Final Project

The Strategic Marketing Communication Plan

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Executive Summary

This marketing communication plan has been developed for Enforex, Spanish in the Spanish World with the aim of strengthening its competitive position on the Spanish market and building reliable customer relationships through usage of effective communication tools and techniques. The report presents the internal situation of Enforex, the investigation of external parties and Spanish market trends, SWOT analysis, the policy goal, communication objectives, and marketing communication strategies. The information has been gathered based on carefully thought out the central and sub research questions, and usage of a combination of investigation methods, such as desk research, interview and questionnaire. Moreover, the outcomes of the research in many cases are presented in tables and graphs for easier viewing and perception.

Enforex, Spanish in the Spanish World is one of the leading organisations in the world in providing Spanish language courses for foreigners in Spain and Latin America. The mission of the company is to offer a wide range of specialised language programmes for different customer age-groups at the highest levels of quality. Enforex can build on several important strengths and capabilities, such as customised and differentiated services, extensive teaching experience, value-added pricing, and prestige of education centres. However, as any other company in the world, Enforex has to deal with its internal weaknesses and external threats to be successful. The main weaknesses and threats are lack of brand awareness, intense competition, pricing pressure and economic difficulties in Spain with high unemployment rates.

To deal with current issues, it is recommended to increase brand awareness among the primary customer group of International Students, aged 18-25, arouse interest in learning Spanish language in Spain, increase involvement and satisfaction through creative communication concepts and outstanding communication campaigns. The key idea of marketing communication strategy is to deliver a clear message to the primary target group of customers that at Enforex students can perfectly combine their study and leisure activities. Moreover, it is advisable to create two-way communication, use online social media web sites to increase world-of-month communication, organise events of free Spanish classes and user-generated video contests, and continue to work with partners and advertising agencies.

The report provides a clear overview of objectives, an estimated budged for planned communication activities, time schedule and control actions for a year period from 15th of June 2014 to 15th of June 2015.

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1. Introduction

We are moving towards a world where national firms expand and engage in international businesses, distance is shrinking and people can easily travel from one country to another, different cultures across large distances are becoming interconnected in many complex ways. The global demand for learning Spanish language is growing because of its economic importance in business negotiations and international trade agreements (Kassteen, J., 2013, "Spanish is soaring" section, para. 1-4).

For the past 20 years Enforex Company has led the Spanish education sector by providing Spanish language courses for foreigners in Spain and Latin America; however, nowadays company has many rivals that offer similar services and benefits at a lower price. In order to keep its competitive position in the Spanish market, Enforex should communicate its value propositions to target groups of customers in a more efficient way than competitors do.

The purpose of this paper is to outline effective marketing communication strategies that will help Enforex Company to keep its leading position on the Spanish market, build and maintain profitable and reliable customer relationships. The central question, which will be answered at the end of this report, is formulated as follows:

"WHAT ARE THE CHANGES NEED TO BE MADE IN THE MARKETING COMMUNICATION STRATEGIES OF ENFOREX TO MAINTAIN ITS COMPETITIVE POSITION ON THE SPANISH MARKET WITH EMERGENCE OF GLOBAL CUSTOMERS?"

The sub-questions, which will be eventually used to answer the central question, are as follows:

1. Internal Situation Analysis:

   What are mission, vision and core values of Enforex?

   What is the organisational structure of Enforex?

   How does Enforex deal with its personnel, partners, clients, and society in general? Is Enforex financially stable? What is the market share of Enforex?

   What position on the Spanish market and marketing communication strategies does Enforex Company have?

2. External Situation Analysis:

   Meso-Environment Analysis:

What are market trends and developments?

Who are customers of Enforex? What is the main customer target group?

Who are the major rivals of Enforex?

Is there a high/low competitive intensity in the industry of Spanish language schools in Spain?

Macro-Environment Analysis:

How is the market of Spanish language schools for foreigners positioned in Spain?

What are the current trends in the Spanish market? (DESTEP)

What are the global trends in the Spanish language demand?

3. SWOT Analysis

What is the core problem?

What are the reasons for the problem?

