

A marketing plan as a marketing management tool

Defined business document	Marketing plan
Brand	Calicanto – calicantoluxurybags.it/en
Market	Luxury handbags
Marketing challenge	Expanding online offer in Italy, including new targets: business women and men
Geographical focus	Italy
Authors © 2020	Carlotta Censori, Italy
All rights reserved	Emilie Urbanski, Switzerland & Italy
Meeting point of the authors with Danny Abramovich	LUISS Business School, Rome, Italy Master in Fashion & Luxury Management
Content covered	Chapter 1, Marketing analysis ✓ Chapter 2, Strategy & objectives ✓ Chapter 3, Budgeted action plan partial Chapter 4, Control procedures ✗
Methodology used	The MODE – doing your marketing more effectively
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Presentation format	pdf

A marketing plan as a marketing management tool

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CALICANTO



Marketing Plan

As of the end of 2020, we are going to focus on offer development strategy: expanding Calicanto online offer in Italy, including a first pilot to approach businesswomen and men as secondary target audiences

Calicanto – Company Profile

CREATION

IDNA Italia S.r.l
created its own line of
bags in 2018

BRAND NAME

«Calicanto» is a flower
that blooms in winter. It is
rare and unusual

INSPIRATION

The design is a
reinterpretation of
Venetian architectures
and nature

COLLECTIONS

7 craftsmanship
collections named each
as the symbols of Venice

PRICE

The price range is
from 560€ to 1100€

*«Calicanto is a blend of
craftsmanship and modernity, an
expression of a sophisticated ability
to interpret and creates new trends»*

*

TARGET

Adult and sophisticated
women, 35-55 years old

DISTRIBUTION

- Selling mostly online
- Physical presence through 15 multiband stores in 7 countries
8 in Italy, 2 in Switzerland, 1 in Portugal, Germany, Croatia, Belgium, and the USA
- Website delivering in 40 countries (all Europe +13 other countries)
- IDNA Italia S.r.l made €10 mio revenue in 2016 and increased it by 14% in 2018

Why Italy? Geographical Fact Sheet



CALICANTO'S ITALIAN HERITAGE

- Strong Italian roots
- Born in Venice
- More physically present in Italy (8 stores)
- Products inspired by the Venetian architectures

ITALIAN LUXURY MARKET

- Leader in terms of production and sales of high-end products
- Country with the highest number of luxury companies with a 2 digits CAGR
- Italy accounts for 26 of Top 100 luxury global companies (16% share of Top 100)

E-COMMERCE DISTRIBUTION CHANNEL

- Online channel is constantly growing → +22% in 2019
- In 2019 online worth 12% of the total distribution channel for Personal Luxury Goods market

ITALIAN LEATHER MARKET

- Italian leather is well known for its quality and care into manufacturing
- Bags & Accessories market revenues worth USD 1.1 BN in 2020 with an expected annual growth rate of +9% by 2024

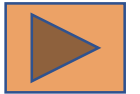


CHAPTER 1
Marketing analysis of the current situation



1.1 Influential business trends to-date

*Calicanto is most influenced by the **social** environment followed by the **environmental** elements.*



1.2 Marketing analysis to-date

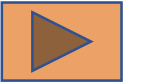
*Calicanto is present in the market of **premium ladies bags**, which could be split into handbags, clutches and backpacks, followed by a very limited range of accessories, sold online mostly in Italy.*





1.3 Competitive analysis

Calicanto is present in a very competitive and fragmented market with many leather good manufacturers from various sizes with different countries of origin. As Calicanto's direct competitors we identify the following: Furla, Mulberry and Il Bisonte.



1.4 Market segmentation

*Until today, we believe that Calicanto segment is the following: European women aged from 35 to 55 years old, cosmopolite, elegant and self-confident, **looking for distinctive and high-end quality products** that are manufactured in a sustainable way. Therefore, Calicanto is mostly focused on a segmentation by book, followed by a segmentation by needs.*

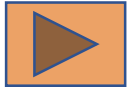




CALICANTO

1.5 Marketing offer to-date

*For Calicanto until now, we estimate that the **physical feature** is the most important so far, so in other terms the product itself, followed by the brand.*



1.6 Marketing promotion

*For Calicanto, until now, we estimate that the **direct marketing** was the most important element of the distribution channel-mix as the brand is communicating with its customers mainly through emails, via Newsletters and also through its website via a chatbox.*

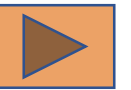
*We estimate that the **PR** is the most important element of the marketing communication-mix (MarCom) as the company is really active on its social media accounts, followed by the **advertising**, with its campaigns in luxury and fashion magazines.*





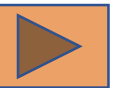
1.7 Strengths & weaknesses

We consider that the main strengths of Calicanto are the followings: its Italian Made quality , its original designs on the products, followed by the well designed and easy to navigate website and finally the fact that Calicanto is a niche brand. In terms of weaknesses, we consider that the main ones are: the long delivery lead-time, the limited product portfolio, and the lack of brand awareness.



1.8 Actual perceptions: positioning

Calicanto is currently best perceived by its clients, in comparison to its direct competitors, as a brand that offers an Italian high made quality, followed by original and innovative designs that take inspiration from Venetian architectures.



A person wearing a light-colored jacket is holding a laptop. In the foreground, there is a peacock feather and a notebook with a pen. The background is a soft, out-of-focus grey.

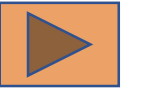
CHAPTER 2

Marketing Strategy & Objectives – next year



2.1 Marketing strategy

As of the end of 2020, we are going to focus on offer development strategy: expanding Calicanto online offer in Italy, including a first pilot to approach businesswomen and men as secondary target audiences.



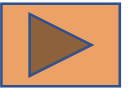
In tune with this strategy, we are going to offer the followings:

- Selling through the website for Italian residents;
- Product extension: Not only bags but also accessories for businesswomen (computer bags, belts, document folders, small leather goods...).



2.3 Targeting

*In tune with the selected strategy (offer development), as of November 2020 we are going to **focus on existing loyal clients** that are cosmopolite, sophisticated and self-confident women as well as **attracting new clients**, mainly Italian businesswomen who are looking for distinctive, long lasting, qualitative and functional products. A new pilot will include men for the first time.*





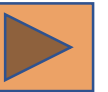
2.4 Revised marketing offer

*In tune with the selected strategy, as of November 2020, most resources will be allocated to the **Brand**, because we want to strengthen the brand awareness and its reputation, by enlarging the product offer and consequently the customer base.*



2.5 Revised marketing promotion

*To support our strategy (offer development) as of November 2020 we are going to focus on **PR**, mainly online, by offering webinars and creating a Calicanto community, followed by **direct marketing**, by developing an online customer relationship through profiled newsletters and personalized messages.*





CALICANTO

2.6 Transforming strengths & weaknesses into objectives

*The fact that Calicanto website is well designed and easy to navigate, as of November 2020, we are going to consider it as an **opportunity** and will sell only the new products through that same website.*

*The fact that Calicanto is currently delivering across all Europe, plus in 13 countries, is a strength and as of November 2020, we are going to consider it as a **threat** because we believe that it is too wide for a distribution area to be feasible for the launch of a new product line, also due to the limited brand awareness outside Italy, therefore we decided to focus on Italy only at first.*

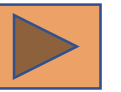




2.7 Improving perceptions: position

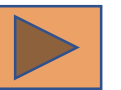
*In tune with the selected strategy and the current positioning, as of November 2020, we are going to improve Calicanto perception by focusing mainly on emphasizing even more the **original designs**, these ones will be applied for women and businesswomen accessories collection that will be launched, followed by the Italian Made Quality guarantee.*

*In our communication, the main message will be: The essence of Venice in a bag (**emotional**).
As a secondary message: The extraordinary craftsmanship printed in the leather (**rational**).*



2.8 Yearly sales forecast

As of November 2020, our expected sales forecast is EUR 2.1 M



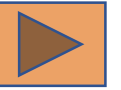


CHAPTER 3
Marketing Action Plan



3.1 Partnerships: $1+1 > 2$

We suggest Calicanto to collaborate with Coccinelle, because it is a well established brand, largely appreciated in Europe, characterised by wide women product categories offered also online with a short delivery lead-time.



3.4 Promote marketing activities

To promote the brand, Calicanto should invest in PR, in organizing an open day event.



3.6 Marketing budget

*We decided to allocate **8%** of the annual sales forecast, to the marketing budget, which worth EUR 168.000*



Annex 0 – eMail to the company

We tried twice to get in touch the brand, first via their website contact section and then via email, however, unfortunately we never received any answer, therefore we had to make assumptions on many points.



Carlotta Censori

mar 07/04/2020 12:13

info@calicantoluxurybags.it; Emilie Jacqueline Hanna Urbanski

Buongiorno,

Sono Carlotta Censori, studentessa del Master Fashion and Luxury Management presso L'Università Luiss. Vi avevo provato a contattare attraverso la sezione "Contatti" del vostro sito web nella giornata del 1 Aprile.

Per il corso "Luxury Channel and Distribution Management", devo sviluppare un progetto riguardante un brand emergente che opera nel settore del lusso. In particolare, devo analizzare il "Current Offer Mix" e il "Current Marketing Promotion Mix".

Dato che la vostra linea di produzione è sinonimo di Made In Italy, artigianalità e qualità della materia prima, ed essendo una ragazza originaria del Veneto, la mia scelta è ricaduta su Calicanto.

Per portare a termine con successo il progetto avrei bisogno di alcune informazioni e delucidazioni riguardanti Calicanto. Ovviamente tutte le informazioni rimarranno confidenziali e saranno usate esclusivamente per il progetto scolastico.

