



# IMC applied to JC Charmant Events business plan.

FOCUSED ON OFFLINE, PUBLIC RELATIONS AND CORPORATE  
PHILPANTROPHY

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**STUDIES: BUSINESS ADMINISTRATION**

## Comunicacions integrades de marketing aplicades al pla d'empresa JC Charmant Events.

Focus en offline, relacions públiques i responsabilitat social de l'empresa.

El treball fi de grau que es presenta a continuació neix del desig de constituir un pla d'empresa sobre una empresa d'esdeveniments, anomenada JC Charmant Events amb una companya d'universitat. L'empresa ofereix tot tipus de serveis; corporatius, d'esports, socials i de moda. En el meu cas, es farà èmfasis en els esdeveniments socials i de moda que són els que em creen més interès.

Després d'haver estat estudiant un any sencer a Estats Units i haver realitzat l'assignatura de comunicacions integrades de marketing, vaig adonar-me que era una tècnica que no s'utilitzava a Espanya. Doncs, al pensar que és una eina de treball eficient i eficaç vaig voler comprovar en el treball si es podria utilitzar com a eina de promoció de la meva possible empresa i veure si es econòmicament viable.

En aquesta tesis doncs espero poder crear una empresa rentable i que generi beneficis i comprovar si el pla promocional que considero adequat es pot aplicar i és econòmicament factible. Ressaltar, que vull especialitzar-me en tot el món de la comunicació de l'empresa, i és per això que de totes les tècniques promocionals que aquesta tècnica ofereix, jo m'he centrat en la offline, les relacions públiques i la responsabilitat social corporativa; que es on penso que puc aportar més valor.

Paraules clau: comunicacions integrades de marketing, marketing, pla d'empresa, relacions públiques, esdeveniments socials, responsabilitat social de l'empresa, promocions offline i esdeveniments de moda.

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# I. INTRODUCTION

According to the data provided by the BORME (Boletín Oficial del Registro Mercantil), there is an average of 70 businesses incorporated in Barcelona every day, from where usually a 2% correspond to event planning companies from all types. It is surprising that even though there are many event planners in Barcelona, the majority of them are not able to offer a differentiated product nor communicate it in the most adequate way.

These corporations barely have an established communication strategy, and basically survive because most customers will look for them in case of need. However, in a society like today, people support new ideas, support to some extent non-intrusive advertising, and like to learn about everything that happens around them. In a cosmopolitan city like Barcelona, event promotion is mainly intended to social parties and random fashion events, but there is no business known itself because of being a general event planner. These data, together with the fact that we highly enjoy attending to events of all kinds, Cecilia Mencos and I thought that we can create a new innovative company to satisfy our clients.

Nowadays, starting a business is risky, as a result of the business fluctuations, fiscal and legal continuous changes and the uncertainty among the citizens produced because of the global crisis that started almost ten years ago. On the other hand, it can also give positive results: self-support, professional experience, and the possibility of working in what you like.

This project has different objectives. Firstly, it is about elaborating a business plan for a new event company, called JC Charmant Events. We are two BBA students who want to become entrepreneurs and who have been thinking about creating this company since we met. Secondly, this project is about elaborating a business plan for a new event planning company, called JC Charmant Events. The difference with other typical business plans is that we are going to extend the marketing and all the communication strategy using a method that comes from the United States. This method of marketing strategy is called Integrated Marketing Communications (IMC), and consists in a set of different marketing strategies that cover all the possible means of communication, online and offline, and that will help the company to have a complete and well thought promotion strategy.

To begin the project a hypothesis is needed. Mine is about knowing if it is easier to plan, analyze, and compare the strategies IMC proposes rather than using the normal, typical and intuitive method companies normally use in Spain". In my hypothesis I want to observe if our business plan is possible and then if IMC can be applied to our company and the budget for the company can afford it. To do so we have done a lot of research regarding all the business climate. After all the research we had to establish a set of various business objectives taking into account that we are a starting company and that we have some budget, recognition and experience limitations. By doing this we can know what do we want to achieve with this company, what are the opportunities the current business environment has and how can we take advantage of them.

Finally, IMC has different elements in the promotional mix, which correspond to the different marketing strategies. We have decided to separate them, to better analyze them. In my case, I have put special emphasis into offline strategies, public relations strategies and corporate philanthropy strategies. Furthermore, as we are offering all type of services, I put more emphasis into social and fashion events. From each strategy we will make research on the advantages and disadvantages, as well as their prices and their creative guidelines. Later on, according to our criteria, preferences, and budget we will get to choose the ones that really fit with our goals and business image.

## II. AN INTRODUCTION TO THE COMPANY

### 2.1 General information

JC Charmant Events is an event planning company that offers services such as corporate product launching, business meetings, weddings, fashion and sport events in a steady, growing and profitable market. The company involves a meticulous planning from catering to photography-video taking, from site decoration to material rentals; and much more.

#### Mission:

- The mission of JC Charmant Events is to exceed our client's expectations by delivering high quality, socially responsible and value-driven event planning services in the city of Barcelona. By offering a wide variety of services and personalized attention to each of our clients, we will achieve the highest level of event planning which will retain our customers over the long-term.

#### Vision:

- In a near future, JC Charmant Events will become one of Barcelona's leading companies in regard to event management services. Our clients will understand the importance of our values and goals, by ensuring them a comprehensive commitment to the company.

#### Values:

- Leadership achieved through diversity in the way of providing services.
- Excellence and perfection driven by passion.
- Act in an ethical manner in all situations with integrity, diligence and excellent communication.
- An environment where Corporate Social Responsibility is applied.

### 2.2 Business Entity

JC Charmant events has decided to use a "Limited Liability Company (LLC) as its business entity. The choice is made according to the structure we want the company to have and because this type of legal company, in case of failure, is a commercial partnership wherein responsibility is limited to the capital contributed. Each of the partners will provide the half of the amount needed to start running the business. This sort of company will allow us to increase the number of partners if we need more money or if the business expands.

The partners are:

- Cecilia Mencos Gil de Bernabé
- Jessica Bestué Anmella

#### Characteristics of a Limited Liability Company (LLC)

- Number of partners: 1 minimum.
- Liability: Limited to the capital contributed.
- Capital contributed: minimum 3.000€.
- Legal protection. Owners have limited liability for business debts and obligations.
- Taxation: Impuesto sobre Sociedades (Corporate tax).

#### Rights of Partners

- To receive a share in the profits and assets resulting from the liquidation of the partnership.
- To participate in corporate decisions and be appointed administrators.

#### Benefits

- Form which is suitable for small and medium-sized enterprises, like JC Charmant Events, with partners who are perfectly identified and involved in the project with the intention of staying. More flexible legal regime than public limited companies.
- Freedom with regard to company name.
- Extensive freedom for pacts and agreements between partners.
- Option to contribute capital in assets or money (Only assets or property rights which can be valued financially can be included as a capital contribution and under no circumstances can work or services be considered contributions).
- Interesting taxation based on a particular volume of profit.

#### Disadvantages

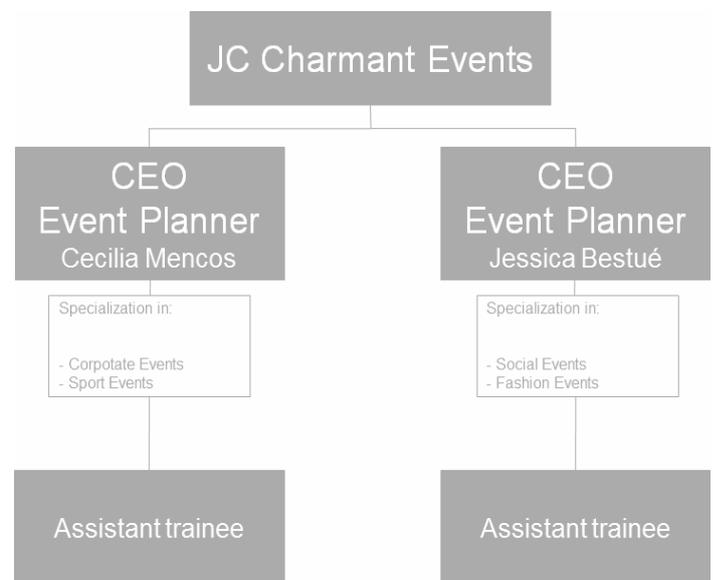
- Complexity of Corporation Tax.
- Cannot float on the Stock Exchange.
- Three consecutive years of inactivity is cause for dissolution.

#### 2.3 HR Organization chart:

Figure 1: HR organization chart

As we can see in the organization chart, the company will have that structure. There are two CEO's who are Cecilia Mencos and Jessica Bestué. The function of each one is obviously to be an event planner, while the function of the trainee's will be to help them as much as they can.

This organigram will be the one that will be used during the launching of the company, the reason of it is easy. We will need a lot of people at time of starting the company, and trainees, after one year of launching, are an incredible option because they are really motivated and they can give us fresh ideas. Moreover, spending time as an event assistant is a way to learn the many facets of event planning. It is a fast-paced industry, requiring great attention to detail and management of many simultaneous tasks. For them is an opportunity, for us a way to grow. Source, own elaboration, 2016.



The main functions of the event planners are better explained in the appendix 1 together with the assistant event planner description.

#### 2.4 Business Objectives:

##### Short-run (3 years)

- Start at least with 4 events the first year.
- Cover the cost of initial investment and launching of the company (promotion, fixed costs and social capital).
- Establish our company in the events industry.
- Promote our company: develop a huge client awareness in the city of Barcelona.
- Expand our network contacts.

##### Long-run

- Increase our number of clients year by year.

- Open our business to another city.
- Add other event services such as tours, performances or festivals.

### *2.5 Business Keys to Success*

The commitment to quality and motivation by every person who is part of the team, is our key to success. The responsibility we individually have is to push ourselves to professionalism and perfectionism, which includes to consistently and accurately fulfill our client's wishes, with competitive prices for the quality of services we offer, making a significant profit on each event planned.

### *2.6 Services Offered:*

As a starting company, the best strategy is to offer a wide range of event options, which will cover a great part of the event planning target market. After some years of experience and profitability, focalization on a type or an expansion of the service options are the strategies to consider, but for the time being, it is better to offer a bit of everything. Our services provided include:

- Corporate events
- Sport events
- Fashion events
- Social events

I have put more emphasis on Social and Fashion events, which means that the other services would be founded in the appendix.

### III. BUSINESS CLIMATE

Analyzing the business climate that surrounds our company market will allow us be aware of the trends, changes and important issues that are currently going on and that could affect, directly or indirectly, the initiation process of creating our company. To do so, we have used tools such as the PESTLE analysis, Porter's Five Forces model, the SWOT matrix, the industry lifecycle, and Business Model Canvas, which encompass all the areas that needed research, from a general view of the Spanish situation to a more market-focused panorama. Now, we will see a little introduction of them and the rest of the model can be seen in the Annex.

#### *3.1 PESTLE Analysis*

By analyzing the macro-environment in which it operates or intends to operate a business, we will identify factors that could affect a significant number of vital variables that can influence the levels of supply and demand and business costs. The results obtained can be used to seize the opportunities offered by the environment and to make contingency plans to deal with threats when we are preparing strategies and the business plan.

The macro-environment forces are shaped by political, economic, social, technological, legal and environmental changes over which the company has no direct control factors. In the annex it is possible to find the rest of information about the Pestle analysis. (12.2.1 Annex Pestel)

#### *3.2 Porter's Five Forces Model*

Analyzing Porter's Five Forces model, JC Charmant attempts to analyze the level of competition within the leisure and events industry, which later will serve to develop a business strategy once we get to know how attractive is the sector in which the company is trying to enter in relation to investment and profitability opportunities. In the annex it is possible to find the rest of information about the rest of the Porter's Five Forces Model .Threat of new entrants (high), threat of substitutes (medium-high), bargaining power of customers (high), bargaining power of suppliers (low) and intensity of competition (high).

(12.2.2 Annex Porter's Five Forces Model)

#### *3.3 Market - Company SWOT Analysis*

Conducting a SWOT analysis will give us a global perspective of where our business is going to stand, providing us the tools and all the necessary information to establish our goals and main objectives. Moreover, after a while, it will allow us measure our progress. The strengths and weaknesses will help us as internal factors, while opportunities and threats are considered external factors. In the annex it is possible to find the rest of information about the SWOT Analysis. (12.2.3 AnnexMarket - Company SWOT Analysis)

#### *3.4 Industry Lifecycle*

The event industry itself is in a prolonged maturity, because it is already settled and with a lot of businesses competing in it, but at the same time it also has random innovation periods. We are considered to be in one of those periods, so we rather classify the lifecycle of the event's industry as a growth or renewal stage. For more information take a look into de annex

#### *3.5 Business Model Canvas*

To summarize everything seen in the previous businesses models and expand a little bit more who we are and what our company has, we have decided to prepare a Business

Model Canvas. For more detail of the business model canvas look inside the (12.2.5 *AnnexBusiness Model Canvas*)

## IV. ESTABLISHING S.M.A.R.T. OBJECTIVES

The first step to develop an effective business strategy is to define the company's organizational and operational objectives, as well as the promotional and communication ones. Having analyzed the pertinent business climate, and because a lot of companies fail at the time of setting objectives for the promotional plan, we will put special emphasis in this point. We do believe that Integrated Marketing Communications contribute to our main goal: to generate sales.

Before starting with the IMC program we firmly think that some objectives must be set down.

Establishing those objectives, a business is able to determine its main goals and it will work as a base to guide all its operations and achieve all the results needed. According to the paper "*There's a S.M.A.R.T. Way to Write Management's Goals and Objectives*", written by George T. Doran and published in the Management Review magazine in November 1981, this S.M.A.R.T. methodology offers a clear, simple and better understanding of how to set goals, focusing in these five areas that would improve the chances of success and will help achieve the best possible result. The letters mean: Specific, Measurable, Attainable, Realistic and Time-based. Objectives covering most of these characteristics in the IMC program can help the development and planning part.

As said in the Introduction section, JC Charmant has short and long-run goals. In this section we are going to focus on the short-run objectives, as they are fundamental and from which we will learn to accomplish the long-run ones. To make a short recall, we have found four basic objectives that cover all the areas that affect the company: investment, sales, competitors and clients; and are explained more accurately below. It needs to be taken into account that there is no objective more important than other, as all of them are related and without one of them we cannot reach the rest.

The first objective listed is to make enough sales in order to recover in a maximum of three years the money of the initial investment used to institute the company and to make the promotion strategy. It is not easy to achieve this objective, as it depends on the sales or services made on the first's years and these depend on the general strategy of the company. So as to deal with the first objective, we make or start at least sixteen events the first year of business. We consider four events for each type as an acceptable number, as it does not necessarily has to be four weddings, which are really time-consuming. All our resources have to be ready and that is why we have to plan a launching event strategy.

Moreover, the second objective is related to our competitors and it is to be able to introduce effectively our company into the events industry, because as seen in Porter's Five Forces Model, the industry is very saturated. Despite having a high index of competitive rivalry, and a low recognition at the beginning, it is significant to position ourselves close to or above our competitors in the early years so that we get to be heard above the noise in the crowded marketplace to guarantee a positive future functioning of the business. We have to be able to do so in three years, with competitive prices and relying on our differentiation strategy that offers a wide range of services.

Besides, our third objective is to create a huge client awareness, especially in the city of Barcelona. It is important to let people know who we are, what we are doing and how we can satisfy them. For this to be done, we need an efficient promotion strategy through all possible and affordable means of communication, either online or offline, including the word-of-mouth (WOM) as a highlightable mean. The reality is that more and more people are

interested and are getting involved in events, so we need them to like us on our social network profiles and make them follow our updates.

Last but not least, we want to expand our network contacts every day to broaden our opportunities. You never know when it is going to be useful but it is decisive to have a list of contacts in which you can rely on. Attending to other events similar to ours around the city of Barcelona and getting to know at least a contact of each organizer has to be our daily objective. Taking into account that there are more than 50 exclusive events every year in this city, it does not have to be an obstacle to build relationships, on the contrary, it is somehow a push to take advantage of every opportunity. Networking is a very powerful marketing strategy to stimulate and maintain success in an organization, as well as a proficient tactic to build enduring relationships. Eventually, it is all about who knows you, not who you know, because people do business with those they like and trust. To continually connect with new people we must help others succeed and then we will probably gain a favor in return, in other words, facilitate a win-win relationship. Furthermore, it is a useful and quick way to get “plugged in” to our industry and to learn the dynamics within it.

The following table represents a summary of each of the events with its correspondent S.M.A.R.T. features stated.

Table 1 S.M.A.R.T. Objectives description

OBJECTIVES	(S)pecific	(M)easurable	(A)ttainable	(R)ealistic	(T)ime Based
Recover initial investment	12.000€	16 events (4 of each type per year, starting by social)	Enough time and launch planning strategy	Enough resources and experience	3 years
Introduce JC Charmant into the events industry	Make some noise in the market	Competitive prices	Differentiation strategy and wide range of services	Prolonged maturity - growing market	3 years
Create huge client awareness	Barcelona	Get likes and followers in our social networks (increase every year 10%)	Promotion through a lot of means of communication	More people interested and getting involved in events	3 years
Expand network contacts	Event planning and suppliers in Barcelona and surroundings	Get the contacts in every event we assist (minimum of 5)	Assist to events and keep in touch with the organizers	More than 20 social events each year in Barcelona	From 1 to 3 years

Source: Own elaboration, 2016

## **V.SERVICE DESCRIPTION**

A product is something that can be offered in attempt to satisfy a want, need, interest or desire. In this case, the term product refers basically to the services that JC Charmant Events offer. Products, remember that a service is a type of product, are made up of three items. The core product, the actual product and the augmented product.

The core product represents the need of consumers, the benefit that they receive when they buy the service. It is important to know that what we want is to sell the benefits of our product not the features. Our product is well-known because we are 24 hours dedicated to our client, our product offers high technology quality and all the events are unique because of the personalization that we offer. Our clients buy innovation, uniqueness, security, trustfulness, relax and rest, because they know their event will be in good hands and they do not need to plan anything.

The actual product is the physical result of the core product, it has five characteristics, quality level, features, styling, brand name and packaging. JC Charmant events can see the result in the perfection of the event. Our service accomplishes the five characteristics; quality level (it can be measured by offering some evaluation to our clients), the features that we commented before, the styling, the brand name (everything can be seen in the section brand of the project) and finally the packaging, as our product is a service, we do not really need packaging.

All these features will make our product to be relevant to users and have an immediate use for it. Basically our product will have functionality and good quality.

The augmented product represents additional services and benefits associated with the actual product. JC Charmant Events offers financial help at time of paying events with a huge budget, evaluation of the company process, personal meetings, corporate responsibility (giving back to the community), and 24/7 hours personal attention.

By understanding and defining these three items that form JC Charmant Event services, we can better satisfy our consumer needs as well as our business needs.

To sum up, a product needs to cover a need, needs to be communicated and the most important should be adaptable: with trends, time and change in segments. The product should lend itself to adaptation to make it more relevant and maintain its revenue stream.

### *5.1 Types of products*

JC Charmant events has classified their products according to their target markets and customers' needs in order to be more efficient and to identify what target market needs in every moment. It is not only about the stated client's' needs but also the unspoken needs. JC Charmant events could have found them thanks to an extensive market research.

We offer four type of products and inside each type there are different options to be more close to the necessities of our client and to our target market. The services that we offer are corporate events, fashion events, social events, sport events. As I said before, I will talk about social and fashion events and the rest will be specified in the appendix

#### **5.1.1 Fashion events**

Barcelona is one of the European fashion capitals after London, Milan or Paris. The city is starting to be renowned in this sector. JC Charmant Events has taken this opportunity to start organizing catwalks, participating in events such as the African Fashion Week in Barcelona, take part of the flea markets and much more. The company also organizes fashion events for little companies who are just starting to give them the chance to be part of the fashion industry at a low cost.

### ***Organization of fashion events for new designers***

As fashion industry is a big world and has a big extension, we consider that the best thing to do for the launching part is to focus on the new designers. The service that we will offer is a promotional campaign and the creation of an event so they can present their fashion lines, this includes finding the network, doing the showroom, preparing the catwalk, finding the models and the hair and makeup professionals. As time goes by, we will acquire experience, and we will be able to offer the organization of big events such as the bridal week or the 080.

### ***Fashion festivals***

Furthermore, in Barcelona there are a lot of little events such as the ecological and ethic fashion festival and our main objective is to try to enter the world in this sense, maybe just by introducing one of our new fashionistas or maybe just collaborating for free to gain experience and be renowned in the industry. Basically, to make some noise.

### ***Fashion routes***

Moreover, JC Charmant Events, organizes fashion routes in Barcelona for international tourists. It is a cool initiative for all the passionate people that have interest in the fashion events. We plan routes to the best commercial centers, outlets and streets.

- Shopping centers route: a route to visit the main shopping malls in Barcelona, Maquinista, Diagonal Mar, Illa Barcelona and Gran Via 2.
- Outlet route: the one that brings tourist to la Roca Village, Mango outlet and Nike.
- New designers: Born route with the most exclusive shops, last and new designers from author that are not yet famous. The same route can be found in Gracia.
- Passeig de Gracia route + combination of new designers route in Gracia + Boulevard Rosa.

For the near future, we are trying to establish contact with fashion blogs to work all together and create amazing events for the fashion celebrities in "La Ciudad Condal". Because this industry is in constant movement, we offer an update calendar for our clients so they can follow what is up too in every moment.

#### **5.1.2 Social events**

Inside the social events we organize different types of celebrations: weddings, baptisms, first communions, "puestas de largo", university parties, graduations, trips and other social events that do not have any type of relation with the other social events.

### ***Weddings***

JC Charmant wants your wedding to be perfect, all you ever have dreamt of. First of all, in order to better understand the needs of our client, a personal meeting will be done, so the client interests can be known and their preferences could be understood as much as possible. This interaction is necessary to fulfill our customized product and achieve the excellence that we are looking for.

The company organizes from traditional weddings to thematic ones. Have you ever heard of a Spiderman wedding? Following with the Spiderman wedding, the bridesmaid will wear with the Spiderman pattern in the clothing. We can make that possible. At time of organizing these types of events we can let our imagination flow and organize everything we want to.

Finally, Barcelona is known by being a multicultural city where there is the coexistence of different cultures, races and religions; because we do not exclude religions nor races we are open to do Hindu weddings and other culture engagements even do not follow the Christian tradition. In these cases, we will start a personal research in order to understand the laws, norms and protocol of those type of celebrations.

### ***Baptism***

Baptism is not only the welcome of a newborn in a Christian community, but the welcome of a new member to a family. This moment is super special and because we do not want to miss it, we work on them very deeply; from the catering, restaurant to the clothes.

### ***Communion***

Girls and little boys love this moment. We want them to be the protagonist on that special day. Our planners will work hard to get one of the best ceremonies and restaurants. As a lot of children are invited to those type of events, we offer some companies that do animations and games for them after the lunch time.

### ***“Puesta de Largo”***

Long time ago, a “Puesta de Largo” was known as a dance gala celebration in honor to the girls that were becoming eighteen years old and wanted to be introduced in the society to increase their social relations.

Nowadays, we understand a “Puesta de Largo” as the celebration that boys and girls do when they become eighteen years old. It is a celebration with your friends and family. It is the transition moment from a teenager to an adult. We want this celebration to be unique, not as the typical ones. We will do it really personalized, a party that can never be copied.

### ***University parties***

For a student, going to the university is that moment in their life was apart from studying they have free time to party. It is important for their network to socialize with the university classmates, but do it always in the classroom can be boring. Because we know that fact, we organize affordable crazy parties. As we have experience in this sector, we will always offer the best clubs at the best price.

### ***Graduations***

As always, JC Charmant Events organizes the best moments in our client lives to make them even more perfect. Graduation is the special moment in which you get the title of your degree, bachelor or high school diploma.

Our service can be from organizing only the party after the graduation to talk with the institution and help them to prepare the ceremony and then the celebration part. There are a lot of possibilities, we adapt each program to our client.

### ***Worldwide trips***

JC Charmant Events can also organize trips for schools, universities and other groups. We offer the typical destinations in packs or if the client wants to be different to the rest, they can personalize their trip to an exotic destination.

### ***Other social events***

Our clients may want to celebrate their Mum’s 50th birthday, or a golden wedding and so many other special celebrations that can come to their minds. We do have a lot of excuses to do a celebration. It is not needed a special moment to organize a social event, you just need time, people, a theme and JC Charmant Events. As said many times, we will make all that possible to satisfy our clients.

## **12.3 Appendix corporate events and sport events**

## 5.2 Elaboration of services

These are the steps to follow in order to create an event:

1) Meeting with our client: the first step is to meet our client. At time of meeting our client, will be knowing more him or her, we need to know how they are, and their psychographic characteristics to better understand what and how they want the event.

Later on, in the meeting we will talk about the type of the event they want, things they want for sure in the event, how they imagine the event, the expectations they have and most important, the budget they are willing to pay.

2) The second step is to determine the schedule; in these cases, timing is super important. A timetable of the deadlines, the hangouts, meetings, deliveries and other important dates.

3) Knowing the target market it is necessary, to do a better approach of the event. For example, food or theme decoration, can vary depending on the age. Plus, if the event is directed to minors, there is some legislation that must be taken into account.

4) Choose a venue or facilities where the event will took place. JC Charmant team will need to do some research to find a good time in the event marketplace—a time when there will be venue availability. It also will have to consider dates for your location based on seasonal factors like travel impediments and costs.

5) Contact with suppliers and partners that will make your event possible. For doing this, prices and quality should be taken into account. Depending on the budget and on the target market, the company will choose a supplier or another.

6) To create the publicity of the event, to highlight this part is crucial in case of a public event. When, where, what and how, must be answered in the pamphlets.

7) Examine security issues of the event, parking and registration

8) Be on site the day of the event and be sure that everything is working out.

9) Evaluation of the event. Discuss the success and the organization of the event.

10) After the evaluation is necessary to be responsive. We need to keep our audience engaged during the following months, it can be through social media and showing interest to them.

11) What we will do after the event.

## VI. MARKETING STRATEGY

Once described the services we offer in detail, and taking into account all the macro and microeconomic variables explained at the beginning, it is time to prepare a proper marketing strategy that will lead us to achieve all the company's objectives. The strategy consists in three steps: first to analyze our target client that will help us determine how many people we are including in each event segment and which are their characteristics; a second step where we have to analyze our main competitors to know their strategies, their advantages and disadvantages and to keep a track of their movements; and a third step consisting in all the branding and physical image of the company, that must coincide with the values, mission and vision of the company, as well as with the personality we want to transmit.

### 6.1 Target Client

It is of vital importance to define our target client, because according to the article *Marketing Plan Template: Exactly What To Include* of the Forbes Magazine, "being able to more clearly identify your target customers will help you both pinpoint your advertising (and get a higher return on investment) and better "speak the language" of prospective customers". In our case, the target clients will vary depending on the service offered, dividing the market into several segments. From a general view, our target markets are private and public organizations, middle to upper-middle class families, individuals and couples.

We have decided to make this classification because it will ease the way we organize, prepare and promote every event we offer, and also because people in those groups are most able to afford event planners as they have very little spare time to plan an event by themselves. For our company we are using an undifferentiated marketing, which means that our market involves a lot of segments and we will develop a strategy for each one of them.

That is why we have to define different segments according the product we would like to sell. As mentioned before, we have four types of events and the target clients for each of them, but I am only talking about social and fashion so the others will be founded in the appendix.

