempre, lo busco

Mercados artesanales

Mercados artesanos y Ferias de Artesania.

Mercadillo y tiendas

Ferias y mercados

Mercados artesanos y Ferias de Artesania.

Mercadillo y tiendas

Ferias y mercados

Mercadillos

En mercados ambulantes

Los encuentro curioseando

⇒ **Q7. English**

Why do you buy crafted products?

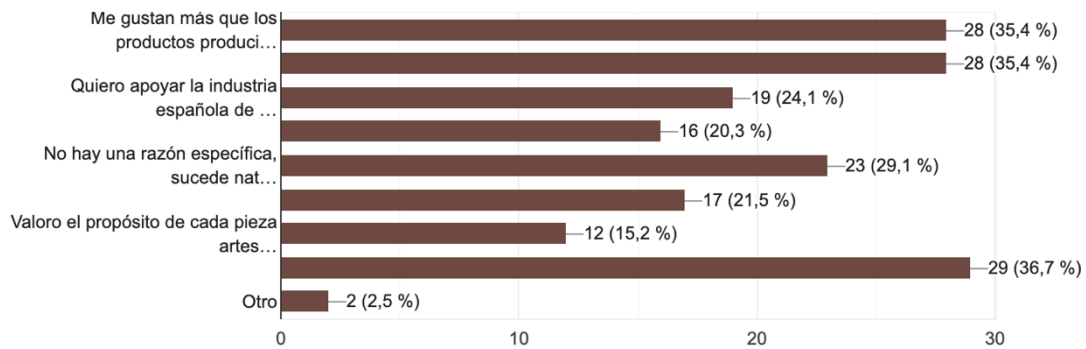
Please select the 3 most important reasons for you

- I like them more than mass produced products.
- I appreciate the uniqueness of each product.
- I want to support the Spanish craft products industry.
- I value the message behind each piece.
- No specific reason, it happens naturally when I see something I like.
- I want to support the social mission of the artisan and his production.
- I appreciate the exclusivity of each product.
- I value the purpose behind each piece.
- Other

Question in Spanish & Result

¿Por qué compra productos artesanales?

79 respuestas



⇒ Q8. English

If in the previous question you answered "Other" please specify why.

Question in Spanish & Result

Si en la pregunta anterior respondió "Otro", por favor especifique el motivo.

2 respuestas

Todos los anteriores

Por sostenibilidad, tanto intergeneracional por ecología como intrageneracional por dignidad en la producción

⇒ Q9. English

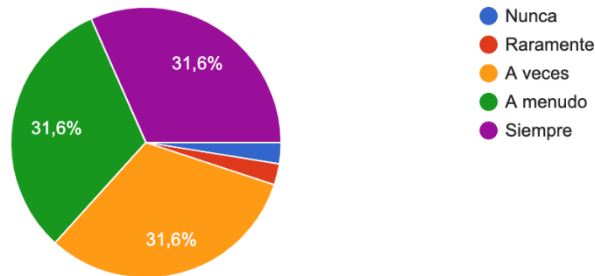
Many artisans work and produce with a purpose and social mission. Does this add value when compared with similar products?

- Never
- Rarely
- Sometimes
- Often
- Always

Question in Spanish & Result

Muchos artesanos trabajan y producen con un propósito y una misión social. ¿Agrega esto valor en comparación con productos similares que no lo tienen?

79 respuestas



⇒ **Q10. English**

Do you ever consider the artisan purpose when purchasing his or her products?

- Yes, purpose is very important to me.
- Purpose sometimes affects my purchasing decision
- Purpose never affects my purchasing decision
- No, I only value if I like it and if it is useful to me.

Question in Spanish & Result

¿Alguna vez ha considerado el propósito del artesano al comprar sus productos?

79 respuestas



⇒ **Q11. English**

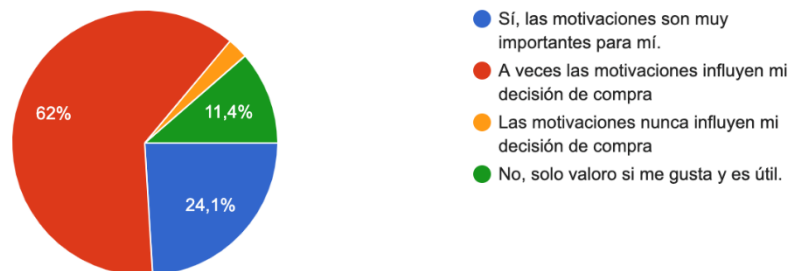
Do you ever consider the artisan motivations when purchasing his or her products?

