

SUMMARY

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PART I

INTRODUCTION

The project that in this document it is going to develop, is to carry out a marketing plan for the company "No manches" to demonstrate its viability. The company "No manches" dedicated to provide laundry services with home delivery service is located in Mexico, more specifically in the capital of the same, in Mexico City.

OBJECTIVES

The general objective of this marketing plan was to analyse the factors of the company and its environment in order to detect weaknesses, threats, strengths and opportunities. It also aims to achieve the objectives set by the company, implementing strategies and designing operational actions, which later will be implanted by many actions for the achievement of the action plan and subsequent control of the results.

METHODOLOGY

The methodology employed has been different in order to get data; the information obtained was quantitative and qualitative. It is first-hand information of the company itself and as well of secondary sources: interviews with partners, surveys, observation, institutions, bibliography research etc.

STRUCTURE

The following document will have an organized structure, arranging two general blocks, the first one will be the introduction with its corresponding sections and the second, will consist in the development of the marketing plan which will have a number of common chapters in any marketing plan and another number of chapters that I considered necessary in this case..

-The first block consists in the introduction of the thesis:

In the second block, the work is broken down into 7 sections. Firstly, it is initiated with a brief introduction of the company followed by an analysis of the current situation of the company. In this analysis, was made two parts; for the one side, the internal analysis, in which all business information is collected and on the other side, an external analysis distinguishing the macro-environment and the micro-environment. As regards the analysis of the macro-environment, we analysed demographic, social and cultural, economic, technological and legal environments; as regards the micro-environment, was analysed the sector which the company belongs, suppliers, competitors, market and customers.

Then, all the information studied in the previous paragraphs, was captured in a SWOT analysis, summarizing the strengths and weaknesses presented by the company, obtained from internal analysis and the threats and opportunities presented in the sector, obtained from external analysis...

Finally several objectives were set by taking as reference the SWOT analysis for a later establishment of various strategies and the design of the operational actions, to be able to develop an action plan with a later control and monitoring of results.

JUSTIFICATION FOR THE CHOICE OF THE TOPIC

The main reason why I have chosen this topic is to carry out a university exchange over one year in Mexico City, where I had the great opportunity to comply one of my personal goals; to create a company, the previously mentioned "No manches".

Another motivation for the choice of the topic, is the importance of the marketing in any business so they can last over time. The most important thing in my view, is the satisfaction that gives the moment in which we are selling something to someone, trying to understand customers, to sneak into their mind and see what their needs are or to create one.

Notably, during the degree we worked many fields of finance and accounting, which are related face to manage, operate, accounting etc. Thereby there were less marketing subjects and I think that it is important to continue working the science of marketing on my final thesis.

PART II

1.-INTRODUCTION: THE COMPANY

"No manches" is a young company that provides laundry service, with home delivery, with the possibility to order via online and offline and it was created in March 2015 in Mexico City. Currently, it is in its initiation period and it defines itself as a fresh business, looking to help their customers in their basic daily tasks that we all carry out in the area of our homes. The business model is based on the quality of their services as well as in the proximity, trust and personal attention to each client.

1.1.-MISSION

Provide a different and improved laundry and drying service with home delivery in Mexico City.

1.2.-VISION

Be a reference and a model to follow in the local market and expand the business throughout the city.

1.3.-COMPANY DESCRIPTION

Mexico receives every year millions of people willing to settle in the country whether to work, study or travel. Arriving in a new place, it is necessary to find a place to live in so there are many alternatives that can become our home: hotels, apartments, houses etc.

Is in this situation when the company "Rooms época" was born, a business created in 2010 and first we need to understand its operation before deepen in the creation of "No manches":

→ The company "Rooms época" (www.roomsepoca.com):

"Rooms época" is a company that seeks to provide a comprehensive solution of hosting services, providing the safety and the comfort demanded for an easy life in Mexico City.

The company's goal is to provide a practical solution for the stay, including all the necessary services under monthly contracts without many requirements. They have more than 15 houses and 170 rooms that adapt different budgets. Their houses are located in the Roma-Condessa zone, two of the safest and touristic neighbourhoods of the city.

In Rooms época in addition to offering furnished rooms, they add all services and maintenance in the cost of rents, thinking in the basic needs. The services included by company are: Electricity, water, gas, high speed internet (200MB) and cleaning of common areas.

That's why the only basic household task, that roomers have to do, is the washing of their own clothes.

It is in this scene where the company "No manches" was born, by associating with the hosting company and with the main objective of responding to this need of the customers by offering laundry services with home delivery in any of the 15 houses.

So we are in a situation where everyone wins:

→The current clients of "Rooms época" will become in new clients of "No manches" and they will be able to access an additional, different and improved service.

→The first company will win in a decisive factor, as it is, the ability to compete and position against its competitors and continue developing its image; because of this, it increases its ability to retain their current customers and obtain more easily new customers to inhabit their homes.

→As for the second company refers, to begin with, it will always have a higher minimum of customers, so the laundry company will get each month a greater number of new customers, which are the most difficult and expensive to get.

2.-ANALYSIS OF THE SITUATION

2.1.-INTERNAL ANALISIS

Regarding the internal analysis, is going to develop an analysis of the company itself, in order to see in which situation it is, analysing the different functional areas, in other words, analyse the products / services offered and the policies of pricing, distribution, communication, financial situation, human resources, internal organization, facilities etc. In short, the development of the current situation of the company, mentioning all those internal aspects which will affect the future development.