For fashion events, the geographic area of this group is Barcelona, an urban city. This type of event is more demanded for females, aged between 30 and 35 years, who have a high income, and come from a high social class probably business woman who do not have a family yet. These group has a high interest in the field. They are educated people. The buying situation of this segment is in store due to they go direct to our company to buy the service. They want specific features for their event, with high quality no matter the price. They are usually a regular user (they work in the fashion industry) and well informed client, they have a lot of product knowledge.

For social events we have weddings, baptism, communions, "puestas de largo", graduations, university parties and worldwide trips, which are explained below.

*Weddings:* The geographical situation is Barcelona city. This type of events is demanded for males and females from 28 to 35 years old. They have a high income, and come from a medium-higher social class. These target clients have a medium-high income, are already in the labor world and educated people. The buying situation of this segment is in store, they go to our company to buy the service. They want specific features for their event and with high quality, the budget can vary depending on the budget each couple has. Normally, people who ask for the service are first-time users and that are interested to buy the service. It is necessary to do a special effort because this type of client visits a lot of wedding agencies before choosing one.

*Baptism:* The geographical situation is the city of Barcelona. This type of event is demanded for males and females from 30 to 37 years old. They have a medium to high income and come from the working-high social class. They are educated people with stable job. They are in the adult life stage, they are starting a family, probably it is their first children but it is possible that they already have a family. It is not for a special type of race, but it is for Christian people due to it is a religious event. The buying situation of this segment is in store, they go to our company to buy the service. The couple wants specific characteristics for the event and with high quality. Their willing to pay can vary depending on their budget. They have medium product knowledge, informed about it and looking for the best service and price. They can be a first-second time users and they are not regular it is one life time event.

*Communion:* The geographical area is Barcelona. This type of event is demanded for males and females from 37 to 45 years old. They have a medium to high income and come from the working-high social class. They are educated people with stable job. They are in the adult life stage, they already have a structured family. It is not for a special type of race, but it is for Christian people as it is a religious event. The buying situation of this segment is in store, they go to our company to buy the service. The couple wants specific characteristics for the event and with high quality. Their willing to pay can vary depending on their budget. They have medium product knowledge, informed about it and looking for the best service and price. They can be a first-second time users and they are not regular it is one life time event.

*“Puestas de largo”:* It is the celebration of girls and boys when they become adults. The geographical area is Barcelona. The type of event is demanded for girls and boys of 17 years old, but is bought by females and males from 45-50 years old (parents). They have a high income and they come from high social class. It is important to highlight that every time, more working class have affordable budgets to buy this type of service. They are educated with stable job. They are in adult life stage. It is not for a special type of race, not even for a special religion. The buying situation of this segment is in store, they go to our company to buy the service. They have medium product knowledge informed about it and looking for the best service and price. They could be a first- second time users and they are not regular. It is one life time event or not depending on how many daughters or sons the couple has.

*University parties:* It includes events from final exams parties, “paso Ecuador” to “Viaje fin de curso”. The geographical area is Barcelona. This type of event is demanded for males and females from 18 to 23 years old. They have a low medium income (low budget) and come from the working-high social class. They are educated people, probably with a bad remunerated job or doing internships. They are in the collegiate stage of life stage. It is not for a special type of race, never married and living with their parents. The buying situation of this segment is in store, they go to our company to buy the service or direct through internet. They do not want specific characteristic for the event, the features are general. They usually are heavy users (usage rate) and regular (user status). They have a lot of product knowledge and are intending to buy.

*Graduations:* It is the celebration of girls and boys when they finish their studies. The geographical area is Barcelona. The type of event is demanded for girls and boys of 22-25 years old. They have a medium income and they come from different types of social class. They are educated, but they do not have a stable job, at least related with their studies. They are in adult life stage. It is not for a special type of race, not even

for a special religion. The buying situation of this segment is in store, they go to our company to buy the service. They have medium product knowledge, they are well-informed about it, and looking for the best service and price. They are a first time users, not regular and it is a one lifetime event.

*Worldwide trips:* The target market will highly depend on the trip we are organizing, it could be for university graduations, high school graduations or personal trips for groups. That is why it is difficult to exactly identify our consumer.

#### 12.4 Appendix: Target client of Corporate and Sports events

### 6.2 Competition Analysis

Barcelona has more than 200 event companies, so it is really difficult to analyze all the competitors. Because we have different type of services it becomes really complicate to analyze each competitor for each type of event we want to organize. Moreover, a lot of companies have hidden information so it is impossible to analyze them. What we would do is to get some national rankings to have an idea of who are the leaders of Barcelona and try to compete with their competitive advantage. The fact of choosing competitors that base their business in almost only one type of event rather than one company similar to ours that offer various events, will make us learn much more things which we might need to implement in a future. Everything that happens in a big and specialized company affects later on to the rest, so if we continuously aware of what they do or do not do, we will have an advantage against other firms. The competitors of corporations and sports events companies are in the appendix.

Fashion events: The fashion events related with catwalks such as 080 Fashion Week or others, are mainly organized by the same designers, by the Council of Barcelona or by Fashion schools or Event planners schools (they have direct contact with the companies or partners that participate in). There is none fashion event organized by only one company, but by different partners that work all together.

Event social leaders: In this case we include companies that organize weddings, baptisms and other religious events. The following companies, even though are specialized in weddings, they offer the other ceremonies events. The national magazine *Guia de Novios* offers a lists of the best organizers in ceremonies. We should take into account that only in Barcelona there are 196 companies that offer the planning and organization of a wedding. Following the list of *Guia de Novios* the ones that can be a competence for us due to their exclusivity and way of working are:

- 1) Exclusive weddings: it is a thirteen years old company. Their most important values are security and trustiness. They are specialized in the design and the organization of luxe weddings.  
<http://exclusiveweddings.es/>
- 2) Miss little things: it is characterized to be a young team that does personalized weddings getting the main ideas of the fiancées. Their strength is the design.  
<http://misslittlethings.com/>
- 3) Belle Day eventos: it is characterized by a team that before organizing the wedding is going to meet with the couple and spend time with them so they

can get to better know them. This company does not have website but it appears in social media as LinkedIn, Pinterest, blogs and Flickr.

#### 12.5 Appendix: Competitors for Corporate and Sport events companies.

Their strengths are based in the experience they have in the sector, they are formed by a young team and take advantage of the social media. All these strengths are the ones that identify us in a certain way, which is why we think that they could get our market share.

We can conclude that the competition in this sector is really high. There are a lot of companies with a lot of experience but at the same time the entrance in the market of new companies is high too. The market offers serious advantages, economically speaking; the investment to start the company and the fixed costs are really low. Moreover, there is an increasing demand in the city of Barcelona.

To sum up, we would say that is really difficult to differentiate ourselves due to there are more companies offering exactly the same services while at the same time, there are other companies working in only one type of event which means more specialization and more success. That is why we are focusing on our innovative and unique characteristics to be able to beat the competence when we launch our business.

#### **Marketing mix: 4P's**

According to James Manktelow and Amy Carlson, *“what is needed for a product or service to be a success is to create a service for a particular group of people, put it on sale at some place in which these people can have access to, a price that matches the value they feel they get out of it and do it when they want to buy it.”*

We completely agree with this statement but in order to find out how we are going to get this information, the list of competitors is not enough. Then, the Marketing mix, comes as a tool to solve this problem. If one of the P's is not correct, the launching of the service can be a disaster. That is why we want to have special focus on this part, to avoid this kind of mistakes.

As another tool to classify our products versus the competition, we will introduce the marketing mix, also known as 4P's.

Product refers to what we are selling. Price is about how much money someone needs to buy the product or service. Promotion is all the strategy part in charge on creating awareness, it is also the part that asks the question how will let people know what we are selling. At last but not least, the place is where and how we will sell the product.

So by the end of the analysis, our company should be able to analyze these questions:

Once having these questions in mind, we are going to apply them to JC Charmant Events' competitors. Through all this project JC Charmant's 4P's are going to be or have already been explained.

Table 2: 4Ps Marketing Mix JC Charmant and its competitors

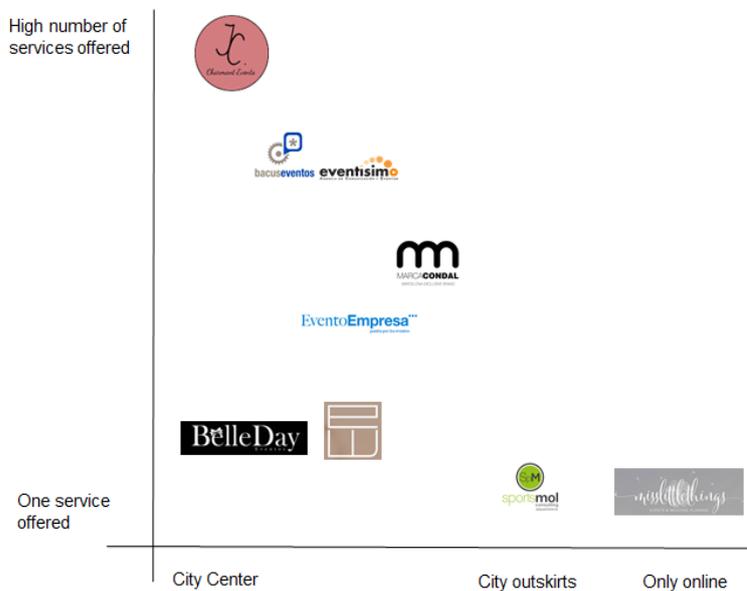
<b>Company</b>	<b>Product</b>	<b>Place</b>	<b>Promotion</b>	<b>Price</b>
<i>JC Charmant Events.</i>	<i>Organization of corporate, sports, social and fashion events.</i>	<i>Barcelona and surrounding cities</i>	<i>IMC (all means of communication)</i>	<i>Personalized</i>
<b>CORPORATE EVENTS</b>				
Eventisimo	Corporate events	Barcelona	Magazines as el Publicista that are specialized in advertising, website, blog, public relations and social media.	Personalized
Marca Condal	Variety of events but specialized in corporate	Barcelona	Vimeo, social media, and website	Personalized
Bacus eventos	Corporate Events	Barcelona	Website and social media.	Personalized
<b>SPORT EVENTS</b>				
Sports Mol	Sports Events	Barcelona	Website, public relations.	Personalized
Evento empresa BCN	Sports Events	Barcelona	Website, social media, direct mail and newspapers	Personalized
<b>SOCIAL EVENTS</b>				
Exclusive weddings	Weddings	Barcelona	Special magazines related with weddings, website, blog, partnership with luxury association.	Personalized
Miss little things	Weddings	Barcelona	Blog	Personalized
Belle day eventos	All types of social events	Barcelona	Blog and website	Personalized
<b>FASHION EVENTS</b>				
Universities	Their main product is education, but they offer internships related with event planning	Barcelona	"Borsa de Treball"	Personalized
Designers	Clothes, accessories or shoes. They can become event planners,	Barcelona or other cities	Personal website, flyers, blogs, fashion magazines.	Personalized

	when organizing a fashion event.			
Barcelona Council	Citizen attention. When an even becomes public, the council can act as an organizer.	Barcelona	Council tools, such magazines, newspapers, webs, banners or TV advertisement.	Depending on the event and the resources needed by the council

Source: Own elaboration, 2016

To have a better understanding of where are we situated among our competitors, we have decided to make a positioning graph so that we get to see what is around us. The two variables we have used are the number of events that the company offers and their location. As it can be seen in the graph, we are the only ones that are situated in the center of Barcelona and we offer the highest number of products. This means we have a big opportunity and we will take advantage from it.

Figure 2: Positioning graph in terms of number of services and location



Source: Own elaboration, 2016

### 6.3 Branding Strategy

JC Charmant Events' branding strategy defines what we stand for, the promise we make to our customers and the personality we want to communicate. This strategy goes way beyond than just our logo, our slogan, our colors, and other creative elements that form our brand. It is a strategy that will define the entire customer experience we want to offer, from the website and social media experiences to the way we treat our customers and suppliers. It is a day-to-day interaction we have with our target clients and the company itself, so it has to be a well thought strategic plan. A branding strategy, apart from being directed to our clients, it is also very important in B2B relationships, because it will help us stand out from our main competitors and achieve the best positioning.

The steps we are going to pursue to create this strategy are first to define our differentiation strategy, followed by a positioning and pricing strategy, and ending with the definition of our brand personality and corporate identity.

### Differentiation Strategy

According to Jerry McLaughlin, *“brand is the perception someone holds in their head about you, a product, a service, an organization, a cause, or an idea. Brand building is the deliberate and skillful application of effort to create a desired perception in someone else’s mind.”*

Having in mind this definition, JC Charmant events has to be build according some strong ideals. These ideals are our unique selling proposition, that is to say that are the ideals that will identify us and that will differentiate us from the rest, making the customer think we are the best solution to their wants and needs. Everything has a story and we want to explain ours.

Our idea is to sell our brand as unique. Then it comes the usual question: why is our brand unique?

As we know, there are thousands of event agencies in Barcelona, and we want to be seen as the one in which you can find all types of events. But we do not want to be stopped at this point, we want to personalize our client’s events, because we are passionate about creating special and unforgettable experiences. We want our clients to believe that everything that they have dreamt of, can be accomplished. If they want a surf wedding, we will make it possible, with all waiters dressed in surf clothes, with an incredible banquet at the beach. Do they want an original product launching? We will make people buy their products.

JC Charmant events has to be seen as a company without limits, where the impossible is possible. To do that, we will interview each client deeply in order to get to know them better, and also prepare some activities that reveal their personality. Once we have the closest idea of their character we will start planning the event, always collaborating with their suggestions and thoughts.

At last but not least, we want to be socially responsible, as stated in our strengths. We think that we should return some of our profit to the community, so it is important to us to have a social impact on our society. Trying to help people in exclusion risk is one of our ways to give something back to our community.

### Positioning and Pricing Strategy

This part of the branding strategy aims to make the brand occupy a distinctive and favorable position in the mind of the clients, within its category and related to the rest of the competing brands. The differentiation strategy plays a very important role in the positioning of our company, and it is going to be the feature that will make our target clients understand and appreciate the competitive dissimilarity of our company from the competition. Thus, the originality, the possible client’s personalization of the event and the wide variety of events offered are what will make an optimal market location for our future success. A positioning strategy based on the product or service process is used, meaning that we will associate each service with its users or class of users. For the business meetings, a charismatic perspective will be shown, from the formal to the very ingenious and innovation seeking clients. It can also be classified as an aspiration positioning in the case of the social, sports and fashion events, in which we offer prospects a thing they might love to do, or a state of mind they might like to achieve.

In addition, advertising will help us create this image we want to transmit.

In regard to the pricing strategy, we know that as a new company our prices have to be competitive with the rest of the market in our area. If in a future our company boasts a better product or service and gets to lead in market or brand reputation, then we will have the opportunity to command a premium price. To talk about prices we better understand first how the costs work in this sector, because depending on how high they are, prices are going to be higher or lower. As always, a company has fixed and variable costs, but in our case variable costs are the vast majority. As it is a customizable service company, costs vary according to the services. Every service has a different estimated number of working hours, a need to hire other companies' services, some extras chosen might incur extra costs, and so on. That is why we cannot establish a fixed price, and as explained in our CANVAS model (Section 2.5), our revenues will come from a fixed amount established plus a percentage according to each event estimation costs. To make a short recall, the fixed amount will come from the sum of all fixed costs such as salaries, transportation, promotion rates (website, phone...), and the percentage will be made according to all the features that can imply an extra cost to the event, like caterings for weddings, renting of materials for skiing meetings...

### Brand Personality and Identity

Every brand has its own personality, which is the added-value that a brand gains, aside from its functional benefits. It includes a conceptual or mental personality, as well as a physical one.

In the case of JC Charmant, as it has to give its prospective clients something which they can relate to their own personality, its conceptual personality is composed by the personality traits, a brand essence and the slogan.

The *personality traits* that define our brand are the following adjectives:

- It is "youthful", because of its young team and its fresh and up-to-date ideas.
- It is "dedicated", because we put the highest effort and passion to give the best services and obtain the best results and satisfaction of our clients.
- It is "ambitious", because as said before, we want to have no limits and to succeed everywhere we go, reaching a high level of fame.
- It is "innovative", because we include technological services that other companies around us have never offered, like a virtual event for corporations. We will also use the top-trending social networking apps, like Snapchat, Pinterest, Instagram, Facebook, Twitter, LinkedIn and so on.
- It is "unique", because we deep-personalize events and we want to give back to the community.

The *Brand Essence*, also known as *Brand Mantra*, is the promise of a brand synthesized in a word, or a short expression of two or three words that capture the heart and soul of our brand. We have to be simple and concise, because it is not a tag-line nor a slogan, it is the first thing that we would tell to another person in a "lift conversation" to explain who we are. Taking into account all the aspects our company touches, we have decided to express ourselves as:

"Believing in unthinkable events"

While the positioning of our brand can change from one country to another, and while advertising campaigns will change over time, such as a person's character, our essence is basically going to be always the same.

We are super passionate about this. We have been working on this for five years, and we have been taking courses on those subjects in order to improve our skills. Now is time to revolutionize this world, we want people achieving their dreams and here is where the last

element of the conceptual personality, our *slogan*, comes: **“We do believe in it”**. Because we believe in ourselves and we believe in our clients.

On the other hand, the physical personality is composed by several elements that are the key to build an adequate perception of the brand within the clients. It comprises the name, the logo, the typography and the colors used. To sum up, it is the visual aspects that make the clients be attracted to our brand.

Having analyzed all these aspects, the name given to our company is JC Charmant Events. The reason is because Cecilia Mencos and I, Jessica Bestué, decided to start the company because during all the time we spent in the university, we worked as event planners for the students. From this friend and work-ship, we join our initials and comes JC. As we said, there is nothing impossible. We want some magic in every event, we want them to be unforgettable and here comes the word Charmant which means “charming” in English.

Our logo is the following:

Figure 3: JC Charmant Logo



Source: Own elaboration, 2016

It is composed by the name of the brand, but has a lot of thinking hours behind it and other meanings that match perfectly with the personality we want to transmit. The fact that the J and C initials are stuck together means all the years we have been together as friends and work mates. The large size of the letters inspires self-confidence and a global vision to reality, written in “Bad Script”. The Google typography used for typing Charmant Events is called “Dancing Script” and we have chosen a calligraphy of this type because when the letters are typed together it means that we are friendly, spontaneous and with social skills. As it is classic, it helps to join all kinds of events, from formal to informal ones. The dot next to the initials represents again a sign of self-confidence. Moreover, after asking some friends which color would much with us, and confirming that it was the same color we thought at first, we chose a kind of light red. According to some studies, this type of color matches with an extrovert, vital and ambitious personality, which is carried away by the momentum. It also symbolizes passion, dedication, action, revolution, strength and happiness. All these elements are closed in a figure of a circle, picturing unity, perfection, movement, and true self.

In conclusion, a simple and legible signature leads us to an equally natural person wanting to demonstrate clearly and plainly as it is.

To conclude, a well done branding strategy will build our brand strongly, and that is what will provide value to our company well beyond than our physical assets. As said before, it is important that all partners, investors and employees that could someday be part of the company, understand and are willing to commit to our personality. Once everybody gets to know by heart and share the same opinion of the brand, the brand essence will be spread correctly and will build a tremendous brand loyalty among all stockholders.

## VII. INTEGRATED MARKETING COMMUNICATIONS

### 7.1 Introduction to IMC

According to the American Association of Marketing, it is defined as *the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.*

Until actual moments, marketing has been used in companies as a promotional tool. It is effective and essential for a product to be sold.

The problem became when in 1980 approximately, advertisement expenditure started to increase, this increase went along with the growth promotion expenditures, which make marketers to value more these techniques and reflect more about its usage.

At that time, companies were using different tools to do the same actions, they had different departments and sometimes different agencies working on promotional actions that were interrelated. By that, I mean that the promotions were done by one department, the advertisement was done by another department and sometimes by other organization external to the company, public relations was done by an external institution and that happened with all the promotional tools. Thanks to IMC all the tools were done by the same team and it helped to the communication process of the product due to all the techniques are interrelated.

All the techniques work better, if they are all together and in harmony, rather than isolated at it used to be (Notice that there are companies that still use the traditional way of advertising). If all the tools are summed up, they provide one voice speech. Moreover, the integration of communication tools has different level; horizontal, vertical, internal, external and data integration. IMC help to strengthen all the techniques. When marketers realized about this fact, they did the change, this is when the shift occurred.

There was a shift from the traditional view to a most modern way of acting: IMC.



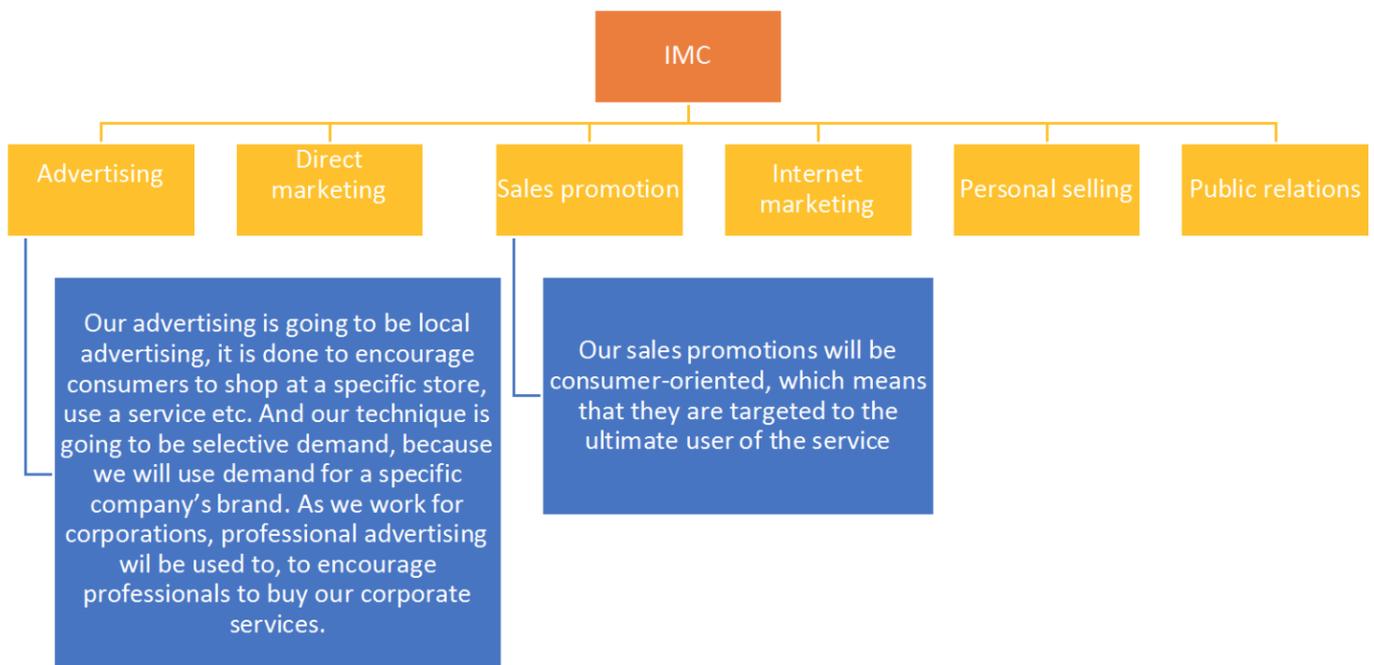
All these changes allow the organization to look at the whole marketing picture, making them to realign their communications and see things as consumer sees them. Furthermore,

the new way of doing the promotions permits the company to avoid duplicate messages, capitalize on the synergy among promotional tools, to maximize ROI and finally to create more effective marketing programs.

IMC requires a lot of efforts but as it has been seen, the benefits are a lot. It saves Money (eliminates duplication in areas such as graphics and photography since they can be shared and used in say, advertising, exhibitions and sales literature. Agency fees are reduced by using a single agency), time and stress. As it is a way of wrapping all the communication around customers, it helps them to move through the various stages of the buying process, plus it consolidates the image of the company and develops a relationship with the consumers stimulating loyalty among them.

Basically, according to the American Association of marketing, IMC has been defined as the following:

*“Planning process designed to assure that all brand contacts received by a customer or prospect for a product, service, or organization are relevant to that person and consistent over time.”*



### 7.2 The IMC Promotional strategy: Planning

After explaining what IMC consists, we have to apply these guides in order to create an effective promotional strategy. In the case of JC Charmant Events we are going to use a multiple promotional tactics strategy, where there will be offline, online, public relations and other strategies that will help communicate our company to our prospective customers.

#### Communication Objectives

As said in the “Establishing Objectives” section, one of the objectives is to create a huge client awareness in the city of Barcelona. This objective is directed towards our clients, so it is considered as a communication objective. We used the methodology DAGMAR

(Defining Advertising Goals for Measured Advertising Results) (Russell Colley, 1961), where the stages of process for accomplishing the goals and creating the communication strategy are: firstly, and being our principal communication goal, is to make the consumer aware of the existence of the brand (*awareness*); secondly, to develop an understanding of what the product is and what it will do for the customer (*comprehension*); thirdly, to develop a mental disposition in the consumer to buy the product (*conviction*); and lastly to getting the consumer to purchase the product (*action*). Having this steps in mind, we will be able to successfully accomplish our core communication goal: our business should be seen in the long run as one of the best event companies and as a professional, unique and incredible event organizer.

To do so we have to let people know who we are, what do we do and how are we going to facilitate their lives and businesses. Moreover, we also want to create some noise in the industry. Lastly, it is also very important to transmit our social values through the all the creative guidelines, so we will put a special effort in this aspect.

### Creative Brief

According to Leo Burnett, "*If you can't turn yourself into your customer, you probably shouldn't be in the ad-writing business*". Taking that fact into account, to prepare a good promotion, a creative brief is needed. The creative brief is basically a blueprint, a source of inspiration and a guide. It details the objectives of the campaign, the audience, the message of the company, the context in which the company will engage, the timing and the budget. To be clear, a creative brief should answer shortly the W-questions: what, who, where and when. An important notation is to differentiate what the brief is from what the creative means. The word brief is related with **what** we are doing while the creative refers to **how** we will do it.

There are different types of briefing, each advertising company will use the one that adequate more specifically its personal needs. After a lot of researching we have decided to use the following model. There are several reasons why we made this selection.

On one hand, this type of brief is highly used in New York advertising companies, so depending on the company we are working for this can be a prerequisite. On the other hand, it is a short document (it does not have a lot of questions) but it is really complete and professional.

Before showing up the creative brief of the JC Charmant events promotion we would like to highlight some important aspects. As we already said, we are doing the promotion of JC Charmant Events which means that the creative brief will be exclusive to the company. Normally, the creative briefs are done to sell one line product, an independent product or a branch. In this case, we are selling the image of a new company. Notice, that in this case, it would be necessary to apply some changes in the brief so it makes sense. The first change will be done in the question number one, as we are not giving the creative brief to an advertising company, so they do it for us; we will not put Name of the client, but name of the company. It is JC Charmant Events by itself who will do the briefing and the promotional campaign. The second change comes in the fourth question: Who are we talking to? It is really wide to cover all the targets that JC Charmant Events has; it would be from 18 to 60 years old approximately. That is why, we will specify here the different type of targets that the company has. This will allow us to have a clear concept and be more concisely in the promotion aspects.

