MASTER IN MARKETING AND SALES

MARKETING STRATEGY FOR THE EXPANSION OF
SEED FOOD AND WINE FESTIVAL

Authors:
Maria Valentina Luquetta
Brian Bruce Bostwick
Leticia Cler Delgado

Tutor:
Alejandro de Pablo

Madrid, 2019
SEED FOOD & WINE WEEK
Barcelona, Spain
ABSTRACT

This document establishes a marketing plan for one of the three main food and wine festivals in Miami based on plants, Seed Food and Wine festival, with the main objective of expanding it in Spain, specifically in Barcelona.

Since five years, vegan food is considered as a concern issue in Spain. Although, vegan population in Spain is small, it is clearly growing. Aware of this reality, meat and dairy companies in this country are investing in the launch of new plant products and even restaurants are more concerned about health and aware of a more sustainable environment. Considering the awareness of people with the veggie world, a growth scenario is proposed, expanding the festival in Spain.

The analysis carried out allowed us to identify the different weaknesses that would imply expanding the festival, in which more effort should be able to be made, as well as the necessary opportunities to obtain a maximum positioning in the market, through the development of strategies focused on the image and communication to compete in the Spanish market.

Key Words
RESUMEN EJECUTIVO

El presente documento establece un plan de marketing realizado para uno de los tres principales festivales de comida y vino a base de plantas en Miami, Seed Food and Wine festival, con el objetivo primordial de expandirlo en España.

Desde hace cinco años, la alimentación vegana es un tema auge y de preocupación en España. Aunque la parte de la población vegana en España es poca, está en un claro crecimiento. Conscientes de esta realidad, las empresas cárnica y lácteas de este país están invirtiendo en el lanzamiento de nuevos productos vegetales e incluso los restaurantes, los cuáles están triunfando entre los nuevos consumidores, más preocupados por su salud y conociéndos con un medio ambiente más sostenible. Considerando la conociénciación de las personas con el mundo veggie, se plantea un escenario de crecimiento, expandiendo el festival en España, más concretamente en Barcelona.

Del mismo modo, el análisis llevado a cabo nos permitió identificar las diferentes debilidades que supondría expandir el festival, en las que se debería de poder mayor esfuerzo, así como las oportunidades necesarias para obtener un máximo posicionamiento en el mercado, mediante el desarrollo de estrategias enfocadas en la imagen, la comunicación para competir en el mercado español.

Palabras Clave
Mercado vegano Español, Veganismo, Análisis, Festival, Evento, Concienciación, Derechos de los animales, Veggie.
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABSTRACT</td>
<td>2</td>
</tr>
<tr>
<td>RESUMEN EJECUTIVO</td>
<td>3</td>
</tr>
<tr>
<td>GENERAL INDEX</td>
<td>4</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>6</td>
</tr>
<tr>
<td>2. STATE OF THE ART</td>
<td>7</td>
</tr>
<tr>
<td>3. BACKGROUND AND POTENTIAL</td>
<td>8</td>
</tr>
<tr>
<td>4. METHODOLOGY</td>
<td>10</td>
</tr>
<tr>
<td>5. DETERMINANTS ANALYSIS</td>
<td>11</td>
</tr>
<tr>
<td>5.1 ANALYSIS OF EXTERNAL DETERMINANTS</td>
<td>11</td>
</tr>
<tr>
<td>5.1.1 Analysis of the determinants of the macroenvironment</td>
<td>11</td>
</tr>
<tr>
<td>5.1.2 Sector analysis</td>
<td>22</td>
</tr>
<tr>
<td>5.1.2.1 Trends on festivals</td>
<td>22</td>
</tr>
<tr>
<td>5.1.2.2 Healthy food trends</td>
<td>23</td>
</tr>
<tr>
<td>5.1.3 Porter forces</td>
<td>25</td>
</tr>
<tr>
<td>5.1.4 Analysis of the market</td>
<td>27</td>
</tr>
<tr>
<td>5.1.4.1 How big is the Spanish vegan market?</td>
<td>27</td>
</tr>
<tr>
<td>5.1.4.2 Is it possible to make the festival in Spain?</td>
<td>28</td>
</tr>
<tr>
<td>5.1.4.3 Is there a target market?</td>
<td>28</td>
</tr>
<tr>
<td>5.1.5 Why is it successful in the usa?</td>
<td>29</td>
</tr>
<tr>
<td>5.1.5.1 Why do you pay for the ticket?</td>
<td>29</td>
</tr>
<tr>
<td>5.1.6 Analysis of the determinants of the microenvironment</td>
<td>30</td>
</tr>
<tr>
<td>5.1.6.1 Competition</td>
<td>30</td>
</tr>
<tr>
<td>5.2 ANALYSIS OF INTERNAL DETERMINANTS</td>
<td>37</td>
</tr>
<tr>
<td>5.2.1 Mission, Vision, Values</td>
<td>37</td>
</tr>
<tr>
<td>5.2.2 Key areas (CANVAS)</td>
<td>39</td>
</tr>
<tr>
<td>5.2.3 Management style and HR factors</td>
<td>39</td>
</tr>
<tr>
<td>5.2.4 Product portfolio</td>
<td>40</td>
</tr>
<tr>
<td>5.2.5 Segmentation</td>
<td>44</td>
</tr>
<tr>
<td>5.2.5.1 Socio-demographic variables</td>
<td>44</td>
</tr>
<tr>
<td>5.2.5.2 Psychographic Variables</td>
<td>44</td>
</tr>
<tr>
<td>5.2.5.3 Behavioral Variables</td>
<td>44</td>
</tr>
<tr>
<td>5.2.5.4 Geographical Variables</td>
<td>44</td>
</tr>
<tr>
<td>5.2.6 Positioning</td>
<td>45</td>
</tr>
<tr>
<td>5.3 SWOT ANALYSIS: (Internal analysis and External analysis)</td>
<td>45</td>
</tr>
</tbody>
</table>
1. INTRODUCTION

For the present work in the Master of Marketing and Sales, in the period of April 2018, a marketing plan was proposed for the Seed Food and Wine Festival “the premiere plant-based food, wine, and lifestyle experience in the country (USA)”.

At the same time we thank our tutor Alejandro de Pablo, Professor at EAE Business School in Madrid who shared and gave his knowledge to successfully complete our master's thesis.

To our professors in the Master in Marketing and Sales Management, who advised us in the best way by offering their advice, experiences and of course knowledge to develop the final work.

Our main objective to develop the Master's thesis was to recognize the essential capabilities of this festival and how it has been able to maintain itself strong in the vegan market and has even been able to attract non-vegans through its promotions and inclusion of celebrities around the US. Seed Food and Wine is not just a festival, they are a movement, a community of ideas and passionate people committed to elevating the conversation around plant-based foods, sustainability, conscious living, vegan living and the welfare of animals.

200 + exhibitors
10,000 + attendees
40 + Celebrity Plant Based Chefs
30 + Experts, Athletes, Authors and Celebrities

Seed Food and Wine is giving people the ultimate wellness weekend celebrating new ways of enjoying the vegan and vegetarian life. They are trying to Indulge in
discovering the best in plant based foods, wines, lifestyle and wellness brands and 
people.

2. STATE OF THE ART

Veganism has become one of the most controversial issues in our society and is 
considered a social, ethical and political movement that recognizes animals as 
individuals with their own rights and interests and therefore, moves away from any 
activity that oppresses them or exploit them.

The term “vegan” was used for the first time in 1944 in England by Donald 
Watson, his wife Elsie Shrigley and four other friends who also followed strict vegetarian 
diets with the idea to establish a new more specific word to define and reflect “the 
beginning and end of vegetarianism”.

In November 1944, he also founded the Vegan Society, the first society for vegans 
and started publishing The Vegan News. In 1964, the Vegan Society became a registered 
charity and in 1986 the definition of the word vegan is included in the Oxford Dictionary 
as "a person who abstains from consuming any product of animal origin”

In 1994, after the celebration to commemorate the 50th anniversary of the 
 founding of the Vegan Society, it was established the World Veganism Day.

Despite he founded the “Vegan Society” and the word “vegan”, he never defined 
the principles of veganism but based on his idea, the principles of veganism were 
defined, which include:

- Avoid the consumption of any food of animal origin, including eggs, milk and 
honey.
- Avoid the use of products made with animals, such as skins, leather or similar.
- Don’t attend shows with animals.
- Avoid products that have been tested on animals.
- Don’t buy pets.

3. BACKGROUND AND POTENTIAL

Over the years Seed Food and Wine has grown from being a small one-time festival to a nationwide conversation. It’s co-founder Michelle Gaber and Alison Burgos alongside their team have focused on igniting a discussion around plant-based eats and creating a community of like-minded individuals.