SERVICES

"No manches" is a company of service delivery, therefore, in the following section we will analyse the offered services:

Main services:

- Laundry service
- Drying service

Secondary services:

- Home collection and delivery service
- Online and offline orders

Figure 1: Services



Source: Own elaboration

Home collection

Here begins the whole process, by collecting the clothes of the clients. This service is available in the areas of Roma and Condesa in Mexico City. Once the company verifies the corresponding daily orders, gives the list of orders to the person in charge to pick up the clothes in the addresses of the customers in the selected date and time.

Laundry

The laundry service is the activity where the company invests more time and resources because everything depends on the quality and professionalism of this second step, in order to achieve the next steps and obtain the desired result. That's why it is detailed step by step the guidelines to be followed by the staff, to make sure the questions may not remain unanswered. There are all kinds of supplies and accessories, as well as, soaps, detergents, chemicals, brushes and more stuff to carry out an exquisite process.

Clothes drying

At this stage it will proceed to dry the clothes before their packaging. Clothes will be separated among which need to be processed in the rotary machine and the ones which will dry up on a clothesline in the outside. It is very important this process and having the clothes completely dry, because humidity attracts mould and it is not possible to have clothes lying in wet areas. Finally, before the packaging a perfume will be sprinkle very lightly on the garments.

Home delivery

With this service ends the whole process and when the company contacts for the second time with the customer. Once the company verifies the deliveries of that day, provides the dealer the list of customers and packages to go to the same homes where the clothes were collected, always in the areas of Roma and Condesa on the agreed date and time with the client.

Online and offline orders

The way by which the service can be sued is via online or via offline

-Via online: Customers can enter the website of the company and place orders, filling in the required fields and indicating the necessary information.

-Via offline: There is also the option of ordering to the dealer, filling in the relevant document.

PRICES¹

It is estimated that on average, in Mexico City, a laundry, charge for a load of 3 kilos 54 pesos (18 pesos per kilo), but to be in a break-even point, the cost for this work should be 69.70 pesos (24 pesos per kilo). The prices of the company "No manches" are calculated per kilo and are set based on what the market defines when supply and demand come together and also based on the prices of their competitors. The company establishes a minimum order of 4kgs or 120 pesos, that is 30 pesos per kilo and home delivery is free.

¹ Currently, 1EUR = 20 MXN

Table 1: Prices per kilo

Breakeven point =	24 \$MXN
Average price of competitors =	18 \$MXN
Price of main competitors =	30 \$MXN
Price of "No manches" company=	30 \$MXN

Source: Own elaboration based on "No manches" data

A part from the price that is calculated per kilo in the case of clothes that requires a regular service, there is another list of prices for products such as blankets, quilts etc. that require a different treatment.

Table 2: List of prices

Items	Prices ²
Individual quilt	100 \$MXN
Double quilt	125 \$MXN
Queen Size quilt	135 \$MXN
King Size quilt	140 \$MXN
Individual blanket	75 \$MXN
Double blanket	100 \$MXN
Queen Size blanket	115 \$MXN
King Size blanket	125 \$MXN

Source: Own elaboration based on "No manches" data

DISTRIBUTION

The company is responsible for the distribution and they also do the transportation and it takes over the cost that this entails, so the company has an employee solely to carry out this activity.

² These products also includes free delivery service

The main channel used for transportation is the tricycle, although in a minority of cases is done on foot. This depends sometimes on the conditions of the city; the weather, traffic conditions, social movements such as demonstrations, road conditions such as closing avenues and streets, personal conditions of the employee etc. are the variables to decide for one method or the other one. Do not forget that is a huge city where every day something unexpected happens.

Figure 2: Transport



Triciclo de trabajo

Es un vehículo de tres ruedas, utilizado frecuentemente como medio de transporte de carga comercial o puesto de venta de diversos productos en la ciudad. En algunas colonias y poblaciones del país se utilizan frecuentemente como taxis y medio de transporte familiar.

Source: Ecobici, 2014

The schedule of distribution of the company is divided into two general blocks, that is, the morning hours and evening hours. In both blocks, they done pickups and deliveries and these schedules are constructed based on the labour schedules and academic schedules of the customers of "No manches".

Table 3: Timetable

Morning schedule	7am – 8am	8am – 9am	9am – 10am	10am – 11am	11am – 12pm
Evening schedule	8pm – 9pm	9pm – 10pm	10pm – 11pm		

Source: No manches, 2015

Each box has a time slot of 60 minutes in which the dealer can come at any time, so the worker has got more flexibility to arrive at the time indicated by the client and not exhibit a bad image.

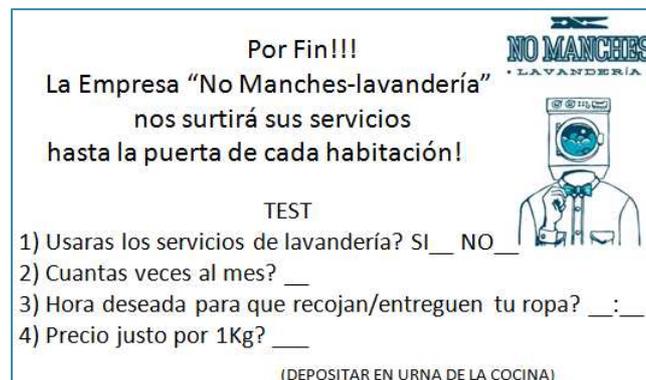
This is necessary because in Mexico City the distances are very long and the lateness of people is widespread. Also Mexican culture greatly influences in the timeliness of people and those who go to live to Mexico. The tolerance of the country ranges between 30-45 minutes of lateness, which is a great disrespect.