What role does communication play in the core problem?

4. Policy Goal

What does the organisation want to achieve/improve in order to solve the core problem?

5. Communication Objectives & Strategies

What are the current communication strategies of Enforex?

What effect needs to be achieved by utilising communication with the target group?

6. Communication Mix

What communication instruments should be used to achieve communication objectives?

7. Organisation & Planning

What are time plan, budgeting costs and control actions in the broad terms?

In the upcoming chapters of the report the internal and external situations of the company and market will be analysed, objectives and communication strategies will be defined. In the last part of the report based on the previous research will be given an advice for Enforex Company on how to create and plan effective marketing communication strategies.

2. Methodology

In order to present clear and precise outcomes of the research to Enforex Company, the information has been gathered based on carefully thought out the central and sub research questions. A combination of data collection techniques and procedures described below has been used:

- Desk Research

➢ Manual: Internal Situation Analysis - use of brochures, reports, documents and web site pages of the company; Marketing Communication Strategy Analysis - use of books and articles related to the topic of marketing communication;

➢ Digital: External Situation Analysis - use of reliable web site sources, such as National Statistics Institute, Eurostat, Ministry of Economy and Competitiveness of Spain, European Commission, and scientific articles on the Internet to gather specific information for DESTEP analysis, current industry trends and strategies of competitors.

- Field Research

➢ Personal Interview

Internal & Marketing Communication Strategy Investigations: the interview has been conducted with the director of the marketing department, Nicoletta Pinto, in the head office of Enforex in Madrid, to find out more specific information about the current marketing communication and promotion strategies of the company.

➢ Questionnaires

Customers' Analysis & Development of Marketing Communication Strategy: questionnaires have been handed out personally to 50 students of Enforex School in Madrid to obtain responses about their attitudes, preferences and expectations of Enforex services. Moreover, it was important to find out students' values in Enforex, reasons they have chosen this school, and how they have found information about it.

The usage of research methods described above was essential for gathering the specific and reliable information from primary sources and people involved in Enforex business. This data has been used for analysis, evaluation and strategy development for the benefit of Enforex.

3. Company Description

3.1 History

The history of Enforex began in 1989 in Madrid as a Study Abroad agency in Spain "English Courses for Executives". In 1992, the founder of the company – Antonio Anadón – decided to open Enforex Language School in Madrid for local Spanish students to follow English, French and German courses. Only in 1995, Enforex Spanish language school for foreigners was established (Enforex, 2013, "Company Profile", p.13).

Over the years company has been rapidly growing and obtained prosperity by opening schools and summer camps in different cities of Spain and Latin America, signing partnership agreements with other schools, publishing its own course materials and providing additional accommodation services for students.

In 2007, Enforex was integrated into the Ideal Education Group (IEG), developed by Antonio Anadón, of several leading companies in the Spanish education sector with the aim of setting the network of international relationships, providing support and constantly improving the methods of teaching (IEG, n.d., "Vision" section, para. 1-2). Please see Appendix A for a detailed overview of Enforex history.

Today Enforex, Spanish in the Spanish World is one of the leading and prestigious companies specialised in teaching Spanish as a foreign language with 24 academic centres in Spain and Latin America. Each year Enforex welcomes more than 35,000 students of various ages and nationalities (Enforex, n.d., "Spanish Language Schools in Spain and Latin America", p. 6).

3.2 Mission & Vision Statements

Mission of Enforex

"Our flexibility and services are tailored to each and every individual, enabling us to offer a unique, personalised linguistic experience with the widest range of options any student may require. Enforex as a company aims to continue to provide the highest levels in customer service and product quality" (Enforex, 2013, Company Profile, p. 15).

Vision of Enforex

"Our vision for the future is to continue working in conjunction with Agencies & Partners who place their trust and commitment in our philosophy, the expansion and development of the Spanish language to the global market" (Enforex, 2013, Company Profile, p.15).