- Yes, motivations are very important to me.
- Motivations sometimes affects my purchasing decision
- Motivations never affects my purchasing decision
- No, I only value if I like it and if it is useful to me.

Question in Spanish & Result

¿Alguna vez ha considerado las motivaciones del artesano a la hora de comprar sus productos?

79 respuestas



⇒ **Q12. English**

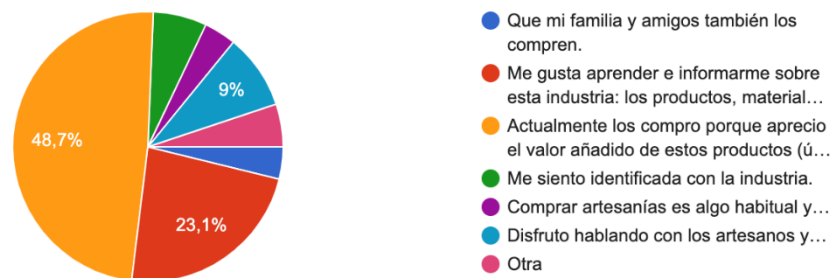
What is your main influence for purchase this type of product?

- My family and friends buy them too.
- I like to learn inform myself about this industry: the products, materials, technique, history, etc.
- Currently I buy them because I appreciate the added value of these products (unique, original, etc).
- I feel identified with the industry.
- Buying crafts is usual and common in my culture.
- I enjoy talking to artisans and end up buying to them.
- Other

Question in Spanish & Result

¿Cuál es su principal influencia para comprar productos artesanos?

78 respuestas



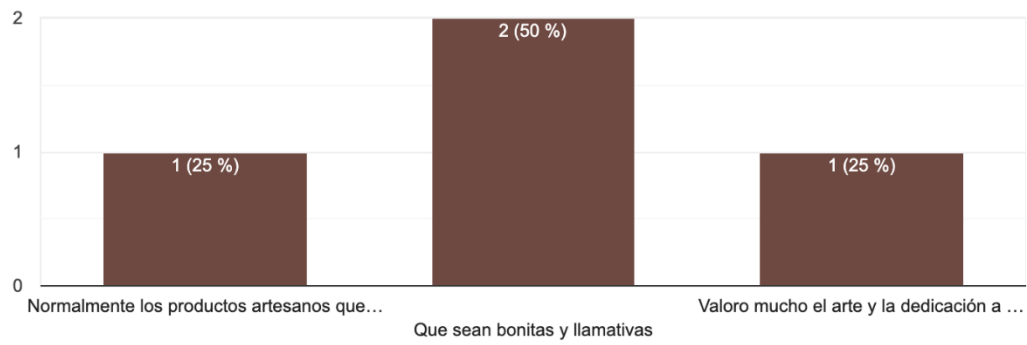
⇒ Q13. English

If in the previous question you answered "Other" please specify what is your main influence for purchase this type of product.

Question in Spanish & Result

Si en la pregunta anterior respondió "Otra", por favor especifique el motivo.

4 respuestas



⇒ **Q14. English**

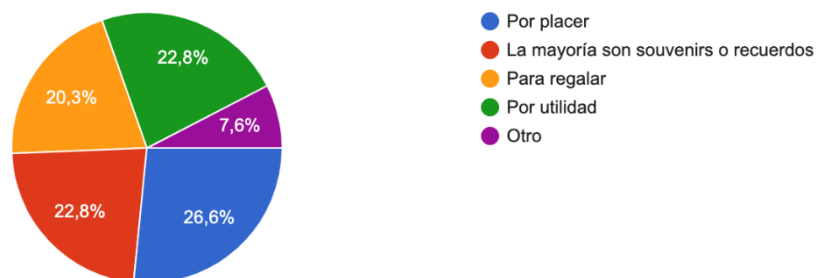
Why do you buy crafted products?