PROMOTION

There are two types of communication in the company, the first one, is internal and the other one is external. Internal communication is given within the company, this communication is very important for the company to operate as one unit, to go to the same direction and create synergies. Definitely, pursue jointly the corporate objectives of the company. As for the external communication, it is the one between the company and external audiences, that is, "No manches" and its customers.

- Internal communication: the internal communication is very fluid because the 4 employees who form the business as well as owners and workers, are in daily contact and there is a quantity of trust in which each one explains the points to improve and the issues that are working well.
- External communication: The method used is the website of the company (www.no-manches.com.mx). Through it, it communicates with customers, and these with the company. Orders are processed through the website once the customer has filled out the required fields as the name, address, date, time of collection and has requested the service. It is in this same page where the company reports news, discounts, offers etc. Currently the website is under renovation.

Figure 3: Test n°1



Por Fin!!!

La Empresa "No Manches-lavandería"
nos surtirá sus servicios
hasta la puerta de cada habitación!

TEST

1) Usaras los servicios de lavandería? SI __ NO __

2) Cuantas veces al mes? __

3) Hora deseada para que recojan/entreguen tu ropa? __: __

4) Precio justo por 1Kg? __

(DEPOSITAR EN URNA DE LA COCINA)

Source: No manches, 2015

As to the place where the company finds the vast majority of their customers, these are located in different homes of "Rooms época" and when they arrive to set up, they give them the keys of the room and they are informed about the laundry service that provides "No manches" for the guests of the houses. In the same houses are spread very sporadically flyers to spread the word among them. The condition that customers are living together, leads to exist a daily communication between them, so, if a customer is satisfied or not, could be a weakness or strength at the same time.

Figure 4: Flyer, sketch 1



Source: No manches, 2015

IMAGE AND POSITIONING

Customers have a good image of the company and they are highly satisfied with the offered services. The reason that they are satisfied with "No manches", are the advantages that offers home delivery and the individualized and continued relation that receives each client. They also have a contact number for questions or complaints, which are answered in less than 24 hours within business days...

Regarding the position of "No manches", there are some factors that affect, these are, the location, the ability to respond to any problem and providing a different service. With these factors, the company improves their positioning regarding other competitors within the zone where operates the company.

COMERCIAL STRATEGY

As for the business strategy, the company has to improve it for the following reasons:

- They do not use direct mail, as well as: mail shots, advertising at street etc.
- They do not visit potential new customers
- They do not make too many discounts or bonuses to their best customers.

The company is aware that it needs to improve mainly in these aspects. There are potential customers in areas where the company operates, as well as, young, housewives, adults that the company could obtain advertising at street, at the entrance of supermarkets, kiosks, parks etc.

On the other hand, the company almost does not make visits neither gives advertising to potential new customers, these are the customers that every month come to live to the houses of the company "Rooms época" and so far the company was content with these clients, but from now it aims to carry out visits each week to deliver "flyers" to these people that are arriving each week.

Pricing strategies help to increase the sales and especially to retain customers, also, this makes that customer satisfaction increases because they perceived the same service for a better price. Henceforth the company intends to announce the discounts on the website.

QUALITY

Quality is an important issue at the negotiations with customers, besides, market and customers requirement is growing. The quality is an important issue and also it is that customers perceive it, because they analyse the price-quality relation offered by the company and that is why "No manches" tries to improve this relation. To do this the company must have:

- Staff technically competent, responsible, experienced, properly trained and with the requested skills.
- Elaboration of training plans to enhance human resources.
- Appropriate materials to the service delivery.
- Establish closer relations with their suppliers.
- Develop questionnaires to receive the "feedback" from customers
- Organize the processes to achieve quality in management.

INTERNAL MANAGEMENT

When the company receives an order, these arrive with a reference number to the facilities. Each of these orders are arranged chronologically and assigned a working time. The customer already knows what the price is and the delivery time, so employees have to comply with that deadline. The internal management is not very complex, as there are few employees and the chain of command is very short, so the communication is usually fluid and there are few misunderstandings or failures in management. If any failure occurs they analyse what was the cause, in order to solve it.

ORGANIZATION AND HR

In the company there are 4 employees, two persons working in direct labours and the other two are responsible for managing and administering the company.

-Team:



Jorge Ruiz Gonzalez.
50% founding partner. Responsible for attracting customers, hire staff, make purchases to suppliers and pay bills and payroll



Katixa Linacisoro Zubimendi.
50% founding partner. Responsible for managing orders, serve customers, update the website, advertising of services and make purchases.



Lourdes María Flores Bernal.
Responsible for carrying out the cleaning and drying service, control inputs and storage.



Antonio Pérez de la Rosa.
Responsible for pickup and delivery service, prepare receipts and make the charge.

The organizational structure of the company is well defined, internal communication is very effective and also the relations between staff. Generally the coordination between them is good, because each one has clearly defined what has to do and each work is delegated in a person according their knowledge and scope.