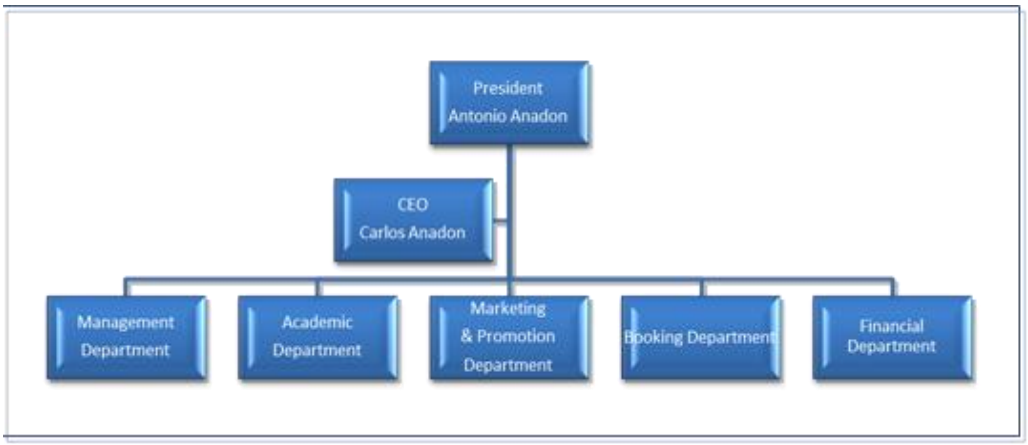
4. Internal Analysis

In this chapter of the report, the main focus lies on systematic research of the functioning of Enforex and establishment of an accurate evaluation of the company's internal strengths and weaknesses.

4.1 Organisational Structure

Enforex Company exists under the umbrella organisation – The Ideal Education Group (IEG) – large association of 25 sister companies with different trademark portfolios that specialise in teaching languages worldwide. The most well-known and recognised are Enforex and don Quijote (Anadón, 2013, "Biography" section, para. 1).

Enforex has determined the organisation of its business's activities into a coherent functional structure with five main departments. The major benefits of this approach are specialisation of personnel within functional areas and smooth coordination among them.



4.2 Human Resource Management & Personnel Policies

Company employs about 50 professionals in the Head Office in Madrid and over 450 full-time teacher staff in education centres in Spain and Latin America (Anadón, 2013, "Home" section, para. 1).

Managers in Human Resource Department use internal and external recruiting methods to acquire the right qualified persons for available job positions. Promotions within the organisation help to keep high-quality employees from leaving while searching for new professionals outside the company and posting jobs on Enforex web site help to find new applicants.

In hiring new office employees and teachers Enforex Company values hard working, educational training, interpersonal skills, patience and enthusiasm. All teachers of Enforex are experienced professionals, many of whose hold a Master's or Doctorate degree in teaching Spanish as a foreign language (Enforex, n.d., "Spanish Language Schools in Spain and Latin America", p. 10).

Enforex provides trainings and free language courses for its employees who wish to improve their professional qualification and communication skills with international clients (Enforex, 2013, "Jobs in Spain" section, para. 5). Moreover, the company welcomes students with fresh minds and innovative ideas from different countries for internship positions in marketing and promotion department (Enforex, 2013, "Jobs in the Marketing Department at Enforex" section, para. 3).

4.3 Financial Stability

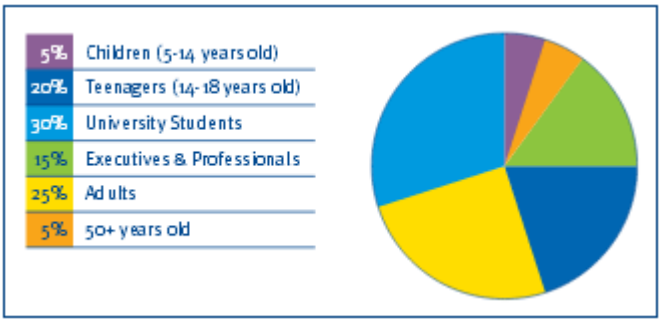
According to Nicoletta Pinto, Enforex is a financially stable company (N. Pinto, personal e-mail, April 3, 2014). The owner of Ideal Education Group, Antonio Anadón claims that "Approximately half of the Spanish market is in our (Ideal Education Group) hands" (Baker, 2012, "Antonio Anadon, Owner, Ideal Education Group, Spain" section, para. 8). Unfortunately, the exact information about market share, finance and sales is not available for internal reasons.