Seed Food and Wine describes itself as being “the premiere plant-based food, wine, and lifestyle experience in the country (USA)”. The brand has also definitely come a long way from its original design to its unique “watercolor” style vegetable branding in Miami. Aside from its main festival event and others around it, the brand sub-categorizes itself through its event “Seed Summit”. Seed Summit is basically two days of workshops, panels and networking hosted by some of the world’s most renowned influencers, experts and celebrities in the wellness and plant-based space. It sets itself apart from Seed Food and Wine by stepping away from the festival feel and more into a business-like networking space for content creators and influencers worldwide. Overall the festival sets itself out to be perceived as a high-end event for the vegan community and similar people.

As far the brand’s following they have more than 50,000 followers on social media all together with about 30,000 on Instagram alone. The graphic attached shows the brand’s reach as well as expected attendees.
In 2017 Seed Food and Wine expanded its horizons into new ventures and decided to partner up with a well-known vegan event in Los Angeles called Eat Drink Vegan. Not only did they team up with this event, but also with the company GoldenVoice, which is the agency that promotes Coachella in LA. For this expansion the company decided to rebrand itself for the California market in a way that was less “high-end” and more of a beachy California vibe. Although they faced a couple of obstacles reaching this market and their target, they eventually were able to hold their first LA event by combining the Miami following from social media and their influencer network.

Essentially the brand has been able to maintain itself strong in the vegan market and has even been able to attract non-vegans through its promotions and inclusion of celebrities such as Chef James from Masterchef Latino. If the brand re-brands once again to meet the European market not only could the festival seem more attractive and
leverage an opportunity, but it can also repeat it’s LA pattern of diversifying itself to its intended audience.

4. METHODOLOGY

This project includes various variables and marketing tools to proceed with the analysis of the festival and the preferences of our target, to which we direct all the strategies and resources with which we will achieve the objectives set.

First, a deep analysis of the market was done to determine how the Spanish Vegan market is developed and structured. This was followed by a open research of the possibility of the implementation of the festival here in Europe and the target market. Continuously, an external analysis was done, where PESTEL worked to describe the framework of the company's macro environmental factors, market trends; also, the behavior of competitors, suppliers and those substitute solutions that threaten the category. This was followed by the 5 forces of porter, which worked as a simple but powerful tool for understanding the competitiveness of the business environment, and for identifying the strategy's potential profitability.

The internal determinants continued to be explored, where information was obtained from inside the company, including business culture, management styles and human resources, investment capacity and the evolution of the company's profitability ratios.

Also, it was complemented with the analysis of the Marketing Mix, the product, the price, the communication and the distribution.

With all the information gathered about the internal and external determinants of the company, we gave way to the construction of the SWOT analysis. With the
aforementioned tool, the real situation in which the company finds itself was exposed so that by studying its strengths, weaknesses, threats and opportunities, strategies for the future are planned.

5. DETERMINANTS ANALYSIS

5.1 ANALYSIS OF EXTERNAL DETERMINANTS

It is fundamental for the development and implementation of this project, to identify and analyze the current trends that predominate in the market; taking into account that they are variables of an external type that can not be controlled by the company but that directly influence and usually cause changes in corporate strategies in order to achieve compliance with the objectives. In this case, we will use the PESTEL strategic tool, to analyze the political, economic, social, technological, economic and legal determinants that affect the Veganism Market in Spain.

5.1.1 Analysis of the determinants of the macroenvironment

- Political environment

Veganism is a political issue for several reasons:

Since it formulates a society mode composed not only of human animals, but also of other animals in which the interests of all are taken into account and respected equally. In this way, he proposes to abolish all relations of domination regardless of who is oppressed. Just as being a feminist is positioning oneself politically against patriarchal relations of domination and proposing a fairer model of society that respects the interests of all, it is the same with veganism.

On the other hand, veganism is part of the political doctrine of egalitarianism, assuming an extension of it. The egalitarianism maintains that all human beings are
equal, regardless of ethnicity, beliefs, sex, origin, age or any other arbitrariness, thus assuming the end of all privilege. Veganism extends this horizon of equality to other animals, understanding that, like sex or ethnicity, the species is not a valid criterion when building the political community.

Finally, a clear indicator that veganism is a political stance is the strong repression it receives from political agents such as the State and its repressive forces (police, civil guard, anti-terrorist action groups, etc.) as well as the apparatus judicial, legislative, media and lobbies of the animal exploitation industry ”(CLAMA, Collective for Animal Liberation of Malaga, 2014).

- Economic environment

"Economically, the civil society organizations, where the vegan groups are immersed, produce annual millionaire income for the global economy. Veganism introduces different options for trade, generating a new market with independent producers that distribute natural and organic products in alternative spaces (tianguis and fairs) with a highly selective type of consumer public.

However, this emerging economy enters into unequal competition in the neoliberal system with an already established and predominant global food industry, represented by the large multinationals (General Mills Co., General Foods). The requirements of production (and import) and independent distribution have as a consequence a rise in the cost of organic and vegan products that make them little accessible to most people. In turn, the high prices of vegan food strengthen economic inequalities, by promoting an elitist culture that can, or has the ability to maintain and reproduce a social status ”(Fonseca López, Aguirre Calleja, & Emerson, s, f).
- **Social environment**

  Within this factor could be found tangible variables such as events and intangible as digital channels, this because they are different strategies but both with great scope and strong impact against the awareness of food habits.

**Tangibles:**

Cultural events:

![VeggieWorld Barcelona](https://veggieworld.de/es/event/barcelona-es/)

**Marches:**

Taken from: [https://veggieworld.de/es/event/barcelona-es/](https://veggieworld.de/es/event/barcelona-es/)

Marches:
Source: (El Diario.es, 2016)

Taken from:
https://2.bp.blogspot.com/-RtXipCkQLeY/TrmjoQ3KH2I/AAAAAAAALQ/MV73IywI-z8/s1600/Barcelona.jpg

Intangibles:

Blogs:
Taked from: https://comoservegano.com/category/quien-hay-detras-de-www-comoservegano-com/

Taken from: https://www.lagloriavegana.com/

Video channels:
Taken from: https://www.youtube.com/user/veganeando

Social networks:

Taken from: https://www.instagram.com/midietavegana/
- **Technological environment**

Any process that can automate the production of vegan food will be a great contribution to the growth of this community, and of course, in the midst of the globalization in which we live today, it is easier to access industrialized machinery to increase the efficiency and efficacy of commercial products that has a daily demand, given the high growth that has presented in the percentage of vegan people worldwide.

An example of the above, are "3D printers have developed technologies capable of printing structures in resins, metal, plastic and even chocolate or gluten. The speed of technological advances and the combination of materials will integrate several changes to the food industry, even if it is impossible to print raw material, it is a reality that elements such as gluten or soy proteins can replicate the texture of various products of animal origin. From the form, to the flavor, depending on the various ingredients and formulas that are integrated into these new technologies "(Saavedra, 2016).

This is accompanied by practices with a higher level of investment in time, knowledge and money, such is the case of "One of the best known attempts is the cultivation in the laboratory to obtain a product very similar to minced meat but which has never been part of an animal as such. The aim is to cultivate in vitro muscle cells originally taken from an animal (by biopsy) and cultured in the laboratory. It would therefore be ethically correct meat, since being true animal proteins has never been part of a living animal with nervous system and sentence. Some of the companies that work to develop this type of meat on the market have baptized it as 'clean meat'.

In 2013 the first test was carried out; a Dutch laboratory managed to grow enough meat to make a couple of hamburgers and test them in public as an advertising demonstration "(El Diario.es, 2016).
- **Ecological environment**

  "The waste of resources is monstrous: to produce 1 kg of beef protein you need 17 kg of grain proteins; and to produce 1 kg of protein from chicken, milk or eggs, 4.5 kg of vegetable protein is needed. Therefore, to cover the nutritional needs of a person with animal proteins, an extension of land at least five times greater than would be necessary with a vegan diet is required.

  As for water, the data is also scandalous. 550 liters of water are needed to produce enough flour for a ration of bread in developing countries, but up to 7,000 of water to produce 100 grams of beef (Alba, s, f).

  "The official US guidelines of 2015 advise for the first time for environmental and health reasons. The planet and we need food without toxic, seasonal, proximity, without unnecessary packaging. That they have been obtained in a sustainable manner and without exploitation "(Martínez, s, f).

- **Legal environment**

  Currently, there is no international regulation that requires certain practices to be carried out in each nation, since it is the individual criterion of each of them, the scope of their respective laws against the consumption of certain foods in their corresponding population.

  There are cases like Canada, where there was a lot of debate about discrimination based on preferences such as being vegetarian or vegan. "After the round of consultations and dialogues with other social representatives, the Commission affirmed that" within a creed may also include non-religious belief systems that decisively
influence the identity of the people, their vision of the world and their way of life ". (EQUALITY ANIMAL, activism for animals, 2016) ". As well as previous, several countries are regulating the amount of meat consumed by their inhabitants and implementing, to a great extent, action plans that promote better nutrition in the community, especially in children from an early age, bills that go hand in hand with the work carried out daily by different educational institutions.