- Pleasure
- Souvernirs
- For gifts
- Functionality
- Other

Question in Spanish & Result

¿Con qué fin compra artesanías?

79 respuestas



⇒ **Q15. English**

If in the previous question you answered "Other" please specify why.

Question in Spanish & Result

Si en la pregunta anterior respondió "Otra", por favor especifique.

6 respuestas

Para decoración y ayuda a la pervivencia de un oficio

Todos los anteriores

Serían en si todas las respuestas anteriores todo depende del momento

Muchas razones incluidas las diferentes propuestas en la pregunta

Me gusta para regalar, compartir o para uso propio

Por sentido y valor artístico

⇒ **Q16. English – CALL TO ACTION**

Please check ARTIS NATURAE website : <https://artisnaturae.com/>

⇒ **Q17. English**

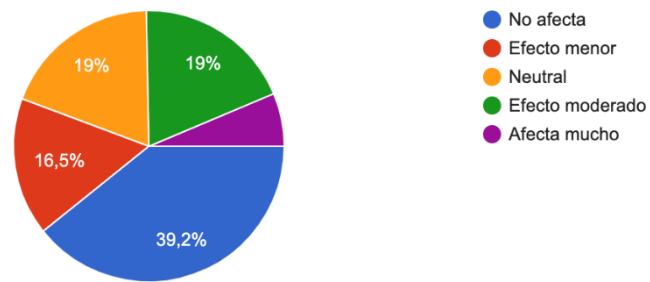
Does the brand name affect your purchasing decision?

- No affect
- Minor affect
- Neutral
- Moderate affect
- Major affect

Question in Spanish & Result

¿Afecta el nombre de la marca en su decisión de compra?

79 respuestas



⇒ **Q18. English**

Which reason defines best why you would purchase any of the crafted products offered?

- I love they are related to nature
- I want to support the social mission.
- They are perfect for an original and unique present.
- I like to buy exclusive products.
- I don't like any of the products offered, I would not buy any.
- I am not interested in purchasing crafts products.
- Other

Question in Spanish & Result

¿Qué razón define mejor el motivo por el cual compraría cualquiera de los productos hechos a mano que se ofrecen?

79 respuestas



⇒ **Q19. English**

If in the previous question you answered "Other" please specify why.

Question in Spanish & Result

Si en la pregunta anterior respondió "Otro", por favor especifique el motivo.

3 respuestas

Los cuatros primeros

Que el producto me guste y me llame la atención

Compro artesanía ligada a viajes o experiencias.

⇒ **Q20. English**

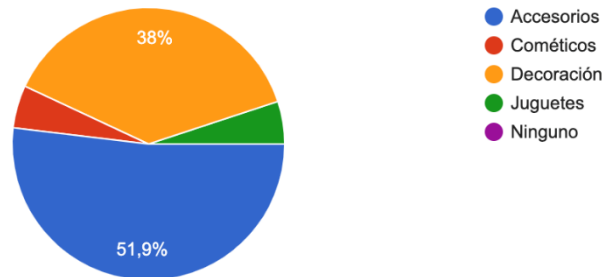
Which products would you most probably buy?

- Accessories
- Cosmetics
- Decoration
- Toys
- Nothing

Question in Spanish & Result

¿Qué productos comprarías con mayor probabilidad?

79 respuestas



⇒ Q21. English

Why would you buy the product selected in the previous question?

Please select one.

- It is useful.
- I like it, nice design!
- It is different from any other thing I have seen before.
- I want to cooperate with Artis Naturae initiative.
- Other

Question in Spanish & Result

¿Por qué compraría el producto seleccionado en la pregunta anterior?

79 respuestas



⇒ Q22. English

If in the previous question you answered "Other" please specify why.

Question in Spanish & Result

Si en la pregunta anterior respondió "Otro", por favor especifique el motivo.