DELIVERY SERVICE

Regarding the service, it is the process where the company invests more money and the most important, that is why the company has to plan how to carry out this service, although it is quite improvable.

Ideally, the person in this charge, once having the orders list, would have to calculate and compare the arrival times of garments, with the date of delivery and the ability of kilos of a washing machine and finally coordinate the bags in order to don't use needlessly the washing machine or the inputs.

In reality, this does not happen; sometimes they put more washing machines than necessary, as consequence they spend more water and the movable assets suffers more deterioration. There is not any control of the volumes that are processed

every day and these volumes can vary greatly from one day to other, so the company has to know how much inputs are needed per kilo. Another problem that has occurred in this area is the loss of references. The disorder and the disruption of the shelves have caused problems and they have mixed bags of different clients.

TECHNOLOGY

Regarding the technological level of "No manches", is very basic, they have not automated machines or programmed systems in the service delivery, besides they have never made an investment in research and development but the company is aware that there is a national institution of laundries that invests in R & D so it is deliberating to become a member.

BRAND AND LOGO

"No manches" is a pun that hides a double meaning. The first one, its literal meaning (don't stain) and the second one, is a Mexican metaphor that means "do not bother". Thus, the company uses the humour to get customers and also it is easy to remember its name.

Regarding the logo, it is a man with a washing machine on his head, to communicate the idea that it is a dynamic service (home delivery).

Figure 5: Logo



Source: No manches, 2015

These are the corporate colours of the company:



-Blue: It represents the most important element that uses, water.

-White: Symbolizes the final result of the work, cleaning.

ENVIRONMENTAL POLICY

As for the environmental policy, they basically comply with the provisions of the law. Notably, the machinery of "No manches" has a good energy rating, this indicates the degree of efficiency of electrical appliances, and the better it is, the less energy is consumed in the process of laundry and drying. This saves energy and it is beneficial for business and the environment, also helps to recover the investment of this machinery immediately. Also, the dryer uses quite energy so the company knows that the spin cycle must be perfect to save in the drying process.

As regards the cost of water, its consumption is much more difficult to reduce but the industrial machinery that the company uses less water than other devices in the same treatment. In addition, they try to use recycled water pipes because water is not for human consumption, it is better for the environment and it is cheaper. Finally it makes all transportation by tricycle to avoid contaminating.

In short, the company has some small measures that are beneficial to them and for the environment but corporate social responsibility (CSR) is very limited and insignificant.

2.2.-EXTERNAL ANALYSIS

2.2.1.-MACROENVIRONMENT

The external analysis studies the environment in which the company operates also its evolution and business influence. In this case, we must consider that the factors listed here, are outside the company, so is minimal the control on them or in some cases none. However, they affect the organization and determine its future. From the external analysis we will obtain the opportunities and threats. (Mediano and Beristain, 2015).

This analysis is structured into two blocks, on the one hand there are all those external factors affecting the company but also affecting other companies, and in many cases the society in general. Its relevance varies depending on the case but we always should take them into account. These factors are included in the macro-environment, and here would be included the economic, cultural, legal, political and demographic aspects, relating them with the sector of the company. (Mediano and Beristain, 2015).

In addition, there are other factors that make up the micro-environment, and they also are outside the company. However, these ones affect more directly the company, because there are closer. Here, is convenient to analyse the market, competitors, customers, prescribers and providers. (Mediano and Beristain, 2015).

Social and cultural environment

For a long time is very common in Mexico people to use laundry services, agglomerations usually reduce people time, therefore they opt for alternatives to help them; that is why it is a widespread practice the use of laundries in Mexico, especially in the cities. As evidence, in 1941 was born the national institution of laundries (CANALAVA) as the union of owners of dry cleaners, laundromats and ironing stores from Mexico City.

Economic environment

In the economic ambit, 2016 will be a year of great challenges for Mexico because of the devaluation of the exchange rate, lower incomes, lower oil prices etc. But in the laundry sector, the competitiveness of the industry is promoted using strategic projects. Agreements are managed at various levels of the government to

enable the industry to comply with the legal regulations on tax, environmental, administrative matters and operational issues.

Laundry business (INEGI, 2014 and CANALAVA, 2015):

- They generate 187,200 direct jobs approximately and 56,160 indirect jobs.
- Are composed of an average for 5 employees per company
- Participation by sex: Men: 31.1%. Women: 68.9%.
- 42.3% of persons employed in these establishments are paid. In 2013, these earnings were 1.297 million 219 thousand pesos; 46,479 pesos per year on average per person.

Technological environment³

In the technological environment, at the end of 2014, CANALAVA made a proposal to the Secretary of Economic Development of the City, to develop a project to make a conversion of 900 washing machines in three years, with a revolving credit (the one that can be used repeatedly up to a pre-approved limit).

Legal environment

As for the legality concerns the laundry service is regulated by a rule since 1994 and published in the Official Journal of the Federation (DOF), this is the official newspaper of the Constitutional Government of Mexico. Its function is to publish laws, regulations, agreements, circulars, orders and other documents issued by the Federation, in order to apply and observe them properly in their respective areas. The (DOF) is published by the Interior Ministry.

This rule was renovated in 2002: Official Mexican Standard NOM-067-SCFI-2002, Commercial practices-information requirements for laundry, dry cleaning and ironing store services.