**Regulation of Veganism in EU**

"To date, there is no legally binding definition of the terms" vegan "and" vegetarian ", neither at the EU level nor at the member state level (European Vegetarian Union, 2018).

In 2011, the European legislator ordered the European Commission to issue an implementation act that establishes what foods are suitable for vegans and vegetarians (Regulation (EU) No 1169/2011) ",(European Vegetarian Union, 2018).

The EVU asks EU politicians and institutions to become aware that a definition is needed for people in Europe to make informed decisions about what they buy, as well as for producers and retailers. For years, the Commission has not fulfilled its duty ",(European Vegetarian Union, 2018)".

"Friendly application procedures for SMEs:
Innovators in foods of plant origin are often small in scale. Regulation (EU) 2015/2283 does not establish a "light" version of the security rules for small players, and that is fully justified.
The safety of food products should not be compromised by the SME character of a food business operator (European Vegetarian Union, 2016).

Tests on animals:

In accordance with recital 32 with reference to Directive 2010/63 / EU, the next implementing measures should ensure that risk assessments for novel foods avoid stipulating any form of testing on animals. Regulation (EU) 2015/2283 should be interpreted to require the least possible use of animals in approval procedures (European Vegetarian Union, 2016).

In particular, 90-day rodent feeding studies are not suitable for assessing the suitability of foods for human consumption; they should not be required for any type of new food (European Vegetarian Union, 2016).

Foods that consist solely of plant ingredients have less risk of certain health risks, ie, infectious diseases "(European Vegetarian Union, 2016).

**Regulation of attendance or conglomeration of people**

"**Specific security plans**"

The regulations establish that the organizers must present a safety plan that has been prepared by a qualified expert. In it, all the possible risks are evaluated and for this, not only the capacity that is supposed to be taken, the emergency exits and other evacuation routes are taken into account, but also other aspects that go from the profile of the assistants to the weather conditions, surrounding traffic or parking "(Perera, 2012).
"The current legislation only requires" guarantee the safety of the event ", without establishing minimum and sometimes, the search for low cost leads to these plans are not specific to each event, which undermines security.

- The maximum capacity must be checked for each event
- Access controls, with enough time
- Rangers, located and locatable
- Orderly evacuation "(Perera, 2012)

"In most of the Autonomous Communities of Spain, such regulation is developed through regional laws of entertainment and recreational activities, and with certain exceptions, the corresponding Regulations of development and other complementary Orders and Provisions" (Gómez Calvo, 2014).

Example of the above

"Law 17/1997, of July 4, on public entertainments and recreational activities, which governs the Community of Madrid, establishes in its article 3 that the indication 'exit' or 'emergency exit' must appear on the doors according to its purpose of the doors, "with well visible letters and illuminated by lamps belonging to the signaling and emergency lighting" (Perera, 2012).

"Notwithstanding the general regulations related to entertainment and recreational activities, even having a state reference, consisting of:

The Organic Law 1/1992;

La Ley 5/2014 de Seguridad Privada y otros textos legales de aplicación.

El Reglamento General de Policía de Espectáculos Públicos y Actividades Recreativas (Real Decreto 2816/1982, de 27 de agosto)” (Gómez Calvo, 2014)

5.1.2 Sector analysis

5.1.2.1 Trends on festivals

Every day increases the list of events, restaurants, fast foods, supermarkets and other providers of spaces in which the vegan population can feel involved and thus have options not only for their food but also for their training, socialization and cultural manifestation.

Vegan Fest Bolonia, Italia

Vegan Fest Brazil, Brasil

Phuket Vegetarian Festival, Tailandia

VeggieWorld de Barcelona, España

World Veg Festival, San Francisco, EE.UU.

VegFest Oahu, Hawái, Estados Unidos

Just V Show, Londres, Reino Unido

Oslo Vegetarian Fest, Oslo, Noruega

Tulum Vegan Fest, México

Source: Listing extracted from (Skyscanner, 2017)
5.1.2.2 Healthy food trends

Source: Estudio global de NIIELSEN «¿Qué hay en nuestra comida y en nuestra mente?» realizado en 2016.

Taken from: (Respuestasveganas, 2018)

Source: (Una Vegana x el mundo, 2017)
"The app that I always recommend, Happy Cow, published on its website that in Spain there were a total of 353 vegetarian, vegan or veg-friendly stores or restaurants in 2011, while as of February 2017 there are already a total of 1,418 stores, which means that in about 6 years, 1,065 new options have been born "(Una Vegana x el mundo, 2017).

Source: (Una Vegana x el mundo, 2017)

"Relevant data:

- There are more women than veggie men. (* Veggie includes vegetarian, vegan or flexi).
- The reasons why Spaniards become veggie are mainly due to ecology (17%), health (21%) or ethics (57%).
• The main concerns of the consumer are: lack of variety of products, which are expensive, that lie in their packaging and social prejudices.

• Of the Spanish population of legal age, 6.3% is considered flexivegetarian, 1.3% ovolactovegetarian and 0.2% vegan, around 3.6 million people.

• More than 50% of vegetarians, vegans or flexi reside in large cities "(Una Vegana x el mundo, 2017).

Búsquedas de España

Source: (Una Vegana x el mundo, 2017)

5.1.3 Porter forces

(F1) Threat of new entrants:

Taking statistics as a reference and the steep rise of this global trend, the possibility of more competitors entering this market increases every day; However, it is
essential that these competitors have not only the investment necessary to carry out the products and services that are handled in a vegan lifestyle, but also have carried out a detailed investigation and a training process with respect to all the regulations and demands demanded by the people that are expected to have as actual or potential customers.

(F2) Bargaining power of suppliers or sellers:

It could be said that it is medium, since they survive from the amount of demand that customers have waiting for them to arrive and it is necessary that this population to be served requires a high level of requirements in the processes of elaboration of what they consume.

(F3) Bargaining power of buyers or customers:

It is high, since the options of suppliers are increasing every day and this allows consumers to take the opportunity to consider different options, thus increasing the percentage of requirements at the time of making a purchase and / or selecting a supplier.

The above added to two trends that are far in their foundations but are complemented in numbers of people who are part of these, as a percentage of the population is more inclined towards the culture of the homes and in the remaining percentage are those who enjoy to cook their own food and even to grow it, which leaves a very big challenge for the companies that compete in this market; and it is to have clarity about the type of client they are reaching, to evaluate how well they are doing and to implement new strategies that cover more to the lack of that target audience.

(F4) Threat of substitute products (F5) Rivalry among competitors:
How it was proposed at the beginning of this investigation, it is not possible to completely separate these forces, since it would not be correct to consider a beef or chicken, as a substitute product of vegan foods, since those who opt for a diet free from the consumption of animal-derived foods and do so conscientiously and not by appearance, but becomes part of their philosophy of life, that is, part of their identity, they will not consider the option of changing their already rigorously established diet, by any type of exception to this.

Therefore, the real power is faced with the variety of suppliers of such foods and the strength that companies recognized as the majorities of medium and small markets, as well as restaurants and coffee shops that exist in countries like Germany, generate a strong pressure against barriers to entry for new competitors and a big challenge with those that already have some recognition in the market.

5.1.4 Analysis of the market

5.1.4.1 How big is the Spanish vegan market?

On October 31, the data showed a growth of 161% in the orders of vegan food at home in the last year, according to data collected by Deliveroo (Respuestas Veganas, 2018).

"In February 2016 the innovation consultant Lantern published the study “The Green Revolution" in which, as of 2000 telephone surveys, it concluded that in Spain there is 6.3% of flexitarians, a 1.3 % of vegetarians and 0.2% of vegans. That is to say, that in Spain there are around 3.6 million people (7.8% of the total) who do not eat meat or barely eat it. According to this study, the majority of those who choose to base their diet on plant products claim ethical reasons towards animals (57%), sustainability (21%) or health (17%). One in 10 Spanish women is veggie (flexitarian, vegetarian or vegan). (Source: chainser.com) "(Vegan Answers, 2018)
In 2011, the vegetarian website Happy Cow (Happy Cow) had a list of 353 vegetarian or vegan restaurants in Spain. In 2014, the number of restaurants is 686, an increase of 94% (Vegan Answers, 2018).

A market that moves globally 4,000 million dollars, with an estimated annual growth of 6%, with which it is estimated that by 2020 the global figure exceeds 5,000 million dollars, as reflected in the study (ARAL, consumer magazine, 2017).

5.1.4.2 Is it possible to make the festival in Spain?

Yes, since trends and research indicate that in the last decade there has been a fairly representative increase in the population that has changed and / or adapted their lifestyle, to one that is more tailored to vegan philosophy. While it is true that there is still a lot of misinformation regarding this issue, since there is not total clarity about the difference between vegetarians and vegans; It is also true that many of the people who started practicing vegetarianism, then went on to adopt a vegan behavior, so both groups are still of great interest for the development of this research work.