The focus of the Ideal Education group is now on Latin America. Moreover, Mr. Anadón considers China and India interesting markets for business expansion (Baker, 2012, "Antonio Anadon, Owner, Ideal Education Group, Spain" section, para. 8-9).

4.4 Target Groups of Customers

Enforex Company uses a **differentiated** (segmented) **marketing strategy** by dividing a market into several target groups of customers and designing different Spanish language programmes for them. As can be seen in the tables below, Enforex targets six customer segments, and the biggest ones are University Students (30%) and Adults (25%); the majority of international customers come from USA (12%), Brazil (9%) and European Countries, especially from Germany (9%).

20%	Others (72 Nationalities)
12%	USA
9%	Brasil
9%	Germany
7%	East Europe
7%	France
5%	Africa
5%	Italy
4%	Japan
4%	Netherlands
4%	Scandinavian Countries
4%	UK
3%	Canada
2%	Korea
2%	Taiwan
1%	China
1%	Switzerland
1%	Middle East



Service offerings differ from one target group to another. For example, *University Placement*, *Erasmus/Au pairs* and *Spanish + Internship* programmes have been developed for University Students group; however, *Business Spanish Course* – for Executives & Professionals group of customers (Enforex, 2014, "Dates & Prices", p.3-5). By offering a wide range of programmes to satisfy specific needs of each target group of customers, Enforex Company acquire stronger position on the market. Nevertheless, in order to reach each target group of customers, Enforex needs to invest budget in marketing research and create different advertising campaigns.

4.5 Strategic Marketing Mix

Tactical marketing tools and techniques used by Enforex Company to reach its target groups of customers and build profitable relationships with them will be briefly analysed in the following sections of the report.

4.5.1 Products & Services

Enforex's market offerings include both tangible goods and services for consumers. Consumer products are student textbooks and exercise books written and designed by teachers of Enforex under the supervision of its Academic Director. Each book corresponds to a certain Spanish language level of a student from A1 (basic user) to C2 (proficient user) and based on a proven methodology gained through over 20 years of teaching experience (Enforex, n.d., "Spanish Language Schools in Spain and Latin America", p. 10-11).

Besides course materials, Enforex has developed different service offers for its students and it is constantly working on improvement of service quality and differentiation:

- **20 Different Flexible Spanish Language Programmes for All Ages**: children, teenagers, university students, professionals and seniors. The most famous courses among customers are:

  - General Intensive & Super Intensive Courses + Cultural Workshops
  - Private Tuition & Spanish for Professionals
  - Spanish Programme with University Credits
  - DELE Official Exam Preparation Course
  - Spanish Teacher Training Course
  - Spanish + Paid Job / Internship
  - Part Time Spanish Course

The greatest values of Spanish language courses provided by Enforex are flexible schedules all year round, small class sizes of 10 students per class maximum, excellent teaching staff of native Spanish professors, and the opportunity to get an Official Enforex Certificate, approved by the Institute of Cenvantes (Enforex, n.d., "Spanish Language Schools in Spain and Latin America", p. 12).

- **Organisation of Cultural Activities & Excursions**

People at Enforex believe that cultural activities, excursions and trips to different cities of Spain will not only improve students' communication skills in Spanish, but also help to explore and gain a wider perspective of Spanish culture and traditions.

- **Accommodation Services**

Enforex aims to provide comfortable and safe accommodations for students to make their stay abroad as pleasant as possible. Students may choose between a host family, shared apartment, student residence or private apartment (Enforex, n.d., "Spanish Language Schools in Spain and Latin America", p. 26-27).

- **Transportation Services**

Enforex offers 24-hour transportation services from different airports, train and bus stations of Spain to students' accommodations (Enforex, n.d., "Spanish Language Schools in Spain and Latin America", p. 29).