*It is possible to find the creative brief in: (12.6 Annex: Creative Brief)*

### *7.3 The IMC Promotional strategy: Set of Strategies and Creative Guidelines*

Integrated Marketing Communications consists, as said in the definition, in the coordination of different forms of advertising and marketing that together communicate what the brand wants to promote. We divide the different advertising strategies into: offline

advertising, online advertising, direct marketing, public relations, sales promotions, corporate philanthropy, and retention, referral and conversion strategies. We would use a pulsing scheduling method, which combines continuous and flighting methods. This method is the result of using a continuous pattern of advertising (even every day, week or month) but at certain times promotional efforts are stepped up. We have chosen this method because we think it is much more important to make a higher emphasis in promotion of our company and events when some events are about to come, but we also keep a continuous advertising during the rest of the year. The most important thing is that all creative guidelines shown must have the same essence and we have to assure that are presented in a similar style that reinforces the brand's ultimate message.

### 7.3.1 Offline Marketing Strategy

The offline communication strategy consists in using the very traditional means of communication such as TV, radio, outdoor advertising, press and magazine posts. These media channels are made to build buzz about a company's products or services, and nowadays by purchasing market research data you can easily find your target client's consumption habits, which makes it easier to strategically place ads wherever the higher rate of target viewers is. It is an effective way to let people see your slogan, logo and all the visual features in order to build familiarity. However, offline marketing strategies tend to be more expensive than online ones, which requires to have all the budget plan made by the time of implementing the campaigns.

Some experts debate that these means might be being replaced by online advertising but they actually play a leading role in online searches for products and services. In our opinion, none of them are substitutes from the other, the other way around, when both types are combined they can generate impressive outcomes.

We divide our offline media into: broadcasting media, where we will include television and radio; print media, which includes magazines and newspapers; and outdoor advertising such as billboards and street posters. There are a lot more like subway or stadium advertising but these outdoors are much more expensive, so we rather leave it for a future opportunity.

**BROADCASTING MEDIA** is a way of advertising where audio and/or video content is distributed to a dispersed audience by communications means such as television and radio.

#### ***Television (TV):***

According to the study "Análisis televisivo 2015" made by Barlovento Comunicación, in 2015, every Spanish individual watched TV 3 hours and 54 minutes per day, making Catalonia being the number one autonomous community in terms of time. This number highlights the importance of this mean as a source of information and entertainment for the citizen.

TV has numerous advantages over the other media:

- *Creativity and impact.* Perhaps the greatest advantage of TV is the opportunity to be creative and to provoke a higher impact on the individuals thanks to its flexibility and its interaction with the audience. TV commercials can convey a mood or image for the brand as well as to develop emotional and entertaining feelings that help make the service offered appear interesting.

- *Coverage and cost effectiveness.* It also has the possibility to reach large audiences, as nowadays almost, if it is not everybody, has a TV in Spain. Because of this, it is considered to be a cost-efficient mean, as in comparison to other means, it reaches more people at a "very low" cost per individual.

- *Captivity and attention.* The role of an AD is to stop being intrusive to the viewers, so another advantage is that it is a mean that if it is well thought and planned, it can captivate people and catch their attention. To do so, we would need a catchy slogan and jingle so that the ad places in our viewer's mind.

- *Selectivity and flexibility.* It can be selective and flexible at the time of choosing where to place the ad. At the time of deciding where to put our ad, we will be able to negotiate with the agency and choose the time, the program and the geographic location. In our case, we would need to place our ads in the "most seen" TV channels, which in Spain they are Telecinco (Mediaset España) and Antena 3 (Atresmedia) and in Catalonia is TV3. Once knowing these channels, we would choose the programs that are in line with our target.

This medium also has some disadvantages:

- *Costs.* Despite being a cost-effective mean because it reaches larger audiences, it is an expensive medium in which to advertise. The prices to place an ad of 20" range from 400€ to 25.000€, depending on the time slot and TV channel.

- *Lack of selectivity.* Selectivity can always be a problem if we seek a very specific target audience, because at the end our coverage would extend beyond our market and thus the cost-effectiveness would be reduced. For example, if we place an ad in a Spanish TV channel like Telecinco, we would be advertising to all the autonomous communities, not only the city of Barcelona. It happens the same even if we just place an ad in a Catalan TV channel, because we would cover the whole community and Barcelona it is just a small part of it.

- *Fleeting message.* Sometimes the mean length of 20-30 seconds can be considered as really short, because it might not be enough to show everything to the viewer or to make them examine and consider the service.

- *Clutter.* Unfortunately, as a lot of companies are advertising through TV, it is a concern for advertisers because of such clutter. During a commercial break, ours is only one of many others, so it may have trouble of being noticed.

- *Limited viewer attention.* Getting consumers to pay attention to commercials has become an even greater challenge in the recent years. Remote controls have led to the problems of zipping and zapping. Zipping occurs when consumers fast-forward through commercials as they play back a previously recorded program. This is only possible in recorded programs, but for those TV channels in which it is not possible to do so, zapping would occur. Zapping refers to changing channels to avoid commercials.

- *Distrust and negative evaluation.* Some advertising spots can be considered as intrusive, offensive and uninformative, and generate distrust among the viewers.

Inside the advertising through TV there are a lot of ways to do it, some of them are:

- 1) Spot advertising: refers to commercials shown on TV stations, with time negotiated and purchases directly from the individual stations. It can be national or local. There are different methods of buying time in TV, where we must decide if we want to sponsor an entire program, participate in a program or use spot announcements between programs.
  - a) Under a sponsorship, we would have to assume all the responsibility for the production and content of the program as well as the advertising that appears within it. Implies a higher cost, which we cannot afford.
  - b) Participations are less expensive than sponsorships, and consist in several advertisers buying commercial time or spots on a particular program. The responsibility for production is for the station that sells and controls the

commercial time. Even though it is less expensive, it still implies a high cost, and so we cannot afford it either.

- c) Spot announcements is when a spot is set between programs, usually with durations around 20 to 30 seconds. It is the least expensive form of spot advertising but it still ranges from 400€ to 25.000€, depending on the time slot and station.
- 2) Infomercials: the lower cost of commercials on cable and satellite channels has led advertisers to a new form of advertising. An infomercial is a long commercial that ranges from 30 to 60 minutes. Many infomercials are produced by the advertisers and are designed to be viewed as regular TV shows. This type of promotion does not apply for our company. We do not have the necessity of doing that amount of advertisements.
- 3) Telemarketing: the development of toll-free telephone numbers, combined with the widespread use of credit cards, has led to a dramatic increase in the number of people who shop via their TV sets. It is not our case, because normally, those spots are advertised nationally and we compete in the local. Once our company becomes large, it can be an option. Even though, our target clients are not users of the teleshopping.

#### *Annex 12.7.1: TV rates 2016 for the different Spanish TV channels (20" ad)*

Taking into account all the TV methods and guidelines, we have produced a 25" spot advertising, and its storyboard is the following:

#### *Annex 12.8.1: Storyboard of JC Charmant 20" promotional video*

The spot itself is not a common spot because usually event planning companies do not advertise on TV, and thus, we have adapted the spot to a promotional video that could appear also in other platforms. It matches with our brand essence and obviously can be improved over the time and also extended.

#### **Radio:**

According to a study made by AIMC (Asociación para la Investigación de Medios de Comunicación) in 2015, there are 11.349 listeners of general-interest radio networks and 14.506 listeners in thematic radio networks per day. In Spain the most listened general interest networks are Onda Cero, Cope and RNE; and thematic networks are: C40, Dial and EuropaFM. We listen more to the radio when we are driving and people consider it is a basic thing to have in the car. In addition, here is no difference between sexes in terms of audience, because both listen to radio programs, the difference is only in the type of program.

Radio has many advantages over other media:

- *Cost and efficiency.* Radio commercials are really inexpensive to produce compared to TV commercials, and also cheaper to place the ad on the radio station. To produce them they only require a script to be read by the radio announcer or a copy of a prerecorded message that can be broadcast by the station. On average, to prerecord a 20 seconds message by a specialist announcer the prices range from 35 to 150€, depending if it is a local, regional or national ad. Then to place a 20 seconds ad on the radio prices range from 317€ to 8.700€. These low costs makes it possible to use different stations to broaden the reach of our messages and multiple spots to ensure adequate frequency.

- *Selectivity.* Another advantage is the high degree of audience selectivity available through the various program formats and geographic coverage of the different stations. Radio has specialized programs depending on the demography, geography and lifestyle, so it makes it easier to place your ad where you think your target is going to be.

- *Flexibility.* It is probably the most flexible of all advertising media because it has a very short closing period, meaning that if we want to change our message we would be able to do it almost up to the time it goes on air. Radio advertisers are experts on adjusting easily all the messages depending on the market conditions.

- *Mental imagery.* It gives the opportunity to the user to use their imagination when processing a commercial message and create their own picture of what is happening. Having a good radio commercial can create curiosity among the listeners and make them search you on the net. It also has the creative side, where a catchy jingle or sentence could stay in the listener's mind.

Though, the radio has some limits or disadvantages:

- *Creative implications:* Even though creativity is an advantage it can also be a limit, because not everybody listening the commercial is going to create a mental image of what is happening, and thus they will not have this necessary visual imagination. There is no possibility of showing the product or service and thus it is less reliable.

- *Fragmentation:* As there are many radio stations and programs, the fact that it is very fragmented can be a limit too. The number of listeners is quite low for each station and thus the coverage can fall.

- *Chaotic Buying Procedures:* Despite the fact that radio advertisers are expert in adjusting and changing messages, it could create a chaotic situation where the media plan can be completely modified and harm the campaign.

- *Limited Research Data:* Limited studies about each of the radio stations that, compared to the TV, can be a lack of information to the purchasing company. We would really need a deep research of a radio station/program to see if our target matches.

- *Limited Listener Attention and Clutter.* The attention the listener pays can be also a limit, because we usually do not pay really much attention to ads if they are intrusive. We normally change the channel to continue listening what is of our interest. As radio has also the clutter problem, listeners can feel uncomfortable with ads.

*Annex 12.7.2 Radio announcer rates to produce a 20" ad*

*Annex 12.7.2 Radio rates 2016 for the different Spanish radio stations (20" ad)*

From JC Charmant, we should create a catchy and short radio commercial that completely defines our business and make a selection of the best radio stations that would match with our targets. From what we know, and corresponding to our targets, if we wanted to have presence in a radio station, we would choose sport stations like RAC1 (for sport events), music stations like C40 or Flaixbac (for social and fashion events) and general interest stations like Onda Cero (for corporate events). Below, we have added our radio commercial.

*Annex 12.8.2: JC Charmants Radio commercial*

**PRINT MEDIA** is a way of advertising where paper content is distributed to a dispersed audience by communications means such as magazines and newspapers. Magazines and newspapers have been advertising media for more than two centuries, and they have been the only major media available to advertisers until few years ago. Despite the growing use of TV, radio and broadcast media in general, print media has always been an important media vehicle.

## ***Magazines:***

Over the past several decades, magazines have grown rapidly to serve the educational, informational and entertainment needs of a wide range of readers in both the consumer and business markets.

Some advantages:

- *Selectivity*: There is a magazine designed to appeal to nearly every type of consumer in terms of demographics, lifestyle, activities, interests or fascination. These classifications give us the ability to reach a specific target audience.
- *Reproduction Quality, Prestige and Consumer Receptivity*: Magazines are printed on high-quality paper and use printing processes that provide excellent reproduction in black and white or color. It is very important since the visual is the dominant part. This gives a high prestige that ends with a favorable image of the brand. Magazines are more receptive to consumers and are purchased because the information they contain interests the reader and ads might provide additional information that may be of value in making a purchase decision.
- *Creative Flexibility and Services*: Flexibility in terms of type, size, and placement of the advertising material. Some magazines offer a variety of special options that can enhance the creative appeal of the ad and increase attention and readership, like inserts, coupons among others, which are explained in the "Promotions strategies" section.
- *Permanence*: Long lifespan offered by magazine publishers, with the possibility of perduring a week, two weeks or even a month. People keep these magazines at their homes, not like newspapers that are discarded the day after.

Some disadvantages are:

- *Costs*: Variable costs according to the size of the audience they reach and their selectivity.
- *Limited reach and frequency*, because they are not as effective as other media. The opportunity for building frequency through the use of the same publication is limited. Instead, advertisers try to achieve frequency by adding other magazines with similar audiences to the media schedule.
- Its *long lead time* needed to place an ad. Normally magazines require the ad almost 30 or 90 days in advance of the publication, so it must be well thought and prepared or otherwise we would lose the chance of appearing in that magazine, and if there is something wrong with the ad, you cannot change it until the next edition of the magazine.
- *Clutter*: It also has the clutter problem, because the more famous a magazine becomes, the more advertisers it attracts.

Magazines are divided into two broad categories based on the audience to which they are directed: consumer and business publications.

- 1) **Consumer Magazines**: This type of magazines are bought by the general public for information and/or entertainment. These are considered to represent the major portion of the magazine industry. The most frequently advertised categories are automotive, cosmetics, fashion, office equipment, and last but not least; consumer and business services, which can be considered as our section. Inside this type there are lots of classifications, like general editorial, sports, travel, and women's. They can be sold

through subscription or circulation, store distribution, or both. Magazines can also be classified by frequency; weekly, monthly, and bimonthly (every 2 weeks); and there are also supplements that come with newspapers.

- 2) **Business Publications:** are those magazines or trade journals published for specific businesses, industries, or occupations. These magazines reach specific types of professional people with particular interests and give them important information.

#### *Annex 12.7.3: Magazine rates 2016*

The following images are some of the prints we have decided to publish in case of using magazines in our promotion strategy. They are in line with our brand essence and personality and are adapted to each of our targets.

#### ***Newspapers:***

According to El Barómetro del CIS, three out of four men read the newspaper daily, and only a 43% of women do so. Catalonia has around 65% of people reading a newspaper daily. It is the second major form of print media.

Some advantages are:

- *Extensive penetration:* High degree of coverage, because as seen, more than a 60% of households read the newspaper daily.
- *Flexibility:* Very flexible in terms of requirements for producing and running the ads. Everything can be prepared in a matter of hours and you can hand the print within the 24h before the publication of the newspaper.
- *Great geographical selectivity* thanks to the variety of newspapers all around the country, regions and local cities..
- *High reader involvement and acceptance*, because everybody enjoys the moment to read a newspaper and usually ads are accepted.
- *Services offered:* Wide variety of services offered, like a gift merchandising that goes along with the newspaper.

Some disadvantages of this medium are:

- *Poor Reproduction:* It is hard to achieve high quality paper advertisements, due to the type of paper used. Though, paper quality has improved for the last years.
- *Its short lifespan*, which is generally less than a day. This can be solved increasing the frequency in the newspaper schedule and advertise more than one day in a row.
- *Lack of Selectivity:* Newspapers are not a selective mean of communication in terms of demographics and lifestyle. Despite having a geographic segmentation, it is hard to reach the target if you do not have any other selection features.
- *Clutter:* Newspapers, like most of the other media, suffer from clutter. There are a lot of ways to advertise through a newspaper and they are usually saturated.

There are several types of newspapers:

- 1) Daily newspapers: are published each weekday, and are found in cities and larger towns across the country. In Spain we have more than one daily paper, that provide detailed coverage of news, events, and issues concerning the country/area as well as business, sports, and other relevant information and entertainment. Some examples are: La Vanguardia, El Pais, El Mundo, Sport, Marca, El Economista...
- 2) Weekly newspapers: They are normally from small towns where the volume of news and advertising cannot support a daily newspaper. The information is the same as for the daily newspapers and a Catalan example of weekly newspaper is L'Opinió.
- 3) Newspaper Supplements: although it is not a category of newspaper, many papers include magazine-type supplements, primarily in their Sunday editions.

*Annex 12.7.4 Newspaper rates 2016*

*Annex 12.8.3: Magazine and newspapers prints*

**Support Media**, is referred to support media because is the one used to reach those people in the target market the primary media may not have reached and to reinforce, or support, their messages.

There are a lot of ways to deliver the message and promote the services.

### ***Out-of-home advertising***

OOH encompasses many advertising forms, including outdoor, transit, skywriting and a variety of other media. Next, we will see each type and how can they be applied to our company.

#### 1) Outdoor advertising.

It is composed by billboards and signs. A billboard is a large outdoor advertisement for which rent is charged according the amount of people that passes on the location, the size and the visibility. A sign is understood as any signboard, structure, device or thing intended or adapted for the display of any advertisement and includes that portion of a building on or onto which an advertisement is painted, written or projected.

Our company will take advantage of those, and will try to do them, depending on the available budget will do one or other.

Outdoor advertising offers a number of advantages:

- *Wide coverage of local markets.* With proper placement, a broad base of exposure is possible in local markets, with both day and night presence.
- *Frequency.* Because of their placement, normally a user can see it different times per day if it is the way that he or she uses every day.
- *Geographic flexibility.* Outdoor can be placed along highways, near stores, or on mobile billboards, almost anywhere that laws permit. Local, regional, or even national markets may be covered.
- *Creativity.* Outdoor ads can be very creative. Large print, colors, and other elements attract attention.
- *Ability to create awareness.* Because of its impact outdoor can lead to a high level of awareness.
- *Efficiency.* Outdoor usually has a very competitive CPM when compared to other media.

- *Effectiveness.* Outdoor advertising can often lead to sales
- *Production capabilities.* Modern technologies have reduced production times for outdoor advertising to allow for rapid turnaround time.

Outdoor advertising has also some disadvantages:

- *Waste coverage.* While it is possible to reach very specific audiences, in many cases the purchase of outdoor results in a high degree of waste coverage. It is not likely that everyone driving past a billboard is part of the target market.
- *Limited message capabilities.* Because of the speed with which most people pass by outdoor ads, exposure time is short, so messages are limited to a few words and/or an illustration.
- *Wearout.* Because of the high frequency of exposures, outdoor may lead to a quick wearout. People are likely to get tired of seeing the same ad every day.
- *Cost.* Because of the decreasing signage available and the higher cost associated with inflatables, outdoor advertising can be expensive in both an absolute and a relative sense.
- *Measurement problems.* One of the more difficult problems of outdoor advertising lies in the accuracy of measuring reach, frequency, and other effects.
- *Image problems.* Outdoor advertising has suffered some image problems as well as some disregard among consumers.

2) Additional out-of-home media.

They are aerial advertising that consist in airplanes pulling banners, skywriting, and blimps. It can be very useful to reach very specific target markets. In our case, this type of promotion is out of budget, plus it does not guarantee us that we will get our specific market. Another outdoor medium is mobile billboards, which consist in put ads on small billboards, mount them on trailers, and drive around and/or park in the geographic areas being targeted.

3) Transit advertising.

Transit is targeted at the millions of people who are exposed to commercial transportation facilities, including buses, taxis, commuter trains, elevators, trolleys, airplanes, and subways.

There are different types of transit advertising:

- a) Inside cards: placed above the seats and luggage area advertising restaurants, TV or radio stations, or a myriad of other products and services.
- b) Outside posters: JC Charmant Events will use various forms of outdoor transit posters to promote its services. These outside posters may appear on the sides, backs, and/or roofs of buses, taxis, trains, and subway and trolley cars
- c) Station, platform, and terminal posters: Floor displays, island showcases, electronic signs, and other forms of advertising that appear in train or subway stations, airline terminals, and the like are all forms of transit advertising.

Advantages of using transit advertising include the following:

- *Exposure.* Long length of exposure to an ad is one major advantage of indoor forms. In case of terminals the audience is very captive due to they do not have anything more to do. As a result, riders are likely to read the ads—more than once. A second form of exposure transit advertising provides is the absolute number of people exposed.
- *Frequency.* Because our daily routines are standard, those who ride buses, subways are exposed to the ads repeatedly. The locations of station and shelter signs also afford high frequency of exposure.
- *Timeliness.* Many shoppers get to stores on mass transit. An ad promoting a product or service at a particular shopping area could be a very timely communication.
- *Geographic selectivity.* For local advertisers in particular, transit advertising provides an opportunity to reach a very select segment of the population. A purchase of a location in a certain neighborhood will lead to exposure to people of specific ethnic backgrounds, demographic characteristics, among others.
- *Cost.* Transit advertising tends to be one of the least expensive media in terms of both absolute and relative costs.

Some disadvantages are also associated with transit:

- *Image factors.* To many advertisers, transit advertising does not carry the image they would like to represent their products or services. Some advertisers may think having their name on the side of a bus or on a bus stop bench does not reflect well on the firm.
- *Reach.* While an advantage of transit advertising is the ability to provide exposure to a large number of people, this audience may have certain lifestyles and/or behavioral characteristics that are not true of the target market as a whole.
- *Waste coverage.* While geographic selectivity may be an advantage, not everyone who rides a transportation vehicle or is exposed to transit advertising is a potential customer. For products that do not have specific geographic segments, this form of advertising incurs a good deal of waste coverage. Another problem is that the same bus may not run the same route every day. To save wear and tear on the vehicles, some companies' alternate city routes (with much stop and go) with longer suburban routes. Thus, a bus may go downtown one day and reach the desired target group but spend the next day in the suburbs, where there may be little market potential.
- *Copy and creative limitations.* It may be very difficult to place colorful, attractive ads on cards or benches. And while much copy can be provided on inside cards, on the outside of buses and taxis the message is fleeting and short copy points are necessary.
- *Mood of the audience.* Sitting or standing on a crowded subway may not be conducive to reading advertising, let alone experiencing the mood the advertiser would like to create. Controversial ad messages may contribute to this less than positive feeling.

#### 4) In-store media.

These point-of-purchase materials include video displays on shopping carts, kiosks that provide recipes and beauty tips and coupons at counters and cash registers, LED boards, and ads that broadcast over in-house screens. There are a bunch of strategies that can be used in the in-store media, but in our company only apply the posters that can be hang up in the walls. This type of promotion does not apply to our company.

### **Yellow Pages**

Yellow pages are referred to a directional medium because the ads do not create awareness or demand for services; rather, once consumers have decided to buy the Yellow Pages point them in the direction where their purchases can be made.

The Yellow Pages offer the following advantages to advertisers:

- *Wide availability.* A variety of directories are published.
- *Action orientation.* Consumers use the Yellow Pages when they are considering, or have decided to take, action.
- *Costs.* Ad space and production costs are relatively low compared to other media.
- *Frequency.* Because of their longevity consumers return to the directories time and again.
- *No intrusiveness.* Because consumers choose to use the Yellow Pages, they are not considered an intrusion.

Disadvantages of the Yellow Pages include the following:

- *Market fragmentation.* Since Yellow Pages are essentially local media, they tend to be very localized. Add to this the increasing number of specialized directories, and the net result is a very specific offering.
- *Timeliness.* Because Yellow Pages are printed only once a year, they become outdated. Companies may relocate, go out of business, or change phone numbers in the period between editions.
- *Lack of creativity.* While the Yellow Pages are somewhat flexible, their creative aspects are limited.
- *Lead times.* Printing schedules require that ads be placed a long time before the publications appear. It is impossible to get an ad in after the deadline, and advertisers need to wait a long time before the next edition.
- *Clutter.*
- *Size requirements.* Response to Yellow Pages ads is directly tied to the size of the ad.

To see all the creativities of the outdoor go to annex (12.8.4 *Outdoor creativities*)

### **Other Media**

There are numerous other non-traditional ways to promote products. Some are reviewed here.

#### 1) Movie Theaters.

Another method of delivering the message and that is highly quickly is the use of movie theaters to promote JC Charmant events. This is about using the space for commercials before the film and previews, with both local and national sponsorships. Sometimes people like to watch this commercials but there are studies that state that there is people who find them annoying. It is a good way to promote our company, but it is necessary to analyze if it is economically profitable.

Movies provide a number of advantages to advertisers, including the following:

- *Exposure*. The number of people attending movies is substantial

*Mood*. If viewers like the movie, the mood can carry over to the product advertised.

- *Cost*. The cost of advertising in a theater varies from one setting to the next. However, it is low in terms of both absolute and relative costs per exposure.

- *Recall*. Research indicates that the next day about 83 percent of viewers can recall the ads they saw in a movie theater.

- *Clutter*. Lack of clutter is another advantage offered by advertising in movie theaters. Most theaters limit the number of ads.

- *Proximity*. Since many theaters are located in or adjacent to shopping malls, potential customers are "right next door."

- *Segmentation*. A key advantage of movie advertising is the ability to target specific demographic segments. The profile of the moviegoer is above-average in education and affluent. The movie titles and ratings enable advertisements to reach specific groups.

Some of the disadvantages associated with movie theaters as advertising media follow:

- *Irritation*. Perhaps the major disadvantage is that many people do not wish to see advertising in these media. A number of studies suggest these ads may create a high degree of annoyance. This dissatisfaction may carry over to the product itself, to the movies, or to the theaters.

- *Cost*. While the cost of advertising in local theaters has been cited as an advantage because of the low rates charged, ads exposed nationally are often as much as 20 percent higher than an equal exposure on television. CPMs also tend to be higher than in other media.

## 2) In-flight advertising

As the number of flying passengers' increases because of the attractiveness of the medium and the increase of low cost companies, this medium is becoming more and more useful.

- a) In-flight videos: they are videos shown during international flights for some time, and now are starting to being used on domestic flights.
- b) In-flight radio. At the moment only exists in American flights.
- c) In-flight catalogs. It can be applied to our company.

Advantages of in-flight advertising include the following:

- *A desirable audience*. Many of these passengers hold top management positions in their firms, so it would be perfect for our corporation events.

- *A captive audience*. As noted in the discussion about ticket covers, the audience in an airplane cannot leave the room. Particularly on long flights, many passengers are willing to have in-flight magazines to read, news to listen to, and even commercials to watch.

- *Cost*. The cost of in-flight commercials is lower than that of business print media.

- *Segmentation capabilities*. In-flight allows the advertiser to reach specific demographic groups, as well as travelers to a specific destination.

Disadvantages of in-flight advertising include the following:

- *Irritation.* Many consumers are not pleased with the idea of ads in general and believe they are already too intrusive. In-flight commercials are just one more place, they think, where advertisers are intruding.
- *Limited availability.* Many airlines limit the amount of time they allow for in-flight commercials.
- *Lack of attention.* Many passengers may decide to tune out the ads, not purchase the headsets required to get the volume, or simply ignore the commercials.
- *Wearout.* Given projections for significant increases in the number of in-flight ads being shown, airline passengers may soon be inundated by these commercials.

### 3) Miscellaneous other media

- a) *Place-based media.* The idea of bringing the advertising medium to the consumers wherever they may be underlies the strategy behind place-based media. TV monitors and magazine racks have appeared in classrooms, doctors' offices, and health clubs, among a variety of other locations.
- b) *Kiosks.* Interactive ads on kiosks that are placed in malls, movie theaters, and other high-traffic areas.