1 respuesta

Compraría de todos sus productos. Depende del momento. Regalos, cuidados personales, decoración...etc

⇒ Q23. English

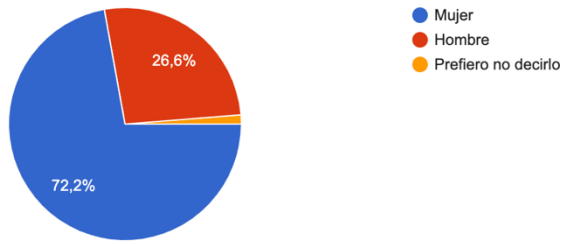
Gender

- Male
- Female
- Prefer not to say

Question in Spanish & Result

Género

79 respuestas



⇒ **Q24. English**

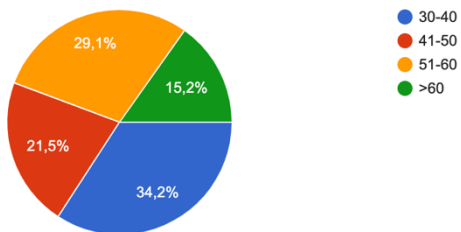
How old are you?

- 30-40
- 40-50
- 50-60
- > 60

Question in Spanish & Result

Edad

79 respuestas



⇒ **Q25. English**

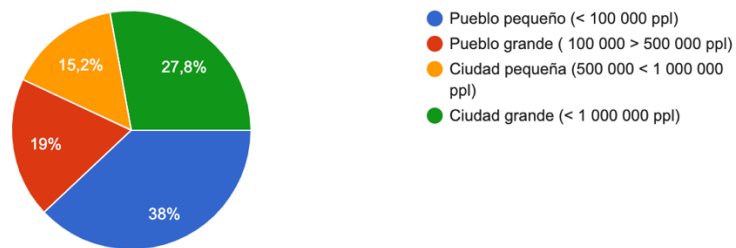
Where do you live?

- Small town (< 100 000 ppl)
- Big town (100 000 > 500 000 ppl)
- Small city (500 000 < 1 000 000 ppl)
- Big city (< 1 000 000 ppl)

Question in Spanish & Result

¿Dónde vive?

79 respuestas



⇒ Q26. English

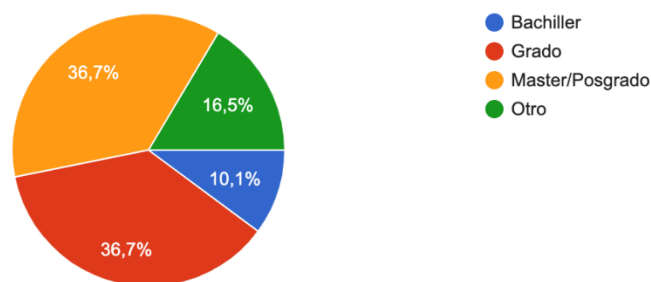
Education Level

- High School Diploma
- Undergraduate
- Postgraduate
- Other

Question in Spanish & Result

Nivel educacional

79 respuestas



Appendix 8 – Table 5
SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> – Offers products with exclusive features. – Unique products: no two are the same. – Original and handmade products. – Products present sustainable benefits and attributes, for example: use of natural fabrics and material: enhancing sustainability. – Organization strong social mission, values and purpose. – No stock, products are sent to consumers directly from the artisan workshop. 	<p>Weaknesses</p> <ul style="list-style-type: none"> – Limited investment and resources. – One sole employee. – Products availability may not be immediate due to inexistence of logistic protocols – No one specifically responsible for marketing. – Basic use of technology and e-commerce software. – Does not have much experience – operating since 2018.
<p>Opportunities</p> <ul style="list-style-type: none"> – Investment opportunities from the help received from the government for these small enterprises in the artisan sector. – Business expansion through collaboration with other e-commerce platforms. – Further collaboration with artisans, associations, institutions, schools and other stakeholders, such as EOI, FRACAMAN, Castilla la Mancha Government. – Due to COVID -19 more purchases are done online. – Innovation using new software that makes purchasing handicrafts more real, for example: use 3D tools on web to explore products. 	<p>Threats</p> <ul style="list-style-type: none"> – Other online leading marketplaces with more resources and present online for a long time: Etsy, Amazon Handmade (they offer artisan products but not exclusively nature related). – Artisans not wanting to collaborate due to lack of confidence on the online marketplace business model and on the e-commerce purchasing model. – Losing control of after-sales satisfaction and not achieving online word of mouth recommendation. – Consumer behavior. Target buyers over 45 years old are not used to buying handicrafts online – their preference is to buy offline, specially at fairs where they can interact with artisans.