The purpose of this standard is to establish the requirements of business information and the content of the adhesion contracts to be done by laundry service providers in order to give enough information to take the most appropriate decision. The company must provide clear and transparent information, will have to deliver the receipt, will be responsible for any damage, must show rates and working hours in the establishment and in the case of deliveries, the service provider staff must fully identify itself to the consumer or user, by presenting a certifying document. Besides giving information, is also regulated the standard contract. These are just some of the provisions of the standard and the non-compliance of the NOM, should be sanctioned by the general attorney. (DOF, 2016).

³ Data obtained from El financiero, 2014

2.2.2.-MICROENVIRONMENT

The analysis of the sector must analyse from the perspective of the offer, that is to say, all those companies which compete for the same customers. Thus, the sector is formed for all the companies that offer their products and services to the same market.

The sector

At the end of 2015, these are the data provided by INEGI⁴:

- There are 34,323 establishments dedicated to laundry, dry cleaning and ironing stores in the country, which 33,352 are micro-companies, 677 are located in the range of 6 to 10 employees, 239 of 11 to 30 employees, 22 of 31 to 50 employees, 19 of 51 to 100 employees, 8 in the range of 101 to 250 employees and only 6 from 251 to more employees.
- The 33.80% of the industry is concentrated in Mexico City (capital).
The 35% in the states located in the centre of the country.
The 17% in the North of the country.
The 14.20% in the South of the country.
- In the last decade the sector has had an increase of 70% (INEGI, 2003 = 19.158 laundries and dry cleaning stores).
- There are about 34 thousand businesses of laundries, dry cleaning and ironing stores in the country.
- The sector's sales are more than 6 billion pesos annually.
- The country has 5,000 laundries and 3,000 of them, are in the Mexico city
- The 85-90% of the sector's companies are family businesses, small businesses and self-employment companies (these ones rarely live up to the third generation). (CANALAVA, 2015).
- The lifetime of the companies in the sector: It is very rare that these businesses live up to the third generation. In the market are inexistent laundries with 30 or 40 years because the second or third generation does not follow with the business. (CANALAVA, 2015).

We observe that (INADEM⁵):

- The production and consumption of this service is domestic

⁴ Data obtained from www.inegi.org.mx

⁵ Instituto nacional del emprendedor

- The demand shows a steady growth, due to the lack of time to do the laundry, so people prefer to get a quick and convenient service.
- The service is provided for all kinds and ages of people
- The niches to develop in this sector, are growing cities with a concentration of population and touristic centres, these ones represent an opportunity for the company.
- In recent years, the prices of this sector have increased according to the national consumer price index.

On the other hand, the newspaper El Financiero (2014) says that even the Mexican market is in a constant economic crisis, Mexicans prefer to send their clothes to a laundry rather than making themselves the work. The proof is that in the last two decades the laundry business has had a growth of 40%.

However not everything is perfect in this industry, because the activity is unprofitable for the entrepreneur, while every three years prices are increased in this service, the owners of these businesses have absorbed increases of 36% in their inputs in the same period.

Another problem that entrepreneurs have in this sector is that they are facing the problem of the informal industry that in recent years have proliferated, lowering the prices of those services. Also, many formal companies have caused the declination of the prices too.

The suppliers

The company has a very small number of suppliers which are essential for the functioning of the company.

The most important suppliers for the company are the public ones which are government property; these are water, gas and electricity. As for the inputs for the cleaning process and movable assets, the company has got two suppliers in specific but always it has alternatives and makes decisions studying the quality, price, effectiveness etc.

The competition

The market of laundry is very fragmented, so there are a huge number of competitors and since the end of 2014 the activity of the this industry is stagnant, in addition the companies in the sector live a price war to create more competition in order to get customers and finally they also have to fight with a large informal market that represents an unfair competition.

The unfair competition

There are a lot of companies operating outside the law, so it will begin to stop the opening of these informal businesses, because there was an impressive growth (Financial, 2014):

- Increase: 34%
- Period: 2 years.
- Years: 2013-2014

The free market

As regards market share, there is no competitor or franchise that is positioned or represents a great competition or has dominated a significant part of the market, but in the case of dry cleaners, there are two or three franchises that have a very good positioning; in the case of laundry industry there are not positioned in the market.

"No manches" competes directly with the laundries with which it shares the same area and among them there are a few that offer delivery service and only one that works online. That's why the company highlights "Lavadero" as a major competitor and an example to follow.

The customers and the market

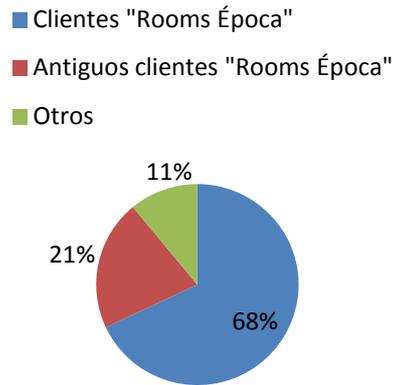
Market analysis is analysed from the perspective of demand, that is to say, from customers. The knowledge of customers involves analysing the market individually, and the market analysis, as a whole, as a group of customers with similar demands.

In recent years the demand for these services has grown steadily due to the habits of the population in the cities who prefer to pay an additional cost for washing their clothes because of the conditions of the work and the available time they have. (Instituto nacional del emprendedor, 2016).