Queste sono le domande che vorrei proporvi:

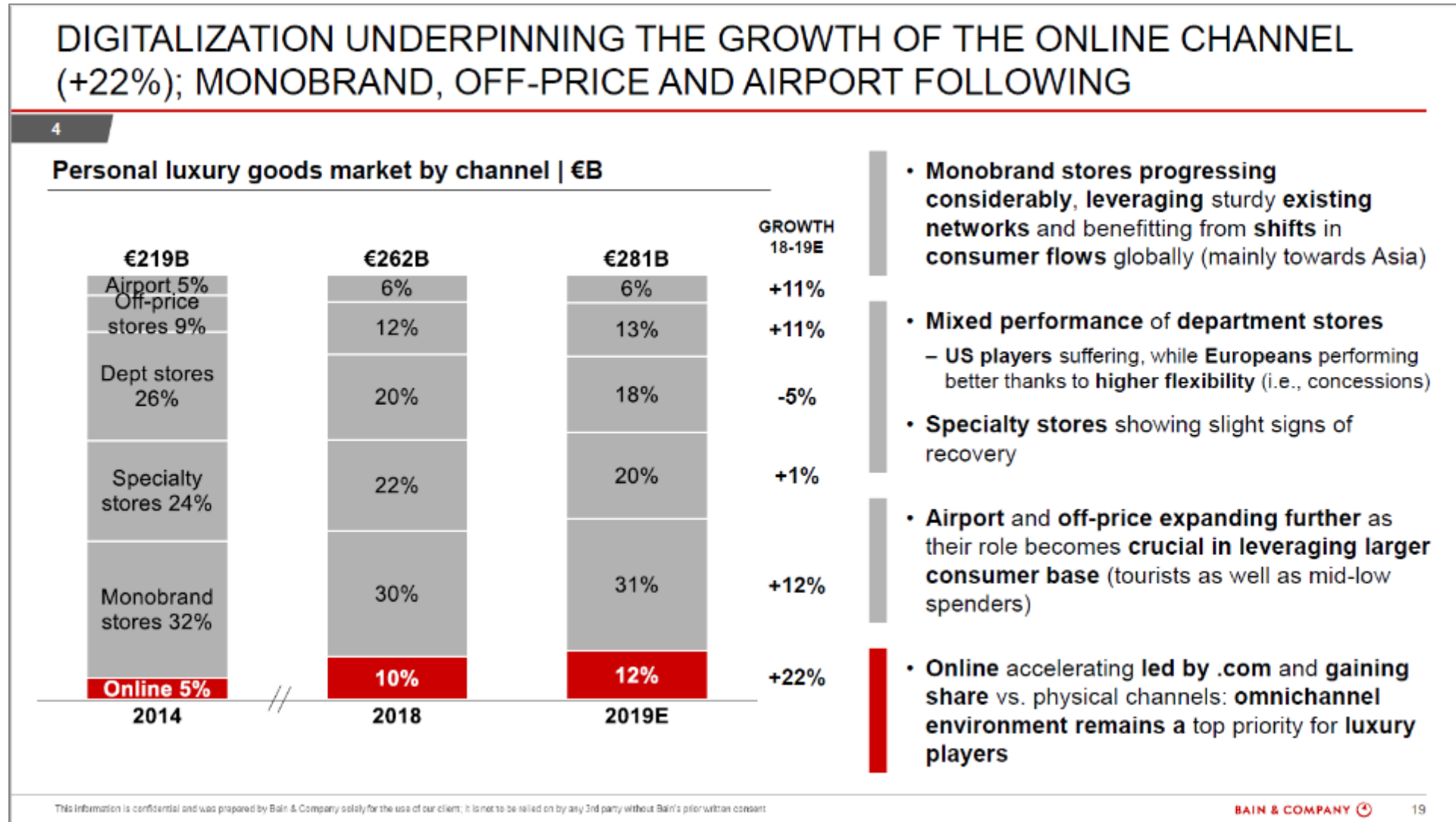
- Come definireste la vostra mission and vision?
- Potete darmi qualche informazione riguardante le vostre performance finanziarie? (in particolare, vorrei sapere indicativamente in quali paesi vendete di più).
- Quali sono le strategie di comunicazione e marketing che utilizzate?
- In particolare, organizzate eventi per i clienti fidelizzati?
- Sponsorizzate eventi sportivi o manifestazioni culturali?
- Partecipate a fiere campionarie?

Ringraziandovi per la disponibilità e il vostro aiuto



Annex 0 – Sources slide n°4

Bain-Altragamma 2019 worldwide luxury market monitor by Bain & Company

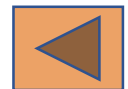


Annex 1.1 - Influential business trends




<h2>Social</h2>	<p>Calicanto is influenced by the social environment, as the brand is active in the luxury/ fashion industry, therefore the brand has to follow the trends and social influences of the moment.</p>
<h2>Environmental</h2>	<ul style="list-style-type: none">• “Social commitment and quality are the cornerstones of our business.”• We are committed to consistently improving the sustainability metrics of our supply chain*• We are committed to the responsible sourcing of all raw materials*



Annex 1.2 – Marketing analysis to-date



Annex 1.3 - Competitive analysis to-date

 <p>Source: https://www.furla.com/us/en/</p>	<ul style="list-style-type: none">• Born in 1927 in Bologna (Italy)• Furla's Women collection (bags, small leather goods, accessories and shoes (women product line)• Furla's Men collection (bags and backpacks, wallet and small leather goods, accessories)• Furla worldwide presence in DOS, outlets & online• Italian heritage (top quality craftsmanship and contemporary aesthetic design)
 <p>Source: https://www.mulberry.com/it/</p>	<ul style="list-style-type: none">• Born in 1971 in Somerset (England)• Mulberry Women collection (bags, small leather goods, accessories, womenswear, shoes & travel)• Mulberry's Men collection (bags, small leather goods, accessories, sneakers, travel and classic)• Several Mulberry DOS (USA, Asia, Australia and Europe- No presence in Italy).• Online shop• Strong responsibility commitment in materials, manufacturing processes and products.
 <p>Source: https://stories.ilbisonte.com/</p>	<ul style="list-style-type: none">• Born in 1970 in Florence (Italy)• Il Bisonte Women collection (bags, leather goods)• Il Bisonte Men collection (bags, small leather goods)• Several Il Bisonte DOS and online shop• Made in Italy DNA (fine quality leather and handmade workmanship)



Annex 1.4 – Current market segmentation

LAURA MIOLATO



ABOUT

Laura is an engineer. She works in a studio in which she recovers the role of associate. Every day she goes to the office by bike because she is respectful toward the environment and because it's a good exercise to keep fit. At the same time, she is a cosmopolite, elegant self-confident and not influenceable woman that has no problems in terms of budget and she can enjoy the shopping experience whenever she wants.

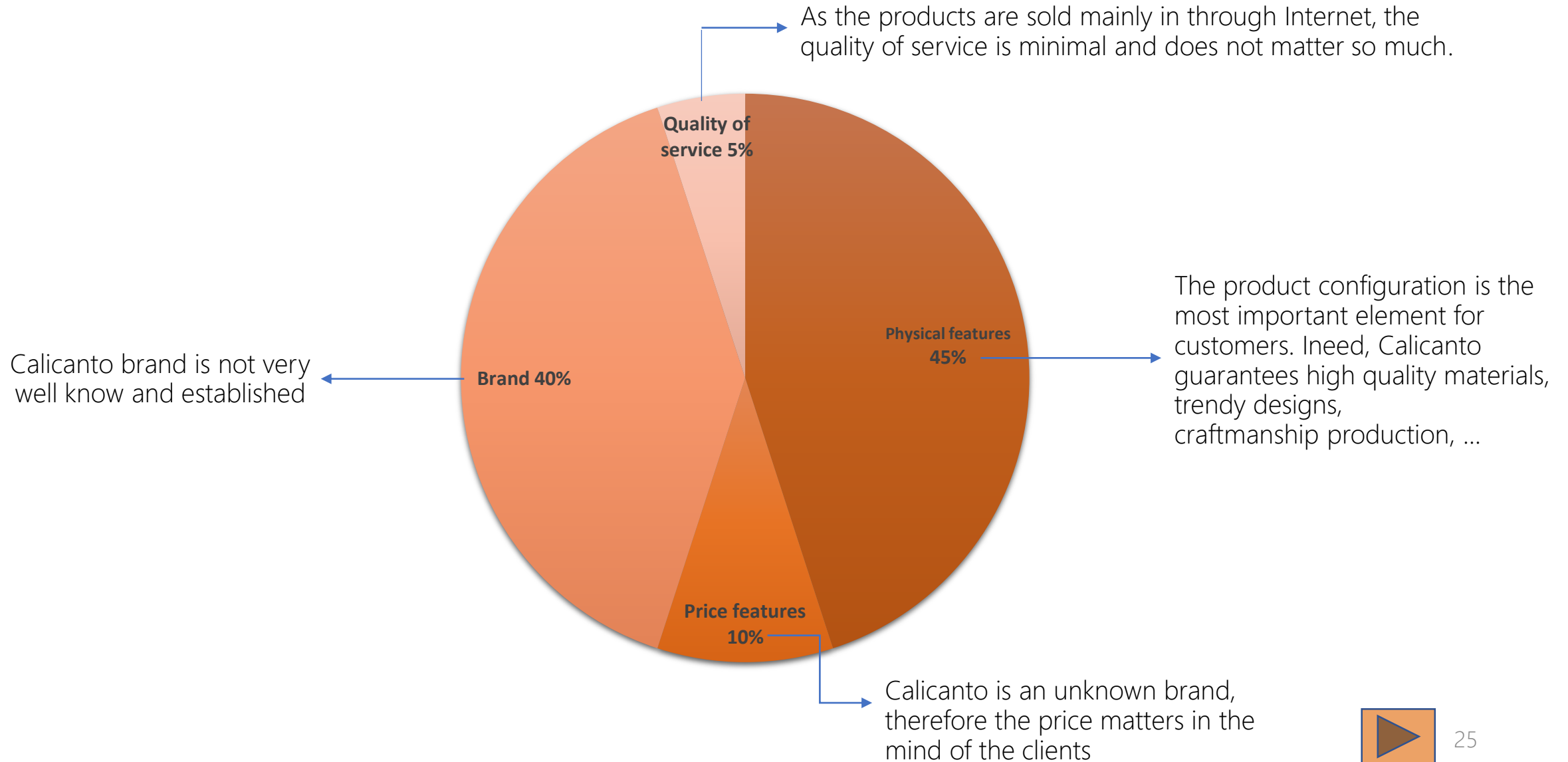
DEMOGRAPHICS

- Age: 38
- Nationality: Italian
- Occupation: Construction Engineer
- Education: Master Degree
- Status: Married