Table 5. SWOT analysis. Source: Own elaboration

Appendix 9 – Table 6
Age and purchasing behavior comparison

AGE	Total (*2 respondents did not mention their age)	Offline	Online (marketplace, SM, artisan webpage)
30-40	27	16	11
41-50	17	12	5
51-60	23	15	8
+60	12	8	4

Table 6. Age and purchasing behavior comparison. Source: Own elaboration

Appendix 10 – Figure 4
Conscious Business

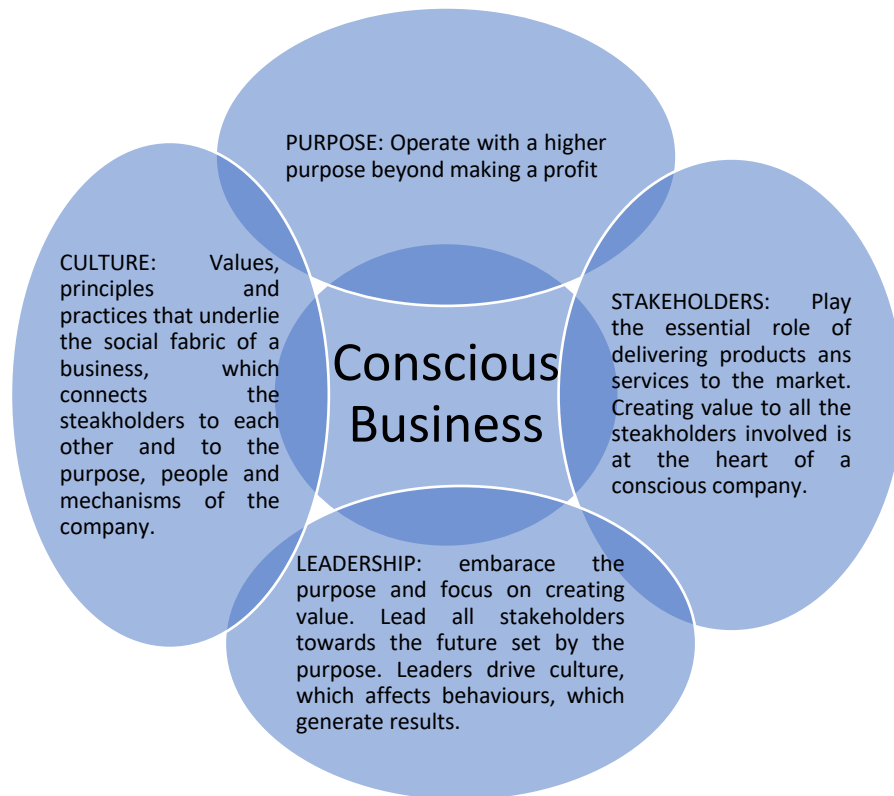


Figure 5. Conscious Business Diagram. Source: Own elaboration based on Carolyn Tate, Conscious Marketing, (2015).

Appendix 11 – Image 1
Conscious Marketing Cycle

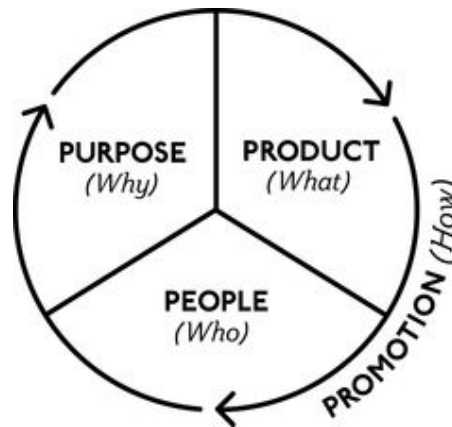


Image 1. Conscious Marketing Cycle. Source: Carolyn Tate, Conscious Marketing, (2015: 55).