Analysis of "No manches" customers

Because of the characteristics of the service offered by "No manches", its market today is local. Most customers are recommended by the company "Rooms época" because of the agreement that they made at the beginning of 2015 and these customers accounted the 90% of the total customer number.

Graphic 1: Sales 2015



Source: Own elaboration

The company's clients are young, men and women, aged from 20 years to 35 years, living in the zones of Roma and Condesa because of working, academic reasons or a university exchange etc. They usually reside in these areas for 12-15 months in average and they have a purchase power of 10 thousand Mexican pesos in average. They are inexperienced in washing work and usually they do not want to do this labour so they prefer to delegate this work in the company.

3.-SWOT ANALYSIS

This section is obtained from the study of the company's actual situation analysis, the internal analysis and external analysis. Thus, we will use the internal analysis for obtain strengths and weaknesses and we will use the external analysis for obtain opportunities and threats that environment has for the future of the company...

The company tries to use its strengths to take advantage of opportunities and in the same way, it attempts to correct its weaknesses to avoid being harmed by the threats.

The strengths and weaknesses show an observed situation, they are controllable as it is the situation of the company which makes an advantage or disadvantage in relation to its competitors. Instead, opportunities and threats are an observed situation and uncontrollable, that entails the interest or disinterest that has the market for the company.

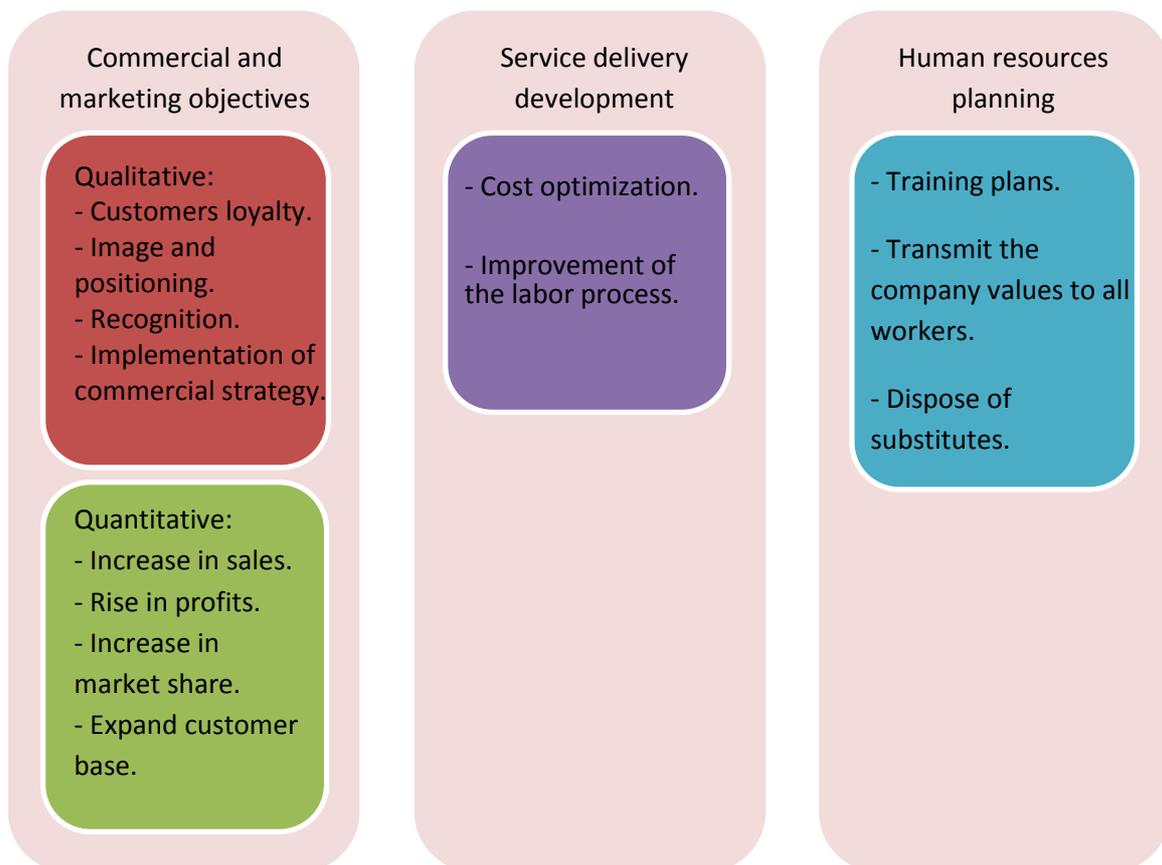
Weaknesses	Threats	Strengths	Opportunities
<ul style="list-style-type: none"> - Strong dependence of "Rooms época" to attract customers - Lack of establishment. - Lack of substitutes to replace employees. - Limited capital to invest in machinery, R & D, etc. - Lateness of workers, thus affecting productivity. - Very poor business strategy. - Lack of organization in service delivery. - Little initiative of labour workers. - Requirements required by "Rooms época." - Customers living together, sometimes this is harmful. 	<ul style="list-style-type: none"> - Heavy reliance on water supply and water restrictions. - Widespread unfair competition. - Cheaper prices. - Increased input prices, causes loss of profitability. - Shortage of training courses and lack of subsidies. - Difficulty to increase prices and increase the margin. 	<ul style="list-style-type: none"> - Distinct service and personalized treatment. - Qualified / competent staff. - Being associated with the company "Rooms época". Image enhancement and customer acquisition. - Company located in the same area as its customers. - Very good internal communication and transparent information. - Flexible pickup / delivery schedule. - Online and offline orders system. - It's not a subsistence company. - Customers living together, sometimes this is beneficial. 	<ul style="list-style-type: none"> - Continuous growth of the industry. - Being member of the national chamber of laundry in the future. - Possible "washing machines" project with the government. - High population in the area. - Existence of market niches. - Lack of a dominant company in the sector.