5.1.4.3 Is there a target market?

Taking as a reference the conclusions obtained in a study carried out by the company LANTERN, where it indicates that: 1 in 10 women in Spain is vegan, as well as 7.8% of the Spanish population over 18 years of age. It is necessary to infer then that all strategies of brand positioning and creation and development of new products with vegan characteristics, should be focused on adults who do not reach old age and especially women. This does not mean that the rest of the population will be forgotten, but that the primary client and who in turn can influence the mentality of children, husbands, fathers, brothers and friends, to opt for a vegan lifestyle, they will be said women; This goes hand in hand with the technological factor and the intense
use given precisely by women within an age range of 18 to 45 years, to their respective social networks and other digital communication platforms, which ends up being fundamental to promote the massive consumption of products that are composed of vegan inputs.

5.1.5 Why is it successful in the usa?

5.1.5.1 Why do you pay for the ticket?

As in the rest of the world, in the United States, the population is becoming increasingly aware of good habits in life, and the percentage of vegans has increased considerably (According to a report by the Foodways Foundation, in the United States currently 13% of the population is a vegetarian, which gives an indication that so many people abstain from consuming meat and some foods derived from animals). Being a combination between distinctive characters that can influence the conduct of society, together with excellent dining options and an events program with a wide variety of options for the public, leaves as a result, positive comments such as (For the case of Seed Food Festival):

"Seed is something we really believe in and we had to be a part of, we could not pass this opportunity" -Rich Landau

"I can not tell you how impressed I was with the whole festival, excellent agenda, very well organized and fantastic participation" -Living Maxwell.

This business model and cultural event works almost equally on a global level, being necessary to consider those products that have the greatest demand depending on the area in which it is carried out and the complementary activities that could generate more interest in the attendees.
The public is assuming the cost of a ticket, in order to have something different in their day to day and above all a space in which they feel part of it, that is, a context where their vegan philosophy is respected and promoted.

5.1.6 Analysis of the determinants of the microenvironment

5.1.6.1 Competition

Direct competition:

- **The Veggie World**

  VeggieWorld arrived in Spain in April 2017, in Barcelona, the first vegan-friendly city in the world. It was an undeniable success. It had 65 exhibitors and 5,500 visitors. It is the exhibition fair of vegan products and services aimed at consumers and professionals in Europe. Its popularity among visitors and exhibitors, coupled with the growth of the vegetarian and vegan movement, contributes to the VeggieWorld becoming larger and more varied. (VeggieWorld, 2018).
"The Veggie World is a unique opportunity to and normalize the 100% vegetable lifestyle, make it known to more sectors of the population and banish all the myths that exist," explains Cristina Rodrigo. The main themes in this festival is the sustainability and environmental impact, nutrition, but also they discuss about fashion and cosmetics.

Actually, it is the biggest vegan fair in Europe and for this year it is expected that the VeggieWorld will be held in 9 different countries, including Italy and China (the first non-European country that hosts the fair). Its popularity is unstoppable.

- **Vegan Fest Alicante**, “We are all animals”

  Vegan Fest Alicante is considered the largest vegan festival in Spain and was able to carry out thanks to the support of Alacant Rock (non-profit association that promotes Alicant music) and the concern of young people who share the vegetarian / vegan lifestyle and who saw a lack of a significant event about this theme.
Thousands of people can enjoy lectures, cooking workshops, exhibitions, children's activities, music, dance and market. Also, this festival has a charitable purpose, since everything collected go to different sanctuaries in Spain, spaces where farm animals have a second chance and can live in freedom.

Indirect competition:

- **The Green Market Berlín:**
  The Green Market Berlin was founded in 2014 by the young Berliner Stefanie Witt (vegan) to offer an alternative to the conventional markets. Always seasonal with a unique mix of street food, fashion, cosmetics and handmade gift ideas. Various DJs, live music, cooking shows and lectures are also available for perfect entertainment.

- **Vegan street Madrid**
Next year 2019, the third edition of the Vegan Street event will be held in Madrid, organized by “Mi Cabra Vegana” and by “Colbridge Studio”. The main objective of this event would be the awareness of the animal movement and the veganism of citizenship. The event consists of different activities such as informative talks, events, live music, food, shops, debates and also foundations and associations.

Consumers:

Our main consumer target market is based on the middle and high class women and men in their late 20s and early 30s. Our consumer is someone who is highly influenced by plant-based living and wants to make a change in the world. They stay active and healthy as well as probably participate in blogs and networking events on the subject. These people are probably likely to shop at food markets and bigger retailers such as Whole Foods; they might even regularly go out to their favorite vegan restaurant and are very specific on what type of food they consume.

As far as the geographical location for these consumers go, we essentially want them to come from the Spanish market as this is where we will be targeting most of our
promotional efforts to obtain sponsors from this area. Although this may be a factor we are not exclusive on it, meaning we are not discarding consumers from places such as Berlin and London where the word “vegan” can be seen all throughout the city. These cities have more than 300 vegan spots where people can enjoy plant-based options, Berlin even has an area called “vegan avenue” called Schivelbeiner Straße where crowds can enjoy all types of vegan meals, sweets, and drinks throughout the area.

This would be our ideal buyer persona:

Irene Gomez

**Background**
- **Age:** 29
- **Status:** Single
- **Occupation:** Social Media Manager
- **Salary:** 30k€/year
- **Location:** Spain/USA

**Hobbies & Interests**
- Enjoys going to brunch with her friends at her favorite cafe and does yoga every Sunday morning.

**Goals**
- Strives to influence others on healthier everyday lifestyles and wellness choices. One day she would love to do a Ted Talk on her vegan transformation.

**Social Media**
- Uses mainly Instagram to showcase her healthy meal plans and provides other people with tips and tricks of plan-based lifestyles.

**Brands**
- Whole Foods is her go-to supermarket.
- Loves to shop at Amapola Vegan Clothes Shop.

Martín García

**Background**
- **Age:** 33
- **Status:** Single
- **Occupation:** Personal Trainer

**Hobbies & Interests**
- Works out everyday and owns a personal blog with his diet and meal-prep plans for staying lean and muscular.

**Social Media**
- Uses both Instagram and Facebook to express his opinions on plant-based diets and what workout routines are best. Also owns a personal blog and website with meal-plans.
Suppliers:

Seed Food and Wine festival relies heavily on its service suppliers such as Three Heads Marketing Group which does all the internal and external promotional marketing communications as well as OPS which handles event setup and logistics. The rest of the supplies come from its chefs and sponsors which provide their own materials from demos, to tastings, to other tangible collateral in their booths, demo stages or kitchens.

As we want to stick to our budget it is easier to use our same two companies as suppliers because they can handle all external communications as needed with other third party printers and venue operations.

Distribution channel:

Seed Food and Wine Festival is known for its high Marketing tactics in references and getting the brand out there. Not only do they distribute promotions through discount flyers which are made available for sponsors and their locations but also through digital cross-promotion with veggie influencers and having them express that they will be attending the festival as well as promoting their faces on the Seed website and social media pages. Seed Food and Wine also uses other print outlets like plant-based magazines such as VegNews and Thrive Magazine to promote the festival even more. To take it one step further, Seed partners up with local news channels (for example Miami’s local 7 news) and shows TV spots with short videos advertising the festival.
As far as physical distribution for the festival goes in Spain we will mainly be using our sponsors locales to push the message and promote the upcoming European version of Seed. Finally, the festival itself will take place in Fira de Cornellà venue in Barcelona, located at Carrer Tirso de Molina, 34, 08940 Cornellà de Llobregat.

**Products, service and substitute solutions**

- **Substitutes and Competitors**

  Since products that can substitute vegan foods do not exist directly, they could be considered as substitutes, to all those brands or producers that generate some kind of competition. Therefore, it is necessary to consider in a general way the countries or cities that are venturing into this dynamic, and then focus on brands and / or specific suppliers that directly attack our target audience and offer a similar portfolio of goods and services.

  "Veganism is a trend that is constantly booming. This is the case of Germany, for example, where veganism has grown by 800% in the last 3 years, already having 3 vegan supermarkets and more than 40 vegetarian restaurants that satisfy the needs of the 600,000 vegans living in the country. It is intuited that this increase is due to the positive publicity that is made about this new trend and the large number of products that are currently offered. Germany has been the first country to open an entire vegan supermarket, offering more than 6,000 products, including 77 types of fully vegetable cheeses. These supermarkets have the name "Veganz" and receive 400 customers daily in the capital of the country, thus billing 4 million dollars annually "(ÁLVAREZ, 2016).