Our fiscal year objectives within a year are to appear in yellow page or similar, as for example tudistricto.es (it is a possibility and it is free)

ELEMENT	PRICE
Movie theater	-15 rooms during 4 weeks: 21500€ -25 rooms during 4 weeks: 34200€ -50 rooms during 4 weeks: 59500€ - Individual room during one year 7500€
Billboard ( carretera)	-National territory during one year: 450€ -National circuità 2 provinces, 500 billboards: 153100€ (rent)+ 15000 (printing) - National mini circuitsà price* - Local circuità 200 billboards: 34000 (rent) +11000 (printing)
"Monoposte"	Price is 1130€/mes
Mupis	-Barcelona has 584 mupis 1 week is 124500€ (renting)+ 3160 (production)
Telephone box	-1 trimester: 1850 € -1 year: 6950€
Bus	-1 month: 1450 € -12 months: 1290€ - Production is 580€ per bus

Subway	-1 à 185 faces: 29200€ per week+ 1810€ production -2 à 80 faces: 15500€+ 1200€ production -3à 35 faces: 8400€+750€ production Other forms of marketing: Note 3
Train	Price is 16400€
Airport	-Mupi 80*120cm: not available in Barcelona -Mupi 120*176cm: 2100€/2900€
Advertisement in shopping malls	-Barnasud: 8000€ per year -Les Glories: 8000€ per year -Gran Via 2: 8000€ per year -L'illa: 7200€ per year -Centre de la Vila: 5950€ per year -Maremagnum:7200 € per year
Yellow Pages	1050 € per year

### 7.3.2 Public Relations Marketing Strategy

Nowadays, there is an open argument about the importance of Public Relations. There are some people who think that it is still inside of the marketing plan (traditional view). On the other hand, there is people who actually think that Public Relations is a new department of the company and event is related with marketing so it has to be separated one from the other. This is clearly explained in the book *"The fall of advertisement and the raising of PR"* written by Al and Laura Ries.

The interest of our promotional campaign for the launching of JC Charmant Events is that we are using a US method called IMC. According to this method, public relations is a mix of the traditional version and the new version. To be clear, it is about mixing public relations traditional side and marketing-oriented tasks (it means that PR can be online and offline). Below, you will be able to see our view of PR (includes the steps to follow) and our plan to achieve public relations goals.

#### 1-. Determining and evaluating public attitudes.

Because our firm is affected toward people's opinion it is important to have some concern about it and act in a way that we can create a good image. Our public relations will be in charge of preparing a speech and image philosophy that all companies should believe in and use when talking about JC Charmant Events. As we are working in a community, it is in this community where we have to start by making a change and distributing our speech. In this case, we are working in Barcelona, but our offices are in Raval neighborhood. As we have said during the whole project, one of our characteristics is the innovative, multi-faceted, multicultural, open-minded and sharing mentality. That facilitates a lot our speech in our near community, because it will make them feel comfortable with our business. Raval is a neighborhood where there is a lot of immigration, so being innovative, open mind and sharing will change public attitudes in a positive way.

Once the firm has determined public attitudes, they become the starting point in the development of programs designed to maintain favorable positions or change unfavorable ones.

#### 2-.Establishing a PR plan.

At time of establishing a PR plan it is important to define the public relations problems, to plan and program, to take action and communicate and finally to evaluate.

### 3-. Developing and Executing the PR Program

To implement and execute a good PR program is needed to do a broader definition of the target market, additional communication objectives and different messages and delivery systems that may be employed.

Determining relevant target audiences: The target of public relations may vary depending on the company, in our case, we want to use PR to let the others know that we exist and that we are playing in the market. That is why it is important to focus on our external and internal audiences.

*Internal audiences* refer to employees of the firm, stockholders and investors, members and customers of the community. The communication among the employees of the firm is not an objective for us because it has only two employees and during the launching time, the whole team will be acting as PR, once the company become large, then some engagement policies can be introduced through organizational newsletters, notices on bulletin boards, paycheck envelope stuffers, direct mail, and annual reports are some of the methods used to communicate with these groups. Personal methods of communicating may be as formal as an established grievance committee or as informal as an office Christmas party. Other social events, such as corporate bowling teams or picnics, are also used to create goodwill.

- At the moment, we do not have stockholders or investors, so they are excluded from our PR plan. What it is necessary for us are the members and customers of the community. We are going to give and special focus to them.
- Community Members are the people who live and work in the community where a firm is located, in this case the community of Raval neighborhood. It is why we put special emphasis and we inform the community about the activities that our organization is doing, what we are engage too, and social responsibility: helping people with high social risk exclusion or helping to integrate multiculturalist. Demonstrating to people that the organization is a good citizen with their welfare in mind may also be a reason for communicating to these groups. Moreover, as an objective we want to do a welcome party to our community to let them know that we exist. It is important to assist to the events of the community to start the engagement with the citizens and do networking.
- Suppliers and Customers are important due to our organization wishes to maintain *goodwill* with its suppliers as well as its consuming public. If consumers think a company is not socially conscious, they may take their loyalties elsewhere. Suppliers may be inclined to do the same. In order. To maintain a clean image of our company, we will make special effort to our CSR activities, sometimes by sponsoring a good cause, this group can better evidence the results of success. (Aim: Try to sponsor an event of the community). Plus, for each event we do, we would like to have two or three testimonials to testify that our event was true and certificate their opinion publicly. Finally, our suppliers and customers have the power to talk about us, due to the treatment we offer to them and to the services we sell to them among others. It is important to establish a good relation because their word-of-mouth (WOM) can be positive and then effective.

*External audiences* are those people who are not closely connected with the organization (e.g., the public at large) relations plans. It may be necessary to communicate with these

groups on an ongoing basis for a variety of reasons, ranging from ensuring goodwill to introducing new policies, procedures, or even products.

- Media is one of the most critical external publics, they determine what our clients will read in the newspaper or what on TV, they determine too how this news will be presented. It is important to have nice relation with media, and try to take advantage of it. As we are starting the company, media will say a little about us, unless we participate in a big event of Barcelona. Another option is to try to be very active in our community, and try to attract local media, as the Raval Radio or month bulletins of the neighborhood. As we have a contact in Sants Radio; Man Hoh Tang Tarradelles, one of our objectives of PR is try to get an interview there.
- Educators provide information about the activities of some pages, for example Yellow pages publishers association. Our main objective, as a launching company will be to be on this book. We will try also to have access to Time out Barcelona or other magazines that can increase our promotion and business activities.
- To actively participate in civic and business organizations PR will work on having contact with Universities to do seminars about entrepreneurship; for example University of Barcelona where we have a direct contact. To do webinars with outside universities as for example San Diego University or Elisabethtown College. In the local community, our first action will take place in the Casal Raval, they do a lot of cultural events which will let us to learn about different cultures for our social events. Moreover, it is an institution financed by the Council of Barcelona and will give us a lot of publicity.
- Governments and financial institutions can have an impact to but is out of our range at the moment.

#### 4- Implementing the PR Program

Once the research has been conducted and the target audiences identified, the public relations program must be developed. We will do it using PR tools including press releases, conferences, exclusives, interviews and community involvement.

**Table 9: PR Program**

PR program	Objectives and frequency within a year	Costs
Press Conference, talks in meetings, conference speeches	Entrepreneurships workshops in public universities and business schools.	It does not have a cost.
Exclusive	To have the exclusive of an innovation service in the event industry such as the virtual team buildings.	Confidential prices
Interviews	To get an interview in Radio Sants and in a Local magazine or newspaper.	Depending on the place where the interview will be published, but normally is for free
Events (community involvement)	To organize an event handed by Casal Raval. (This institution has a high impact on the community)	If is the company itself that creates the event it has a cost, and if it is only the participation it has an indirect cost (those hours could be use as a working time)

Word-of-mouth	Continuous	0 cost
Testimonials	Two for each event we do	0 cost

Source: Own elaboration, 2016

## 5-. Measuring the Effectiveness of PR

As with the other promotional program elements, it is important to evaluate the effectiveness of the public relations efforts.

Once JC Charmants starts with the PR plan, some evaluation will be needed. This evaluation will come from the next table, and will be done at the end of the fiscal year of the company, so we can know the impact that our implications have had during the year. This criteria was developed by Lotus HAL, as we liked the way of evaluating it we will use it.

### Elements to take into account for the evaluation of the PR program

Total number of impressions over time, total number of impressions on the target audience, total number of impressions on specific target audiences, % of positive articles over time, % of positive articles over time, ratio of positive to negative articles, ratio of positive to negative articles, % of positive/negative articles by publication or reporter and % of positive/negative articles by target audience

Source: *Advertising and Promotion, George E. Belch and Michael A. Belch*

Like the other program elements, public relations have both advantages and disadvantages.

Some of the most relevant advantages are the following:

- *Credibility*. Because public relations communications are not perceived in the same light as advertising—that is, the public does not realize the organization either directly or indirectly paid for them—they tend to have more credibility. The fact that there is none compensation for it, when talking about media, helps it too.
- *Cost*. In both absolute and relative terms, the cost of public relations is very low, especially when the possible effects are considered.
- *Avoidance of clutter*. Because they are typically perceived as news items, public relations messages are not subject to the clutter of ads.
- *Lead generation*. Information about technological innovations.
- *Ability to reach specific groups*. Because some products appeal to only small market segments, it is not feasible to engage in advertising and/or promotions to reach them. If the firm does not have the financial capabilities to engage in promotional expenditures, the best way to communicate to these groups is through public relations.
- *Image building*. Effective public relations helps to develop a positive image for the organization. A strong image is insurance against later misfortunes.

Perhaps the major disadvantage of public relations is the potential for not completing the communications process. While public relations messages can break through the clutter of commercials, the receiver may not make the connection to the source. Many firms' PR efforts are never associated with their sponsors in the public mind.

Public relations may also misfire through mismanagement and a lack of coordination with the marketing department. When marketing and PR departments operate independently, there is a danger of inconsistent communications, redundancies in efforts, and so on.

### 7.3.6 Corporate Philanthropy Marketing Strategy

This strategy is about relating marketing with being socially responsible. It highly affects us because one of our competitive advantages is to be socially responsible with the environment and our community. CSR (Corporate Social Responsibility) is understood as how the company can help the community where it has its business activity. By incorporating philanthropic endeavors into our strategic promotion, JC Charmant events is raising public awareness of a social need and promoting the good things of our company.

Basically, understanding the link between philanthropy and competitive context will help us to identify *where* we should focus our corporate giving. Understanding the ways in which philanthropy creates value highlights how we can achieve the greatest social and economic impact through the contributions we do to the community. As we will see, the where and the how are mutually reinforcing.

Most philanthropic activity involves giving money to other organizations that actually deliver the social benefits. But all these contributions do not have to be only about charitable activities or donations, but about how our company can create a better society by doing social actions.

**The first step** when creating this strategy is to find a suitable problem in our society, taking into account that the philanthropic endeavor that we impose into our strategic promotion has to be competitive with our company.

- 1) **PROBLEM:** Spain has a huge problem with the education, there is a high dropout rate of schools and there is not education success in general terms. Moreover, because of the crisis the amount of poor people have considerably increased, reaching a percentage of 27% of the population in high risk of poverty.

JC Charmant events is concerned about all this data, to fight against poverty, we will participate twice per year, making a food donation to a NGO or directly to “Gran Recapte d’aliments”.

On the other way, to fight against dropout rate (21,9%) and unemployment (22,7%), we would love to do like internships for people with high social risk. They can help us as in telemarketing options.

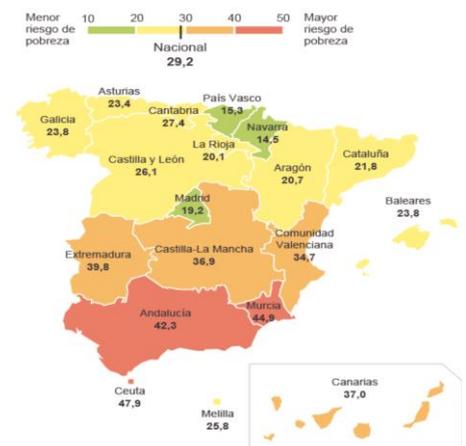
As an example all the PQPI’s that are specialized in: “Atención al público, auxiliary de oficina y ventas”, would be a high potential to be hired with us and learn a lot, about the business environment and about the labor world.

**Figure x: Map of Spanish Autonomous Communities according to their poverty index.**

Source: INE, 2015

**The second step** is to choose an organization to work with. The impact achieved by a donor, then, is largely determined by the effectiveness of the recipient. Selecting a more effective grantee or partner organization will lead to more social impact per euro expended.

- 2) **ORGANIZATION:** “Banc d’aliments and “Asistencia social raval per a treballar amb joves en risk d’exclusió “



**The third step** is to transmit all these values to our clients, but it can be done once our company become large and have an established number of customers we can transmit our values to our clients, but not only this, we can also increase the number of donations and participations in NGO's or other social institutions. A good campaign to do that is to offer to donate a euro to a charity for every service we sell, in this case will be more than one euro.

By supporting a cause during the long term, our company can become well-known, people usually establishes a mental connection between the business and the campaign and that will help us to improve our image. These campaigns do provide much-needed support to worthy causes, they are intended as much to increase company visibility and improve employee morale as to create social impact.

The objectives within a year are donations; to give food to Banc d'Alimnets; Charitable actions, participate in one of the charitable actions organized by the neighborhood of our community; and social actions, to get one trainee with high social risk exclusion.

All those actions do not have any type of cost except the one related with donations. We can use a budget of 100€, which is good for a little company.

*12.9 Annex: Online marketing strategy*

*12.10 Annex: Other direct marketing strategies*

*12.11 Annex 7: Sales promotions*

*12.12 Annex: Other Promotional marketing strategies*

*7.4 The IMC Promotional strategy: Financial Implications to make final decision*

After studying all the marketing and advertising strategies we could use to promote our company, it is important to decide which are the ones we are going to use, taking into account the prices and best coverage and affinity to our targets.

In this section we can find the summary characteristics of all the integrated marketing communication strategies.

## **V.I Analysis of the promotional budget**

We have decided that our promotions will be done 4 times per year, which means a promotion every 3 months. Sixteen promotions will be done every year by our company. Four events of each type. As I am in charge of the offline, public relations and corporate philanthropy, I will only do the analysis of them, even in the annex, it is possible to see them.

### **1) BROADCAST**

**TV:** the most seen channel is Telecinco, so in order to be profitable at time of putting and add, we should consider this one. Moreover, it is necessary to look at the frame time where the add will be located, if we consider the four target markets we have the adequate time is from 22 pm to 23.30 pm.

Because of the spot will be seen only once every time we put it, in a specific day and time, we will get to choose the most adequate TV show or program, in that case what is more profitable is to choose an important soccer game; like Barça- Madrid.

The cost is 15.000 € just for one spot. We are considering to do four company promotions per year, thus it corresponds to one launching promotion every three months. This makes an average cost of 5.000€ per month.

**Radio:** the two more listened radio stations are Onda Cero and 40 principales. As we said before, we have four different type of target market. For corporate events, the most useful

one is Onda Cero, while for the other three segments the one that better approach our necessities is 40 principales. In all cases the best frame time is from 8 am to 10 am.

The cost is around 5.000 euros for one radio commercial. As, we will launch four events, there will be four commercials which make a total of 20.000 € that divided per month is 1666.7 €.

*Decision: Broadcast media is formed by TV and Radio. We have decided not to choose these activities because it requires a lot of money to do them. As we are an entrepreneurial company, we do not have the economical mediums to pay these resources. Moreover, in case that we had the money it would not be effective because for an ad to be effective has to be seen more than one time every three months. Repetition is what makes ads successful. This fact means more money. Radio is not useless for the same reasons, it is way too expensive and the frequency that we have established as a minimum is not enough to arrive to all our targets. Listeners are not 100% active all the time.*

## 2) PRINT

**Newspapers:** In Catalonia the most read newspaper is La Vanguardia with an audience of 752.000. The cost oscillates between 11.500 € for ½ page and 15900€ for an entire page each day the event appears in the newspaper.

In order to be effective, the launching of the newspaper print would have to be two weeks before a big event. Meaning that during Christmas time a lot of companies do corporate dinners, then, our printing will have to appear on October-November so our companies have time to prepare contact us to prepare the event.

*Decision: Newspapers would not be a good promotional tool because of the money and because they do not get our target market as well as the magazines. So in case we had the money, we would go directly to invest in magazines.*

**Magazines:** as we have different types of target market, and magazines are a very specific communication tool. We should put the promotion advertisement in different magazines taking into account the audiences.

Thus, for corporate events we will advertise ourselves in El País semanal + Dominical. Our printings are one page so the cost is 47.390€. It would be posted four times a year which means that it will cost the company 189.560€.

For sports events, there is not a specific magazine that gets the approach of our audience due to its variety.

In case of the social events, Hola magazine is the one that matches with our necessities. The price of publishing on it is about 24.400€. In one year it will be 97.600€

At last but not least, the fashion events will be promoted in Vogue magazine, and it supposes a cost of 19.400€ In one year it will be 77.600€.

*Decision: Magazines would be the perfect promotional tool because they allow us to have access to very segmented markets, the problem is that it is really expensive so it does not work for a company which is just starting.*

## 3) OUTDOOR

- **Monopostes:** the price is 1130€ per month. The promotion would be held four times in total so the total cost will be  $1130 \times 4 = 4520$  €.

- **Subway:** 185 faces is 29.200€ per week. The total price for a year promotion will be 166.800 €. As there are four promotions, each round would have a duration of a week and it would be done four weeks in total.

- **Train:** We will take only into account “cercanías”, our audience is only people who lives in Barcelona city, so long distances do not enter inside our range. The price is 4100€ for 5 mupis which have a duration of a month. As in the other cases, it would be done four times and it means a cost of 16400 € per year.

- **Billboard** (carretera): 450€ per month. Then the total cost of a promotional year, taking into account that the promotion is launched every three months, 1800€.

- **Movie theater:** 15 rooms during 4 weeks: 21500€ // 25 rooms during 4 weeks: 34200€ // 50 rooms during 4 weeks: 59500€ // Individual room during one year 7500€.  
Our company does not really need movie theater advertisement due to is not a large company, if we consider to take this promotion, the most useful one would be advertisement of an individual room which costs 7500 € per year.

- **Telephone box:** 1 trimester: 1850 € // 1 year: 6950€

- **Bus:** 1 month: 1450 € // 12 months: 15480€ (Production is 580€ per bus)

- **Advertisement in shopping mall: Barnasud:** 8000€ per year  
Les Glories: 8000€ per year  
Gran Via 2: 8000€ per year  
L'illa: 7200€ per year  
Centre de la Vila: 5950€ per year  
Maremagnum: 7200 € per year

As we are a centric office the shopping mall that are for our interest are L'illa and Maremagnum. We have chosen them because of the purchasing power of people who goes there and because of the location. So, the money spent would be 14.400€.

- **Yellow pages:** 1050€ per year

If we take into account that we will use all the outdoor techniques the total price is 184.900 per year.

*Decision: Outdoor strategies are an excellent tool to advertise services companies. They have a lot of visualization and normally, people see them more than twice per day. In case we had the money, it would be incredible to get all of them. As we do not have a huge promotional budget, it is not feasible to do all the promotions. It is important to prioritize which ones can adapt better to our budget. The one that we think that is necessary is yellow pages.*

#### 4) PUBLIC RELATIONS

All the public relations techniques are free, the only cost that have are the cost of the employee who is wasting time to do them. There is one type of tool that will have a cost for our company, we are talking about the exclusives. It is a signed contract in which the company agrees to pay an amount of money to a media so they can publish and specific new of them. In our case, our company is not big enough to do this type of treatments and moreover the cost of do these contracts is confidential.

*Decision: Public relations is basically to promote and event company. We have to attract people by knowing them and talking with them. by opening ourselves to the community, we can understand them and their needs. They can also meet us and see what we do. It is a cheaper way to promote our company at 0 cost.*

## 5) CORPORATE PHILANTHROPY

The cost of our donations will be of 100 €

*Decision: Corporate philanthropy is essential to be in our business because it shows that we are ethic and we are worried about our community. One of our competitive advantages is that a part of selling events, we try to have an impact to our community; then, we must work on this events to be alone with our philosophy. Through all the charitable events, we can also increase our network due to a lot of important people and with good purchasing power assist to the events and it can be a business opportunity for us.*

**Table: Summary of all IMC strategies.**

IMC strategy	Mean	Cost per year (4 promotions)	Degree of coverage and affinity	YES / NO
Broadcast	TV	60.000€	HIGH	NO
	Radio	20.000€	MEDIUM	NO
Print	Newspaper	63.600€	HIGH	NO
	Magazines	364.760€	LOW	NO
Support media	Outdoor	184.900€	MEDIUM	NO
	(yellow pages)	(1.050€)	MEDIUM	YES
Digital	Mobile Advertising	1.476€	HIGH	YES
	Website	149,04€	HIGH	YES
	Blog	0	MEDIUM	YES
	Social Media	0	HIGH	YES
Public Relations	Press conferences	0	MEDIUM	YES
	Talks in meetings	0	HIGH	YES
	Speeches	0	HIGH	YES
	Exclusive	confidential	MEDIUM	YES
	Interviews	0	MEDIUM	YES
	Events	0	MEDIUM	YES
	WOM	0	MEDIUM	YES
	Testimonials	0	HIGH	YES
Other Direct Marketing	Direct Mail	135€	HIGH	YES
	Catalogs	7€	MEDIUM	YES
	Telemarketing	5€	HIGH	YES
	Flyers (1.000 u)	52€	MEDIUM	YES
	Direct Selling	0	HIGH	YES
Sales Promotions	Coupons	600€	HIGH	NO
	Premiums	420€	HIGH	YES
	Bonus Packs	0	MEDIUM	YES
	Frequency program	16€	HIGH	YES
	Event Mkt	7.000€	MEDIUM	NO
Corporate Philanthropy	Donations and charitable actions	100€	LOW-MEDIUM	YES
Retention strategy		0	HIGH	YES
Referral strategy		0	HIGH	YES

Conversion strategy		0	MEDIUM	YES
<b>TOTAL all strategies</b>		<b>703.220,04€</b>		
<b>TOTAL chosen strategies</b>		<b>3.410,04€</b>		

*Source: Own elaboration, 2016*

#### **6.4 The IMC Promotional strategy: Regulation of Advertising and Promotion**

Any corporation must adapt and meet the Advertising Law (Ley de Publicidad, Ley 34/1988 de 11 de noviembre 1988, General de publicidad) which contains the general principles of advertising. The law explains a number of requirements arising from the advertising reality itself and to be respected for the advertising business to be regarded as unlawful and to be able to perform adequately the promotion of the product or service to offer and market. (BOE no. 274 of November 15, 1988).

Moreover owe it must meet the provisions of the Competition Act (Ley de Competencia, Ley 15/2007, de 3 de julio, de Defensa de la Competencia). Which aims to strengthen existing mechanisms and optimum institutional structure to protect competition effective in all markets or productive sectors of the economy, to serve on the field throughout the country. (BOE no. 159, of July 7, 2007).

## VII. Distribution Plan

It is the method used to get our service through various distribution channels to the ultimate purchaser or end-user. Put it in an easy way, is how and where our consumer will buy our service.

It focus on how we can reach our market, taking into account the location of our business, the location of our target market, how to reach our target market and the warehouse and transportation of the stock, in our case, as we sell a service we do not have stock.

There are different distribution channels, they differ in costs, customer relationships, complexity and resources required to operate the channel. It is important that the distribution channels the company select matches and reinforce the goals and objectives of the marketing plan.

Sometimes the decision of how the service is going to be distributed is difficult, there are a lot of possibilities, and a lot of factors that have to be taken into account.

The channels JC Charmant has chosen are yellow pages, digital/online advertising, direct marketing, and on-site selling (office). We have a direct and selective distribution plan. On one hand, we sell directly to the ultimate consumer, without intermediaries. It is done through visits, mail order or online and have complete control over the presentation of our services and the pricing. Moreover, as we will directly interact with our customers, feedback on what it is proposed is received directly. On the other hand, our distribution is selective, it is distributed to specific target markets.

Once the business grows, partners can be introduced in the distribution plan. When the partner is related and non-competing business, we offer services within the framework of the partner's operations.

In order to select optimum distribution plans, we have taken a look to our competitors, the cost of it and how the medium to distribute the service matches with our marketing strategy.

JC Charmant events' events planners can be found in a physical place that is the office. The office is situated at *C/ Bisbe La Guarda 51, 08017, Barcelona*. Our offices will be open from 10 am to 9pm from Monday to Saturday. Our services can be hired through skype in the same office hours. Our cellphones have a 24/7 availability due to an event can occur during all week no matter the time, so we have to be available in order to solve any issue that can occur. It is possible to contact us through our website, or Email.

## VIII. BUDGET PLAN

An economic-finance plan allow the company to recollect all the economic information about the company, to determine if it is profitable or not. It allow the company to see if it is accomplishing the necessary profitability, solvency and liquidity factors for surviving in the long term. Gómez, C. (2007)

In our case, money is not an abundant source plus there are some activities in which do not have as much experience so the profits of them are uncertain. In this part, we will calculate all the inversion and financing part of our company.

We will try to do a prevision of the balance sheet of the company, so then we will know how much time we will need to have benefits and to recover the initial investment.

Investment:

We have decided that we will not do any type of investment, we will only invest for the event startups and for the promotion strategy that we consider adequate for the launching of our company.

We will try to avoid the increase of fix costs, we want them to be as less as possible. All the costs incurred for the event planning will be variable, as our events are personalized, they will depend on the number of participants and the type of the event (the exclusivity and the services). Even all these reductions there will be some initial expenses. Let's talk about them.

Initial expenses	Cost in Euros €
<b>Constitution expenses</b>	300 € approximately
Each participant will start with an initial investment of ... This money will cover part of the minimum social capital	6000€ ( 2 entrepreneurs)à 6000*2= 12000€
<b>Promotion costs</b>	3411 €
Office Expenses	5910.80
<b>Total</b>	<b>3711€</b>

In the table there are some initial expenses marked in bold, those are the ones that actually must be taken into account. We do not include employees salaries, because we will take into account only the salaries of the two entrepreneurs. Each of us will earn 750 euros per month. It is a low salary knowing that for a young entrepreneur with three years of experience approximately the medium salary is 1530€ (source tu salario.com).

As the business grows, we will increase our salary base and we will incorporate more employees into our labor workplace; trainees or people helping from our social program.

Total Equity	In Euros €
Minimum share capital	3000€
Initial investment for each participant	6000€à Total = 12000€

By using this strategy, we can maintain our company without getting debt with other financial institutions, plus we are able to support the fix costs of our company. Financing ourselves with our equity. Our equity will be about 12000€ because each one is investing about 6000 €. With this amount of money we can cover all the initial investment and moreover is more than the minimum capital to constitute the company legally.

Another aspect to take into consideration is the amortization:

Amortization		Years	% Amortization	Annual Amortization
Fixed assets (intangible)				
Brand Register	600€	5	20%	120€
Website	1000€	4	25%	250€
Fixed assets (tangible)				
Furniture	540	5	20%	108€
Laptops <sup>4</sup>	1800	4	25%	450

As we have said before, the rest of the costs will depend on the event that we do, so we classify them as variable.

We have said that our events are personalized, but let's do an estimation, to see how numbers will play in this case.

As we have said, we will do at least four events for each type of event during the first year; corporate event, social event, fashion event and corporate event.

An event planner can make money by doing a commission with the suppliers or by getting a % of the total cost of the event. It is possible to not establish a fix way of working, so then it is possible to mix both ways of making profit.

Type of events:

Corporate Event: Christmas dinner

- There are 300 employees.
- We estimate a participation of 250 employees.
- The price of the meal is 35 euros.
- The commission for our company is 5 euros for meal sold.