4.5.2 Pricing Strategy

Enforex Company adheres to the **value-added pricing strategy** by setting higher prices and attaching value-added features and services to differentiate from competitors. Customers of Enforex are motivated not by the price, but by those benefits that they get. For example, most of the cultural activities and excursions provided by Enforex for students are free of charge. Moreover, schools of Enforex have free Internet connections, usage of library and computer rooms. Enforex is recognised as one of the most prestigious Spanish language schools for foreigners in Spain with numerous accreditations by many national and international organisations, such as the Institute of Cervantes, the Spanish Chamber of Commerce of Madrid, Sweden's CSN, Germany's Bildungsurlaub and other (Enforex, n.d., "Spanish Language Schools in Spain and Latin America", p. 6). Thus, Enforex creates additional value for its market offerings and acquire higher prices for its services.

Besides that, Enforex Company provides **quantity discounts** – price reductions for those buyers who order long duration Spanish language courses of more than 12 weeks (Enforex, 2014, "Dates & Prices", p.3). Sometimes, Enforex also uses **promotional pricing (Special Offers) on the Internet** by temporarily reducing prices for certain courses to increase sales and acquire new customers (Enforex, 2014, "Enforex Spanish Courses Offers" section, para. 1).

4.5.3 Place

Enforex was awarded by the Language Travel Magazine in 2006 as the Best Spanish Language School in the world ("Language Travel Magazine Star Awards 2006" section, para. 17).

Enforex has adapted its locations of schools to the needs of target customers who usually want to combine Spanish language courses with leisure activities in Spain and Latin America. Therefore, today Enforex has **24 Spanish language schools in Spain and Latin America**, most of which are centrally located in tourist cities, emblematic areas and beautiful seaside

neighbourhoods (Enforex, n.d., “Spanish Language Schools in Spain and Latin America”, p. 4-5). For additional customer convenience different types of accommodations provided by Enforex are closely located to schools and accessible by the public transportation.

4.5.4 Promotion Strategies

Enforex communicates its value propositions to the target groups of customers by using several marketing tools and techniques, such as:

- **Advertising Campaigns** in magazines and in the public transportation;
- **Advertising Agencies,** such as *AMS, Language Bookings*, *Language International, Glossa*, and many more, which promote company’s services online and receive a commission from sales;
- **Sales Promotion** – urgent advertisements on the company’s web site with discounts on certain services in order to encourage customers to purchase them immediately;
- **Direct Marketing** – participation in the international fairs of language schools in different countries worldwide, such as Brazil, China, Japan, Russia, and United States of America;
- **Catalogue Marketing** – creation of magazines, videos and digital catalogues to provide detailed information about Enforex courses, prices and starting dates;
- **Online Marketing (The Affiliate Programme)** - placing advertisements, banners and links to Enforex on other web sites;
- **Online Social Networks Marketing** – creation of blogs on popular web communities, such as Facebook, Twitter and Google+, putting promotional videos on Youtube (N. Pinto, personal e-mail, April 3, 2014).

4.6 Stakeholders

In addition to customer relationship management and marketing communication strategies, Enforex Company pays great attention to stakeholder relationships. According to Pinto, director of the Marketing Department of Enforex, company works closely with agencies, high schools, colleges, universities worldwide, and partner Spanish language schools in Cadiz, Malaga and Pamplona in Spain to promote Enforex (N. Pinto, personal e-mail, April 3, 2014).

Moreover, the Ideal Education Group serves as a fundamental basis of support and share of experiences between its members to improve teaching methods and develop new services (IEG, n.d., “Vision” section, para. 1-2). For example, Enforex promotes Summer Camp Programmes of EnfoCamp Company in its brochures; the biggest companies of the IEG – Enforex and don Quijote – work together on promotions and delivery of superior value for customers.