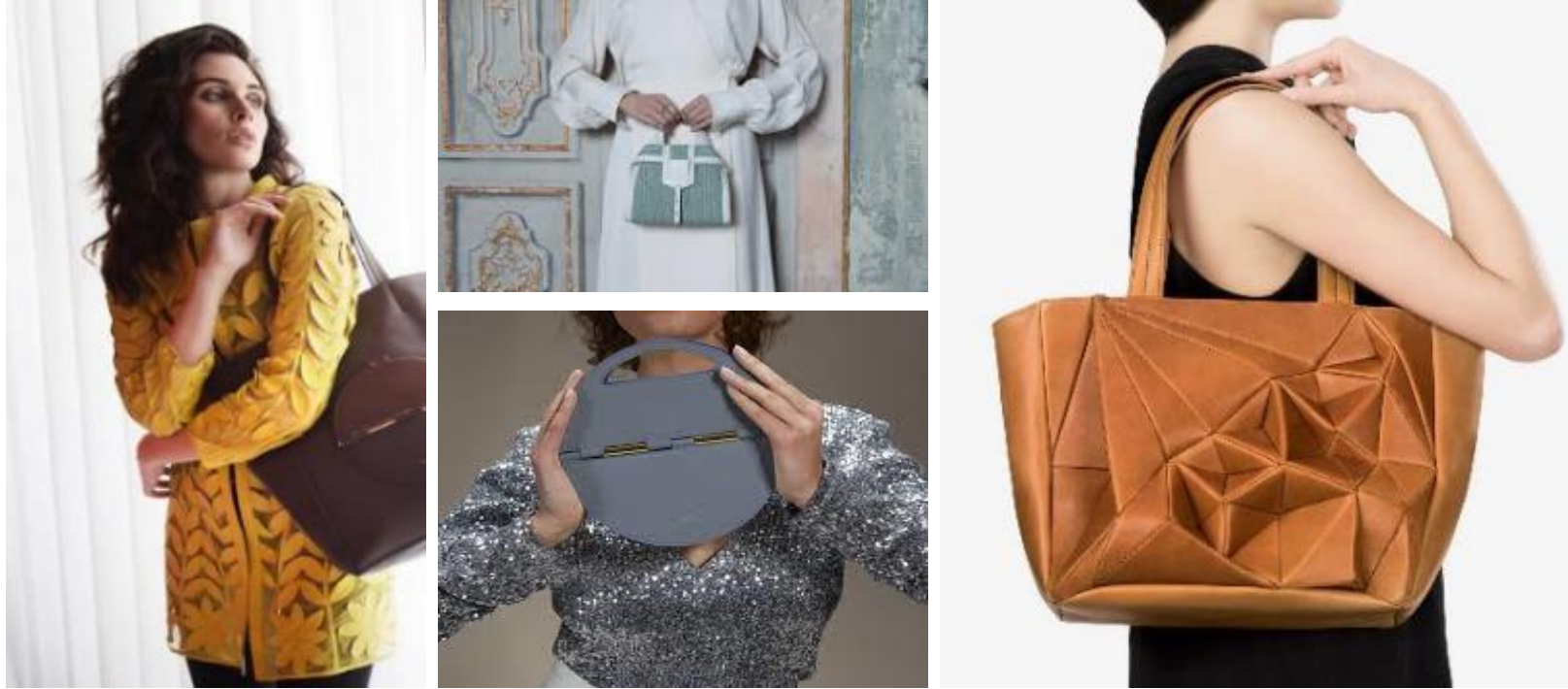
NEEDS

- Made In Italy guarantee
- High quality materials
- Sustainable manufacturing process
- Traditional craftsmanship techniques
- Sophisticated and unique design
- Niche brand
- Experience a high-quality product that can be used in the daily life
- Searching for a unique product to be different from the mass
- Perfect combination of functionality and aesthetics

Annex 1.5a – Marketing offer to-date



Annex 1.5b – Marketing offer to-date



Most of Calicanto advertisings are focusing on the products more than on the brand itself

Calicanto emphasizes a lot on craftsmanship via its website and also through its philosophy.

LA FILOSOFIA

Calicanto è sintesi di artigianalità e modernità, espressione di una sofisticata capacità di interpretare e creare nuove tendenze.



Annex 1.5c – Marketing offer to-date



We made an *informal survey* among our friends and family in order to estimate better the brand awareness of Calicanto.

First, we show a picture of a bag and ask for the name of the brand. No one has recognised Calicanto.

Interrogated population = *20 people*

- ✓ *95%* did not know the brand* (1)
- ✓ *45%* are willing to buy from Calicanto thanks to its product features** (9)

*Only after mentioning the name of the brand, not when showing a picture of a bag.

** Only after giving more details on the brand and its products



Annex 1.6a - Marketing promotion to-date

Fig.1 – Distribution Mix

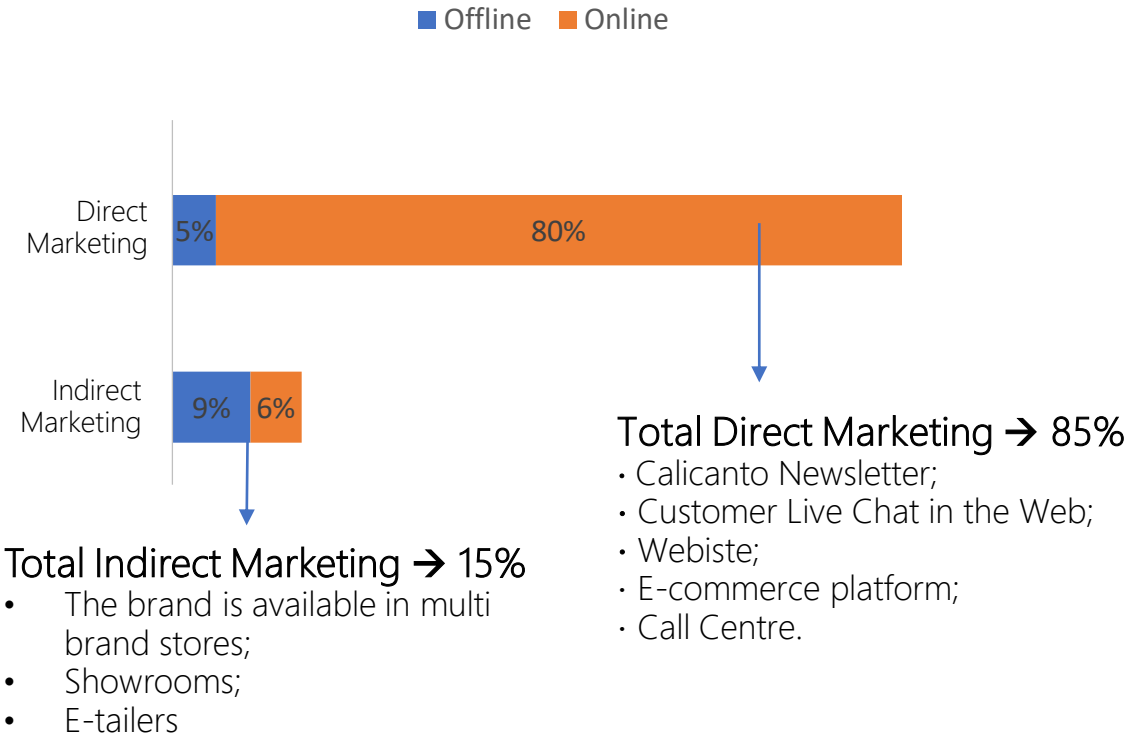
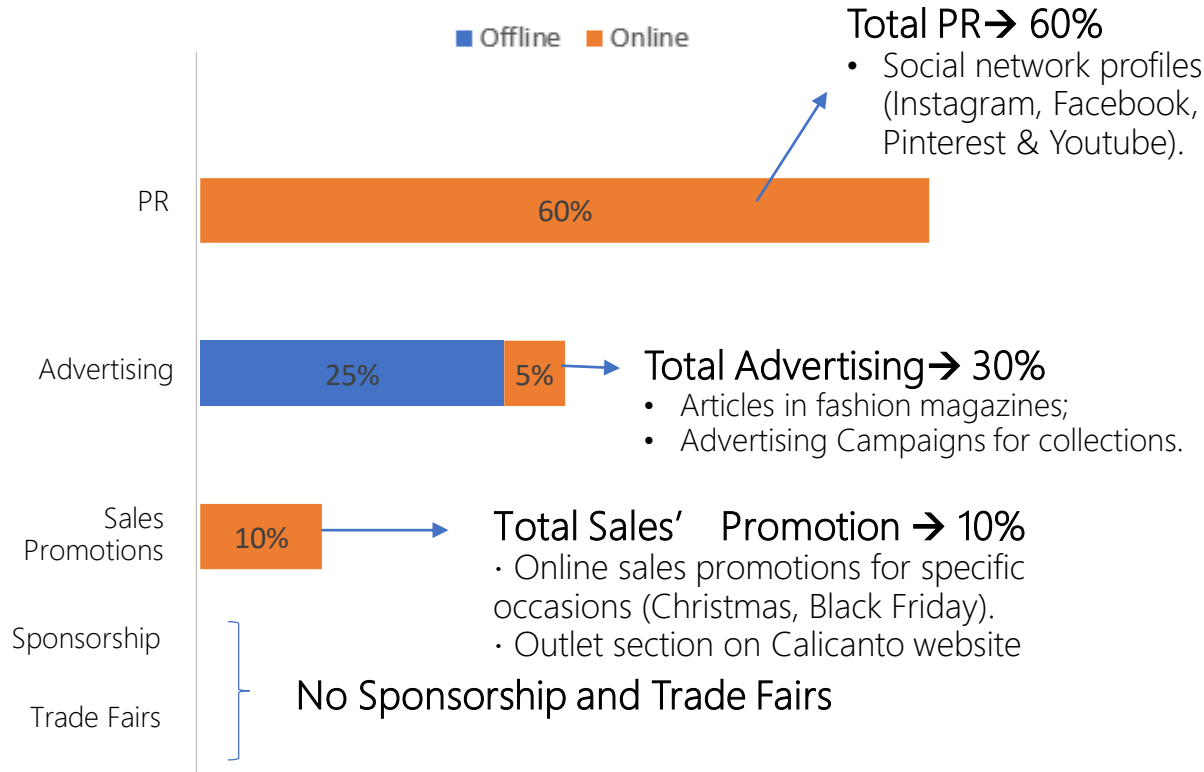