Cost of the event	What the company pays	Profit for JC Charmant Events
30*250= 7500€	35*250=8750€	8750-7500= 1250 €

Sportive event: Race in Calella de Palafurgell, 10 km

- Estimation of 250 participants
- 10€ of participation

Cost of the event	What the total participation pays	Profit for JC Charmant Events
1250€	250*10= 2500€	2500-1250= 1250€

Social event: Wedding

- According INE the approximate price of a wedding is 20000€
- The benefit of the event planner is a 10%-20% of the service done. We estimate to take a 15% of the event.

Cost of the event	What the client pays	Profit for JC Charmant Events

17000€	20000€	3000€
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Fashion event: showroom for a new designer.

- A fashion showroom plus the catwalk for an important design is about 28000€. For a new designer approximately is about 8000 euros if he or she wants to be renewed. Estel Vilaseca, 2010.

Cost of the event	What the designer pays	Profit for JC Charmant Events
8000€	9200€	9200-8000= 1200

	Year 1	Year 2	Year 3
Sales	40450*4= 161800	42472.5	44596.125
Cost of goods sold	33750*4=135000	35437.5	36159.37
<b>Gross Margin</b>	<b>6700*4=26800</b>	<b>28140</b>	<b>29547</b>
Salaries	18000 (750 each entrepreneur)	18000	18000
Other expenses (promotion tools Office costs)	3411+5910.8= 9321.8	9321.8	9321.8
Amortization	928	928	928
<b>Operating income</b>	<b>(1449.8)</b>	<b>-109.8</b>	<b>1297.2</b>
Financial expenditure	0	0	0
Corporate Tax (25%)	(362.45)	-27.45	324.3
<b>Net profit</b>	<b>-1812.25</b>	<b>-137.25</b>	<b>972.9</b>

In order to explain how we have complete the sales and costs of goods solds for year 2 and 3, it is important to know that we have estimated taking an increase of 5% each year, meaning that our events sales grow 5% each year, if they grow 5% our costs too.

This is an approximation of what would be the budget, but we did not have put special emphasis due to the most important part was to calculate the budget for the promotional part and do a marketing plan of the company.

For more information of the budget take a look into the pen drive that will be added to the thesis.

## X. CONCLUSIONS

My hypothesis at time of doing the final thesis was about knowing if an IMC marketing strategy would be possible to apply to an entrepreneur company. I wanted to know also if an event company that provides all type of events is feasible and finally if it could be profitable to create this type of company and implementing the IMC plan ( if we can afford a budget of this dimensions).

After all the research of the project; I can firmly state that we can create a company that provides corporate, sport, social and fashion events. If we take a look into the budget, it is possible to see that the firsts two years the company will get a negative corporate Net profit, but the third year, the Net profit becomes positive. It is normal for an entrepreneur company to have negative numbers the first years of the company, so it is feasible. Secondly, as it is proved among the entire project, an event company as JC Charmant Events can be launched through a promotional plan, plus it is necessary to say that in this type of industry a promotional plan as IMC strengths the launching of the company. Finally, once we know that is feasible to create this type of business and to apply IMC, I can assure that the IMC is affordable taking into account our budget dimensions.

As it is said in the introduction I was more focused on the offline, public relations and corporate philanthropy promotion of the company.

After analyzing all the economic factors of the offline promotions, we as a company conclude that is way too expensive to invest in TV broadcasting, radio or magazine/newspaper print. To publish these creativities is very expensive, and even we can allow us to publish only once, for them to be efficient is necessary to be published every day, which means thousands of euros; it is more destined to a large corporation.

On the other way, public relations are a perfect promotion, it is the success key to arrive to our clients, to create awareness among them and let them know our company. It is easy to create a relationship through public relations and being an event Services Company means to have close relation with customers, everything is very personalized. The great advantage is that we can hardly work on this promotion, increase rapidly and effectively our network and without any type of cost.

Finally, I was in charge of corporate philanthropy; this factor is the key of one of our competitive advantages, by having this philosophy we can be a social company, we can accomplish our values and give back to the community where we do our business activity. I do not want to betray my values, for me is of equal importance to do business that the people that surrounds my company, that is the reason of our social program. Moreover, it is important to know that being responsible with the society and the environment is a trend and a lot of people and companies value this fact.

My basic conclusion is that I have achieved what I wanted in this thesis, to start the creation of my company dreams, to confirm that the IMC plan that I want for my company can be applied and the most important part is that everything is profitable.

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## XII. ANNEX

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## **XII. ANNEX**

### *12.1 Annex : Job descriptions of event and assistant planner.*

The main functions of the event planners are mainly to be responsible for coordinating events, including planning menus, booking musicians, putting up decorations, ordering flowers, hiring bartenders, and ensuring the event runs smoothly.

Event organizers are also responsible for the production of events from conception through to completion. We, as event planners, are able to work in public, private and not-for-profit. The role of event planner is hands-on and often involves working as part of a team, in this case we will be working as a team because we are two event planners. Event organizers must be able to complete a wide range of activities requiring clear communication, excellent organizational skills and attention to detail. They must work well under pressure, ensuring the smooth and efficient running of an event. Basically, this will be a summary of our job description as an event planners. In the organization chart of the company we can see that each of us will be in charge of organizing two types of events. This means that once the company is running adequately, we will specialize our services in two of the events, but not leaving apart the other two. We will help each other and at the beginning we will be working together all time.

Moreover, each of us will have a trainee, and their job description is well defined by Alström Angels' internship proposal:

*The assistant event planner is responsible for providing organizational and operational support in the development and execution of event projects. This individual will be working with donors, vendors, business sponsors, and support prospects. Additionally, the assistant contributes to budget development; contributes to revenue growth opportunities and ensures timely, accurate invoice processing and cost-effective expense management.*

*Assistant Event Planner job responsibilities include to attend planning meetings with directors; help create and manage event timelines and budgets; maintain accurate and up-to-date records and files for all event management projects; maintain current information in databases for business contacts, donors, vendors, sponsors, and guests; help create proposals, contracts, and invoices for sponsors and vendor, and manage tracking; provide research support and completes tasks required for event preparation; and help manage design and production for printed materials, brochures, signage and other marketing pieces.*

Apart from this, as we want our business to grow and we have engagement with the CSR part of our company, we will introduce in our event planner organigram students that come from PQPI or programs of social risk exclusion. Moreover, the organigram will be modified while we are increasing our contacts and doing agreements and partnerships with other associates.

## 12.2 Annex: Business models

### 12.2.1 Annex Pestel

#### Political:

These factors determine the extent to which a government may influence the economy or a certain industry. Then, the political effects of this analysis can highly affect the activity of the company. This includes, the different policies of the government, subsidies, fiscal policies of different countries, modifications in the commercial treaties and trade tariffs among others. Organizations need to be able to respond to the current and anticipated future legislation, and adjust their marketing policy accordingly. (Wesley, 2014)

Since 1978, Spain has a democracy, specifically a Parliamentary Monarchy. This political system has been consolidated which means that the Spanish government is well-constituted and has plenty of stability. There are two main political parties in Spain; Partido Popular y Partido Socialista Obrero Español that have been alternating the mandate of the government from 1892 until now. (Asenjo, 2012)

Nowadays, new forces and political parties are appearing. Because of the crisis, and the different corruption cases in which a lot of politicians and important business people have been involved too; there is an atmosphere of distrust between the citizens. That fact, has made increase the new forces and political parties as Podemos or Ciudadanos.

If we analyze deeply the stability of the Catalan community, we can conclude that as a whole is a stable community, but because of the recent polemics about the independence of the community, we can consider that is fiscal policies and the government decisions can be altered in the future. It is important to highlight that there are conflicts between central and Catalan government.

The question that we need to ask each other at time of analyzing the political factors of the PESTLE is what will finally happen if Catalonia becomes independent. The answer is not as easy as it seems. There are benefits, but also cons at time of evaluating the economic consequences of an independent Catalonia. Depending on the author of the writings, it is possible to find documents where it is said that everything will be excellent and documents where it states that the economy without the Spanish government support will decline.

As we do have a neutral opinion, plus we do not know certainly if the changes will be positive or negative, we will say some changes that could affect us. Firstly, because of an independency the other communities will not travel as much as they currently do to Catalonia (discomfort among the populations). That will directly affect our industry due to be highly related with the tourism and leisure sector. Business trips to Catalonia will be reduced too, and that affects our company because we offer corporative events. Secondly, Catalonia could be outside the Eurozone, will it be cheaper or more expensive to travel to Barcelona? That will affect our business too. Thirdly, because of a new country, legislation will change and it includes taxes and laws. Our business could be affected for them too. Fourth, as a new country, our company will have to put more emphasis in the cultural aspects and events of Catalonia and delete some of the Spanish ones. In fifth place, some companies will leave Catalonia which means less opportunities to organize corporate events with them. With the separation of Spain in two countries not only companies will leave, but also families, as we work with people, and that has a negative effect on us. Finally, the image as Barcelona maybe will be modified or changed so it has an impact on our company.

The touristic and service sector in general, is well developed in Spain. Even though there were a lot of strikes during these last years, this sector has not been affected at all.

#### Economical:

Since 2010 the purchasing power of the citizens has decreased, the salaries have been diminished approximately a 6.2% since June of 2010. According to the "El Monitor Adecco de Oportunidades y Satisfacción en el Empleo" the decrease of purchasing power is equal to 109€ per month.

In the last eight quarters, the biggest drop of the average wage occurred in Catalonia, with the equivalent of 42€ per month or 504€ per year decline.

In 2015 the SMI (Salario Mínimo Interprofesional) was about 684,60€ per month and 21,62€ per day, which means a 0.5 increase if we compare it to this year, 2016.

The minimum wage (SMI) sets the minimum remuneration amount to be received by the worker referred to the legal working day, regardless of sex or age of workers, and without taking into consideration if they are fixed, temporary or seasonal workers. The value that the SMI by the Government is set each year by the publication of a Real Decreto. For the determination of the factors taken into account as the CPI, the average national productivity or increasing the share of labor in national income.

It is important to analyze the SMI because it determines the minimum amount that families spend in leisure activities such as events. As lower the salary as less money they will spend in companies such as JC Charmant Events. In Table 1, we can see the evolution SMI has had in the last 10 years.

Table 1: Evolution of Spanish minimum wage per day and month (14 payments)

YEAR	SMI per day	SMI per month
2016	21,84€	655,20€
2015	21,62€	648,60€
2014	21,51€	645,30€
2013	21,51€	645,30€
2012	21,38€	641,40€
2011	21,38€	641,40€
2010	21,11€	633,30€
2009	20,80€	624,00€
2008	20,00€	600,00€
2007	19,02€	570,60€
2006	18,03€	540,90€

Source: Datos Macro, 2016

In Table 2, it is possible to observe the heritage depending on the social class. As we can see the half of the population is inside the working class, which supposes a disadvantage for us, because the majority of the events are destined to middle class, middle-high class and super high class. If we take a look, our potential market is less than the 30% and this is if we take into account the whole Spanish population; if we put it in Catalan terms, it would be even less.

Table 2: Social Classes according to personal heritage in 2014

	% Total population	% Total heritage	Average heritage per capita (€)	Lower and upper limits (€)
<b>Wealthy class</b>	1%	27,0%	2.000.000	1.000.000 - 50.000.000.000
<b>Middle-High class</b>	9%	28,6%	260.000	145.000 -

				1.000.000
<b>Middle class</b>	20%	22,2%	90.000	65.000 - 145.000
<b>Working class</b>	50%	21,9%	35.000	10.000 - 65.000
<b>Precarious class</b>	20%	0,3%	1.000	debts - 10.000

*Source: Credit Suisse, 2014*

In places like Catalonia, the Basque Country and the Balearic Islands, where consumer prices have increased and it has shrunk the average wage, causing falls in purchasing power of 2,4%, 1,2% and 0,9%, respectively. (El poder adquisitivo del sueldo de los españoles ha caído un 6,2% en los últimos cinco años, 2015)

On the other hand, the study “El Gasto de Ocio y Cultura 2015” made by the Ostelea Business School of Tourism & Hospitality ([www.ostelea.com](http://www.ostelea.com)), states that in 2014, 28.005 million Euros were invested in leisure and culture in Spain, the first increase since the last five years of economic crisis. All the variables regarding this sector are increasing:

- The individual spending reaches 609,9€, with a growth of 0,6%.
- On average, Spanish households spend 5.67% of total consumption in leisure and cultural activities. Navarra is the first autonomous community in relation to the importance given to entertainment and culture (6,8%), followed by Castilla y León (6,5%) and Catalonia (6.2%).
- 2,76% of total employed people are from this sector (479.500 people in 2014, with a growth of 8% from 2013), making Spain to be the fourth country of the EU with higher number of employed people in the leisure and culture sector.
- 2,65% increase in business dedicated to this sector (97.451 businesses in 2014).
- Recreation and cultural services is the leader subgroup of the sector, with expenses of 9.953 million euros, followed by all-included holidays.
- In absolute numbers, Catalonia ranks first between all the autonomous communities in terms of leisure expenditure, followed by Madrid.

From this study we can conclude that all positive indicators are increasing, fostering the spending in leisure. Specifically, Catalonia ranks always in the first positions, meaning that it is improving faster than the rest of autonomous communities. This really benefits the fact that we are creating a new company in Barcelona, as it is the city that contributes with more potential to Catalonia.

So, even when there's an economic downturn, companies still need someone to organize events for their purposes, the demand in the sector is not diminished but the money invested in it can be affected due to the budgets of the companies are getting tighter.

To sum up, we can clearly state that Catalonia spends a lot of money in leisure, as we said before ranks first in comparison with the other autonomous communities. Analyzing the facts more deeply, we see that our potential market is less of the 30% of the Spanish population which in terms of Barcelona population will be highly diminished.

#### Social:

In the social part of the PESTLE, we will talk about the consumer trends and demographics.

Spain is a country with a stable government and open culture. JC Charmant events will be located in Barcelona, that is why the cultural movements that are going on in Catalonia due to politics should be taken into account; they can affect our business. A demanding and trending population which affects as an increase in demand of new activities; people want to

try new experiences and break up with the routine. Consumer trends, behavior and attitude of the population also influences our business. Nowadays, in case of the events we should take into account the ethical issues and immigration; because an event company should be prepared to do a Sweet fifteen for a Mexican family or a Hindu wedding. The trends of population among the different communities should be taken into account too; for instance, in Catalonia we do not celebrate Saint Valentine's as much as San Jordi. There are also some consumer trends as doing "puestas de largo", baptisms, graduations or "fiestas mayores".

In the past decades, women were used to work at home, take care of the house and the children. With the pass of time, this trend has changed and due to the insertion of the women in the labor force, services companies have increased significantly to cover all those needs.

As the law says, the work day in Spain is about eight hours, forty hours per week. Because during the day people are really busy, they do not have time to organize events and it is much easier to hire a company who does all this work for them.

Another thing, it is important to consider is the age structure of the population. The age structure of a population affects a nation's key socioeconomic issues. Countries with older populations as Spain (high percentage ages 65 and over) need to invest more in the health sector. The age structure can also be used to help predict potential political issues. An older population pyramid shows that the country has to invest more in the tertiary sector.

Finally, the main ethnic groups in Spain are the Castilians, Catalans, Galicians, and Basques (U.S. Department of State, January 2012). The Catalan and Basque regions are very active politically, with nationalist movements seeking independence from Spain (Euromonitor International, January 2011). As we said before, the different independent movements can affect our business so it is important to have knowledge about them, to also position our company.

According to the World Factbook, the main languages spoken in Spain are Castilian Spanish (74%), Catalan (17%), Galician (7%), and Basque (2%). Roman Catholicism is the dominant religion, associated with approximately 94% of the Spanish population (CIA, 2012). The fact that Catholicism is the main religion, it implies a large number of marriages, baptisms and first communions.

The following data is from the "Generalitat de Catalunya", exactly from the immigration department. The document "Les 40 principals nacionalitats. Catalunya. 1 de Juliol del 2015" explains which are the forty countries from around the world with more population here in Catalonia. The ones that are highlighted in orange come from a European country. The total population of Catalonia is 7.550.535 people, inside this amount of citizens there are two groups; people with Spanish nationality and another group in which we find foreign people. The first group is about 6.489.511 people and the second one is about 1.061.024. The three main countries are Morocco, Romania and China. This data is important for JC Charmant Events because the company offers events for other cultures. Then if the main foreigner community is Morocco, then it is important to do a little research about what are their main events and how they celebrate it in order to better sell the product and be more accurate.

The other document is "Població Empadronada a Catalunya" and it explains how many people with nationality and without nationality (in this case from a European or non-European country) there is in each region of Catalonia. This table will help us to understand which is the immigrants' percentage of Barcelona region (Barcelonès) and if they are coming from a European country (our culture in general terms is more similar) or if they are coming from other countries.

It is super important to take into account the different holidays that a region has because our company cannot do an important event when there is a holiday at the same time. It can be a failure depending on what is the celebration of this day about, because if there are two events the same they, they can be overlapped and thus one can have a disadvantage against the other one. Moreover, depending on the holiday, JC Charmant Events can take advantage and organize a big thing to let the population know them. For example, in the Three

Kings Day, JC Charmant Events could participate in the parade of some of the neighborhoods to create awareness among the people.

Table 3: Holidays in Barcelona 2016

<b>January 1st</b>	New Years
<b>January 6th</b>	Three Kings Day - Epiphany
<b>February 12th</b>	Santa Eulàlia
<b>March 25th</b>	Good Friday
<b>March 28th</b>	Easter Monday
<b>April 23rd</b>	Sant Jordi
<b>May 1st</b>	Labor Day
<b>June 24th</b>	Sant Joan (St. John's Day)
<b>August 15th</b>	Assumption
<b>September 11th</b>	National Day of Catalonia
<b>September 24th</b>	Mare de Déu de la Mercè
<b>October 12th</b>	National Day of Spain
<b>November 1st</b>	All Saints Day
<b>December 6th</b>	Constitution Day
<b>December 8th</b>	Immaculate Conception
<b>December 25th</b>	Christmas
<b>December 26th</b>	St. Stephen's Day

Source: *Ajuntament de Barcelona, 2016.*

#### Technological:

Spain is a high-tech country, with first-class infrastructures, research centers and leading companies in a wide variety of sectors, including energy production and management, major public works projects, transport management, environmental technologies, information and communication technologies, health technologies, naval and aerospace technology, and automotive technology. Dynamic leading-edge Spanish companies in the field of infrastructure place Spain at the very top of the league, with firms involved in projects spanning the globe. (Internacionales, 2014)

Apart from that, Spain ranks 5th in Europe by volume of ICT and telecommunications invoicing. Telefonica is Europe's top telecommunications company by investment volume, and 7th worldwide in capitalization of assets. Present in 25 countries and operator of reference in Latin America. Moreover, Spain is number-one European country in smartphone use according to the last edition of the report "La Sociedad de la Información en España", edited by the Fundación Telefónica. Instant messaging, social media messaging and face-to-face communications are the favorite channels to contact people. Some important data are that the

use of social networks has increased to a 67,1%; 91,3% of Internet users are people aging from 16 to 24 years old; 90% of Internet users own a PC/laptop; and 80% owns a smartphone. For the first time, according to the Social Media Today, 50,3% of ecommerce website traffic comes through a mobile device, and 60% of global mobile users use their mobile device as their primary or exclusive internet source. This implies that Spain leads European access to multi-platform internet, with a 66%, even higher than in the United States.

We cannot leave apart the fact that in a near future, techniques such as Bid Data will be basic for all businesses developing a M2M generation, characterized by connecting a large number of devices and a greater autonomy of those connected.

From this we can conclude that the Internet, and specially the smartphones and other mobile devices, play a very important role in our society, making all companies to adapt to this new technologies and trends. It is important include these devices in our services and we will also take them into account at the time of planning our strategies.

In our case, we focus on social media apps and technological innovations. Nowadays, because of the development of the websites, people seeking the organization of an event go directly to these “event planners websites”, depending on their necessities they select one of the pack options or create their own one. All this process is done without intermediaries it diminishes the time needed to organize the whole event. Then the event planner will close the operation with one of the options chosen.

Furthermore, event management software companies provide event planners with software tools to handle many common activities such as delegate registration, hotel booking, travel booking or allocation of exhibition floor space.

#### Legal:

When talking about the legal aspect, it is necessary to check all the legislations and laws related with the event that it is going to be created. Licenses to do parties, alcohol and minors, copyrights, image rights and fiscal policies related with them are some of the topics that must be check out before the event takes place. Apart from that, health care, evacuation plan and civil protection, staffing, premises (capacity) and “Responsabilidad Civil Laboral Penal Tributaria Patrimonial Disciplinaria” must be reviewed.

#### Environmental:

Environmental aspects have become important due to the increasing scarcity of raw materials, pollution targets, doing business as an ethical and sustainable company, carbon footprint targets set by governments... These are just some of the issues marketers are facing within this factor. More and more consumers are demanding that the products they buy are sourced ethically, and if possible from a sustainable source. Apart from that, the geographical location, the perfect climate and others are described. (Wesley, 2014)

In this case, it applies more to the location of the company. Talking about event planning industry, Barcelona is the third European city with more tourism, which means that this industry is rising. (Pellicer, 2015)

Barcelona has a port and also an airport. It has one of the most important ports in the whole Mediterranean coast; it has twelve sectors divided in three differentiated areas. It also has a main airport in “El Prat”; it has connections with the principal European cities and also has some international flights.

Finally, Barcelona is one of the best European cities when talking about public transportation; which includes: metro, tram, railroad, bus, cable-car and taxis.

Barcelona has achieved one of the first places in the world as business and congress destiny. This city celebrates big events as the Mobile World Congress, the Bridal Week or the City Innovation Summit.

To conclude, we can state that Barcelona has the perfect climate and weather for the event industry as well as geographical location. Catalonia has a huge climate diversity due to its geographical variety. Its extension altitudes range from 0 meters by the sea until 3000 meters. The median temperature can vary from 0°C to 17°C, that is because the differences among the altitudes. Catalonia is located in the temperate zone of the northern hemisphere and the area of influence of the Mediterranean Sea. So depending on how close a town is from the sea, the temperature will change. Despite the diversity, it is possible to find common characteristics attending the regime of temperatures and rainfall. Catalonia is divided in different climates; Barcelona is found in the Mediterranean coast one; it is characterized by mild temperatures in winter and very hot in the summer due to the effect of the sea. There is little rain, and it is concentrated in spring and autumn. That is really important at time of creating and event, it is going to be hot (then some air conditioners will be needed), then it is important to take into account the rain, and to assure a good climate for the event. Apart from, the temperature, Barcelona offers both mountain and beach, which increases our opportunities at time of doing an event in respect of other towns. (El Tiempo, 2015)

### *12.2.2 Porter's Five Forces Model*

#### Threat of new entrants: HIGH

The threat of new entrants is high because of the low start-up capital, meaning that someone with clear ideas and good organizing skills can easily start a company of this type without risking a reasonable quantity of money in case of a company failure. Apart from that, it's important to highlight again that Barcelona is one of the first destinations for tourists and has a lot of events going on. JC Charmant can be differentiated in this aspect because of its young team with a huge amount of ideas that are original and innovative and that can be of a great use to start and develop the company as well as to introduce them into the sector.

#### Threat of substitute products or services: MEDIUM – HIGH

The threat of substitute products or services is high because if we analyze each of the different services we offer separately, we find multiple substitute agencies or people that could make our prospect clients to buy from them instead of choosing us.

In the case of corporate events, companies with low budgets available to organize its corporate events may choose to do it internally. In-house planners, despite being considered as the first option because typically understand the needs and priorities of the clients, employees and company goals, do not know how to efficiently execute an event regardless of the client, and that is what third-party planners are professional about.

When talking about sport events, the local government and sport clubs are the ones that offer the substitute products, as well as all the adults that could organize the services by themselves.

For the fashion events, we also find substitute threats; these events can be organized by the Barcelona Council, by the same designers that will do the fashion event, by sponsors who are related with the fashion events, by the model agencies who a part of bringing the models take part in all the process of the organization, universities and colleges related with design, fashion studies, protocol or event planning and finally, some celebrities are in charge of organizing this type of events.

The social events substitutes can vary depending on the service JC Charmant Events will offer; for example in case of trips, the main substitute will be the travel agencies. When talking about students events, the main competitors are schools or universities; in general, educational institutions. Finally, for the other types it would be basically, social clubs that organize their own private parties or events.

#### Bargaining power of customers: HIGH

Customers have high bargaining power due to the low switching costs. To improve this, JC Charmant will prepare a client loyalty program to increase their fidelity and create enduring relationships which will hence increase client switching costs. This program efficiently accomplished, along with the customer oriented business environment that JC Charmant plans to offer, will help retain the client base.

#### Bargaining power of suppliers: LOW

We define suppliers as people who support us in the organization of events, such as space rentals and logistics. JC Charmant has significant bargaining power against these suppliers due to the high number of alternatives available and easily accessible in the city of Barcelona. Even though there are different alternatives of suppliers in the market, we will get to choose the ones that match with our philosophy, we want them to be socially responsible, green and with the maximum quality.

There are different types of suppliers the ones that we need are the following:

- Food and drink: companies that are in charge of caterings, cocktails, drinks and food.
- Facilities and equipment or spaces such as auditoriums, bars and clubs, convention centers, sport centers country estates, castles and “paradores”, hotels for conventions, charming locations, convention centers, restaurants for groups and function rooms.
- Technical services: Accreditations, computer equipment Rental / iPads, rental, generators, special effects and fireworks, audiovisual equipment, light and sound, video production and mapping, technical event production, voting systems, Software and apps for events, interactive solutions, streaming and wireless event.
- Design and decoration: Air conditioning and heating, furniture rental, tents and ephemeral spaces, decoration & set, original elements of decoration, stages and platforms, balloons and inflatables, wardrobe and dressing, large format digital printing, equipment and materials for mounting, portable toilets and bathrooms, and Stands.
- Transport: Vacation charters, aircraft and helicopters, luxury car rental & limousine, buses and minibus, boats, regattas and cruises, taxis and special vehicles and Road shows.
- Entertainment and Activities: Cultural activities, animation, artists and talents, singers, karaoke, “discomóvil”, shows, gamification.
- Personal: Medical assistance, hostess, health and wellness, MCs & speakers, photographers and video, interpreters, security and carry staff.

#### Intensity of competitive rivalry: HIGH

The event management industry is currently very saturated, thus we can say that there are many competitors. Most of the small companies considered as competitors are providing services to a niche area. What JC Charmant is planning to offer is a wide range of options that cover almost all the ultimate required event services in Barcelona. Despite not being focused

on a niche, the company is going to provide services which are not generally a part of its competitor's assortment, as well as the possibility of a complete customization of the client's events, not commonly offered within these companies.

To be able to analyze deeply the rivalry in the events industry, we have to separate each of the events we are offering and study the competition within it.

In case of the corporative events the rivalry is medium-high, there are not a lot of companies in the market, and the ones that are working actually do not focus on the virtual events and new technologies. As what we want to offer is pretty innovative, they will be a competitor for us; but the power of the client to switch to another company will not be as high as in other niches.

The sports events have a high competition, there are already partnerships or other competitors that have huge companies and events. For us the rivalry in this sense is really strong, not because of the amount of companies that are established in Barcelona, but because of the name they have. It is important that some companies take into account that there are companies that while acting as a sponsor, they also organize the event. For example, Powerade will be a huge competitor for us.

Social events present a high rivalry, but in this case not because of the power of the brands or quality, but because of the amount of companies that are in the market and offer this type of events.