5. External Analysis

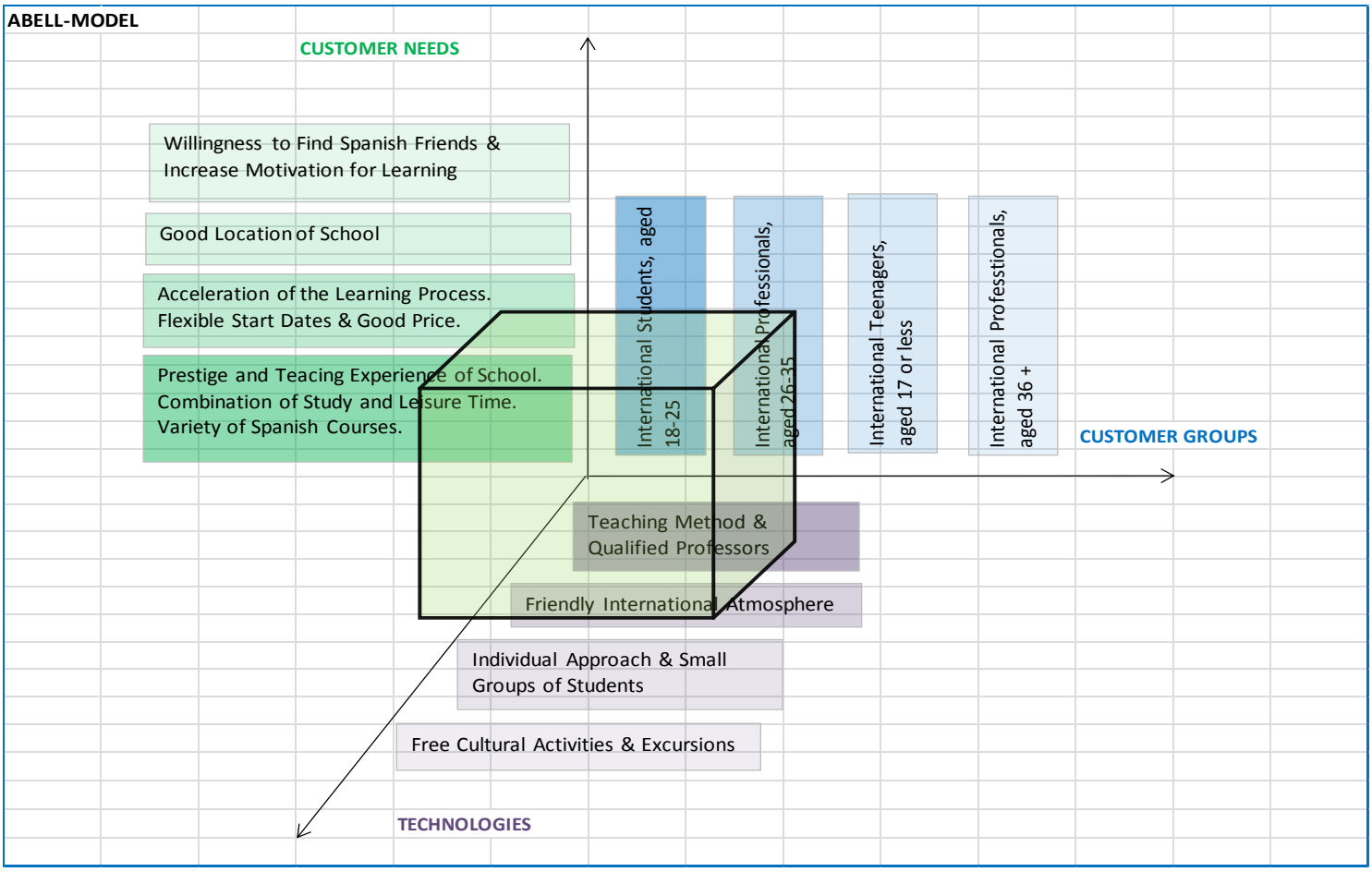
In this chapter of the report the external marketing environment of actors and forces that affect Enforex's entire business and the ability to build customer relationships will be analysed. External analysis consists of meso-environment and macro-environment.

5.1 Meso-Environment Analysis

It includes important developments relating to the needs of customer groups and competitors' strategies.

5.1.1 Customer Analysis

Customers are the most important actors in the company's meso-environment. Using the information obtained from the questionnaire results, the primary communication target group, its characteristics and interests have been determined. Please see the Abell-Model below, where the outcomes have been carefully summarised.