4.-OBJECTIVES ESTABLISHMENT

In this section, we will develop the goals the company wants to achieve. The qualitative ones (be leaders, improve position, distinguish from competitors etc.) and the quantitative ones (sales, profitability, customer's number etc.). These are set by taking as reference the SWOT analysis and they should be aimed to reinforce the strengths and seize the opportunities. They should also try to improve the weaknesses of the company and avoid the effect of the threats. In this section we will do a sales forecast and future effectiveness.

The objectives of the company can be divided into various groups: commercial and marketing objectives, service delivery objectives and human resources objectives.

Figure 6: Company's objectives



Source: Own elaboration

5.-STRATEGIES DETERMINATION

Once setting objectives, we will determine the way to achieve those objectives. These strategies indicates the direction of the actions that later will be developed with the tactical plans.

5.1. Corporate strategies

A model widely used in the corporate strategies field, is the derivative of the Ansoff matrix (1976), which shows the potential of growth of the company. This matrix, also called "product-market matrix", analyses the options to expand of the company considering the product that is offered and the markets it targets. Products and markets can be current or new and its combination results into four quadrants representing growth strategies. (Mediano and Beristain, 2015).

Figure 7: Ansoff matrix

	Existing products	New products
Existing markets	MARKET PENETRATION	PRODUCT DEVELOPMENT
New markets	MARKET DEVELOPMENT	DIVERSIFICATION

Source: Ansoff, 1976

The growth strategy employed by "No manches" is the strategy of market penetration. It consists in increasing the volume of business in the existing market where it already operates and with the products / services already offered. As mentioned, the company depends basically on "Rooms época" and although the company would like to carry out a business diversification, it has no capital or the necessary financing.

On the other hand the company intends to carry out the acquisition of new customers in new areas of the city with the existing services therefore the company will opt for market development strategy for its growth or expansion. Through this strategy the company expects to develop new market segments with its current products.

5.2. Marketing decision area strategies

Once decided corporate strategies, we have to specify the strategies of the marketing decision area: segmentation strategy and positioning (strategic marketing), along with the functional strategies (operational marketing). Its definition is essential for the subsequent design of the operational actions of product, price, promotion and place.

5.2.1. Positioning and segmentation strategy

Positioning strategy is to define how the company wants to be perceived by their customers, among its competitors. This desire will determine the subsequent actions to be carried out. We must find a differential and unique positioning in customers minds, highlighting those elements that they appreciate. (Mediano and Beristain, 2015).

In the case of "No manches" is not easy to find that place, because the market is very fragmented, the similarity between the companies is high and in many cases their commercial offers are considered alternative. "No manches" seeks to position itself basing on the difference of its offer and in the relationship with its customers. In this way it aims to be among the companies with the highest market share.

Therefore, to achieve the desired positioning is very important the compliance of deadlines with the client, granting an additional service as home delivery and the personalized service it gives to its customers assuming failures and complaints about the service. In short, this is the positioning strategy followed by the company.

Regarding the segmentation strategy is to identify the segments that make up the market and choose those to which the company will run its commercial offer. It is important that selecting a segment does not mean that we will not sell our products or services to any customer who does not belong to the chosen segment. What it means, is that the different marketing actions have to be optimized thinking on a particular type of customer. (Mediano and Beristain, 2015).

Thus, when segmenting the market, "No manches" uses geographical criteria, as is the area where customers live, as well as, it uses specific criteria as is the place of residence (home). Based on these two criteria, the company has found a small niche, this is formed by the ex-clients of "Rooms época" that still require the service. So the company also continues directing their marketing actions to these customers.

5.2.2. Operational or functional strategies

They proceed from segmentation and positioning strategies and involves to design the general guidelines of product, price, promotion and place, that later will be developed in the operative part of the plan. (Mediano and Beristain, 2015).

Figure 8: 4p's

PRODUCTO	<ul style="list-style-type: none">• Washing and drying service• Online y offline service	<ul style="list-style-type: none">• Home delivery service• After-sale service
PRECIO	<ul style="list-style-type: none">• 30 \$MXN per kilo• List of various prices	<ul style="list-style-type: none">• Free home delivery service• Occasional discounts
PLACE	<ul style="list-style-type: none">• By tricycle• By walk	<ul style="list-style-type: none">• There is not any point of sale
PROMOTION	<ul style="list-style-type: none">• Online advertising• Advertising in homes	<ul style="list-style-type: none">• Personal selling

Source: Own elaboration

6.-DESIGN OF OPERATIVE ACTIONS

6.1 Product

The main objective is to carry out the design of services to set the procedures, keeping them controlled and updated to optimize the process, making the company more effective and productive. Thus, the company would reduce its costs because it would know, the proportion of inputs that it needs and the time availability.