Finally, in fashion events the competition is high due to the network that is needed to enter this world is difficult to find. It is very exclusive, so it is really difficult to beat the competition.

The conclusions we draw from this model are basically that, even though the market is saturated, innovative and creative ideas are what differentiate services within the huge amount of companies of the same kind. Besides, not all the companies offer or think about loyalty programs, which is a remarkable aspect that JC Charmant Events cares about, and that is going to help us reduce the high bargaining power of our customers.

### *12.2.3 Market - Company SWOT Analysis*

#### Strengths

The strengths of our company are basically that we already have experience in this field, and that our studies are specialized in this area. This experience, allows us to have a strong relationship with complementary service providers in some of our services areas such as nightlife. As we are young, we completely dominate which are the best bars, lounge clubs and party discotheques in Barcelona. To specify, we have a strong relationship with Grupo Costa Este. Another factor to take into consideration is that we have innovative ideas, we want to revolutionize the world of the events, break the traditions and offer something different.

Finally, one of our strengths is that we will be a socially responsible corporation. We want to give back the community, so the thing is that we will start a social program to try to insert people in social exclusion to the labor work. For example, for our events we will need people carrying the promotional posts, instead of hiring a company to do that, we will contact with institutions like PQPI ("Programes de Qualificació Professional Inicial", courses offered by the Generalitat de Catalunya to incorporate people to the working world or to help them continue their educational itinerary) or specialized high schools where the assistants have social problems at home to do that type of jobs and give them an opportunity.

#### Weaknesses

The weaknesses of our company are basically that as a new company we have difficulty at time of generating awareness and visibility during the first years of operation.

Furthermore, there is a lack of networking contacts with big companies to which we can offer our services, which is why our promotional part has to be really strong. As we do not have experience in some of the areas that we offer, we do need to apply the theory that we have learnt to the reality.

Primarily our weakness is to fight this inexperience in some areas and the lack of business relationships.

### Opportunities

Thanks to this increasing demand of businesses to organize events to promote their products or the brand itself, a lot of companies are outsourcing these activities to event planning companies. This promotes long-term agreements and synergies between companies that lack event planners and the ones that uniquely offer that service, like JC Charmant. Moreover, due to technological and communication progresses and the growing social get-together meetings, creativity and originality are being improved and thus creating a whole new branch in where the sector can grow.

As said in the Porter's Five Forces Model, this type of business does not need a high initial investment due to their low fixed costs, meaning that we will not have to put a lot of money at the beginning, which will make it easier to get the break-even point.

### Threats

Spain is still going through an economic crisis which negatively affects the service industry, including event planning companies that seek growth. This threat pauses the creation of a lot of new businesses and has a ripple effect on the rest of complementary service providers. At the same time, existing companies and starting companies are becoming more and more competitive and expanding to new market spaces. Besides, changes in the law of events could also have some negative effects.

#### *12.2.4 Industry Lifecycle*

We can prove it is in a growth stage because it requires a significant amount of capital, not to constitute the company, but to compete and to get contacts. The goal of marketing at this stage is basically make a differentiation between firm's offerings from other competitors in the industry. As it is possible to observe, all our marketing promotion is designed to create awareness among Barcelona citizens, but it is also about making a differentiation with the other companies, what do we offer that the others do not.

In this sense, it is easy to notice that the industry will focus big amounts of money in to create marketing campaigns that allow the companies to make something different. Moreover, this industry uses some of the funds to innovate and invest in new ideas that will cover new demands.

However, the industry is experiencing more product standardization at this stage (every time is more and more common to ask for the organization of an event), which may encourage economies of scale and facilitate development of a line-flow layout for production efficiency (event planners do not personalize the events anymore, everything is programmed and all the suppliers contracts are done, so it is easy to create an event and also cheaper).

As we said before, research and development funds will be needed to make changes to the services to better reflect customers' needs and suggestions, but also to walk along with the news in the technology. In this stage of the industry, if the firm is successful in the market,

growing demand will create sales growth. Earnings and accompanying assets will also grow and profits will be positive for the firms. Marketing often refers to products at the growth stage as "stars." These products have high growth and market share. The key issue in this stage is market rivalry. Because there is industry-wide acceptance of the event services, more new entrants join the industry and more intense competition results. Plus, as it was said before, the starting costs of an event company is really low.

The duration of the growth stage, as all the other stages, depends on the particular industry or product line under study. In this case, the event industry has one type of product, to sell the service of event planner, which means to sell events; then, we can state that the duration will depend on the types of events. For example, weddings are getting obsolete, if we compare the number of people who used to get married in the past with the people that gets married now, we can see a huge difference. So, making a back up to what we were saying, the growth stage will depend on the type of event we want to organize. Some items—"puestas de largo", for example—may experience a big growth stage, then a decline because it is getting obsolete, and then someone will make a modification of the meaning and will have a growth stage again (the product will be sold as a different product). However, for other products the growth stage may be longer due to frequent product upgrades and enhancements that forestall movement into maturity; an example could be university parties' events, is an example of a product that has continue upgrades (different services such as limousines, bus parties...).

During the growth stage, the life cycle curve is very steep, indicating fast growth. Firms tend to spread out geographically during this stage of the life cycle and continue to disperse during the maturity and decline stages. As an example, the event industry is concentrated in Barcelona not in Badalona, this is because of the advantages that Barcelona city offers, but once the industry gets the maturity stage, then it will spread through the other cities.

#### 12.2.5 Business Model Canvas

Key partners: For an event company, partners have special importance. In this case, the partners are normally the suppliers of the event; the ones that will let them plan and do the event correctly as facilities providers, logistics, caterings, clubs, transportation, technicians, sound systems among others. To have an important partner in each area will make the event easier and faster.

Key activities: The key activities of JC Charmant events are the organization of events related with the corporation, sports, fashion and social. As part of these activities, there are others like negotiating contracts, getting contracts, hiring talented people, developing new concepts for the company, doing all the marketing and communication, between others.

Key resources: In order to correctly introduce our company into de marketing, the one that we have been talking alone all the business plan, we clearly need some resources. The ones that we really need is the network and contacts. This is really important because without contacts and networking meetings we cannot contact our future clients. Apart from that, and it goes along with the network resource is the social media; social media allow the company to connect the people and let the others know that we exist. If we hardly analyze our main resources taking into account the intensity in which we need them, we will see that the network and social media are a key factor for us.

Value Proposition: Our value proposition is the organization of high quality events, based on the differentiation of our services. We present innovative events that break with the traditionalism that the current companies have. Plus, we are selling socially responsible products.

Customer relationships: We want to maintain a really open and trustful relationship with them. It is really important to have close relation with them due to we need to understand them to make the events personalized. To do so, a continuous update through all our social

networks and a customer program with promotion and retention strategies, like keep-in-touch phone calls and monthly updates among others, are included in our plans.

Customer segments: We have different segments in our business: corporations, sportive people, fashion lovers and social events in the city of Barcelona. As it is possible to see, our focus is to four specific niches, which means that we do not sell to the multitude but to different groups of people, really different between each other. There is not connection among them, just the geographical location.

Channels: Our channels are basically the face to face by interacting directly with our customers is how we can sell better our service. The other channel are internet who is playing an important role nowadays and finally contact through phone or mail.

Cost Structure: In this part we talk about the costs of the company when doing its economic activities. As we have said before, our company has low fixed costs because we only need one laptop and one phone to complete the activity. The variable costs depend on the type of event we need to organize, meaning that depending on how many extras people want to include in the service, the working hours and the cost itself of the hiring and buying materials for the event.

Revenue streams: Sometimes it seems really easy to calculate the revenues that our company will have, but it is not. Normally, companies tend to be traditional opting just for the direct channel at time of selling. We want to innovate in this aspect by using the indirect channel too. In this case we will do other types of promotions such as premiums and others. So basically, we are going to earn money by establishing a minimum fixed amount and then percentage of commission to be summed according to the extra features provided to the service. The fixed amount will include our salaries and other annual fixed costs divided into separate quotes depending on the forecast of the events we plan to do during a year. For example, if we plan to do four big events for each type per year, we would divide the whole amount of annual fixed costs into sixteen, and that would be the cost base for each of these events. Later on, depending on the service provided, the hours needed, and other factors that affect the service process, an estimated percentage will be calculated for each event and will be summed to the fixed costs.

## 12.3 Appendix : Corporate and sport events

### Corporate events

JC Charmant Events offers all type of corporate events.

#### **Product launching**

It offers the organization of product launchings events, it is the debut of a product into the market, and the product launch signifies the point at which consumers have first access to a new product. Some companies do not know how to do the launching of their products that is why we are specialized in doing the market research, the PowerPoint presentations and the invitations to all the guests.

#### **Team Building**

Nowadays, a lot of companies are doing activities to increase the feeling of the employees of belonging to the company. Those type of activities help developing trust among the employees and to better achieve objectives. We offer different type of team building activities, it is not only based on the outdoor activities but about other things that can increase the engagement with the company and with the colleagues.

The first one and most popular is the activity-based team building, we will offer the company an outdoor activity such a Port Aventura day or a mountain climbing session. These activities require a lot of teamwork from all other members in order to be successful. The second one is a personality based activity in which we will give personality questionnaires and it allows to discover the personality of other members; this activity can be done in our offices or we can go to your company. The third one is the skills based team building that includes a workshop in which certain skills are developed. Finally problem solving-based team building that is an activity that can help the company to solve certain problems, it can be indoor or outdoor. There are also several new leisure group activities which can be helpful, such as Room Escapes, laser tags, Paintball, Karting... These activities are made more for fun rather than to offer professional experience, but sometimes you need to take a break and practice entertaining activities with your workmates.

According to the necessities of the company, JC Charmant Events will recommend one type of activity or other.

#### **Congresses**

At time of organizing a congress, it is important to implement some logistic processes to ensure optimal management of the event.

As a host, the client will need to manage guests registrations often charged before the event and to inform them of the consideration of their registration. At the congress, it is necessary to identify participants with badges as well as having a statistics on those who attend the event, lectures and workshops. Welcoming of participants, it must be fast, enhancing our clients brand image.

For all these reasons, it is better to contract a company like us that can be taking care of all those steps to have a perfect congress without worries and, combining efficiency and cost optimization.

#### **Virtual meetings**

We want to innovate as much as possible, so one trending thing is to organize virtual meetings through skypes for headquarters of the same company or between different companies.

#### **Christmas dinners**

Christmas time is one of the most important seasons in the year, because of the solidarity that surrounds the month. A lot of companies decide to do some dinners with their employees, to show them the appreciation they have to them and as an opportunity to talk and do things in non-working hours. Sometimes these dinners can be boring, as all the

companies often offer the same type of meals. From JC Charmant Events, we offer the traditional dinners, but also playing with the innovation. We can organize a unique venue for a corporate dinner, allowing the employees to experience the magic of Christmas time.

The dinners can be in restaurants and hotels among others.

### **Other dinners**

We organize other type of dinners, not only Christmas dinners.

### **Galas and benefit events**

This type of event is super complicated due to the lot of things that must be taken into account. Normally, big companies do not have time to organize an event of this huge dimension. JC Charmant Events is in charge of looking a good mission to do the gala, good sponsorship for the event, the localization and reservation of the facilities to do it and it looks for all the networking. This last part is really important because from the guests is where the money comes from.

### Sport events

The world of sport events offers a lot of services. Our company organizes sponsorship campaigns for companies, people or directly for sports clubs that need them. Basically, an event involving recreational or competitive sport activities, scheduled alone or in conjunction with other events. Below we explain in detail what type of sport events we offer:

#### **Sport leagues**

Inside the field of sports, we are specialized in organizing small leagues of different types of sports, including soccer, basketball, volleyball, paddle, tennis, among others. We will be in charge of organizing everything; from finding the facilities to elaborating the groups that will participate in. The idea is to offer annual leagues for people living in Barcelona and its surroundings that want to meet their friends and have a good time while playing a sport together. It is very trendy nowadays and we think there should be more people organizing these events.

#### **Sport championships**

While competing in a sport league during the year, people will also have the opportunity to play one-day championships against other teams from other parts of the city. These championships are made to play sports during the weekend mainly as the leagues are normally on the weekdays. People playing one sport during the year have the opportunity to join a championship of another type of sport and meet new people. The idea is to offer a complete sport day, with accessible facilities, meals included, prizes and lot of fun.

These competitions are not only directed towards groups of friends, but also to universities, businesses, and people from all types of organizations that want to escape from their routines and make some gather-together meetings.

#### **Help at organizing school or club events**

Our objective for the launching project is to contact with schools or little clubs that need some help at time of organizing their "Festivales fin de curso", at the moment can be more focused on artistic sports because are the ones who need more organization, such an scenario, makeup and hair professionals, dresses, photography, facilities among others.

Actually, the CEEB “Consell Escolar Esportiu de Barcelona” is looking for some collaboration for their competitions in synchronized swimming and artistic skating. This information is confidential, so if the companies do not know the contact of the person who is looking for this help and organizes the scholar competitions; it is impossible to know about it. Sandra Badrena is the one who is looking for companies or people able to do that. It would be an incredible opportunity for our business, not only at time of gaining experience but at time of meeting other clubs because in this events there is the participation of clubs and schools.

In the near future, we want to get the network to participate in huge events such as the organization of the Olympic Games or surf competitions.

#### 12.4 Appendix: Target client of Corporate and Sports events

For corporate events, like a product launch could be, we target private and public businesses either big or small that want to promote their products to their desired public. The geographic area of this group is basically Barcelona, opening opportunities to international businesses coming to this city to be promoted. Depending on the type of service offered by the company, the strategy used to plan their events will vary according to their audience and requirements. The buying situation of this segment is mainly the store, because they come directly to us to ask for the service, but we can also offer them an event which can be of their interest. Their willing to pay can vary depending on their budget. They have medium product knowledge, informed about it and looking for the best service and price.

For sport events, the geographic area is also Barcelona, and the target client is going to be a 16 to 30 year old person, belonging to a middle to upper-middle economic level, whose hobbies include any kind of sport. These group has a high interest in the field. Their willing to pay can vary depending on their budget, but usually they have a low medium income. The buying situation of this segment is in store, they go to our company to buy the service or direct through internet. They do not want specific characteristic for the event, the features are general.

#### 12.5 Appendix: Competitors for Corporate and Sport events companies.

Corporate events: We understand by corporate events all type of congress, business meetings, product launches, gala dinners, team buildings among others. In this case, to analyze our company we have found a list that in the *Publicista* that comes from the protocol magazine *Control* and gives information about the best planners companies in all Spain. We have just take into account the ones that are in the area/city of Barcelona.

- 1) According to “El Publicista” website, the best event Company in Spain is one located in, and it is called el Eventísimo. The award was given by the protocol magazine Control. It is the second consecutive year that the company wins the prize. Their motto is that there is no more distance between the event and the intermediation, the company has all the parts of the event process, then the idea can be proven by all those responsible for the processing.  
<http://www.eventisimo.es/>
- 2) Another good company for corporate events located in Barcelona is Marca Condal, even it is not in any of the events ranking is pretty popular in Barcelona and works with important companies as Chanel, Melia, Almirall among others. Barcelona brand is positioned as partners in the corporate sector and individuals exclusive events. Based in Barcelona and performing at a national and international level. They are a young, dynamic and in constant development team. They work with passion to the success of the event, hand selected and expert professionals.  
<http://www.marcacondal.com>
- 3) Bacus eventos: It is an agency specialized in the creation and production of any kind of corporate events, galas, private parties and production of shows. They manage the whole process of the project is concerned and offer all the services covered by the World events. The company has more than 20 years of experience in the sector. According to them “We have a long journey in the world of events”. That provides them with an excellent knowledge of the sector, optimal collaboration with suppliers. The concern

for Innovation and Excellence allows them to realize any project with full warranty. Another important characteristic the company has is that they create experiences and value, their proposals are designed to the customer and the company in question. They focus on quality and personalized service. Bacus Events works in synergy with its customers, creating events that positively impact the creation of personal and occupational ties solid and enduring.

<http://www.bacuseventos.com>

The advantages of these companies is their experience in the world of organizing corporate events. Their bigger strength is the quantity of contacts they have thanks to networking, they are working with big clients, providers and suppliers.

Sport events: In Barcelona there are not a lot of companies devoted to the realization of sport events, which means that maybe it is a niche we can take advantage of in the near future. The two most prestigious companies in Barcelona related with the organization of sport events are the following ones:

- 1) Sports Mol: Sports Mol Consulting is a consulting firm with a very large experience in organizing sport events. From the bidding process to the final closure, organizing the strategic and operational project, they have worked for very important events such as Olympic, World or European Nominations, as well as triathlons, popular races or open water crossings... They have been organizing the 2014 FIBA Basketball World Cup and the Barcelona World Race.

This company provides candidate process, strategic planning, operation planning (running and managing the event) and assessment after the event (official memorandum) and finally they deal also with communication and social media.

<http://www.sportsmol.net/>

- 2) Evento Empresa Bcn: This Company is characterized because it organizes sportive events not only for leagues but for corporations. They cover from the basic phases of a sportive event (promotion, logistics, subscription, facilities searching, transport, accommodation, coordination, referring and to the awards ceremony). They distinguish themselves by mixing sportive events with other that has nature Corporation. Sporting events they organize any type cover over: paddle tennis, football, basketball, golf, cycling, running, archery, hiking, water sports, etc. The types of event can also be diverse: championship, tournament, competition, league, career, Olympics and Concentration.

<http://eventoempresabcn.es/barcelona/eventos-deportivos.html>

The main competitive advantage of these two companies is that they already have contracts with some important Spanish leagues and that part is one of the more difficult ones at time of making our market share and professional relations bigger. Apart from that, Evento Empresa has the capacity of mixing corporate and sportive events.

## 12.6 Annex: Creative Brief

### **Creative Brief**

#### **1) Brand/ Client/ Company:**

JC Charmant Events.

#### **2) Why we are advertising –King continuum?**

We want to create awareness that our product is one of the best companies that organize events in Barcelona. It is innovative, unique and we sell a lot of services. The step of king continuum is seek information.

#### **3) Who is getting our money?**

*Primary competitors:* Eventisimo, Sport mol, EAE (organizer of 080 fashion week), exclusive weddings among others.

*Secondary competitors:* substitutes, all companies that do not contract a company to produce their events, all the families that instead of contracting a company for a social event decide to do it by themselves, Barcelona Council that sometimes participates and organizes different Culture and Sport events and finally some Universities that in order to give internships to their students start by organizing corporate and other type of events.

#### **4) Who are we talking to?**

JC Charmant events offers its services to a widely population. Therefore, the company has divided its targets depending on the event.

For business meetings, like a product launch could be, we target private and public businesses either big or small that want to promote their products to their desired public. The geographic area of this group is basically Barcelona, opening opportunities to international businesses coming to this city to be promoted. Depending on the type of service offered by the company, the strategy used to plan their events will vary according to their audience and requirements. The buying situation of this segment is mainly the store, because they come directly to us to ask for the service, but we can also offer them an event which can be of their interest. Their willing to pay can vary depending on their budget. They have medium product knowledge, informed about it and looking for the best service and price.

For sport events, the geographic area is also Barcelona, and the target client is going to be a 16 to 30 year old person, belonging to a middle to upper-middle economic level, whose hobbies include any kind of sport. These group has a high interest in the field. Their willing to pay can vary depending on their budget, but usually they have a low medium income. The buying situation of this segment is in store, they go to our company to buy the service or direct through internet. They do not want specific characteristic for the event, the features are general.

For fashion events, the geographic area of this group is Barcelona, an urban city. This type of event is more demanded for females, aged between 30 and 35 years, who have a high income, and come from a high social class probably business woman who do not have a family yet. These group has a high interest in the field. They are educated people.

The buying situation of this segment is in store due to they go direct to our company to buy the service. They want specific features for their event, with high quality no matter the price. They are usually a regular user (they work in the fashion industry) and well informed client, they have a lot of product knowledge.

For social events we have weddings, baptism, communions, “puestas de largo”, graduations, university parties and worldwide trips, which are explained below.

**Weddings:** The geographical situation is Barcelona city. This type of events is demanded for males and females from 28 to 35 years old. They have a high income, and come from a medium-higher social class. These target clients have a medium-high income, are already in the labor world and educated people. The buying situation of this segment is in store, they go to our company to buy the service. They want specific features for their event and with high quality, the budget can vary depending on the budget each couple has. Normally, people who ask for the service are first-time users and that are interested to buy the service. It is necessary to do a special effort because this type of client visits a lot of wedding agencies before choosing one.

**Baptism:** The geographical situation is the city of Barcelona. This type of event is demanded for males and females from 30 to 37 years old. They have a medium to high income and come from the working-high social class. They are educated people with stable job. They are in the adult life stage, they are starting a family, probably it is their first children but it is possible that they already have a family. It is not for a special type of race, but it is for Christian people due to it is a religious event. The buying situation of this segment is in store, they go to our company to buy the service. The couple wants specific characteristics for the event and with high quality. Their willing to pay can vary depending on their budget. They have medium product knowledge, informed about it and looking for the best service and price. They can be a first-second time users and they are not regular it is one life time event.

**Communion:** The geographical area is Barcelona. This type of event is demanded for males and females from 37 to 45 years old. They have a medium to high income and come from the working-high social class. They are educated people with stable job. They are in the adult life stage, they already have a structured family. It is not for a special type of race, but it is for Christian people as it is a religious event. The buying situation of this segment is in store, they go to our company to buy the service. The couple wants specific characteristics for the event and with high quality. Their willing to pay can vary depending on their budget. They have medium product knowledge, informed about it and looking for the best service and price. They can be a first-second time users and they are not regular it is one life time event.

**Puestas de largo:** It is the celebration of girls and boys when they become adults. The geographical area is Barcelona. The type of event is demanded for girls and boys of 17 years old, but is bought by females and males from 45-50 years old (parents). They have a high income and they come from high social class. It is important to highlight that every time, more working class have affordable budgets to buy this type of service. They are educated with stable job. They are in adult life stage. It is not for a special type of race, not even for a special religion. The buying situation of this segment is in store, they go to our company to buy the service. They have medium product knowledge informed about it and looking for the best service and price. They could be a first- second time users and they are not regular. It is one life time event or not depending on how many daughters or sons the couple has.

**University parties:** It includes events from final exams parties, “paso Ecuador” to “Viaje fin de curso”. The geographical area is Barcelona. This type of event is demanded for males and females from 18 to 23 years old. They have a low medium income (low

budget) and come from the working-high social class. They are educated people, probably with a bad remunerated job or doing internships. They are in the collegiate stage of life stage. It is not for a special type of race, never married and living with their parents. The buying situation of this segment is in store, they go to our company to buy the service or direct through internet. They do not want specific characteristic for the event, the features are general. They usually are heavy users (usage rate) and regular (user status). They have a lot of product knowledge and are intending to buy.

Graduations: It is the celebration of girls and boys when they finish their studies. The geographical area is Barcelona. The type of event is demanded for girls and boys of 22-25 years old. They have a medium income and they come from different types of social class. They are educated, but they do not have a stable job, at least related with their studies. They are in adult life stage. It is not for a special type of race, not even for a special religion. The buying situation of this segment is in store, they go to our company to buy the service. They have medium product knowledge, they are well-informed about it, and looking for the best service and price. They are a first time users, not regular and it is a one lifetime event.

Worldwide trips: The target market will highly depend on the trip we are organizing, it could be for university graduations, high school graduations or personal trips for groups. That is why it is difficult to exactly identify our consumer.

#### **5) What they currently think?**

There is a lack of trust to our product because people do not have information about it. JC Charmant Events is just launching the company right now, so there is not a lot of knowledge about us. On the other hand, the names of the CEOs are well known in the world of social events and both of them have experience in big and renowned multinationals which make them to be more confident.

#### **6) What we would like them to think?**

We want them to think that we are an experienced and trustful company. Furthermore we want to be seen as a youthful (fresh and with up-to-date ideas), good results (our clients are satisfied with us), ambitious (try to reach a high level in all our projects), innovative (using technology to improve all our events) and unique (deep personalization in all our projects).

#### **7) What is the most persuasive idea they convey?**

Believing in unthinkable events

#### **8) Why should they believe it?**

The CEOs of JC Charmant Events are very passionate and dedicated about what they do. They have experience organizing familiar events such as sweet 18 and communions, plus they have organized big events in their home universities and in the universities where they were studying abroad.

The CEOs come from a very good university in Spain, University of Barcelona and complemented with bachelors abroad in San Diego State University and Elizabethtown College, both in United States.

Finally, they have also labor experience in event planning, marketing and promotion fields, in big multinationals.

**9) Are there any creative guidelines?**

- TV commercial
- Radio commercial
- Press and magazine prints
- Pamphlet/flyers in JC Charmant Offices
- Mupis.
- Website and social media (Snapchat, Facebook, Pinterest, Instagram, blogs, Twitter, YouTube).
- Public relations and talks in communication companies meetings.
- Business cards, for the office and for our clients.

## 12.7 Creative Guidelines rates

### 12.7.1 TV rates 2016 for the different Spanish TV channels (20" ad)

Source: Obligua, 2016

	 ANTENA 3	 CUATRO	 TELECINCO	 LA SEXTA
7:30	550 €			-
8:00		500 €	700 €	
8:30				
9:00	640 €			300 €
9:30				
10:00		1.000 €	2.300 €	
10:30				
11:00	1.500 €			400 €
11:30				
12:00				
12:30		1.300 €	3.000 €	1.200 €
13:00	4.500 €			
13:30				
14:00		6.500 €	5.000 €	3.500 €
14:30	7.500 €			
15:00	8.000 €		7.300 €	
15:30				
16:00		3.800 €		3.900 €
16:30	8.000 €			
17:00			5.900 €	
17:30				
18:00	11.500 €			
18:30		3.000 €		
19:00				2.400 €
19:30	9.000 €		6.500 €	
20:00				
20:30	14.000 €	8.000 €		
21:00	15.500 €	8.000 €	18.000 €	6.300 €
21:30				
22:00				
22:30	de 13.000 € a 21.000 €	de 11.000 € a 15.000 €	de 15.500 € a 26.000 €	de 7.300 € a 13.300 €
23:00				
23:30				
00:00	12.000 €			
00:30	1.400 ~ 1.600 €		9.500 €	1.300 ~ 2.100 €
01:00		4.900 €		
01:30	800 ~ 1.400 €		2.500 €	1.200 ~ 1.300 €
02:00				
02:30	450 €	-	-	-
03:00				

### 12.7.2 Radio announcer rates to produce a 20" ad

#### RADIO

NIVEL	HASTA 30"	SEGUNDO ADICIONAL
Cuña Local	€ 40	0.5 €
Cuña Regional	€ 90	1 €
Cuña Nacional	€ 150	1.5 €

Source: Agencia de locutores audiovisuales, 2016

### 12.2.2 Radio rates 2016 for the different Spanish radio stations (20" ad)

	 SER	 ONDA CERO	 COPE	 C40	 DIAL	 KISS FM	 M80	
06:00- 07:00 h.	2.350 €	1.750 €	2.000 €					
07:00 - 08:00 h.	8.690 €	8.700 €	6.180 €	4.765 €	2.425 €	3.700 €	2.070 €	
08:00 - 09:00 h.								
09:00 - 10:00 h.								
10:00 - 11:00 h.	5.830 €	6.240 €	4.980 €	4.250 €	3.255 €	3.200 €	875 €	
11:00 - 12:00 h.								
12:00 - 12:30 h.								
12:30 - 13:00 h.	-	-	-					
13:00 - 14:00 h.			1.300 €					
14:00 - 15:00 h.	3.160 €	2.340 €	3.200 €	3.160 €	1.525 €	2.780 €	520 €	
15:00 - 16:00 h.		-						
16:00 - 17:00 h.								
17:00 - 18:00 h.	3.185 €	4.750 €						
18:00 - 19:00 h.								
19:00 - 20:00 h.			-					
20:00 - 21:00 h.	2.920 €	2.700 €	4.200 €	1.990 €	1.230 €	1.900 €	595 €	
21:00 - 22:00 h.								
22:00 - 23:00 h.								
23:00 - 00:00 h.	3.865 €							
00:00 - 01:30h.	7.500 €	4.250 €	6.180 €					
01:30 - 04:00 h.	1.705 €	820 €						
04:00 - 05:00 h.	1.100 €	500 €	1.300 €	1.255 €	910 €	-	317 €	
05:00 - 06:00 h.								