Appendix 12 – Table 7
Conscious Marketing Map

PURPOSE (WHY)	PRODUCT (WHAT)	PEOPLE (WHO)	PROMOTION (HOW)
<i>Stage 1</i>	<i>Stage 2</i>	<i>Stage 3</i>	<i>Stage 4</i>
Why does your business exist? How do you make a difference? What is your purpose and vision? What do you stand for what are the business objectives?	What products or services are you delivering to the world that fulfills this purpose? How do you make them so compelling that people simply want to buy and spread the word?	Who needs to be engaged and nurtured in the process of delivering your product? How do you do it? What are the terms of engagement?	What marketing and promotions do you need to do to help spread the word and get people buying and talking about your product?
<ul style="list-style-type: none"> – Purpose – Vision – Values – Start a movement – Business and Financial objective – Planning and action – Business Model 	<ul style="list-style-type: none"> – Products and services offered – Ideal client – Problems solved by the product – Customer outcomes – Pricing on value – Doing ongoing research – Testing and refinement – Product expansion – Customer experience – Processes and systems – Planet and environment 	<ul style="list-style-type: none"> – Community – Family and friends – Employees – Volunteers – Shareholders – Investors – Suppliers – Audiences – Customers – Competitors – Industry 	<ul style="list-style-type: none"> – Branding – Positioning – Stories and messages – Content marketing – Marketing materials – Digital assets – Promotional tactics (off-line and online) – Social media – Networks and contacts – Existing customers – Sales and business development – Database capture

Table 7. Conscious Marketing Map. Source: Carolyn Tate, Conscious Marketing, (2015: 172).

Appendix 13 – Table 8
Artis Naturae Business Model Canvas






<p>KEY PARTNERS </p> <p>Artisans Government Institutions Investors Payment gateway Delivery company Bank</p>	<p>KEY ACTIVITIES </p> <p>Sell online Online and offline marketing Customer Support Manage orders Launching of the business Contact new artisans to join the marketplace</p>	<p>VALUE PROPOSITION</p> <p>Enables artists to put their items on display in front of the world</p> <p>Unique products</p> <p>Original products</p> <p>Natural fabrics</p> <p>World-wide shipping</p> <p>Can pay online</p>	<p>CUSTOMER RELATIONSHIPS </p> <p>Customer Support Social Media Ratings review and feedback system Products customized to customer preferences The feeling of being part of a social cause</p>	<p>CUSTOMER SEGMENTS</p> <p><u>Sellers /Suppliers</u></p> <p>Artists who make handmade handcraft products</p> <p>Small businesses and independent workers in the handcraft sector</p> <p><u>Buyers</u></p> <p>Those who want to buy unique items</p> <p>People who love handcrafts and nature</p> <p>Those interested in products handmade with natural materials</p>
<p>COSTS STRUCTURE </p> <p>Salaries to employees Delivery company fee Maintenance costs (Ex: webpage)</p>		<p>REVENUE STREAMS </p> <p>15% commission on price per each product sold</p>		

Table 8. *Artis Naturae* Business Model Canvas. Source: Own elaboration.