Fig.2 – MarCom Mix



Annex 1.6b – Marketing promotion to-date

Calicanto Newsletter



✕
Iscriviti ed entra nel mondo CALICANTO

Ricevi in anteprima news e offerte speciali a te riservate.
Inoltre, un esclusivo **10% di sconto** da utilizzare sul tuo primo acquisto.

Enjail

Iscriviti

CALICANTO

THANK YOU
for your subscription



NEWSLETTER

Discover the world of Calicanto

Sign up

THANK YOU FOR YOUR
SUBSCRIPTION

Thank you for your subscription. You will always be updated on promotions, news and the latest arrivals of Calicanto online Boutique.

Multibrand Stores

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📍 [Driving directions](#)

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+41 (0)52 213 85 95
edihotzgbh@bluewin.ch

E-Tailers

- <https://www.carinelli.shop/shop/designer/calicanto.html>
- <https://alasophie.com/calicanto-venezia-shopper/>



Annex 1.6c – Marketing promotion to-date

Sales Promotions

- Use the Gift Code HOLIDAY15 for a special -15%” .
- It's Black Friday! Use code BLACK30 to get 30% off on all products. Hurry up! It's valid from 29/11 to 2/12.
- Use Code HALLOWEEN20 to get 20% off on all products, only on 31/10 and 1/11!

OUTLET WEBSITE SECTION



Advertising

AMICA MAGAZINE



GRAZIA MAGAZINE



HUB STYLE

L'ARCHITETTURA DELL'ARTIGIANALITÀ
Cultura rivivente è il bene comune, la propria qualità anche grazie alle collaborazioni internazionali



Q uando si tratta di moda, il design è un punto di incontro tra tradizione e innovazione. Con la linea Calzavara, ogni creazione è un'opera d'arte, frutto di un'esperienza che si traduce in un oggetto di valore, capace di resistere al tempo, di essere utile, pratica, morbida e leggera. Per la stagione autunno-inverno, la linea include tre modelli: Festival, Sand e East West. Festival è la più versatile, Sand è la più pratica, East West è la più morbida.

Una gamma di prodotti dedicati al design e allo sviluppo del prodotto. Calzavara intende l'eccellenza come lavoro di squadra, che si realizza attraverso la collaborazione e l'esperienza di persone che lavorano con passione e dagli ambienti di lavoro. Una competenza certificata anche nelle materie prime, che nel design sono state ottenute la certificazione ISO 9001 e l'abbiamo accompagnata con un riconoscimento internazionale per realizzare la serie di questi ottimi prodotti di moda.



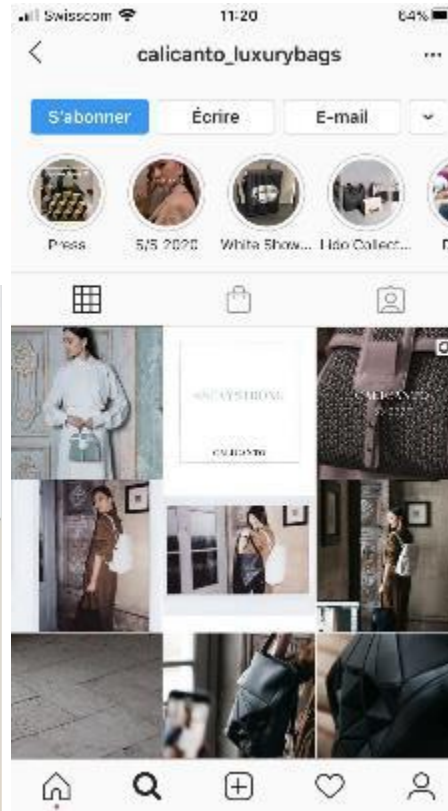
Annex 1.6d – Marketing promotion to-date

Social Media Platforms

FACEBOOK

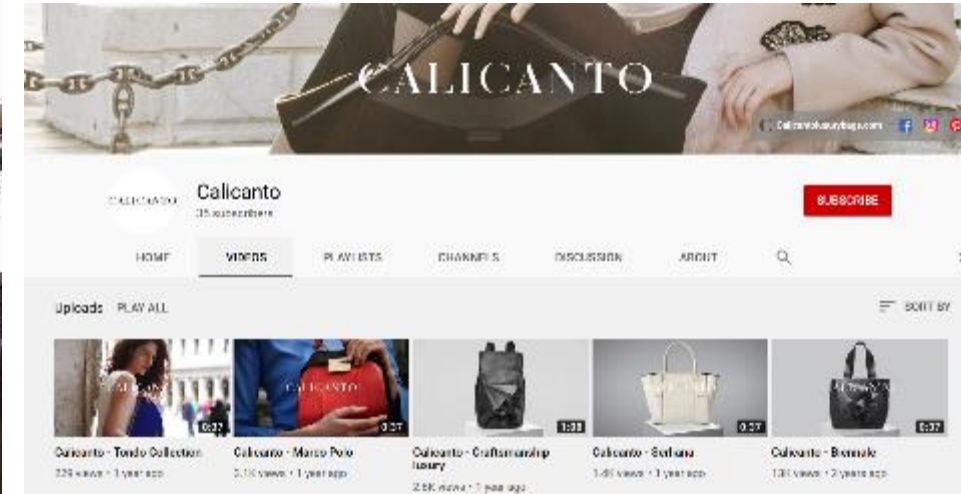


FACEBOOK



INSTAGRAM

YOUTUBE



Annex 1.7 - Additional strengths and weaknesses

MAIN STRENGTHS

- Italian Made quality (RSP)*
- Original designs - Venetian architectures (ESP)**
- Well designed and easy to navigate website
- Niche brand (ESP)
- Delivering across Europe & 13 other countries
- Active on social media platforms (ESP)
- Physical presence in multi-brand stores (RSP)
- Presence on few E-tailers websites (RSP)
- Present in famous magazines (Elle, Vogue, Grazia Magazine, Amica, Marie Claire, Hub Style)
- Rooted brand: Advertising campaigns showing Venetian roots (ESP)

MAIN WEAKNESSES

- Long delivery lead-time (2 weeks) (RSP)
- Product portfolio is limited to ladies bags (RSP)
- Lack of brand awareness/ limited reputation (ESP)
- Different website version depending on language
- Selling mainly/ only via the brand website (RSP)
- Does not own any Direct Own Store (RSP)
- Not reacting in answering potential customers' eMails

Sources of information: We unfortunately did not find any strengths and weaknesses on internet and the brand never answered to our emails. Therefore, we made assumptions and inferences based on the [brand website](#)