**Examples**
Clear examples of strong competitors in Germany with regard to events that resemble what is proposed here are:

- **The Green Market Berlín**

  This particular market of vegan products is organized once per season in Neukölln and it is represented Good parts of Berlin premises to use through stalls or information stands. They self-proclaim the first Veganer Lifestyle Markt. They celebrated their autumn edition in September 2017, although it has announced another three a year since 2014, and includes a mix of street food, fashion, cosmetics and handmade items, as well as dj sets, band performances and special workshops "(ARTEAGA , 2017).

- **Vegan Festival**

  Held between August 25-27, 2017, in this event dedicated to vegan and vegetarian products, there are usually around ninety information booths and vegan street food in the heart of East Berlin, that is, Alexanderplatz. Organizations for the protection of nature and animals report on relevant topics related to a healthy diet, vegetarian lifestyle and the protection of animals. It is organized by VEBU, the state association for the protection of animal rights Berlin-Vegan and the Albert Schweitzer Foundation.

### 5.2 ANALYSIS OF INTERNAL DETERMINANTS

#### 5.2.1 Mission, Vision, Values

**Mission Statement:** Seed Food and Wine Festival is a premier plant-based food and wine event centered around vegan consumers. This week long adventure allows folks to sip, savor, conscious, wellness driven and sustainable living. It is both a movement and
community of ideas and passionate people committed to elevating the conversation around plant-based foods, sustainability, conscious living, vegan living and the welfare of animals.

**Vision Statement:** To create a global conversation as to plant-based, sustainable living, and welfare of animals through engagement and interaction between people and cultures.

**Values:** We are consumer-focused and thrive to provide an inclusive end-product where individuals can gather and co-create a community and movement based around veganism, wellness, and animal welfare.

We focused on sustainable responsibility and maximizing long-term economic, social and environmental value. From national consumable products, spirits, and wines, to organic/cruelty-free beauty products, the brand brings together a unique perspective and initiative to promote wellness and conscious plan-based living.

We create a culture of belonging with a community of like-minded individuals and by bringing together some of the most influential chefs, authors, athletes, experts, and change-makers from around the world.

We focus on impact, we want to influence our consumers and conscious living individuals to make better everyday decisions on the welfare of both animals and of our
planet. We focus on going green and taking the right initiatives to create the right social impact at the perfect time.

### 5.2.2 Key areas (CANVAS)

<table>
<thead>
<tr>
<th>PROBLEM</th>
<th>SOLUTION</th>
<th>UNIQUE VALUE PROPOSITION</th>
<th>UNFAIR ADVANTAGE</th>
<th>CUSTOMER SEGMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. How can we create a vegan festival in Barcelona that brings in people from all over Europe.</td>
<td>To raise awareness on the vegan and plant-based lifestyle with online advertising and print promotions of the festival.</td>
<td>Seed Food and Wine Festival is a premier plant-based food and wine event. We want to center around vegan consumers by providing a week long adventure that allows folks to sip, savour, conscious, wellness driven and sustainable living. It is a movement and community of ideas and passionate people committed to elevating the conversation around plant-based foods, sustainability, conscious living, vegan living and the welfare of animals.</td>
<td>It is already a well known brand in the US and we will be marketing it as just this. We already have a name and brands that might want to participate. By expanding the brand we will not only bring its awareness to Europe, but it will also bring that same awareness back to Miami and Los Angeles in the next festivals to come.</td>
<td>Our main consumer target market is based on the middle and high class women and men in their late 20s and early 30s. Our consumer is someone who is highly influenced by plant-based living and wants to make a change in the world. They stay active and healthy as well as probably participate in blogs and networking events on the subject. These people are probably likely to shop at food makers and bigger retailers such as Whole Foods; they might even regularly go out to their favorite vegan restaurant and are very specific on what type of food they consume.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXISTING ALTERNATIVES</th>
<th>KEY METRICS</th>
<th>CHANNELS</th>
<th>EARLY ADOPTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. How can we bring the Seed Food and Wine Festival Brand to Europe and have a big enough audience to make the event profitable.</td>
<td>Number of Sponsors that will be signing up.</td>
<td>Print (mainly in sponsor locales)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of influencers and chefs that will be interested in the event.</td>
<td>Flyers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekly reports that detail performance of graphic strategies.</td>
<td>Banners</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How many attendees use promo codes provided to sponsors.</td>
<td>Posters</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Large Format</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Online</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Website</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Media</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>TV ads</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COST STRUCTURE</th>
<th>REVENUE STREAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.3 Management style and HR factors</td>
<td>The organizational structure will be based off of mechanistic management, also known as bureaucratic structure. Within this format we will have narrow spans of control, as well as high centralization, specialization, and formalization. This way we can control what each department is designed and will be responsible for. Within the</td>
</tr>
<tr>
<td>Fixed costs: Employee wages, venue price, utilities, rent</td>
<td>Ticket sales for the different events</td>
</tr>
<tr>
<td>Variable costs - Setup for sponsors, print collateral, setup for attendees, number of paid ads online and on TV spots.</td>
<td>Sponsorships from other brands</td>
</tr>
</tbody>
</table>
mechanistic structure we have a clear hierarchical chain of command. Under this structure we could follow more specifically a functional hierarchy within departments.

5.2.4 Product portfolio

<table>
<thead>
<tr>
<th>List of products</th>
<th>Description of the product</th>
<th>Image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Kick Off Reception</td>
<td>Kick off Seed in style with cocktails, beats + bites by celebrity Chef David Lee. Join us in welcoming conscious lifestyle enthusiasts, celebrities, content creators, influencers, and foodies from across the country at one of Miami Beach’s hippest new restaurants.</td>
<td></td>
</tr>
<tr>
<td>Burger Battle</td>
<td>This hugely popular annual event features an array of delectable burger creations, and celebrity judges will choose their favorites while you get to cast your vote for the crowd’s choice.</td>
<td></td>
</tr>
<tr>
<td>Seed Summit</td>
<td>This exceptional event features two days of workshops, panels and speed ‘networking’ and even a scavenger hunt – all designed for bloggers, content creators, influencers and entrepreneurs in conscious, sustainable and vegan living. You’ll mingle with celebrities; meet creative, like-minded people; and learn everything you need to know to elevate your presence and make a major impact on the world.</td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td>Details</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Farm to Table Dinner</td>
<td>Brand Bootcamp is dedicated to early-stage and emerging startups that are developing innovative solutions for disrupting the food, beverage and agriculture industry.</td>
<td></td>
</tr>
<tr>
<td>Fashion Show</td>
<td>Enjoy an evening of conscious fashion, food and fun at Seed’s second annual fashion show! Celebrities and models will strut the runway poolside wearing the hottest cruelty-free fashions. The show will feature casual garb, from hipster tees to bohemian pants and plant-strong statement wear to big names in cruelty-free high fashion.</td>
<td></td>
</tr>
<tr>
<td>Festival Grand Tasting and</td>
<td>Dig into a day-long smorgasbord of incredible food, drink, speakers, demos, shopping, music, and much, much more!</td>
<td></td>
</tr>
<tr>
<td>Wellness Pavilion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>After Party</td>
<td>When the lights go down at the Tasting Village follow us to The Wynwood Yard where we’ll gather for a fun night of live music, plant based bites by a variety of resident food trucks, cocktails, craft beers, vegan wines and much more. Mingle with celebs from the festival, meet fellow Seed-goers, and sip spirits at a finale worthy of the nation’s top plant-based food and wine fest!</td>
<td></td>
</tr>
<tr>
<td>Best of the Best Dinner</td>
<td>We’ll start with cocktails &amp; hors d’oeuvres, followed by a wine paired five course dinner. You’ll spend the evening enjoying innovative, mouthwatering cuisine made exclusively for special Seed guests.</td>
<td></td>
</tr>
<tr>
<td>Critical Mass Yoga Meditation Brunch</td>
<td>Kick off your morning with an invigorating and centering yoga class by Miami’s favorite yogis, followed by a guided meditation.</td>
<td></td>
</tr>
</tbody>
</table>

(Seed Food & Wine, 2019)
5.2.5 Segmentation

Within the business model defined by Seed Food & Wine, we find that it works in the B2C segment on which we will develop the marketing plan, focused on a market group with the following characteristics:

5.2.5.1 Socio-demographic variables

Within the socio-demographic variables are men and women between their late 20’s and early 30’s, interested in health and wellness. With characteristics of being urban, medium-high income, professional / university, with a focus on social welfare.

5.2.5.2 Psychographic Variables

Consumers open to change, and new experiences. They are cheerful, extroverted and always attentive to cultural and social movements.

5.2.5.3 Behavioral Variables

Regarding the behavioral variables, people tend to be picky when choosing what type of food they consume, since they are concerned about the quality and the components of their meals. They prefer to eat healthy at home, but when it comes to going out to enjoy vegan food in restaurants they are quite demanding in their favoritism of places. They enjoy good food and often share this lifestyle with family and friends.