Appendix 14 – Table 9
Implementation Chronogram

2021	2022	2023
Looking for new artisans with which to collaborate must be a non-stop task.	Continue with the podcast, video introducing artisans, webinars for Q&A and blog entry. Looking for new artisans with which to collaborate must be a non-stop task.	Continue with the podcast, video introducing artisans, webinars for Q&A, blog entry and monthly newsletter. Looking for new artisans with which to collaborate must be a non-stop task.
<p><u>January</u> -Look for a business partner</p> <p><u>February</u> -Weekly podcast release -Training I: Educate artisans on using social media.</p> <p><u>March</u> -Weekly podcast release -Weekly webpage blog entry -Create a Youtube channel and upload a monthly artisan video introducing profile and products</p> <p><u>April</u> -Weekly podcast release -Weekly webpage blog entry -Monthly artisan video introducing profile and products -Monthly Live webinar for Q&A to an artisan from Artis Naturae</p> <p><u>May</u> -Weekly podcast release -Weekly webpage blog entry -Monthly artisan video introducing profile and products - Monthly Live webinar for Q&A to an artisan from Artis Naturae -Training II: Educate artisans on using the online marketplace</p> <p><u>June</u> -Weekly podcast release -Pop-up store at <i>Las Tablas de Daimiel</i> -Weekly webpage blog entry -Monthly artisan video introducing profile and products - Monthly Live webinar for Q&A to an artisan from Artis Naturae -First visit to a school for workshop presentation</p> <p><u>July</u></p>	<p><u>January</u> -Contact press to promote Artis Naturae on magazines and journals -Design and implement mechanisms to improve relationships with stakeholders.</p> <p><u>February</u> -Training III: Educate artisans on using the online marketplace -Release a monthly newsletter</p> <p><u>March</u> -Do collaborations with influencers related to this sector -Release a monthly newsletter -Start selling on Instagram Shopping</p> <p><u>April</u> -Training IV: Educate artisans on using social media -Release a monthly newsletter -Introduce a chat in Artis Naturae website for customer satisfaction purposes</p> <p><u>May</u> -Pop-up store at National Park gift shop C -Release a monthly newsletter -Start using email (ex: Mailchimp) to make customer satisfaction surveys. -Third visit to a school for workshop presentation</p> <p><u>June</u> -Pop-up store at National Park gift shop D -Release a monthly newsletter -Fourth visit to a school for workshop presentation</p> <p><u>July</u> -Release a monthly newsletter</p>	<p><u>January</u> -Contact press to promote Artis Naturae on magazines and journals. - Contact IG influencers to promote Artis Naturae IG Shopping</p> <p><u>February</u> -Training VI: Educate artisans on digital tools (revise topic) -Contact press to promote Artis Naturae on magazines and journals.</p> <p><u>March</u> -Visit to a university for workshop presentation</p> <p><u>April</u> -Visit to a school for workshop presentation</p> <p><u>May</u> -Collaborative activity with industry entity</p> <p><u>June</u> -Training VII: Educate artisans on digital tools (revise topic)</p> <p><u>July</u> -Contact press to promote Artis Naturae on magazines and journals.</p> <p><u>August</u> -Collaborative activity with industry entity</p> <p><u>September</u> - Collaborative activity with industry entity</p>

<ul style="list-style-type: none"> -Weekly podcast release -Pop-up store at <i>Las Tablas de Daimiel</i> -Weekly webpage blog entry -Monthly artisan video introducing profile and products - Monthly Live webinar for Q&A to an artisan from Artis Naturae <p><u>August</u></p> <ul style="list-style-type: none"> -Weekly podcast release -Pop-up store at <i>Las Tablas de Daimiel</i> -Monthly artisan video introducing profile and products <p><u>September</u></p> <ul style="list-style-type: none"> -Weekly podcast release -Weekly webpage blog entry -Monthly artisan video introducing profile and products -Monthly Live webinar for Q&A to an artisan from Artis Naturae <p><u>October</u></p> <ul style="list-style-type: none"> -Weekly podcast release -Weekly webpage blog entry -Monthly artisan video introducing profile and products -Monthly Live webinar for Q&A to an artisan from Artis Naturae <p><u>November</u></p> <ul style="list-style-type: none"> -Weekly podcast release -Weekly webpage blog entry -Monthly artisan video introducing profile and products -Monthly Live webinar for Q&A to an artisan from Artis Naturae <p><u>December</u></p> <ul style="list-style-type: none"> -Weekly webpage blog entry -Monthly artisan video introducing profile and products -Monthly Live webinar for Q&A to an artisan from Artis Naturae -Christmas Campaign: discounts and sales -Second visit to a school for workshop presentation 	<p><u>August</u></p> <ul style="list-style-type: none"> -Pop-up store at National Park gift shop E -Release a monthly newsletter -Training V: Educate artisans on using Instagram Shopping and Facebook Marketplace <p><u>September</u></p> <ul style="list-style-type: none"> -Release a monthly newsletter -Participate in a pop-up market in city A (<100.000 ppl). & arrange for one or more artisans to be present one or more days. <p><u>October</u></p> <ul style="list-style-type: none"> -Participate in a pop-up market in city B (<100.000 ppl) & arrange for one or more artisans to be present one or more days. -Release a monthly newsletter -Fifth visit to a school for workshop presentation <p><u>November</u></p> <ul style="list-style-type: none"> -Release a monthly newsletter - Start using Facebook Marketplace to sell products -Training V: Educate artisans on using Instagram Shopping and Facebook Marketplace <p><u>December</u></p> <ul style="list-style-type: none"> -Release a monthly newsletter -Revise marketing strategy for the next 2 years -Participate in a pop-up market in city C (<100.000 ppl) & arrange for one or more artisans to be present one or more days. -Christmas Campaign: discounts and sales 	<p><u>October</u></p> <ul style="list-style-type: none"> -Training VIII: Educate artisans on digital tools (revise topic) -Visit a school for workshop presentation <p><u>November</u></p> <ul style="list-style-type: none"> -Visit a university for workshop presentation <p><u>December</u></p> <ul style="list-style-type: none"> -Christmas Campaign: discounts and sales -Contact press to promote Artis Naturae on magazines and journals.
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Table 9. Implementation Chronogram. Source: Own elaboration.