Source: Oblicua, 2016

## 12.7.3 Magazine rates 2016

### Publicidad en Suplementos

	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
XL Semanal	39.400 €	25.800 €	2.469.000
El País Semanal + Dominical	47.390 €	29.950 €	1.888.000
Mujer Hoy	26.700 €	17.000 €	1.575.000
Magazine Vanguardia	25.000 €	16.400 €	908.000
Yo Dona	31.100 €	19.500 €	439.000
Otros suplementos	<a href="#">consultar</a>		

### Publicidad en Revistas Semanales

	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
Pronto	21.500 €	15.360 €	3.532.000
Hola	24.400 €	14.700 €	2.428.000
Lecturas	13.760 €	8.930 €	1.366.000
Diez Minutos	13.900 €	9.050 €	1.278.000
Semana	13.030 €	8.460 €	1.117.000
Interviú	13.250 €	10.050 €	730.000
Cuore	11.500 €	7.990 €	689.000
Que me dices	10.800 €	7.025 €	592.000
Mia	12.500 €	9.300 €	377.000
Tiempo	11.500 €	8.700 €	153.000

### Publicidad en Revistas Quincenales

	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
Computer Hoy	8.320 €	5.270 €	233.000
Bravo por ti	8.450 €	5.700 €	230.000

### Publicidad en Revistas Mensuales

	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
Muy Interesante	18.300 €	13.700 €	2.204.000
National Geographic	14.940 €	20.920 €	1.622.000
Saber Vivir	12.350 €	9.260 €	1.286.000
Vogue	19.400 €	17.100 €	991.000
Quo	13.800 €	10.350 €	906.000

Source: Oblicua, 2016

## 12.7.4 Newspaper rates 2016

### Publicidad en prensa

	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
El Pais	41.100 €	26.370 €	1.812.000
El Mundo	29.600 €	16.600 €	1.107.000
La Vanguardia	15.900 €	11.500 €	752.000
ABC	22.995 €	15.325 €	543.000
La Razon	15.602 €	9.609 €	263.000

### Publicidad en prensa económica

	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
Expansion	11.450 €	7.150 €	177.000
Cinco Dias	11.790 €	7.210 €	72.000

### Publicidad en prensa deportiva

	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
Marca	16.070 €	9.750 €	2.779.000
As	18.150 €	8.705 €	1.346.000
El Mundo Deportivo	6.330 €	3.800 €	607.000
Sport	4.930 €	2.958 €	608.000

### Publicidad en prensa de difusión gratuita

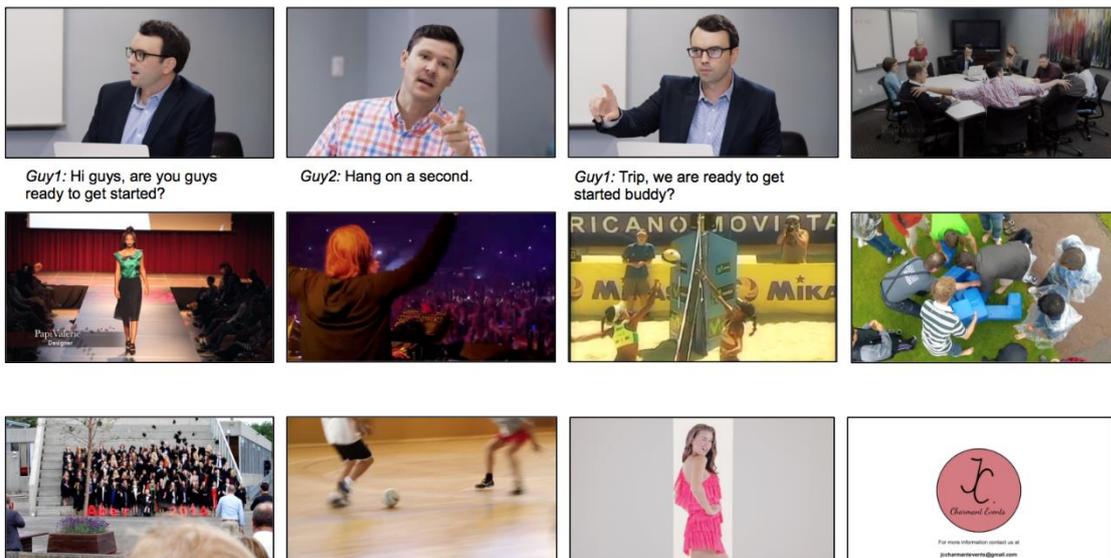
	Anuncios 1 PÁGINA	Anuncios 1/2 PÁGINA	AUDIENCIA (nº lectores)
20 Minutos	31.150 €	20.500 €	1.228.000

\*Precios referidos a la inserción en blanco y negro (un único día), en día laborable o en el más económico.

\*\*Los precios de El Pais, Cinco Dias y de As se refieren a anuncios en color.

## 12.8 Creative Guidelines

### 12.8.1 Storyboard of JC Charmant 20" promotional video



Loc Off: JC Charmant Events.  
We do believe in it.

Source: Own elaboration, 2016

### 12.8.2 JC Charmants Radio commercial

*Are you ready to hear some interesting news? JC Charmant events have born to accomplish all your event desires. We organize corporate, sports, social and fashion events. Because we do believe in it, ask what you want. Contact us at 935846010 and follow us to all our social media through the hashtag JCCharmant events. Believing in unthinkable events.*

*Source: Own elaboration, 2016*

12.8.3 Magazine prints and newspapers

Make your  
social events  
unforgettable.

*We do believe in it.*



Who made  
your clothes?



From JC CHARMANT EVENTS, we create Fashion, we organize showrooms, catwalks and marketing campaigns for new designers.

**WE DO BELIEVE IN  
YOU.**





We organize sport events that range from surfing, skateboarding and skiing or snowboarding meetings to soccer and running championships.



From each event, a video montage will be given to every participant to keep a memory of the experience.



We do believe in it.



*Your corporate event is  
our priority.*

*We do believe in it.*



12.8.4 Outdoor creativities



**Need help for you fashion event?  
We do believe in you.**



**Do your  
sport event  
NOW.  
We do  
believe in it.**



## 12.9 Online marketing strategy

### Online Marketing Strategy

According to the article “Five Important Digital Marketing Elements To Consider” published at the Forbes Magazine, nowadays, if you want your business to succeed in an increasing competitive market, it is very important to have a strong digital footprint within the internet. Just to say that in 2013, 34% of all leads generated came from digital marketing efforts.

The advantages of the Internet are:

- *Target marketing*: ability to target very specific groups of individuals with a minimum of waste coverage. Sites are becoming more tailored to meet the client’s needs and wants.
- *Message tailoring*: As a result of the precise targeting, messages can be designed for each of the target groups.
- *Interactive capabilities*: Thanks to the interactivity of the Internet, it provides strong potential for increasing customer involvement and satisfaction.
- *Information access*: through the Internet you can find a huge amount of information thanks to search engines like Google or Yahoo.
- *Sales potential*: Thanks to all the leads generated from the digital efforts, sales are continuously increasing because of the usage of Internet.
- *Creativity*: It also has a wide range of creative options, where if you get to choose the right creativity, it will enhance your company’s image and lead to visits.
- *Exposure*: it helps putting a firm’s information on it instead of paying traditional media to promote the company.
- *Speed*: it is the quickest mean of acquiring information, just by typing what you want on the search engine.
- *Complement to IMC*: it helps to relate and complement all the other traditional media.

The disadvantages of the Internet are:

- *Measurement problems*: Some metrics are being invented to analyze the effects of the Internet to help marketers create and evaluate their strategies, but the existent ones are not enough.
- *Webnarl*: the possibility to find a website where you cannot access or that it takes too much time to download what you were looking for.
- *Clutter*: Because many companies advertise on the internet and continuously bother prospect customers, these customers have become irritated with clutter. Nowadays, a lot of ad-blockers have been created and everybody is trying to avoid ads.
- *Potential for deception*: Some ads have been called as deceptive for targeting inadequate audience and thus some new regulation has been made.
- *Privacy*: Internet advertisers have to be careful of not impinging upon the privacy of users.

- *Limited production quality*: it is not possible to do all the different creative ideas as traditional media is able to do.

- *Poor reach*: not as wide as TV for example, so the Internet still has to improve in this aspect, because not all websites are found on the search engines..

- *Irritation*: some consumers complain about clutter, and email SPAM among others, and that makes them not visit some sites.

To promote our company through the digital world, we could use two types of advertising: paid online ads or free ways of publicity. As we are a starting company, we cannot really afford paid advertising, which is why we are going to put all our effort to gain some traffic through the most known social media apps, emailing and through our website, which are free. Trying at first with these means of communication, we will reach as much as inexpensive traffic as we can and turn that into paying customers, all without investing a euro. To do so we have made some research on statistics and expertise online strategy websites and articles, and we have split up our online strategy into: mobile advertising, our website, our blog, our social media accounts, and electronic teleshopping. All them are explained below and include its correspondent creative guidelines.

## **Mobile Advertising**

According to the statistics published by the Social Media Today, 50,3% of ecommerce website traffic comes through a mobile device, and 60% of global mobile users use their mobile device as their primary or exclusive internet source. From these data, and knowing that 90% of internet users own a PC/laptop and 80% own a smartphone, we can say that mobile media is now greater than desktop and other media, so we can draw the conclusion that every digital marketing campaign should consider mobile as an essential mean. That is why we will adjust all our creative guidelines to a mobile format. Moreover, mobiles provide additional services that require or not the internet but that are very useful for the promotion strategy. Those are: emails, SMSs, MMSs and maybe in a future, create a mobile App. Despite not needing the Internet, SMS and MMS are a necessary mean of communication, and as it is not part of any other traditional media we will include them in the general online strategy. Below, we explain further all the promotional tools.

1) EMAILS: In case of the emails, it is a free, immediate and direct service where you are able to send an information to your list of contacts. It is normally used to send updates, reminders and to keep in touch with the contacts. When we get to get our first email contacts we will start sending monthly emails, just enough to make them think of us but not feeling abused nor saturated.

2) SMS: This old mean of communication is still used by a huge quantity of people, because messaging apps like Whatsapp can stop working for a while and they only work with internet services. Thus, SMS are a reliable, direct, instant and personal. On the other hand, depending on the number of SMS you send, the phone company charges you. We would send one SMS per month, and in case of special events we would send one too. In Barcelona we have the following main phone companies with their best monthly rates:

- Vodafone 33€/month (Unlimited phone calls and SMS)
- Movistar 34€/month (Unlimited phone calls and SMS)
- Yoigo 29€/month (Unlimited phone calls, but 12,10 cents per SMS)
- Orange 33€/month (Unlimited phone calls and SMS)

3) MMS: A multimedia messages is more than just a simple message. You can include images, videos, sounds, and texts to express your feelings, moods and your daily

adventures. These messages are special, and we would send one message our special and close contacts very occasionally, because it is expensive and we will choose meticulously to whom we would send it. We will try to personalize it too and adjust each message to the target contact. A maximum of 3 messages per year will be applied, because more than 3 can be intrusive.

- Vodafone 1,20/MMS
- Movistar 1€/MMS
- Yoigo 36,30 cents/MMS
- Orange 1,90€/MMS

For the moment, and to start with these mobile communication means, we have a list of more than 300 contact names and emails that will help us spread our company at the beginning. The emails are free, the only cost that that these strategies imply is, for the moment:

- Vodafone monthly rate of 33€/month or 396€/year
- Vodafone MMS cost (1,20€ x 300 contacts) = 360€ x 3 = 1.080€/year

## **The Website**

As a second online strategy, we have created a website, where all the necessary information customers need to know about our products is described. We consider this strategy as one of the most important ones along with social media, because having a website makes promoting JC Charmant Events less expensive, compared to the offline media, and it is also a more environmental friendly when it comes to advertising and marketing. Our web will cost 12,42€ per month with \$75 discount for Google Adwords 149,04€/year)..

It will also serve as a first-contact point, because not everybody will come to our physical location to ask a simple question, they rather browse through all the pages on the website, where the content is always updated with fresh information. A website can also help us generate more customers, for example, all the international companies or individuals that are coming to Barcelona and would like to contract our services, making it visible around the world anytime of the day or night. Moreover, upgraded versions of a website can let you track everything that it is happening on it, like how many people has visited the site and all the emails you get. All these advantages help to earn feedback we can use to improve or modify any items to get to prove the highest level of credibility and well as to gain long term clients. Our website is composed by five different pages, the header and the footer:

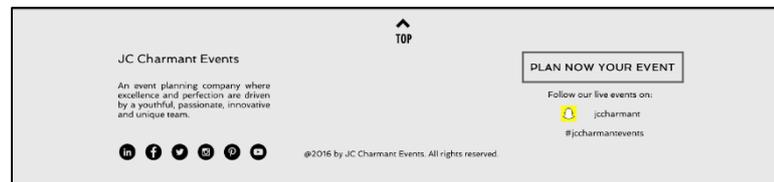
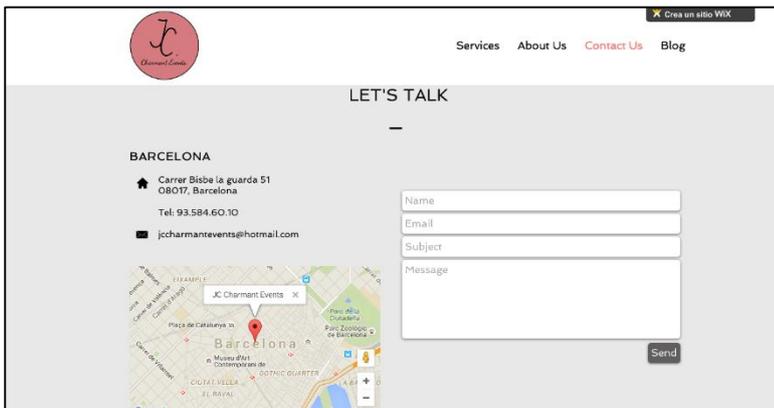
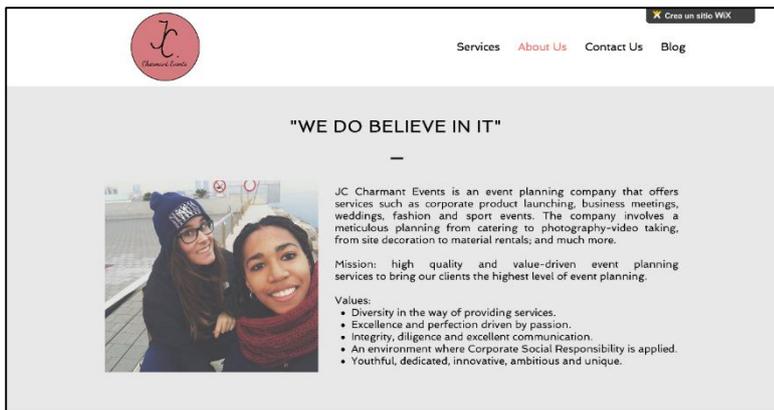
- Header: is a fixed header so it appears in all the pages and make it easier for the visitor to surf the different pages and return to the home pages whenever is needed. It includes the company's logo and the website menu.
- Home page: at the beginning of this page we put some pictures of the events we offer so that visitors can easily figure out what we offer. We also include our promotional video, which makes the website more dynamic and modern. Further on, we briefly describe each of the services with some words in bold font to make them see the basic idea of the service, and if you click on it, a new page opens with the direct link to the explanation of it. At the end, we include some of our latest events, where a video and some flyers/posters are shown.
- Services page: in this page we describe deeply each of the services and we have tried to make it really visual.
- About Us page: here is where we explain who we are, what do we do, what motivate us, our mission and our values. We also include a picture of us two so that they feel more comfortable at time of talking to us.
- Contact page: on our contact page we invite visitors to talk to us, by offering either the physical location of our offices, our phone number and our email. We also offer them an easy email writing place where they can send us directly the email rather than going to their own email accounts. The website itself resends the email to our inbox.

- Blog: here our visitors can find the entries to our blog, which will be explained in the next part of the online strategy.
- Footer: it includes an even more brief and understandable summary of who we are, the links to all our social network accounts, the apps we use to show live videos of our events and a “call-to-action” button that redirects the prospect clients to our contact page.

The link to our website is the following:

<http://jccharmantevents.wix.com/wedobelieveinit>

The following images are screenshots of JC Charmant Events’ website:





### Corporate Events

JC Charmant provides a wide variety of coporate events for national as well as for international companies coming to Barcelona.

Each event will be personalized to your company, taking into account your necessities and audiences. Tell us exactly what you want and we will make it possible, providing a bonus to your brand thanks to our team's fresh and innovative ideas.



### Fashion Events

Barcelona is one of the European fashion capitals after London, Milan or Paris. The city is starting to be renowned in this sector. JC Charmant Events has taken this opportunity to start organizing catwalks, participating in events such as African Fashion Week in Barcelona, take part of the flea markets events and much more. The company also organizes fashion events for little companies who are just starting to give them the chance to be part of the fashion industry at a low cost. Moreover, JC Charmant Events, organizes fashion routes in Barcelona for international tourists. It is a cool initiative for all the passionate people that has interest in the fashion events. We plan routes to the best commercial centers, outlets and streets. (For more information ask for our Fashion Guide in Barcelona) In the near future, we are trying to stablish contact with fashion blogs to work all together and create amazing events for the fashion celebrities in "La Ciudad Condal".



### Social Events

Our social events include:

- Weddings
- Baptisms
- First Comunión
- "Puestas de Largo"
- University Parties
- Graduations
- Worldwide Trips
- Other Social Celebrations



**Baptism**  
Baptism is not only the welcome of a new born in a Christian community, but the welcome of a new member to a family. This moment is super special and because we do not want to miss it, we work on them very deeply, from the catering, restaurant to the clothes.

### Sport Events



We organize sport events that range from surfing, skateboarding and skiing or snowboarding meetings to soccer and running championships. If necessary, there is the opportunity to ask for a teacher specialized in the sport so that you can learn easily. From each event, a video montage will be given to every participant to keep a memory of the experience.



#### JC Charmant Events

An event planning company where excellence and perfection are driven by a youthful, passionate, innovative and unique team.



#### PLAN NOW YOUR EVENT

Follow our live events on:



## The Blog

Furthermore, we have found that there is a marketing called content marketing that is a way to provide the content a customer is looking for. The best way is to write a blog on our website to keep updated our visitors with the relevant and fresh content of our service. This will increase our website's visits and foster client's engagement. As said before, our blog is part of the website, thus it has no separate cost.

Here you can find the first entry of our blog:

*Welcome to our blog!*

*We are Cecilia Mencos and Jessica Bestué, both graduated in Business Administration. We are excited to let you know what are you going to find in this blog. Follow us and join this adventure!!!*

*Let's begin! We are the founders and CEOs of JC Charmant Events, an event planning company that organizes all types of events, from corporate, social and sport to fashion events!*

*We gladly invite you to surf our web and follow our social networks. The link is the following:*

*<http://jccharmantevents.wix.com/wedobelieveinit>*

*We want to use this blog to explain from our personal experience, how are the events we've been or organized, as well as all the news. You will see that our clients also comment our entries and then you will get to know how incredible we are!*

*Don't let anyone tell you and add NOW our blog to your favorite page.*

*See you soon in the next event!!*

## Social Media

Social Media Marketing, as said before, is the other one of the most important ways of communication. Due to the increasing market of social media platforms, people are getting more and more involved in these digital spaces, and for companies it creates new opportunities to interact and connect with potential customers and clients. Without distinction from the other online strategies, it also provides a very powerful tool to distribute content and share information about JC Charmant Events services.

Analyzing the main social networks, we have decided to create some accounts in the ones that fit with our company. We have chosen: Facebook, Twitter, Instagram, Youtube, Pinterest, LinkedIn.

### Facebook:

Facebook is a powerful tool to share our different actions and events. Is a channel that has to be seen as complementary and that will be used especially to boost our promotion campaigns and give exclusive benefits to our fans.

The client tries to find a value added, and does not want to be bombed with advertising, and that is why our communication will be developed as follows:

1-. Frequency: one post every two-three days during the weekdays and on the weekends we will post one too.

2-. Content:

- Communicate our mission and values through nice and descriptive posts
- Suggestions of events for every special days of the year
- Benefits of contracting an event planning company instead of doing it internally
- Offers, bonuses and promotions
- Pictures and videos of our past and current events
- Pictures of the services we provide

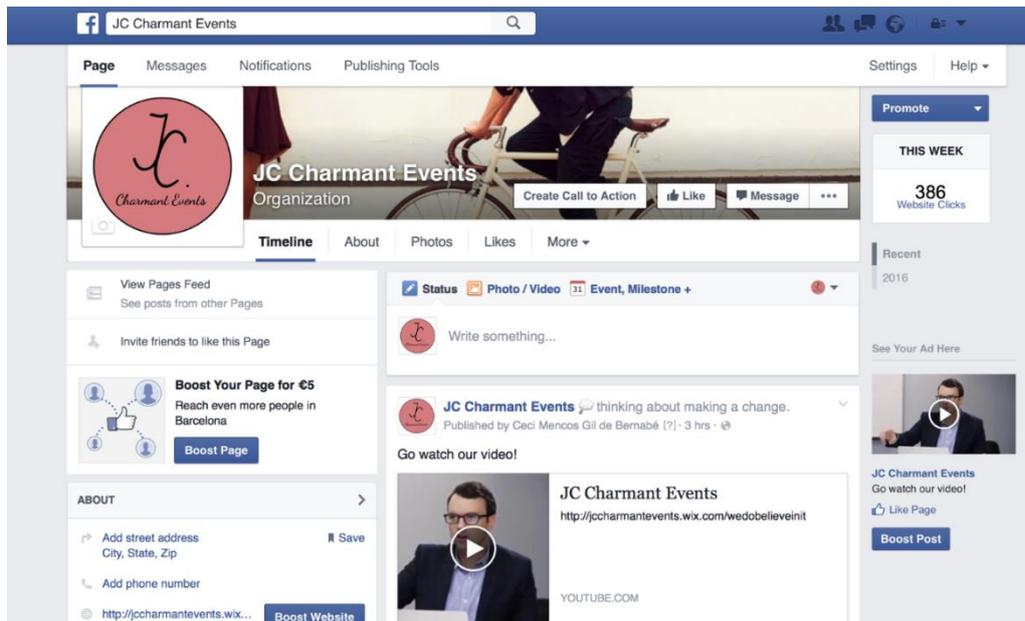
3-. Based on its characteristics and trends, this mean is to be used primarily to achieve the following objectives:

<b>Objectives</b>
Receiving suggestions and listening to the consumer.
Promote sales.
Immediate response to what the customers ask or comment.
Announce competitions, offers and promotions.
Recommend and repost status from other accounts that add value to the interests of our fans.
Monitor what is said of the brand, understand the consumer, know the trends and go applying improvements.
Make some research about our followers and see what they like from us, why do they like it and what they complain about.

The link to our Facebook account is the next one:

<https://www.facebook.com/JCcharmantevents/>

Here it is how our Facebook fan page looks like:



**Twitter:**

The ability to connect in real time and share experiences, makes Twitter a great communication tool. Through this social network, we will keep our followers updated with our news and they will be able to follow all our event stories in live using this hashtag:

#jccharmantevents

1-. Frequency: we will post one tweet every two days, and during events we will try to tweet as much as we can so that our followers do not miss any detail of what is going on.

2-. Content: it is the same as for the Facebook page, but adapted to the social platform

- Communicate our mission and values through nice and descriptive posts
- Suggestions of events for every special days of the year
- Benefits of contracting an event planning company instead of doing it internally
- Offers, bonuses and promotions
- Pictures and videos of our past and current events
- Pictures of the services we provide

3-. Based on its characteristics and trends, and following the same objectives as for the Facebook fan page, this mean is to be used primarily to achieve the following objectives:

Objectives
Receiving suggestions and listen to the consumer.
Promote sales.
Immediate response to what the customers ask or comment.
Announce competitions, offers and promotions.
Recommend and repost status from other accounts that add value to the interests of our fans.
Monitor what is said of the brand, understand the consumer , know the trends and go applying improvements.

The link to our Twitter account is the next one:

<https://twitter.com/jccharmant>

Instagram:

As the saying goes, “a picture is worth a thousand words”. The main function of this network is to serve as a showcase or catalog of products for their special features of using images to convey messages. It is very simple and a very personal app, and thus it connects more intimately with a brand. It uses hashtags and it has the possibility to connect with the Facebook account and your contacts to expand your contacts and to see who is making use of this app. It also works with followers, so everything you post will be seen by all the followers you get. The use of Instagram is increasing and there a lot of creative ways of attracting people as well as to have an original page. The communication through this mean will be as follows:

1-. Frequency: two image posts per week, and one post every event we do, tagging the participants.

2-. Content:

- Pictures of our events
- New offers and promotions
- General posts of the events’ world
- Reposting pictures of our fans while there are in one of our events

3-. The goals to be achieved through publications in this environment are:

<b>Objectives</b>
Increase brand image, through the supply of products, promoting their core business and values of the company.
Engage with users to build online community.
Redirecting traffic to the website or other social channels (Twitter and Facebook).
Develop and enhance visual contests and promotions.

The link to our Instagram account is the next one:

<https://instagram.com/jccharmant>

Here it is how our Instagram page looks like:



### YouTube:

YouTube is the second largest social media website on the Internet and has more than 1 billion active users from all ages, but its main demographics range from 18 to 58. A YouTube channel with videos showing our events and our company itself will allow to establish a more personal contact with consumers. None of the rest social media websites can replace a real person talking straight to the audience and combining the videos with creativity and real proof of the service offered. If a video is shared by any of our clients or interested customers, it can reach out to a larger audience. Our videos can also be shared and be used on other social media websites, and vice versa, which is a good way to drive traffic to our website, through a call-to-action button.

1-. Frequency: we will mainly post videos when we finish an event, and maybe once a month to keep our channel updated. It is not a daily visited social media app, like Facebook, Twitter or Instagram are, that is why our frequency will be lower.

2-. Content:

- Videos of the employees explaining who we work
- Videos from our clients offering their opinion and experiences with us
- Company's initiatives, upcoming changes, new services...
- Video summary of each of our events

The link to our Youtube channel is the next one:

[https://www.youtube.com/channel/UCQE4JAW9MmyUqmuhNI\\_vQ8Q](https://www.youtube.com/channel/UCQE4JAW9MmyUqmuhNI_vQ8Q)

### Pinterest:

According to the article "6 Compelling Reasons You Should Use Pinterest for Marketing" written by Jessica Meher, Pinterest has recently hit more than 10 million unique visitors, making it one of the fastest growing websites ever.