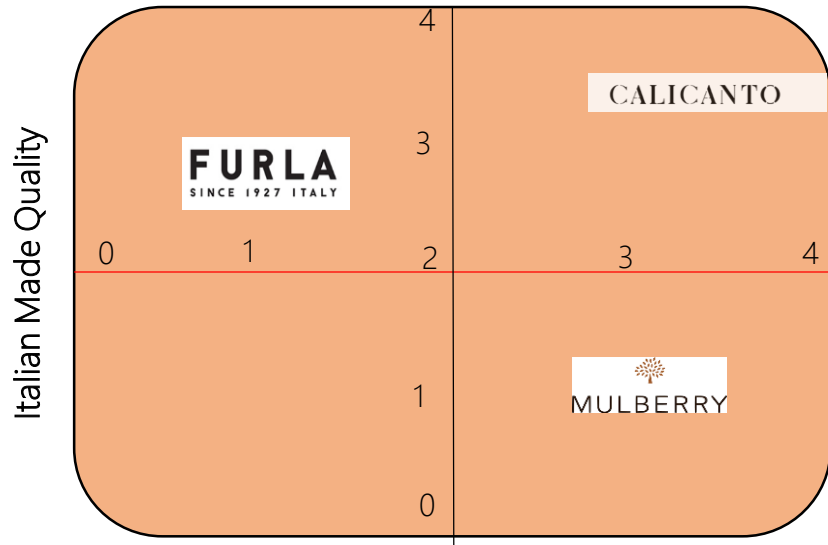


Annex 1.8 – Actual perceptual maps

Map A

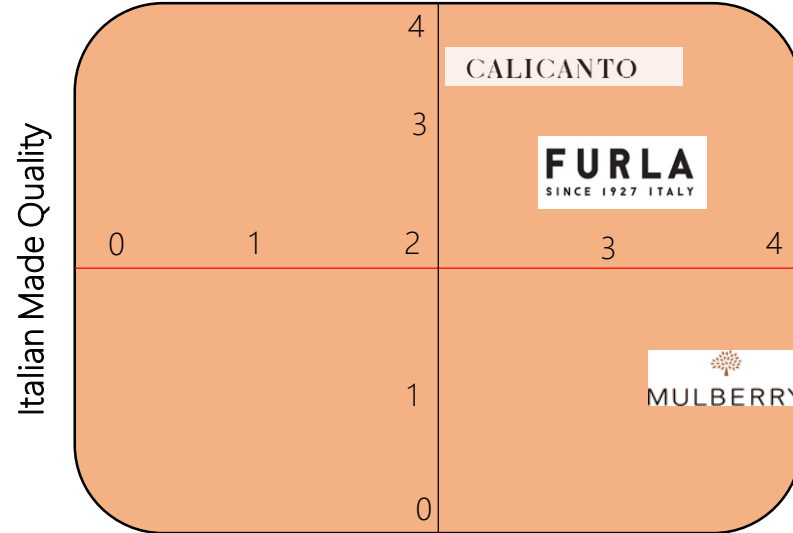
Original Design

Map A is the Optimal Perceptual Map.



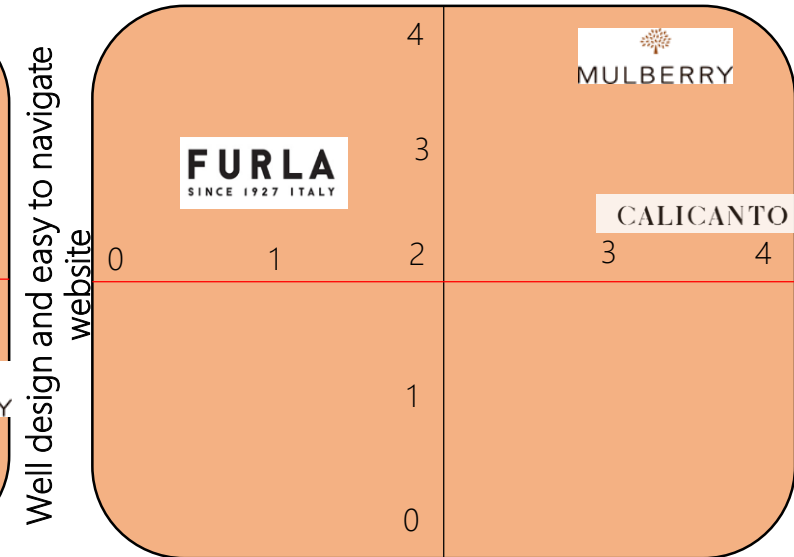
Map B

Well designed and easy to navigate website



Map C

Original design



- Mulberry is very well known for its leather quality, however it is not Italian made (UK);
- Furla, even though is an Italian brand, in our perception, the quality is not the best as well the design. Furla is not very innovative, mostly introducing the same model with different colours for many seasons.

- Mulberry website is very easy to navigate, only few clicks are needed to add the selected bag in the basket;
- Furla website is maybe a little bit more messy compared to Mulberry.

As mentioned on Map A and B, the same explanations were used to realize Map C.



Annex 2.1 - Marketing strategy (Ansoff matrix)



The launch of Calicanto genderless collection would take place in Italy, through the brand website, in November 2020, since the Christmas shopping season start and the customers would have time to recover after the coronavirus and will therefore start purchasing again.



Annex 2.3a –Targeting next year

LUCA FABRIZI



ABOUT

Luca is a business analyst. He has a frenetic and busy life, therefore, he doesn't have time to go shopping. He is looking for an easy and immediate purchase experience made by a single click, receiving the product directly at home. He is nonconformist, he escapes from banality to experience something unique and innovative with no budget constraints. He is less mindful of the brand, looking the overall quality and features.

NEEDS

- Made In Italy guarantee
- High quality materials
- Functional product
- Long lasting product
- Niche brand
- Experience a high-quality product that can be used in the daily life
- Searching for a unique product to be different from the mass
- Easy and immediate purchase experience

DEMOGRAPHICS

- Age: 35
- Nationality: Italian
- Occupation: Business Analyst
- Education: Master Degree
- Status: Married



Annex 2.3b – Targeting next year

Men: Shopping Behaviours and Buying Habits

LUXURY SHOPPING

- 58% of luxury spending in 2016 was made by men (42% by women)
- Men spent \$39 mio on luxury in 2016
- (\$28 mio for women)
- Average number of items purchased for men is 2.9 (2.8 for women)

SHOPPING INTEREST

- Men are focusing more on product features and functionalities
- Men tend to compromise for higher price if they are satisfied with the quality
- Short time shopping experience

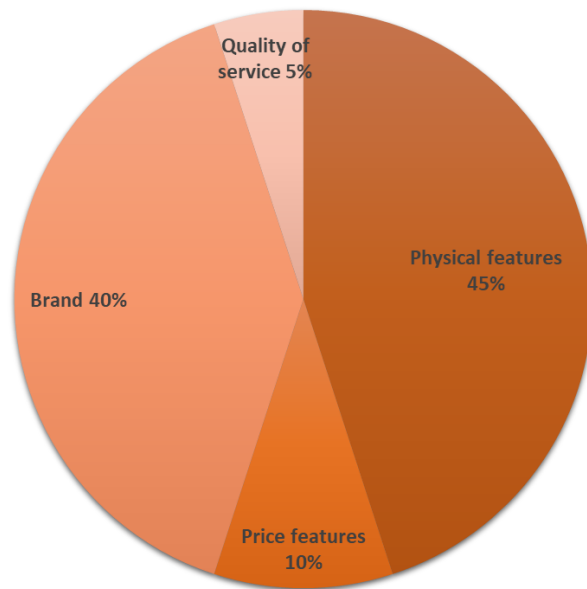
E-COMMERCE

- Men are shopping a lot online – more than women
- 40% of men aged from 18 to 34 «would ideally buy everything online»
- Time saving «the fewest clicks possible»



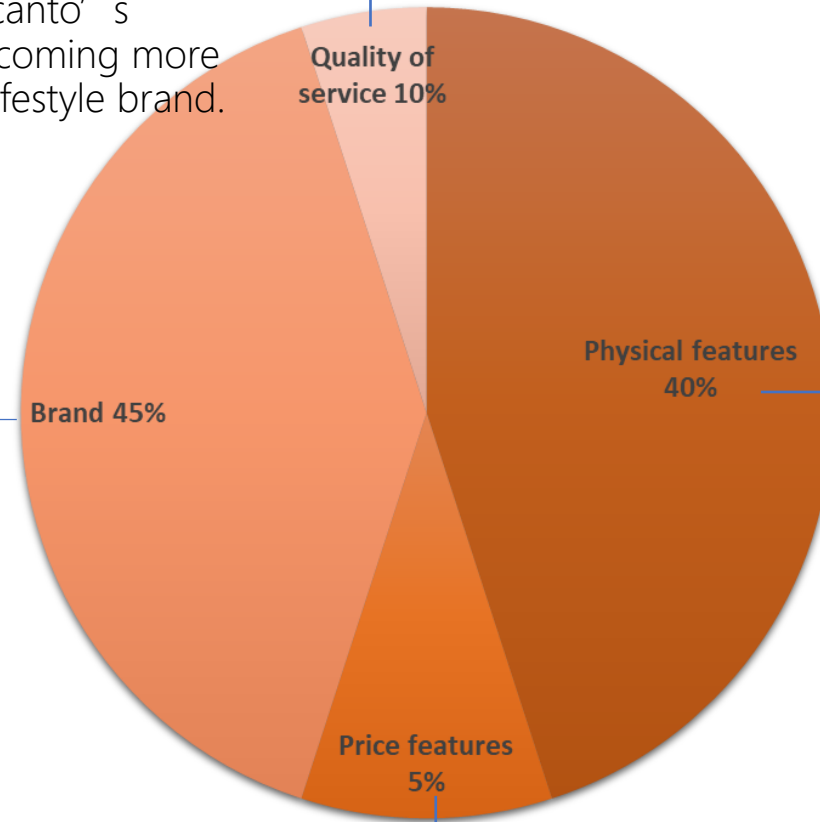
Annex 2.4 – Revised marketing offer

Current Calicanto Offer-Mix



Increase Calicanto's awareness, becoming more and more a lifestyle brand.

Increase the quality of service (delivery, lead-time, after-sales, call centre, website,...)



The product configuration is losing relevance in the customer's mind as the Brand increases.