Appendix 15 – Table 10
Conscious Marketing Plan Objectives

Year	Financial Sustainability	Social Mission
2021 (Year 1)	<ul style="list-style-type: none"> > Increase the number of artisans selling at the online marketplace from 10 to 25 by December. > Increase the number of products offered at the online marketplace from 113 to 339 by December. 	<ul style="list-style-type: none"> > Educate young people: visit 2 schools and give 2 workshops. > Educate artisans; organize two workshops for artisans: one on making the most of social media and another on how to use the online marketplace. > Nurture relationships with stakeholders: meet with an associations and National Parks organizations to organize activities such as a pop-up market. > Production of podcast, interviews and videos to spread the message of preserving artisan techniques and culture.
2022 (Year 2)	<ul style="list-style-type: none"> > Increase the number of artisans selling at the online marketplace from 25 to 45 by December. > Increase the number of products offered at the online marketplace offered to 600 by December. > 1% of annual total sales obtained from pop-up city markets and stores at national parks gift shops. > 1% of annual total sales obtained from selling on Instagram Shopping. 	<ul style="list-style-type: none"> > Nurture relationships with stakeholders: meet with two associations/institutions to collaborate on activities such as organizing a pop-up market. > Production of podcast, interviews and videos to spread the message of preserving artisan techniques and culture. > Educate young people: visit 3 schools and give 3 workshops. > Educate artisans; organize three workshops for artisans: one on making the most of social media and another on how to use the online marketplace.
2023 (Year 3)	<ul style="list-style-type: none"> > Increase the number of artisans selling at the online marketplace from 45 to 70 by December. > Increase the number of products offered at the online marketplace offered to 1000 by December. > 3% of annual total sales obtained from pop-up city markets and stores at national parks gift shops. > 3% of annual total sales obtained from selling on Instagram Shopping. > 1% of annual total sales obtained from selling on Facebook Marketplace > Reach break-even point. 	<ul style="list-style-type: none"> > Nurture relationships with stakeholders: meet with two associations/institutions to collaborate on activities such as organizing a pop-up market. > Production of podcast, interviews and videos to spread the message of preserving artisan techniques and culture. > Educate young people: visit 2 schools and 2 universities give 4 workshops. > Educate artisans; organize three workshops for artisans to continue learning about digital tools.

Table 10. Conscious Marketing Plan Objectives. Source: Own elaboration.

Appendix 16 – Table 11
Annual Fixed Costs

FIXED COSTS	ANNUAL *
Website Host	€ 200,00
Payment gateway provider	€ 120,00
TOTAL	€ 320,00

*No office costs. Remote working from home.

**No stock. Buy directly to artisan through the online marketplace platform.

Table 11. Annual Fixed Costs. Source: Own elaboration.

Appendix 17 – Table 12
Break-even on the 3rd year of operations – business partner scenario

This table represents the fixed costs in an scenario where the business partner and Gema receive an income.

FIXED COSTS	ANNUAL
Manager income	€ 20.000,00
Business partner income	€ 20.000,00
Website Host	€ 200,00
Payment gateway provider	€ 120,00
TOTAL	€ 40.320,00

*No office costs. Remote working from home.

**No stock. Buy directly to artisan through the online marketplace platform.

Average price per product	€ 35,00
Profit Margin (15%)	€ 5,25
Fixed Costs	€ 40.320,00
Approximate number of sales to break-even	7.680,00

Table 12. Break-even on the 3rd year of operations – business partner scenario. Source: Own elaboration.