5.2.5.4 Geographical Variables

The festival would take place in Barcelona, Spain, which has a population of 1,620,343 habitants and it is the second most populated city in Spain after Madrid, and the eleventh in the European Union. This city was named in 2016 the first veggie friendly city in Europe according to his big vegan awareness impact.
5.2.6 Positioning

Seed Food & Wine tiene una gran trayectoria a lo largo de los Estados Unidos, con un posicionamiento destacable que ha ganado durante sus 4 años de existencia. En el 2018, se ganó el reconocimiento como el 5 mejor festival de comida y vino de los Estados Unidos certificado por el USA Today. Gracias a este tipo de reconocimientos, Seed Food & Wine festival se destaca entre los consumidores veganos como The ultimate wellness weekend celebrating the good life.

The attendance of the vegan public has grown with more than 10,000 attendees in the year 2018, due to the variety of events and products offered to consumers such as 200+ exhibitors, 40 + Celebrity Plant Based Chefs, 30 + Experts, Athletes, Authors and Celebrities.

5.3 SWOT ANALYSIS: (Internal analysis and External analysis)
<table>
<thead>
<tr>
<th>WEAKNESSES:</th>
<th>OPPORTUNITIES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>· Lack of experience in the assembly of events of this magnitude.</td>
<td>· High levels in the trend of vegan philosophy.</td>
</tr>
<tr>
<td>· Reduced number of bidders with respect to the products that will be offered at the festival.</td>
<td>· Variety of allies for the assembly of the event.</td>
</tr>
<tr>
<td>· Lack of practice of this philosophy.</td>
<td>· Excellent use of digital channels such as social networks, to promote the event.</td>
</tr>
<tr>
<td>· Need to have specific certificates such as:</td>
<td>· Recruitment of a large market, since the event may be liked by the public that is not vegan.</td>
</tr>
<tr>
<td>food management, use of land and spaces, origin of products, among others.</td>
<td></td>
</tr>
</tbody>
</table>
6. MARKETING OBJECTIVES

In order to meet the needs to generate new profitable economic opportunities for the company, we have taken into account the SWOT analysis previously explained in the matrix, we will emphasize the most relevant weaknesses that can, through appropriate strategies, become opportunities for the decision of the short and long term objectives of the marketing plan for Seed Food & Wine.
6.1 GENERAL OBJECTIVE

The objective of this marketing plan is to expand the Seed Food & Wine across international borders, in order to increase brand awareness by 10% in the Spanish market and thus increasing its sales throughout.

6.2 SPECIFIC OBJECTIVES

1. Positioning:

Be a trend in "hashtags" and achieve attendance at the event of the 50% of the ticket price budgeted.

2. Profitability

Generate a profit margin of 15% total profit, with respect to the value invested.

3. Sustainability

To ensure that the second edition of the festival increases the assistance to 65% and increase the level of followers by 5% quarterly.
7. BRAND PLANIFICATION REVIEW

The Brand review captures the objectives, strategies, actions, budget and timing of implementation throughout the year, which is a guiding tool that will guide us towards the achievement of the objectives set.
8. MARKETING MIX

- **Product:**

It could be said that they are more services than products as such, since what is offered within the development of the festival, is a specific location for each "direct client" to offer in that location their product in question to those that would turn out to be the "indirect clients", this under a management of "packages" with different options, which in turn will have diverse prices.

<table>
<thead>
<tr>
<th>Product</th>
<th>Price Dollar</th>
<th>Price Euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>eleven/even CRITICAL MASS YOGA + MEDITATION + BRUNCH</td>
<td>$50</td>
<td>43.59</td>
</tr>
<tr>
<td>KICK OFF VIP PARTY</td>
<td>$75</td>
<td>65.39</td>
</tr>
<tr>
<td>SEED SUMMIT</td>
<td>$150</td>
<td>130.78</td>
</tr>
<tr>
<td>FOURTH ANNUAL PLANT BASED BURGER BATTLE</td>
<td>$60 General Admission</td>
<td>52,31 General Admission</td>
</tr>
<tr>
<td></td>
<td>$80 VIP Admission</td>
<td>69,75 VIP Admission</td>
</tr>
<tr>
<td>brand bootcamp</td>
<td>$50</td>
<td>43.59</td>
</tr>
<tr>
<td>BEST OF THE BEST</td>
<td>$135</td>
<td>117,70</td>
</tr>
<tr>
<td>Event</td>
<td>In-Advance General Admission</td>
<td>In-Advance VIP Admission</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>------------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>DINNER CATWALK A NIGHT OF CONSCIOUS FASHION</td>
<td>$30</td>
<td>26,16</td>
</tr>
<tr>
<td>NAMASEED YOGA &amp; MEDITATION</td>
<td>Free Event</td>
<td>Free Event</td>
</tr>
<tr>
<td>SEED FESTIVAL DAY TASTING VILLAGE</td>
<td>In-Advance General Admission $55</td>
<td>In-Advance VIP Admission $85</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>THE AFTER PARTY</td>
<td>FREE EVENT</td>
<td>FREE EVENT</td>
</tr>
</tbody>
</table>

- **Price:**

As for the direct client, a list of prices is handled, which varies depending on the options to which the client accesses,

Example:
And for the indirect client, an entry will be handled with a cost established and paid before accessing the event.

- **Place:**

The place where the festival would take place in the European Union would be in Spain, specifically in Barcelona. This is a city open to different cultures and lifestyles, which is prepared to receive this type of event.

Also, Barcelona has been recognized as the “vegan-friendly” European city, according to the commission of economy and finance of the city in a proposal promoted by ERC. Barcelona acquires the commitment to promote certain actions. For instance, the adhesion to the international campaign “Meat Free Monday”. According to Leonardo Anselmi, promoter of this initiative, the goal for this project; "What we want is to become
Barcelona one of the preferred destinations for vegetarians and vegans from around the world”.

**BARCELONA - Fira de Cornellà.**

We consider that the best space to organize this type of event would be “Fira de Cornellà”. One of the largest, versatile and functional spaces on the outskirts of Barcelona where they perform all kinds of events and guarantee the success of them (covered surface of 8,300 m2 and it has space for 170,000 sponsors). There is also the possibility of holding events in more than 5,500 m2 of outdoor area, ideal for appointments that require being outdoors.

Fira de Cornellà opened its doors in 1993. There are currently around 20 events between fairs, private management rooms, business conventions and multitudinous meetings and markets (“Radical Market”). The characteristics of the fairground allow hosting all kinds of infrastructures such as swimming pools, playgrounds, large stages, fashion runways, etc.
MIAMI - Mana Wynwood.

Mana Wynwood is Miami’s premier multisized event venue rental company. Our iconic conference and concert venues are the anchors of Wynwood’s thriving artistic and cultural scenes. With versatile spaces that can fit anywhere from 50 to 50,000 people, we offer you the flexibility needed to create an unforgettable experience. (Mana Wynwood, 2014)
LA - Brookside Golf Club.

Brookside Golf Course at the Rose Bowl, Pasadena, CA. Located in the shadows of the San Gabriel Mountains adjacent to the world famous Rose Bowl, the City of Pasadena’s beautiful Brookside Golf Club offers an outstanding combination: Two of the best daily fee layouts not only in Los Angeles but in all of Southern California. (BROOKSIDE, 2019)

- Promotion:

Virtual route through digital channels such as blogs, social networks, official page of the event; and physical through brand activation campaigns, local and / or national
press, billboards, joint work with sponsors and using their communication channels, among others.

8. ACTION PLAN

8.1 Tactics

OBJECTIVE # 1

To be a "hashtags" trend and to obtain an attendance of 50% of the budgeted ticket office.

Strategy: Positioning

1. Strategic alliances with brands and influential people in the environment.

2. Paid guidelines on recognized channels.

Tactics:

- Hashtag #VeganFestVeganLife

Description: With this label it is expected to generate a massive awareness that the event not only aims at the development of a specific activity in a day, but to show a whole philosophy and lifestyle.

This will start five weeks before the event.
Place: social networks

Resources: facebook, twitter and instagram.

Mechanics: After establishing a start date of this tactic, post will be designed to publish each on the official page of the event, which will be based on sports, social, cultural, etc, that promote veganism, which will be accompanied by the hashtag in question.

- Paid pattern on social networks (Instagram and Facebook)

Description: access a package that includes appearing as sponsored or suggested ads for our specific audience. The impact of this strategy will depend on the value you decide to access.

This is how the guidelines work in channels like Instagram, in which ads are created that the application will be responsible for making visual for our target audience and at the end of the time paid for the guideline, this will yield results with respect to the impact that the publication had on the public.

Place: social networks

Resources: monthly installment paid to instagram and facebook.

Mechanics: design ads and track statistics released by the application.
It will start 6 weeks before the day of the event. The previous image refers to the advertising model, it should be clarified that the content of this publication will be different.