This social media platform is used to discover other people's tastes, not storing your own. But at the same time, the way to get traffic through Pinterest is by getting our images pinned by other users.

1-. Frequency: we will pin something every day and upload pictures when we have events, not being abusive.

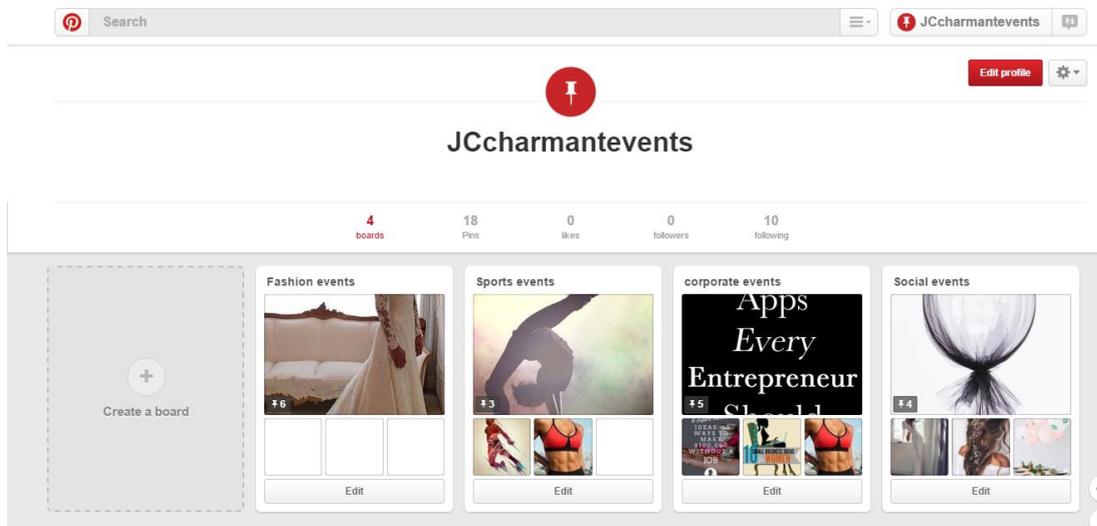
2-. Content:

- Own images and but random ones
- Share images from our blog
- Pin interesting posts to let people see our tastes

The link to our Pinterest page is the next one:

<https://uk.pinterest.com/jccharmant/>

Here it is how our Pinterest page looks like:



### Electronic Teleshopping:

Unlike infomercials and home shopping channels, which have relied on broadcast or cable TV, electronic teleshopping is an online shopping and information retrieval service accessed through personal computers. It does not apply in our case, due to we are not selling individual products in our website.

To conclude with the online strategy, we believe that using these means will be enough to fulfill our initial goals through the digital strategy. Later on, if we decide to expand the strategy and include some paid advertising we could start using Google Adwords, Search Engine Optimization for our website, banners or display ads in the Internet. Furthermore, once we have everything settled up, we would open a LinkedIn account which will bring more customers, interested employees and will also serve as a communication and brand awareness social network.

### 12.10 Other direct marketing strategies

#### Other Direct Marketing Strategy

Direct marketing is a valuable tool for integrated marketing communications, and as our research is to be able to see if this tool can be applied into our company to be effective, we are going to analyze it and see if it works or not for JC Charmant Events. Direct marketing usage has been growing a lot in forms of promotion in terms of expenditures. It is used by most of the 500 fortune companies in United States, which proves that it is an effective method.

To better understand what is about, we have found the definition in Dictionary of marketing terms by Peter Bennett: *the total of activities by which the seller, in effecting the exchange of goods and services with the buyer, directs efforts to a target audience using one or more media (direct selling, direct mail, telemarketing, direct-action advertising, catalogue selling, cable TV selling, etc.) for the purpose of soliciting a response by phone, mail, or personal visit from a prospect or customer.*

It is important to differentiate between direct marketing and direct-response media, which are the amount of tools used by the direct marketing including direct mail, telemarketing, interactive TV, print, the internet and other media.

This type of tool has increased due to the consumer credit cards, direct marketing syndicates (companies that specialized themselves in list development, statement inserts, catalogs, and sweepstakes), technological advances, and, miscellaneous factors such as changing values, more sophisticated marketing strategies among others.

The role of direct marketing is most of the time combined with advertising, public relations, personal selling, support media and sales promotions.

To work efficiently, the development of a database is needed, that will allow us to segment and target the market; this is going to be by listing the customers with all their personal information. It allow us to implement a more effective and efficient marketing communications program. A following table could be an example:

Databases are basically used to perform some specific functions as:

- Improving the selection of market segments: through database we are more likely to classify consumers as potential purchasers, users, voters, and so on than others. By analyzing the characteristics of the database, a marketer can target a greater potential audience. This is of high interest for us, because we do have a lot of segments and this can help us to attack more directly the focus we need.
- Stimulate repeat purchases: Once a purchase has been made, the customer's name and other information are entered into the database. These people are proven direct marketing users who offer high potential for repurchase. In our case, we are going to introduce our clients into the database, which means that every time we sell a service our database will be increased. If we combine this tactics with the promotion: if you bring us someone, we will give you a 10% of discount. In this case, the database is double increased. This method is relevant because all our weekly letters or magazines will be send to the people on this database.
- Cross-sell: is about customers who demonstrate a specific interest also constitute strong potential for other products of the same nature. In our case, at the moment we only do services, but we can do the cross selling among the different services we offer, or about the photography books our company sell.
- Customer relationship management: it has the aim of establishing a relationship with one's customers through affinities, personalized communications, and product/service offerings. For CRM to work effectively, a data base is required. Our business is really personalized, so this strategy goes along with the program.

### ***Direct Mail***

It is often called "junk mail"—the unsolicited mail a person receive. Direct mail is not restricted to small companies seeking our business.

Many advertisers shied away from direct mail in the past, fearful of the image it might create or harboring the belief that direct mail was useful only for low-cost products. But this is no longer the case. Keys to the success of direct mail are the mailing list, which constitutes the database from which names are generated, and the ability to segment markets; this is one of our main

objectives when starting the company is to do a segmented and nourished data base, divided by segments (corporate, sports, social and fashion events). Lists have become more current and more selective, eliminating waste coverage. It is said that segmentation on the basis of geography (usually through Zip codes), demographics, and lifestyles has led to increased effectiveness.

According to the rates established by Correos, to send a card or postcard costs 0,45€ each. Taking into account that we have 300 contacts and that we would send a card once per year, the total cost is 135€.

While direct mail continues to be a favorite medium of many advertisers, and projections are that the market will continue to grow, this medium has been seriously threatened by the Internet.

### ***Catalogs***

Major participants in the direct-marketing business include catalog companies. The number of catalogs mailed and the number of catalog shoppers have increased significantly since 1984. Many companies use catalogs in conjunction with their more traditional sales and promotional strategies.

We completely agree with the importance of catalogs, that is why one of our objectives is to create a catalog for each segment, at the beginning we will have a paper copy in the office, but we will commercialize with the online ones, in a pdf format. It is free and also give us a green image.

The production of the catalog is free because is made by us, and to print it would cost 7€ for a total of 100 pages (0,03€ per page + 4€ for the bind).

### ***Telemarketing***

Telemarketing, or sales by telephone can be an option for us, only if we have a very selected list of phones, in order to offer services to people who really needs us. These lists can be bought, and it costs around 5€ to buy a list of 500 phone numbers. The best thing of telemarketing is that the lists are sold in different packs that correspond to a specific activity. For example, there is a web called "Breiki Data" that allows you to choose lists according to your location interests and then to the sector or activity we are looking for.

We would buy 500 contacts per year, so the total is 5€.

### ***Flyers***

Handing flyers on the street is a very powerful mean of direct marketing. People usually keep them if they feel interested in the event, so we will give flyers to those we surely think they could be interested in participating or into influencing others to participate. This is because we do not want to waste paper as other companies do and it will also help us to focus on our target. It is a very visual way of promotion and not really expensive. The cost of printing 250 flyers is around 13€, and this is the quantity of flyers we would hand in case we want to promote the company. Taking into account that we would do 4 promotions per year, the approx number of flyers we would print is 1.000, which cost 52€.

### ***Direct selling***

It is an additional element of the direct-marketing program is direct selling, the direct, personal presentation, demonstration, and sales of products and services to consumers in their homes.

There are three forms of direct selling:

- 1) *Repetitive person-to-person selling.* The salesperson visits the buyer’s home, job site, or other location to sell frequently purchased products or services. It could be our case in corporative or fashion events, which have a certain frequency.
- 2) *No repetitive person-to-person selling.* The salesperson visits the buyer’s home, job site, or other location to sell infrequently purchased products or services. It would be the case of our sports events.
- 3) *Party plans.* The salesperson offers products or services to groups of people through home or office parties and demonstrations. It could be useful for some of our social events (parties).

Direct selling lacks of costs.

**Table 12: Objectives and frequency of the other direct marketing strategies**

Direct Marketing	Objectives and frequency within a year
To create a database	
To use direct mail	Every two months send newsletters through mailchimp.
Catalogs	Sent when requested
Telemarketing	Use it the first month in order to increase our database and networking. The lists of telemarketing can be bought to companies.
Flyers	3 days a week when a social or sport event when the date is coming
Direct selling	<ul style="list-style-type: none"> <li>- <i>Repetitive person-to-person selling: do a list of companies and go door to door.</i></li> <li>- <i>No repetitive person-to-person selling: go to sport organizations.</i></li> <li>- <i>Party plans: create a big event so consumers can taste our services.</i></li> </ul>

Advantages of Direct marketing

- *Selective reach.* Direct marketing lets the advertiser reach a large number of people and reduces or eliminates waste coverage.
- *Segmentation capabilities.* Marketers can purchase lists of recent product purchasers, car buyers, bank-card holders, and so on. These lists may allow segmentation on the basis of geographic area, occupation, demographics, and job title, to mention a few. Marketers can develop effective segmentation strategies.
- *Frequency.* Depending on the medium used, it may be possible to build frequency levels. The program vehicles used for direct-response TV advertising are usually the most inexpensive available, so the marketer can afford to purchase repeat times.
- *Flexibility.* Direct marketing can take on a variety of creative forms.
- *Timing.* While many media require long-range planning and have long closing dates, direct-response advertising can be much timelier. Direct mail, for example, can be put together very quickly and distributed to the target population
- *Personalization.* No other advertising medium can personalize the message as well as direct media.
- *Costs.* While the CPM for direct mail may be very high on an absolute and a relative basis, its ability to specifically target the audience and eliminate waste coverage reduces the actual CPM.
- *Measures of effectiveness.* No other medium can measure the effectiveness of its advertising efforts as well as direct response. Feedback is often immediate and always accurate.

Disadvantages of direct marketing include the following:

- *Image factors.* As we noted earlier, the mail segment of this industry is often referred to as junk mail. Many people believe unsolicited mail promotes junk products, and others dislike being solicited.
- *Accuracy.* One of the advantages cited for direct mail and telemarketing was targeting potential customers specifically. But the effectiveness of these methods depends on the accuracy of the lists used. People move, change occupations, and so on, and if the lists are not kept current, selectivity will decrease.
- *Content support.* In direct-response advertising, mood creation is limited to the surrounding program and/or editorial content. Direct mail and online services are unlikely to create a desirable mood.
- *Rising costs.* As postal rates increase, direct-mail profits are immediately and directly impacted.

## 12.11 Sales promotions

### Promotions Marketing Strategy:

According to the book Advertising and Promotion (M Belch), sales promotion has been defined as *a direct inducement that offers an extra value or incentive for the product to the sales force, distributors, or the ultimate consumer with the primary objective of creating an immediate sale.*

This type of integrated marketing communication provides an extra incentive to buy, which is the key element in a promotional program. Plus, most sales promotions attempt to add some value to the product or service. We can differentiate this type of promotion from advertising because while advertising and publicity attempts to the image and emotions of the consumer, sales promotions appeals more to the purchasing power of our client, giving them an economical reason to buy.

Sales promotion is considered an accelerating tool because its design is done to speed up the selling process and maximize sales volume. This happens due to through this promotion there are a series of techniques used to motivate consumers to purchase a larger quantity of products; in our case, services. In case we want to accelerate this purchase process, it is possible to put expiration dates, in this way, customers feel obligated to buy it in a specific moment in case they really want the product.

The main objectives of sales promotion are to encourage customers to try a new service, as our company is new in the market, we want people to try it; it is logical, that as they do not know anything about JC Charmant events, they are not willing to pay the same amount of money that for a company that already has a name and history, this is why a promotion can help us to sell our first events. Defending current customers, this is going to help our company once we become an established brand. Finally, another objective will be targeting a specific marketing, helps us reaching specific demographic, psychographic, geographic and ethnic markets.

At last but not least, these activities can be targeted to different type of markets, which goes along with our philosophy. There are two major categories, consumer oriented sales promotion and trade-oriented sales promotion. It is clear that our product has as a final purchaser a person not a company, so JC Charmant events will use consumer-oriented sales promotions which include sampling, couponing, premiums, contests and sweepstakes, refunds and rebates, bonus packs, price-offs, frequency programs, and event marketing. Next, every promotion inside JC Charmant events category will be explained. Notice that not all the promotions can be applied to our company.

#### **Sampling**

It involves a variety of procedures whereby consumers are given some quantity of a product for no charge to induce trial. As we do not sell, physical products, we cannot use this type of promotion. It makes no sense to do a sampling of an event, it is almost impossible.

#### **Couponing**

It is understood as a small piece of printed paper that let the owner to get a service or product for free or at a lower price. It is usually distributed through FSI (free standard insert), newspapers, magazines, direct mail among others. It is not necessary to talk about the other distribution options because they are destined to products not to services. As JC Charmant events is a service company cannot take advantage of all forms of sales promotions.

There are three different types of coupons:

- 1) Bounce-back coupons that are in on pack coupon that are redeemable for the next purchase of the same brand and they do not apply to our company.

- 2) Instant coupon is attached outside the package and the consumer can rip it off and redeem it immediately at the time of purchase. It is for products, due to it is in the package, it does not apply in our company.
- 3) Cross-ruff coupon which is redeemable on the purchase of a different product. This one applies to our company. For example, a client buys the service for a corporate event and we give them the possibility to have a discount in a social event.

It has sense to offer the coupons to corporate events, sports events and fashion events and the coupon consists in the discount of a social event. In this way, we can get a new consumer. Why social events? Because, these people have social life, then they have social events, but a CEO probably will not be interested in a discount for a social event.

The strategy will be the following one:

- By buying a corporate event à 10% discount in a social event which includes: baptism, first communion, weddings, birthday parties, family reunions, friends trips, couple trips among others.
- By buying a sport event à 10% discount in a social event which includes: baptism, first communion, weddings, birthday parties, family reunions, friends trips, couple trips among others.
- By buying a fashion event à 10% discount in a social event which includes: baptism, first communion, weddings, birthday parties, family reunions, friends trips, couple trips among others.

The information of the coupon prices is kind of confidential so it has been difficult to find reliable information. There is a website called zetagestion that includes the prices of all the magazine advertisement. The couponing is 0,15 € per copy. We would do 1.000 copies per magazine/newspaper. As we are going to use 3 magazines and 1 newspaper, the total cost is 600€.

### ***Premium***

It is an offer of an item of merchandise or service either free or at a low price that is an extra incentive for purchasers. There are two types of premiums: self-liquidating premiums that require the consumer to pay some or all of the cost the premium plus handling and mailing costs (this one does not apply in our company).

Free premiums are usually small gifts or merchandise included with the service or sent to our clients who make a purchase of our events. This one can be used by our company. It is more destined to social events; for example, in university trips, the organizer can get a free Samsonite luggage.

Its main cost is the cost of the object we are selling, in this case we have said that for each trip we sell, we will give a Samsonite baggage.

### ***Contests and sweepstakes***

A contest is a promotion where consumers compete for prizes or money on the basis of skills or ability. The purchase incentive is that to participate in the contest it is required a proof of purchase to enter.

Sweepstakes is a promotion where winners are determined purely by chance it, does not require a proof of purchase as a condition for entry.

JC Charmant company has the main objective to increase sales and extend its database of contacts, that is why sweepstakes are dismissed as a sales promotion strategy.

- Contests will be used in the following way, each season there will be a contest and the winner, will earn a photography session made by Gerardo Bautista.

### ***Refunds and rebates***

Refunds are offers by the manufacturer to return a portion of the product purchase price. They do not apply to our company because it is not profitable for us.

### ***Bonus packs***

Bonus Packs offer the consumer an extra amount of a product at the regular price by providing larger containers or extra units. Then, bonus packs result in a lower cost per unit for the consumer and provide extra value as well as more product for the money that the consumer has given. JC Charmant events will use this activity because a lot of the events they organize can be complementary. Let's see some of the bonus packs they will offer:

- o Social events:
  - Graduation + end degree trip
  - Baby shower + baptism
  - Weddings + other ceremonial events
  - Paso de Ecuador + Miss/Mr celebration
  
- o Fashion events:
  - Showroom + catwalk
  - Showroom + event marketing (publicity, interviews...)

The cost is basically the cost of printing the sheet with the whole information.

### ***Price-off deals***

It is a technique that reduces the price of the brand. It is possible to use this technique the first months of the company launching.

The offer will be: The 10 first companies to hire our services will get a 12% of discount of the price.

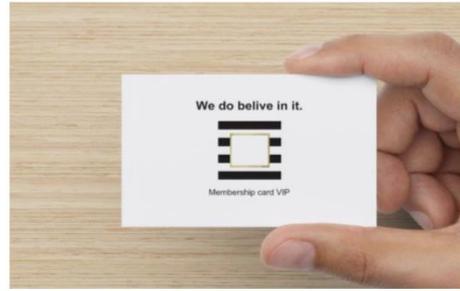
The cost is the 10% of the total price. Cost of printing the sheet with the whole information.

### ***Frequency programs or loyalty programs***

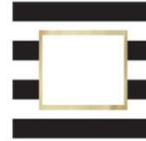
It is a reward program offered by JC Charmant events to customers who frequently make purchases. A loyalty program may give the company customer access to new products, special sales coupons or free merchandise. Customers will register their personal information with the company and they will be given a unique identifier, such as a numerical ID or membership card, they will have to give the number at time of making the purchase.

Our company will use this strategy but in the long term, once we have clients that are using our service for more than one time, or customers that are intended to use it several times a week, such as corporations.

The cost is basically the cost of doing a membership cards. It is going to be used the model Tarjetas Proximidad 125Khz, each one is going to cost us 0.8 €. Cards will be done according, company necessities. Each card has a cost of 0.80. We have decided that for a year we will have a stock of 20 cards which equals to 16 euros.



**We do believe in it.**



Membership card VIP

### ***Event marketing***

Event marketing is defined by two terms that refer to different activities. One is event marketing, it is a type of promotion where a company or brand is linked to an event or where a themed activity is developed for the purpose of creating experiences for consumers and promoting a service.

An event sponsorship is an integrated marketing communication activity where a company develops actual sponsorship relations with a particular event and provides financial support in return for the right to display a brand name, logo, or advertising message and be identified as a supporter of the event.

JC Charmant events is interested in this type of events, because by being linked to a concert, a social cause, art or sporting event; the name of our company will be seen by a lot of people and it is an incredible way of promotion. We consider this event to be done in the long term due to the high budget that is needed (it is necessary to participate in a popular event which means a lot of money to invest in).

For example to sponsor vodka in a film festival exactly the Sundance Film Festival, Park City, Utah, costed 400.000 \$ which is approximately 369.312,00€. After researching more, if it is not an important event the price oscillate between the 2000 and 7000 €.

**Table: Sales promotion objectives**

<b>Objectives (1 year)</b>		<b>Time frequency</b>
Couponing (cross-ruff couponing)	- By buying a corporate eventà 10% discount in a social event which includes: baptism, first communion, weddings, birthday parties, family reunions, friends trips, couple trips among others.	Just for new clients during the second half of the fiscal year.

	<p>- By buying a sport event à 10% discount in a social event which includes: baptism, first communion, weddings, birthday parties, family reunions, friends trips, couple trips among others.</p> <p>- By buying a fashion event à 10% discount in a social event which includes: baptism, first communion, weddings, birthday parties, family reunions, friends trips, couple trips among others.</p>	
Premium	To offer a baggage to clients who hire trip services.	Summer season, first units sold.
Contests and sweepstakes	To do them every season: prize is a photography session made by Gerardo Bautista.	Beginning of each semester.
Bonus packs	<p>Social events:</p> <ul style="list-style-type: none"> <li>- Graduation end degree trip.</li> <li>- Baby shower + baptism.</li> <li>- Weddings &amp; other ceremonial events.</li> <li>- Paso de Ecuador + Miss/Mr celebration</li> </ul> <p>Fashion events:</p> <ul style="list-style-type: none"> <li>- Showroom catwalk</li> <li>- Showroom &amp; event marketing (publicity, interviews...)</li> </ul>	During the whole year.
Price-off deals	<p>Launching time: at the beginning of the company start.</p> <ul style="list-style-type: none"> <li>- The 10 first companies to hire our services will get a 12% of discount of the price.</li> </ul>	First two months.
Frequency programs or loyalty programs	Member card	Start with clients who already have consumed more than one service or clients that we know for sure that will be intended to hire us

		more than twice per year.
<b>Long term objectives</b>		
Event marketing	To do an event sponsorship with an important organization.	Once or twice per year, depending on the annual budget.

Source: Own elaboration, 2016

Some of the advantages are:

- *Luring new customers with price*: by offering a reduced price on an item, it is possible to lure customers away from competitors, this fact helps the company to turn them into regular shoppers.
- *Gaining community favor*: it helps to create a good name for the business by staging a promotion that supports a worthy cause.
- *Encourage repeat purchases* and then rewards programs to encourage customer loyalty.
- *Providing information*, a sales promotion can help the company to provide information to potential customers and that aids them to make a decision. For example, to do a seminar about the importance of teambuilding events, corporations know more about the service and are more open to buy it.
- *Creates word-of-mouth* opportunities as promotions are a surprised for the customer if they like them, they will tell their contacts.
- *Creates testing opportunities*, sometimes the marketer think that her idea is incredible but is unsure of the outcome, promotions give the marketer a limited time window to test this new idea on the service.
- Good way of *growing revenue*.
- *Immediate returns*, sales promotion devices bring quick and immediate results than other methods.

The disadvantages are:

- Abuse of sale promotions can led to a *bad brand image*.
- Sales promotions are only *supplementary devices* to supplement selling efforts of other promotion tools.
- There is a *feeling in customer's* minds that sales promotional activity are used to sell inadequate or second grade products.
- It is a *short-life tool* meaning it has a short-term orientation.
- *Increase price sensitivity*. Consumers wait for the promotion deals to be announced and then purchase the product. This is true even for brands where brand loyalty exists.

### 12.12 Other Promotional Marketing Strategies

Apart from the typical offline, online and public relations strategies among the others we have already seen, there are some more that can help increase public awareness, boost sales, and build a loyalty program with the customers.

Nowadays, a lot of business invest too much time, energy and money trying to secure new customers instead of creating loyalty programs to keep current customers and make them buy more often. In our case, as it is quite hard to create a referral customer program so that our customers referred our business to one new client, we prioritize a **retention strategy**. Our retention strategy will consist in keeping in contact with our customers, either sending emails or calling them to keep in touch, or update daily our social networks and blogs to let them know our offers and new promotions. More things we could do is to include customer services so that they can suggest us how to improve our services and send friendly postcards to let them know we are still there. After focusing on the retention strategy, a type of **referral customer program** we could do would be that each customer that brings us a new client will receive a discount for their next event, and the new customer, if he want to receive a discount, he has to bring another customer, and so on...

As we do not want to be stopped at this point, we will follow a **conversion strategy** along with the retention one. This strategy will turn more leads into paying clients, in other words, we will convert a person that is browsing our website into an event purchaser. To do so, we will keep our services page layout consistent and updated with friendly and easy to understand pages, we will include detailed product descriptions and information, and finally a call-to-action button ("PLAN NOW YOUR EVENT") with our contact information so that they can easily access to us.

### 12.13 Analysis of the promotional budget

#### DIGITAL

- **Mobile advertising:** to do this type of advertising we have different options; emails, sms and mms. Its prices will be defined as the following: the emails have none cost due tot is an internet tool and everybody has access to it. The SMS is about 33 euros per month, which is a total of 396 euros.

In case of MMS, we will send three of them each fiscal year, and the total cost 1080€, knowing that we have estimated a networking of 300 potential contacts. The total cost for the mobile advertising will be 1476€.

- **Website:** to maintain a website it is necessary to pay 149,04 euros per year.

- **Blog and social media** are totally free.

- **Electronic teleshopping:** it does not apply to JC Charmant Event company.

*Decision: We are living in a moment where digital technology is the top of everything, it is evolving more and more and it is not more a question if it has to be or not in our lives. It is basic to be digitalized to compete in the market. Moreover, the digital media through internet has a low cost and mobile advertising is not expensive at all. It allow the company to have access to a lot of people in not a lot of time. It is the fastest and cheaper way to promote our company.*

#### OTHER DIRECT MARKETING STRATEGIES

- **Direct mail:** if we are talking about direct mail through internet the cost is 0. If we are talking about the traditional mail the price is 0.45 cts per letter. Taking into account that we are a starting company and that we will send one letter per year to our customers. The total price would be  $0.45 \times 300 = 135$  €. 300 people is an estimation of the potential contacts we have.

- **Catalogs:** at the beginning we will commercialize with mailchimp and pdf that have none cost. Then we will have a catalog in our store and it has a cost of 7 €. The catalog is done by year so, it will cost the company sever euros per year.

- **Telemarketing:** The cost of doing this technique is 5 euros per year; it is the cost of buying a number list.
- **Flyers:** we do four promotions of our launching company during a year. The total cost estimated is 52 € per year which includes 1000 flyers.
- **Direct selling** is a non cost activity.

Decision: We chosen to do all the other direct marketing strategies because direct marketing is considered as one of the most effective ways of communication, because it is really personal and you gain more consumer involvement. Besides, prices are really low compared to the rest of strategies.

## SALES PROMOTIONS

- **Couponing:** 1000 copies, each copy has a cost of 0.15. Taking into account that we will do 1000 copies for the three magazines in which we publish advertisement and for La vanguardia. Total cost is  $1000 \times 4 \times 0.15 = 600$  euros.
- **Premium:** The cost of the suitcase 140 euros. We will buy three suitcases for the 3 first institutions that buy us a planned trip.  $140 \times 3 = 420$  €
- **Bonus packs:** the cost equals to the discount that will be made for the pack, so it depends on the bonus.
- **Frequency programs:** cards will be done according, company necessities. Each card has a cost of 0.80. We have decided that for a year we will have a stock of 20 cards which equals to 16 euros.
- **Event marketing:** It oscillates from 2500 € to 7000€.

Decision: For the sales promotions we would use premiums (by giving suitcases to the first ones that decide to organize a trip with us), bonus packs, frequency programs (by giving membership cards to our VIP customers). These, despite being a bit more expensive, will help us gain loyalty from our customers and start having brand confidence.

## 9) OTHER PROMOTIONAL STRATEGIES

The retention, customer program and conversion have no cost.

Decision: These strategies are essential to keep our clients happy and willing to organize another event with our company, so we would apply all of them.