The importance of the price will be lower



Annex 2.5a- Revised Marketing Promotion

Fig.1 – Current Distribution Mix

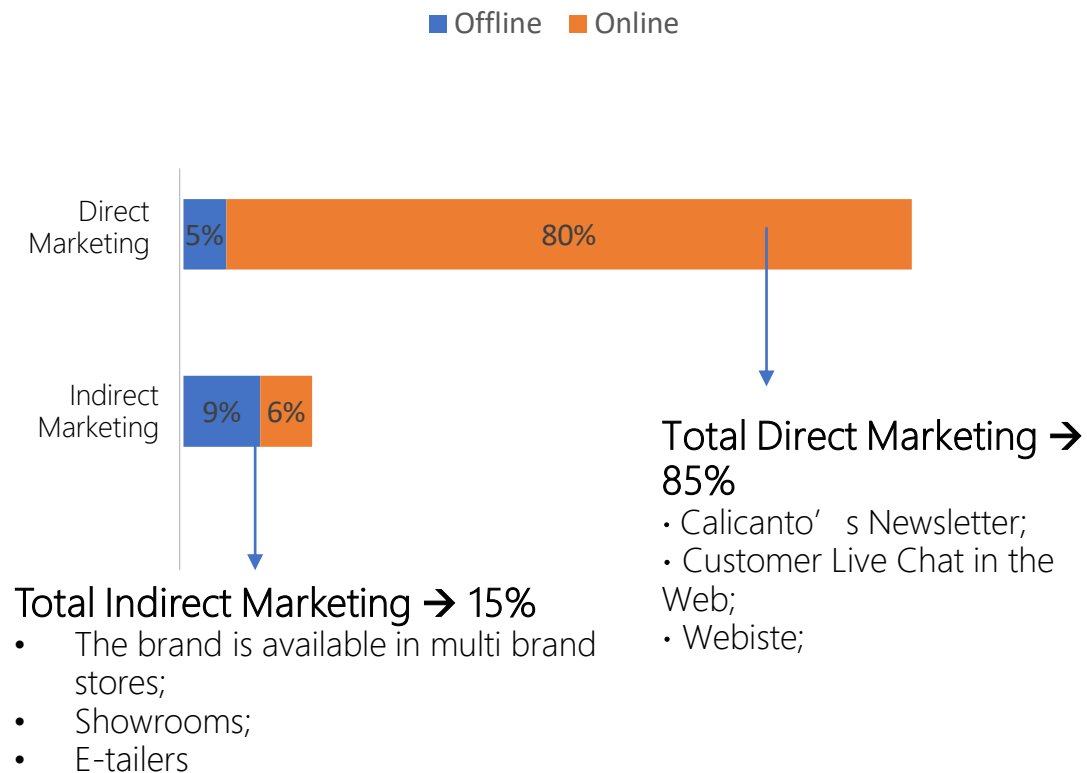
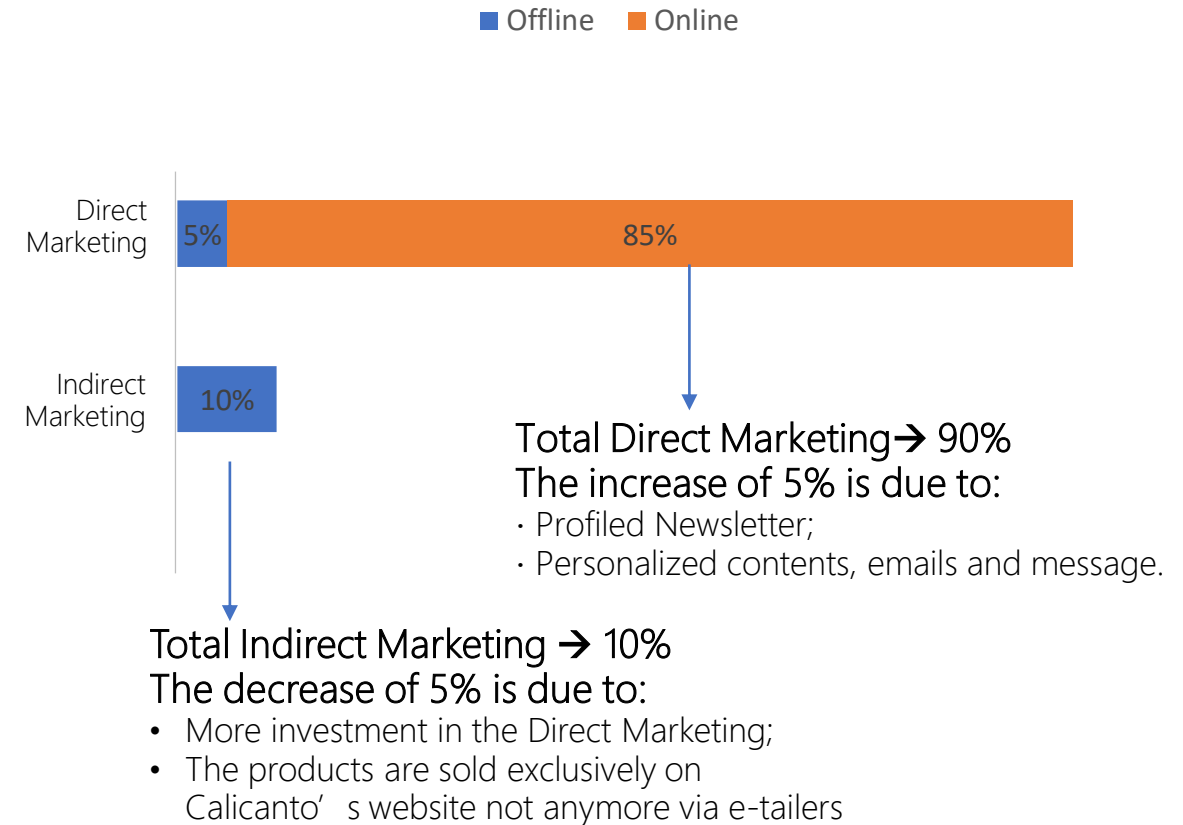


Fig.2 – Distribution Mix – November 2020



Annex 2.5b – Revised marketing promotion

Fig.1 – Current MarCom Mix

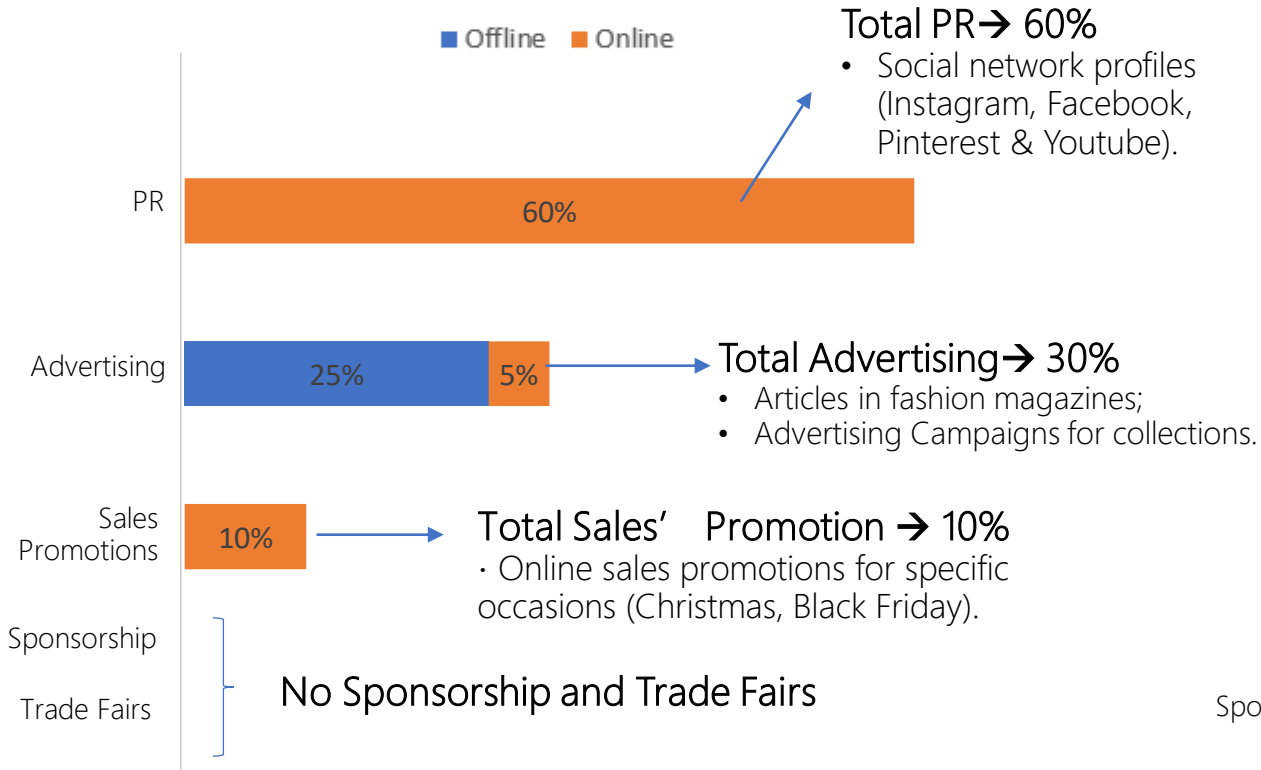
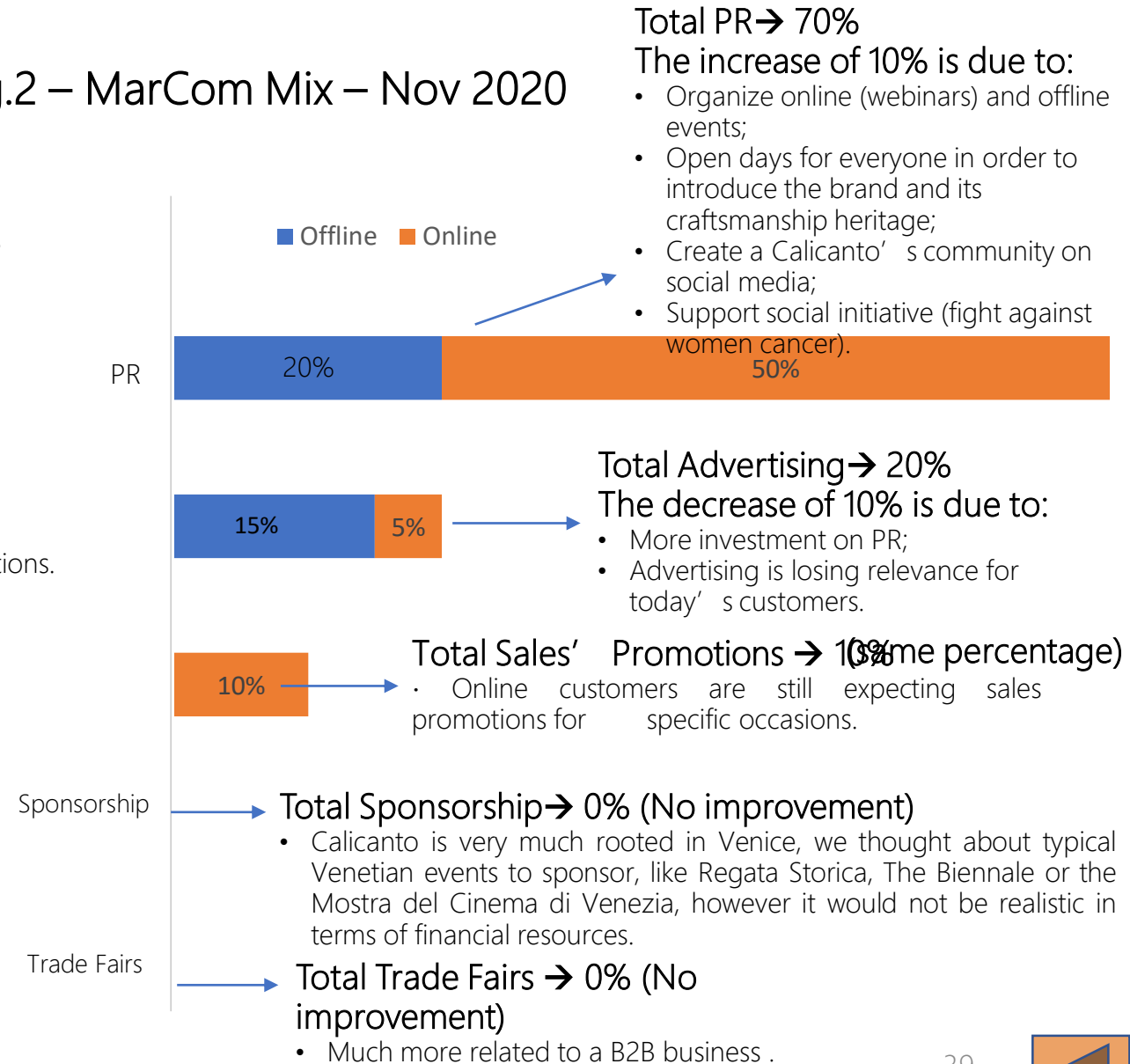