- **Gift kit to influencers (one gift for each brand that will participate in the event)**

  **Description:** This kit will be delivered to people who are considered as vegan influencers, which must exceed 10 thousand followers on Instagram, in order to ensure a greater impact on the target audience. It will be a condition that each person who receives the kit, must make a post naming the brands that will be in the event and an instant and receiving the kit, the description of the event and of course, make use of the hashtag.

  **Suggested Influencers:**

  Miriam Faba (@veganeando)
Marta Martinez @midietavegana
Mi Dieta Vegana - Marta
“El veganismo no es una dieta, es una filosofía.”
Máster en Nutrición y Salud
Comunicación digital
Recetas veganas
www.midietavegana.es
www.fnac.es/a6289389/Guía-para-el-vegano-ImPerfecto
Jenny Rodríguez (@soyvegana_jenny)
They will be delivered for a week, four weeks before the festival. It is valid to note that the majority of vegan influencers originate from Spain, reside or visit this country frequently.

**Location:** locality of person receiving and social networks.

**Resources:** Shipping, gifts, packaging and logistics equipment.

**Mechanics:** Create a database with the profile of the beneficiaries and keep a photographic record of the moment in which they receive the gift, as well as a constant follow-up on the posts that were agreed to be published.
Each kit will have as part of the gifts a shirt so that the influencers begin to promote the hashtag that will identify the event and a ticket to attend it.

- **Giveaway where double passes will be raffled to enter the event:**

  **Description:** The logistics will consist in designing a striking image that shows the logos of the participating brands and the logo of the event, then in the description of the post will be the terms and conditions to participate in the contest and the prize will be given to the winner placing as a condition that this realizes an insta story where I publish the gift and the name.

  The first will be held one week before the event and the second two days before the event.

  **Place:** social networks

  **Resources:** tickets to be delivered

  **Mechanics:** each person participating in the contest must follow the official page of the event, mention a possible companion and this companion must follow the same official page. Finally, a date of selection of the winner is established and
randomly chosen to this.

Example of template:

- Advertising billboards

  **Description:** will be located in strategic places such as shopping centers and close to vegan restaurants.
These fences will be installed 8 weeks before the festival starts.

**Place:** Two shopping centers and five vegan restaurants.

**Resources:** payment for advertising space.

**Mechanics:** make an alliance with strategic places with a massive visit of people,

in order to locate the ads in food or entertainment areas that have excellent visibility.

**Example of fences:**

![Fence example](image1)

**Possible partners:**

Pixie and Dixie, Veggie Garden, Punto Vegano, SuperChulo, La Camelia, entre otros.

(Máx 10 restaurantes).
- **Printed flyers**

**Description:** consists of printing 5000 flyers and hiring two people who will be responsible for distributing them around the city.

Place: traffic lights, shopping centers and restaurants.

Resources: flyers and staff in charge.

Mechanics: deliver to each person 2500 flyers and locate in strategic areas where they must be distributed, as well as establish a schedule to be delivered.

**Example activity:**
OBJECTIVE # 2

Generate a profit margin of 15% of total utility, with respect to the value invested.

Strategy: Profitability

1. Sale of packages that increase the value of the purchase per consumer.
2. Sale of advertising space.

Tactics:

- Offer the client a discount of 20% for the purchase of a second space in the festival or the option of sharing the allocated space with another brand, of course, in this type of agreements, the price of said space will be increased by 10%. 

Place, resources and mechanics: being a more abstract and theoretical strategy, this will be negotiated in the established space to contact the clients and will be evidenced in a contract where the terms and conditions are specified.

- Establish advertising spaces to related brands

Description: These spaces will be designed under spaces of 1x1, 2x2 or 3x3 that will be
sold to brands that decide to rule in the festival.

**Place:** Festival

**Resources:** advertising stands

**Mechanics:** each assigned space will have a different price that will depend on the selected size and the interested brands can not be contradictory with the philosophy of vegan life. The assembly of the stand will be done one day before the event and the furniture will be assumed by the client.

**Stand example:**

The festival will reserve the right of admission for brands interested in publishing and will be enabled maximum 10 stands.

**OBJECTIVE # 3**

Achieve that for the second edition of the festival the attendance to increase to 65% and increase the level of followers by 5% quarterly.

- Strategies: Sustainability
1. Personalized negotiation

2. Actions that give personality to the event and be recognized as a brand and / or identity.

**Tactics:**

- **Logo**
  
  **Description:** although a logo belongs to everything related to advertising, it will be seen not only as something that catches attention but as a striking symbol that generates recall in the target audience and that can be used in short, medium and long term in different goods or services that will allow the event to be recognized as a brand.

  **Location:** depends on where it is used, (event and others).

  **Resources:** graphic designer or publicist.

  **Mechanics:** create a logo that summarizes the title of the event and can become a symbol in the medium term, an example of the above could be the tomorrowland, where this is not only a musical festival but has gradually been becoming in a brand.

- **CRM**

  **Description:** software for database management.

  **Place:** virtual

  **Resources:** investment cost of the program.

  **Mechanics:** when selling the spaces and the entrance tickets to the festival, basic
information will be requested: names and surnames, age, identification number, contact telephone numbers, email, city, country and address. The above in order to create a database to ensure attendance at future editions of the festival.

8.2 ACTIONS SCHEDULE

<table>
<thead>
<tr>
<th>MONTHS</th>
<th>TACTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONTH1</td>
<td>Hashtag &amp; VeganFestVeganLife</td>
</tr>
<tr>
<td>MONTH2</td>
<td>Paid pattern in social network</td>
</tr>
<tr>
<td>MONTH3</td>
<td>Hashtag &amp; VeganFestVeganLife</td>
</tr>
<tr>
<td>MONTH4</td>
<td>Paid pattern in social network</td>
</tr>
<tr>
<td>MONTH5</td>
<td></td>
</tr>
<tr>
<td>MONTH6</td>
<td></td>
</tr>
<tr>
<td>MONTH7</td>
<td></td>
</tr>
<tr>
<td>MONTH8</td>
<td></td>
</tr>
</tbody>
</table>

**SECOND PERIOD**

**TACTICS**

- Negotiation with brands interested. This will be divided into three days:
  1. Previous to initial launch.
  2. Benefits of previous associates and recruitment of new associates.

Source: self made. The information shown here corresponds to the completion of two festivals.

Note: The event will be held in month four and the date of the second edition will depend on the performance and feedback of the first edition.
9. INVESTMENT DETAIL AND FINANCIAL PLAN

9.1 MARKETING BUDGET AND INVESTMENT NEEDS AND EXTERNAL FINANCING

DETAIL OF THE INVESTMENT AND FINANCIAL PLAN:

The marketing budget to carry out the strategic plan for 2019 is € 39,104.40, where 46.27% will be allocated to the positioning and recognition of the brand; This is because it will be the first edition of this festival in Spain, so it is necessary for the public to recognize everything related to the event.

On the other hand, 15.34% Corresponds to tactics that focus on ensuring that a return is generated within everything implemented in marketing strategies; 4.14% of this budget will be allocated to cover the sustainability and duration of the project in time, and finally 34.2% will be granted to cover a contingency plan if necessary and different types of expenses that are generated throughout the strategic plan presented here.
Source: self made. The information shown here corresponds to the completion of two festivals.

Note: Some strategies have a factor of return on investment, such is the case of the Stand, since these will be rented to brands interested in publishing at the festival.
Source: self made. The information shown here corresponds to the revenues that will cover the marketing strategies; however, the other events and payments received by the exhibitors will be destined to the general development of the event. The figures used are based on the edition of the festival held in Miami, this version being the main reference to analyze the finances of the new edition.
Source: self made. In the projection for 2020 the holding of stands is omitted because it is expected to be able to use the ones created for the first edition.

9.2 TRADITIONAL RESULTS ACCOUNT

The income statement presented was an estimate of the sales in the first edition and the profits obtained from the sale of stands, ticket offices and sponsors.

<table>
<thead>
<tr>
<th>Rubro</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingresos</td>
<td>€ 1,907,142.86</td>
</tr>
<tr>
<td>Costo de Ventas</td>
<td>€ 60,000.00</td>
</tr>
<tr>
<td><strong>MargenBruto</strong></td>
<td>€ 1,847,142.86</td>
</tr>
<tr>
<td>Costos fijos</td>
<td>€ 20,000.00</td>
</tr>
<tr>
<td>Gastos de Marketing</td>
<td>€ 39,104.40</td>
</tr>
<tr>
<td>Margen Comercial</td>
<td>-€ 59,104.40</td>
</tr>
<tr>
<td><strong>BAII</strong></td>
<td>€ 1,788,038.46</td>
</tr>
<tr>
<td>Impuesto (30%)</td>
<td>€ 536,411.54</td>
</tr>
<tr>
<td><strong>Beneficio Neto</strong></td>
<td>€ 1,251,626.92</td>
</tr>
</tbody>
</table>

Source: self made. The figures used are based on the edition of the festival held in Miami, this version being the main reference to analyze the finances of the new edition.
9.3 FORECAST OF PROFITS AND LOSSES

Given that in Spain will be the first edition of this festival, it is estimated that in an optimal case, for the second edition will increase profits by 5%; However, taking into account that there is a negative perception on the part of the public, then a decrease of 25% of the income is expected for 2020.