To achieve that objective, they will develop the following stages:

- Define the service delivery process: Define all steps regarding time, order, volumes etc.
- Cost optimization: Compare pickup and delivery schedules with the ability of kilos that supports the washer, to coordinate various exchanges.
- Daily control of service delivery: Adopted decisions in the area of washing and drying, and compliance of work.
- Creation of sample document: Proportion of inputs and consumables to be used in the washing and drying process.

6.2 Price

On the one hand the company wants to offer discounts to their best customers, for example, when a customer makes 9 orders, that person will have the benefit of receiving a discount in the order number 10. "No manches" do not know the exact percentage but it could be around the 30%-50%, depending on the amount of kilos. It will also give little surprises, offer promotional contests and raffles along the year giving for example an extra kilo of washing and drying, on various key dates for the company (World Water Day, Mother's Day, Labour Day etc.).

On the other hand, the company wants to add the payment via credit card, so it is studying which bank is better (depending on fees and conditions), and how to design the web, in order to display the various payment options in the web page of the company. In addition to speed the pickup service, the company wants to get more customers and conquer people who like make payments via online. Finally thanks to this technique of neuromarketing the company expects that customers that use the online payment could spend more money than customers who pay in cash because it hurts less as they are not handing over the money physically.

6.3 Promotion

As we saw in the internal analysis, the external communication tools are very important. Especially for small and medium sized enterprises like "No manches". Communication is very important to inform, transmit and is customer-oriented.:

In the case of "No manches", it is expected to reinforce this variable in different ways with different tools:

Table 4: Communication tools

Mailshot (Direct advertising)
Advertising at street level
Tele-marketing
Advertising at the point of sale
Sales promotion
Marketing online and mailing

Source: Own elaboration

6.4 Place

Regarding the distribution, the cost that the company has, is the salary of the employee who makes this work and the tricycles used in the distribution process. As already mentioned in the product paragraph, the company hopes to improve the management, in order to make small subgroups with the daily deliveries, to trace many distribution routes and make the most efficient sweep of the area.

On the other hand, "No manches" in addition to the current distributions, it is going to distribute their services to the new homes that the company "Rooms época" is going to open along the year.

6.5 Commercial management

Within this area we will establish a business plan for new customers search and to improve the loyalty of the current customers.

Regarding the search of new potential customers, it is a very important work for the company as it has a heavy reliance on "Rooms época" concerning customer catchment. The company is using a tool to expand its customers and it is searching the angry customers of its competitors because they are people who use the service and who can be easily persuaded in their irritation. "No manches" is looking for dissatisfied and doubtful customers on the social network of its competitors, to find and capture them.

The company also approved a proposal to develop an app for the mobile phone. "No manches" is studying which tool is the best one to create the app, as there are several companies in the market but the process of creating the application is usually easy; model selection, content insertion, choice of stencil and publication. "No manches" is elaborating several options to opt one that is quick and with very few "clicks" before finalizing the purchase.

In short, the company expects to retain and expand its customer base thanks to this simple app, allowing users to order from anywhere, 24 hours a day and they could program reminders for never forget the scheduled appointment.

As for the loyalty of current customers, the company gives great importance to this issue, so in the medium term it will create a section in the web page and in the app where will be a list of frequently asked questions, satisfaction surveys and will be established an thorough after-sales service because the current one is very poor. Thus, if a customer is not satisfied, the company will assist that person by telephone and will approach to the person within a maximum period of one week to solve the problem. "No manches" knows that after-sales service is as important as the sale and the company wants that the given service before and after the sale be the same.

7. MARKETING AND COMMERCIAL ACTION PLAN

This section shows how to achieve the previously mentioned operational strategies by using the marketing mix variables. Thus, periodic monitoring methodology will be established to make the right decisions and facilitate the achievement of the objectives. To set the action plan, operational and commercial actions will be developed, specifying a calendar, officers, duration of actions, realization period etc.

8.-MONITORING AND CONTROL OF RESULTS

This last stage of the marketing plan is to establish the measures to be taken to follow up the established actions in the plan and also the subsequent control of the obtained results. (Mediano and Beristain, 2015).

To increase the loyalty of current customers, "No manches" made a list of all customers to have a database. Thus the company knows the purchase history and comments of each customer, in order to follow the personalized offers and the questionnaires sent to them. Thanks to the website and the mobile application the company expects to provide more information to the customers regarding the status of their orders etc. All these actions will be coordinated by the management; the estimated time of these actions will vary depending on each client and the situation in which the company is at that time.

Finally, for the expansion of the customer base, the management has implemented some actions explained within the communication paragraph and the company is already establishing relationships with new customers. These actions will be carried out by administrators and the proposed dates would be in the next 4-5 months depending on the state in which is "No manches".

9.-CONCLUSIONS

Once the marketing plan is done, I think "No manches" began its course in a very fragmented and highly competitive sector but with a great business opportunity, due to its distinguishing service against its competitors. The company is the only one in the area that offers free home delivery and will be the only one having a web page and a mobile phone application.

Furthermore the service is highly demanded in Mexico City because of the culture, and that, makes a good combination to make the business more profitable.

The final conclusion of this marketing plan is the importance of putting the customer as the central axis, so the company opted for an original idea, based on the differentiation and in the offer of personalized services in order to conduct to success the company.