Fig.2 – MarCom Mix – Nov 2020



Annex 2.6 - Transforming strengths & weaknesses into objectives

PAST AND PRESENT

STRENGTHS

WEAKNESSES

OPPORTUNITIES

Strength into Opportunity (S>O) :

The fact that Calicanto's website is well designed and easy to navigate, as of November 2020, we are going to consider it as an *opportunity* and we will sell the new products only through that same website.

Weakness into Opportunity (W>O) :

The fact that Calicanto is selling mainly only via the brand website, as of November 2020, we are going to consider it as an *opportunity* to exploit the e-commerce platform as the main distribution channel and to use it to launch the new product line.

FUTURE

THREATS

Strength into Threat (S>T) :

The fact that Calicanto is currently delivering across all Europe plus in 13 countries is a strength and as of November 2020, we are going to consider it as a *threat* because we believe that it is too wide for a distribution area to be feasible for the launch of a new product line, also due to the limited brand awareness outside Italy. Therefore we decided to focus on Italy only at first.

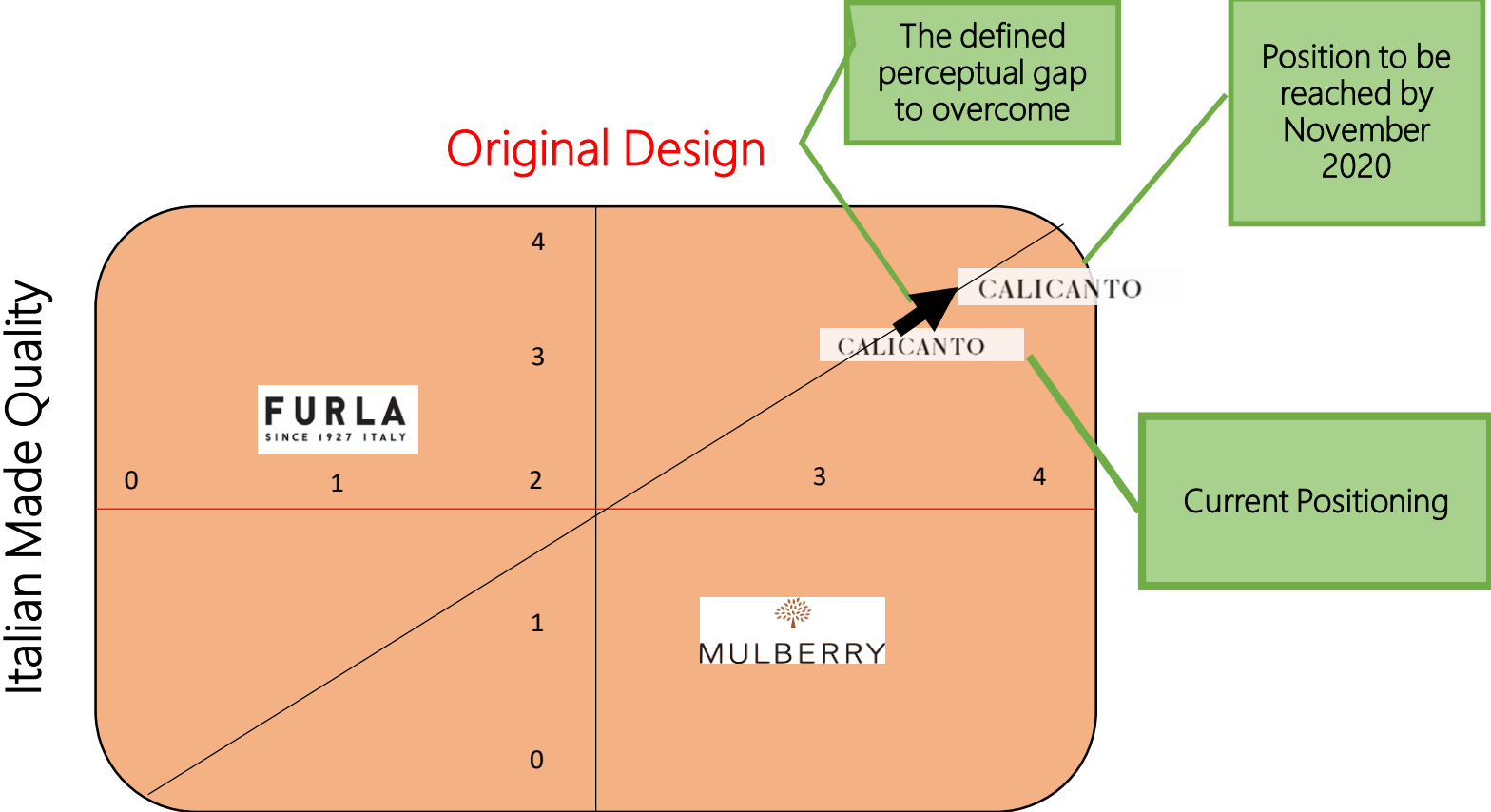
Weakness into threat (W>T) :

The fact that Calicanto is lacking brand awareness is a weakness and, as of November 2020, will be considered a *threat* as the lead-time to increase this awareness before the launch of the new product line is really short and therefore reaching new potential clients might be difficult.



Annex 2.7 - Improving perceptions in November 2020: position

From Current Positioning to Desired Position

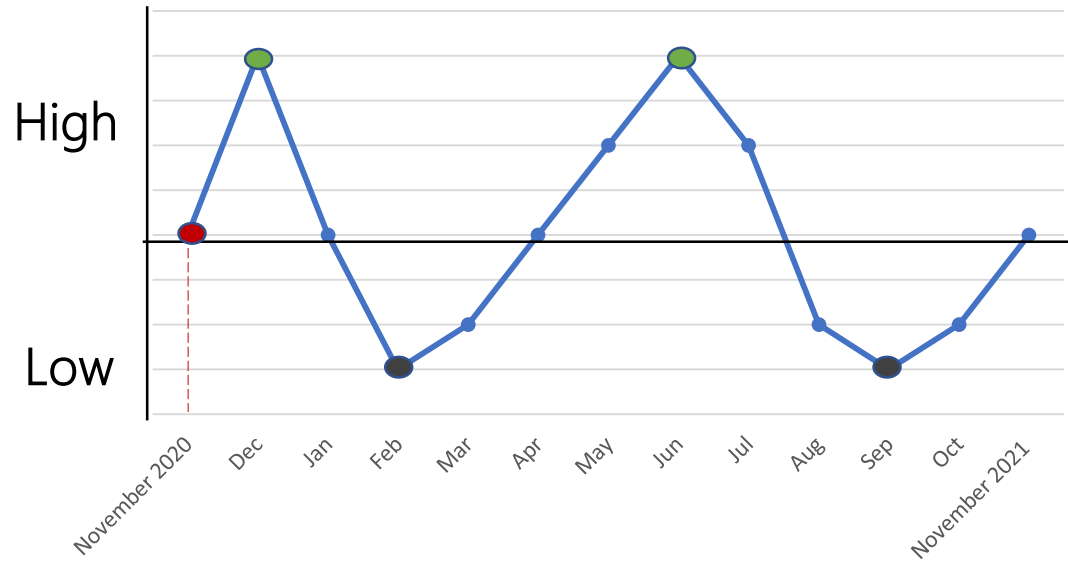


Calicanto stands out from the direct competitors due to its innovative and original designs that take inspiration from Venetian architecture. This is why, we want to emphasize more the design and the style essence of the brand.