<table>
<thead>
<tr>
<th>Rubro</th>
<th>Neutro</th>
<th>2020 (5%)</th>
<th>2020 (-25%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingresos</td>
<td>€ 1,907,142.86</td>
<td>€ 2,002,500.00</td>
<td>€ 1,430,357.15</td>
</tr>
<tr>
<td>Costo de Ventas</td>
<td>€ 60,000.00</td>
<td>€ 63,000.00</td>
<td>€ 60,000.00</td>
</tr>
<tr>
<td>MargenBruto</td>
<td>€ 1,847,142.86</td>
<td>€ 1,939,500.00</td>
<td>€ 1,370,357.15</td>
</tr>
<tr>
<td>Costos fijos</td>
<td>€ 20,000.00</td>
<td>€ 21,000.00</td>
<td>€ 20,000.00</td>
</tr>
<tr>
<td>Gastos de Marketing</td>
<td>€ 39,104.40</td>
<td>€ 41,059.62</td>
<td>€ 39,104.40</td>
</tr>
<tr>
<td>Margen Comercial</td>
<td>€ 59,104.40</td>
<td>€ 62,059.62</td>
<td>€ 59,104.40</td>
</tr>
<tr>
<td>BAIi</td>
<td>€ 1,788,038.46</td>
<td>€ 1,877,440.38</td>
<td>€ 1,311,252.75</td>
</tr>
<tr>
<td>Impuesto (30%)</td>
<td>€ 536,411.54</td>
<td>€ 563,232.11</td>
<td>€ 393,375.82</td>
</tr>
<tr>
<td>Beneficio Neto</td>
<td>€ 1,251,626.92</td>
<td>€ 1,314,208.27</td>
<td>€ 917,876.92</td>
</tr>
</tbody>
</table>

Source: self made. In the projection for the negative 2020, the costs of sales, taxes, fixed expenses and marketing expenses remain the same, given that the decrease in the percentage of 25% for the hypothetical case only affects what is related to income.

9.4 FINANCIAL RATIOS

Return on investment (ROI) 2019

ROI = BAIi / Sales Profit / sale x100

ROI = 93,75%
The ROI or return on investment shows in percentages that is earned for each euro invested, in this case it is the marketing plan being a 93.75%

**Return on Investment in Marketing (ROMI)**

\[
\text{ROMI} = \frac{\text{BAII}}{\text{INV MKT Benefit}} / \text{Inv mkt}
\]

\[
\text{ROMI} = 43.72\%
\]

The ROMI or return on investment in marketing will show me the percentage benefit on the investment that was made in marketing.

**Marketing Spending:% MKT**

\[
\% \text{ MKT} = \frac{\text{INV MKT}}{\text{SALES}} \times 100 = 1.24\%
\]

### 10. CONTROLS

The controls also called KPI will be very necessary and useful to know how to identify the management and fulfillment of the functions of our marketing strategies. So we will perform the control with the following quantitative indicators:

1. Survey via email to people who attended the event and to the exhibitors (two different survey formats).
2. Follow-up of impact on the publications made and assertive and objective reading of the statistics thrown by the digital channels.
3. Feedback process with brands that scheduled the event.

### 10. 1 CONTROL PLAN/KPI’s
**Survey:** satisfaction levels will range from 1 (not satisfied) to 3 (highly satisfied).

**Levels of impact:** Any impact that has exceeded a scope of 5000 views and 100 reactions will be considered as positive.

**Sustainability Review # 1:** the tactic of spaces to be revised will be considered effective, only if 30% or more of the associated brands reissue in a second edition of the event.

**Sustainability Review # 2:** the development of the event with respect to the exhibitors will be considered effective, only if 35% or more of the exhibitors go back and buy a space in a second edition of the event.

**Sustainability Review # 3:** the development of the event will be considered effective with respect to the attendees, only if 5% or more of these returns to buy a ticket to attend a second edition of the event.

**11. FOLLOW UP MEASURES**

**11. 1 CONTINGENCY PLAN OR REORIENTATION**

**Problem # 1:** *Legal conditions and restrictions for space management.*

**Contingency plan:** Make a risk matrix where all the variables are analyzed with respect to assembly, infrastructure, electricity, food handling, waste management, fire control and other catastrophic circumstances to be evaluated. The above in order to be able to thoroughly investigate the legal requirements for each of said variables.

**Tracing:** From month # 1, two people from the team will be assigned to carry out the
creation of the matrix in question and this should be socialized to the rest of the team.

**Problem # 2:** Misalignment in advertising campaign to expectation.

**Contingency plan:** Make two models of advertising campaigns, of which one will be selected and in the process of monitoring the performance of the selected one, the need to maintain or discard it will be evaluated; Therefore, we must have a draft of what could be a reorientation of this campaign with a view to another public or with different strategies.

**Tracing:** Together, the person in charge of graphic development and the person in charge of Community manager will work and make weekly reports regarding the performance and impact that the strategies applied will present.

**Problem # 3:** *High increases in the cost of the strategies.*

**Contingency plan:** Since not all tactics are applied in the same month, the impact of each of these will be analyzed individually in periods of fifteen days, in order to rule out those that end up being unnecessary or in order to have more time to when considering new suppliers or alliances.

**Tracing:** Annex to the report will be presented by the advertising team regarding the expectation of the campaign, an accounting and financial report will be carried out that relates the projected versus the spent amount. This analysis must be executed and socialized every fifteen days, and thus be able to establish measures of control where maximum amounts are established to be handled at the time of negotiations with suppliers, interested brands, allies, etc.
12. CONCLUSION

In conclusion we want to remember the three main situations in which we face the festival; How to achieve a positioning in a new market, how to generate profitability and how to be sustainable over time. To achieve these three tasks, we implement the following objectives.

- Be a trend in "hashtags" and achieve attendance at the event of the 50% of the ticket price budgeted.
- Generate a profit margin of 15% total profit, with respect to the value invested.
- To ensure that the second edition of the festival increases the assistance to 65% and increase the level of followers by 5% quarterly.

By means of these actions and start-up we estimate the results will be obtained expected results, since being executed is expected to reinforce the brand awareness and Brand sustainably.

All the objectives will have medium and long term results, since they are processes of slow development and take time to fulfill their objective in the consumer.

For the next few years we hope to achieve all the forecasts, and so to give the festival the expected projection of this, and potentiating the link of its assistants and the support to the culture and the vegan lifestyle that this type of events promotes.

With the contribution of communication strategies, we want to make the attendees come to us, that they feel interested to get involved and be part of events
related to their lifestyle and thinking, such as the Seed Food & Wine Festival. Through an appropriate distribution and communication strategy, we will be able to maximize the value of the brand in Spain and the European Union. We have the advantage of having a strong international name in the city of Miami and Los Angeles, which will allow us to help you expand your name to the other side of the Atlantic.

For our economic and financial margin (1,251,626.92 Euros) we achieved visualize the benefits of net profit are favorable for 2019, and that the investment carried out focuses on the long term, in order to give a good launch to the bases of this new strategy for the festival. We want to make our ROI increase (93.75) for next year, since the investment expenses in the negative scenario (2020) decrease to 917,876,92 (Assumptions of negative scenarios -25%), and we want our earnings for next year to be as positive as possible. Many of the actions require a greater financial analysis since the If a greater investment of resources is made, it can have a positive impact or negative to results.

According to the analyzes and forecasts, favorable results are estimated for the year current and future years, thanks to this we can also project a long-term positioning, through marketing strategies and tactics that will be reflected in the participation and assistance of the festival in this new market.
13. BIBLIOGRAPHY

Alba, N. (s,f). *Natural, Portal de Salud Natural, Nueva Conciencia y Ecología*.
Obtenido de *Veganismo y ecología:*
https://naturalrevista.com/veganismo-y-ecologia/


CATALÁ, J. (07 de 05 de 2017). *CERODOSBE*. Obtenido de El top 5 del veganismo en Europa:

CLAMA, Colectivo por la Liberación Animal de Málaga. (21 de Enero de 2014).
Veganismo, una cuestión política. Obtenido de


Gómez Calvo, J. L. (02 de 06 de 2014). *BELT, soluciones de seguridad global.* Obtenido de Seguridad de espectáculos y actividades recreativas, deportivas, musicales y


Skyscanner. (25 de 07 de 2017). Los 9 festivales vegetarianos o veganos más ricos del mundo. Obtenido de
https://www.skyscanner.es/noticias/los-9-mejores-festivales-vegetarianos-y-o-veganos-mas-ricos-del-mundo