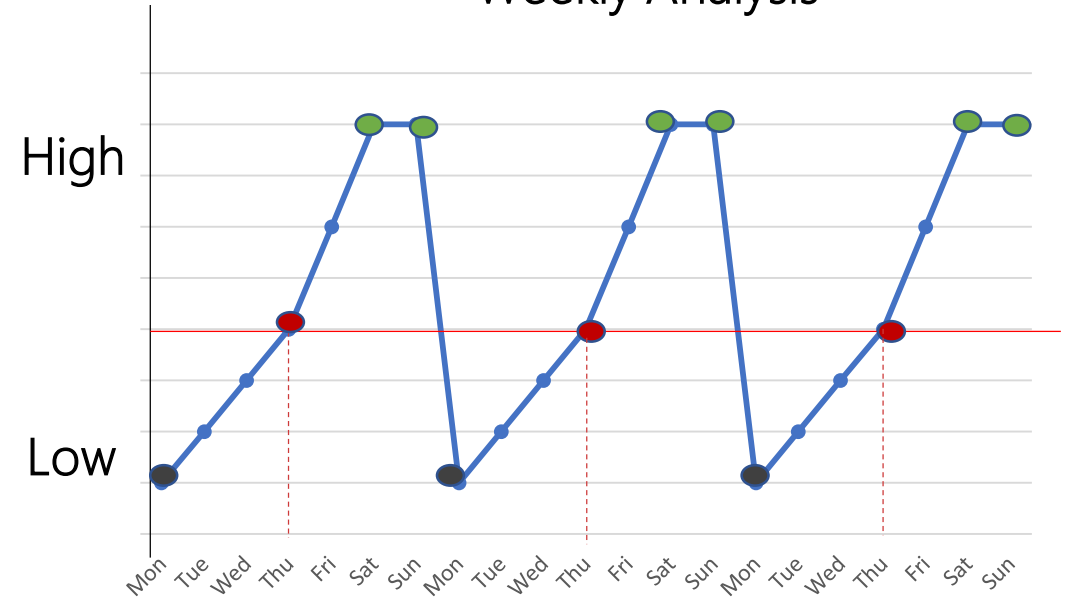


Annex 2.8a - Yearly sales forecast

Yearly Analysis



Weekly Analysis



- October (2020) – November (2020) → Shoulder season ideal for the launch of our products;
- December (2020) → High season (Christmas shopping season + tax reasons);
- January (2021) – February (2021) → Low season (sales going down after Holidays presents and all the bills of January);
- March (2021) – April (2021) → Rising slowly (starting to buy summer collection);
- May (2021) – June (2021) – July (2021) → High season (Italian summer weather is there, inviting people to buy);
- August(2021) – September (2021) → Low season (buy summer collection).

- Monday → Low
- Thursday → Shoulder
- Sat & Sun → High



Annex 2.8b - Yearly sales forecast

Objective: to locate a representative day within an expected seasonality.

Daily Seasonality

- Product extension: Not only bags, but also accessories for both women and men (computer bags, belts, small leather goods);
- November is an average month;
- Thursday is considered as an average day;
- Open 7 days a week;
- Daily 24/7;
- High peak hours – 1pm (lunch time) and 7pm - 9pm (after work shopping);
- *20 daily transactions* (Thursday in November);
- The average transaction is 400 EUR, inclusive of 22% VAT (Net Price 328 EUR).

Objective: to enrol the right sequence of calculating the forecast.

Calculation

$$400 \times 20 \times 7 \times 50 = 2.800.000 \text{ EUR}$$

Average price per transaction X Average Daily Transactions X Days X Weeks
= Average Sales

Because we are optimistic:

$$2.800.000 \text{ EUR} / 1.1 = 2.545.454 \text{ EUR}$$

Our **Yearly Sales Forecast**, starting in November 2020 to November 2021 is

$$2.545.454 \text{ EUR} / 1.22 \text{ (VAT)} = 2.086.438 \text{ EUR} \sim \mathbf{2.1 \text{ mio EUR}}$$



Annex 3.1 Partnerships: 1+1 > 2

CALICANTO

MAIN STRENGTHS

- Italian Made quality (RSP)
- Original designs (Venetian architectures) (ESP)
- Well designed and easy to navigate website (RSP)
- Niche brand (ESP)

MAIN WEAKNESSES

- Long delivery lead-time (2 weeks) (RSP)
- Product portfolio is limited to ladies' bags (RSP)
- Lack of brand awareness / Limited reputation (ESP)

The Mirror Effect

COCCINELLE

MAIN STRENGTHS *

- Short delivery time (3-4 days) (RSP)
- Wide women product categories (RSP)
- High Brand Awareness (Founded in Parma in 1978) (ESP)
- Well Known and established brand (global presence via DOS, SS, DS, Travel Retail Stores and Outlets) (RSP)

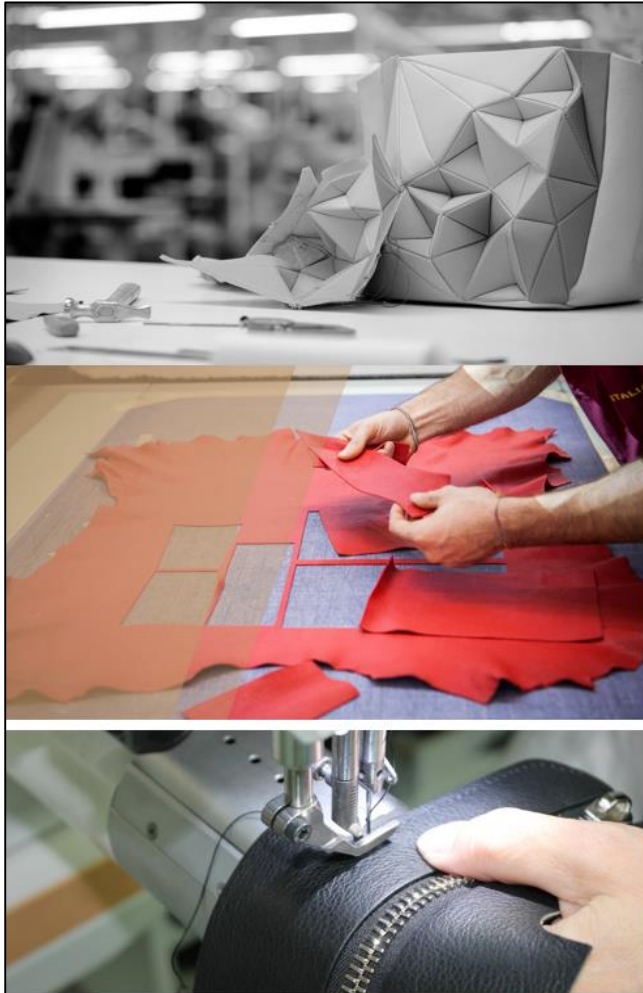
MAIN WEAKNESSES *

- Product's quality to be improved (RSP)
- Lack of originality in the designs (ESP)
- Website is not so intuitive (RSP)
- Masstige Brand (in between mass and prestige) (ESP)



Annex 3.4 – Promote marketing activities

Invitation eMail



CALICANTO

Dear Mr & Mrs Fabrizi,

We have the pleasure to invite you to discover the inside of Calicanto's manufacture! A unique occasion to discover the heritage and the exclusive craftsmanship of the brand.

Saturday December 5th from 10 am to 4 pm

Via San Marco, 4282, 30124 Venice

Should you not be available to come to Venice, we could send you a link to virtually follow this visit from your home.

We hope to see you there!

Calicanto's Team

PS: Please confirm you attendance by Friday November 13.



Annex 3.6a - Periodical marketing budget

As of November 2020, our expected sales forecast is EUR 2.1 Mio. We suggest to Calicanto to allocate 8% of the sales forecast as marketing budget because it's a small company, still very young and without a strong reputation and brand awareness.



Annex 3.6b - Periodical marketing budget

Where does the money COME FROM?

Our Money	84.000	50%
Short-term loan	58.000	35%
Co-budgeting	25.200	15%
Total COME FROM	168.000	100%

- In tune with our strategy, we would like to use synergies with Coccinelle in order to improve the service and to rise more funds.

Where does the money GO TO?

Public Relations	67.200	40%
Direct marketing	33.600	20%
Advertising	25.200	15%
Training	8.400	5%
Marketing research	8.400	5%
Non-allocated Funds	25.200	15%
Total GO TO	168.000	100%

- In tune with our strategy, we would like to improve by 10% the PR in the MarCom by November 2020, so we decided to allocate 40% of the budget, knowing that PR is the most expensive one;
- We allocated 20% in Direct Marketing to improve the communication with clients;
- We kept 15% of the budget for advertising to support the advertising campaigns that will be reduced but will not stop drastically, in order not to shock the current customers that are used to it;
- We allocated 5% in training people that has to take care of the website section, Call Centre, packaging of accessories before delivering at home;
- We allocated 15% to Non-Allocated Funds because Calicanto is still a young brand with a limited market exposure.