Who is the main target group? The primary target group of customers is the largest group of *International Students*, aged between 18-25, from different European countries (mostly from France, the Netherlands and Switzerland), Brazil, China, Russia and U.S.A. They can be described as young, educated and active people; they are innovators who are more likely to take risks by purchasing new products or trying new services on the market. However, this target group does not have a high income or constant job.

What needs does the main target group have? In choosing the right education centre, the customer group of International Students pays attention on prestige and teaching experience of school as well as on the variety of available different Spanish language courses. Moreover, the reason of International Students of learning Spanish in Spain is the willingness to combine their study and leisure time in the most interesting cities of Spain.

What technologies of Enforex are mostly valued by the main target group? The most valued technologies are interesting teaching methods, patient professors and friendly international atmosphere of the school. Although the majority of students are pleased with Enforex's services, some of them have expressed a desire to improve the individual approach to each student, make smaller groups, during the classes practice more speaking skills than making grammar exercises, and have more cultural activities.

What media does the main target group use? In which communication network is it active? The survey results show that the majority of students have first heard about Enforex on the Internet. The decision of studying at Enforex of a significant part of students has been influenced by the opinion leaders – family members, friends or colleagues. A smaller part of students have heard about Enforex Schools from agencies, universities or other institutions.

For detailed information of the questionnaire design and the graphs of the calculated results, please refer to Appendix C and Appendix D.

5.1.2 Competitors' Analysis

Nowadays Enforex Company faces an intensive competition. Understanding customers' needs and values is crucial, but without investigation of competitors' offers it is difficult to design effective strategies and gain competitive advantage. Enforex has many distant

competitors on the Spanish market; however, the major or close competitors are Babylon Idiomas, Academia Contacto and Proyecto Español.

Babylon Idiomas

Babylon Idiomas Company has identified its five core values where customer satisfaction is the most important (Babylon Idiomas, n.d., "Babylon Idiomas Español para ti", p. 2). Therefore, it can be assumed that Babylon Idiomas is a customer-centred company that focuses more on customer developments in designing its strategies.

The main target groups of Babylon Idiomas are European customers, aged from 18 to 30 (Babylon Idiomas, n.d., "Babylon Idiomas Español para ti", p. 16). Moreover, services provided by Babylon Idiomas are very similar to Enforex, including Spanish courses offers, cultural activities, accommodation and transfer service. However, as both companies target similar customer group, Enforex gains stronger market position against Babylon Idiomas because it has a wider variety of specialised courses for the main target group of customers – University Students. For example, Babylon Idiomas does not have such courses, as *Spanish + Internship* or *Spanish Programme with University Credits*, and *Spanish for Professionals*.

In most cases, Babylon Idiomas charges higher prices for its services; however, there are still some value-added courses that are less expensive than in Enforex and study materials are cheaper. For example, Spanish + Flamenco course in Babylon Idiomas is cheaper than the same course in Enforex and provides 25 hours of Spanish classes in addition to Flamenco dance classes, while Enforex does not have such a combination, for higher price it provides only 8 lessons of Flamenco per week (Babylon Idiomas, 2014, "Our Prices in Spain" section, para. 2).

Babylon Idiomas uses very similar promotion strategies to Enforex, such as online social networks marketing, catalogue marketing, quantity discounts and promotional pricing on its web site.

Academia Contacto

Academia Contacto Company focuses on offering the professional service at an

extremely competitive price (Academia Contacto, n.d., “About Us” section, para. 6). Indeed, in comparison with Enforex and Babylon Idiomas companies, Academia Contacto has much lower prices and gains price advantage against its rivals. As Academia Contacto targets European students (75% of customers) (Academia Contacto, n.d., “About Us” section, para. 5), it can become a serious threat to Enforex.

Academia Contacto can be characterized as competitor-centred company that makes a lot of effort to pursue competitive pricing rather than developing new courses, because it mostly serves young international customers and provides students only with the basic Spanish courses. Enforex can distinguish itself from Academic Contacto by providing more differentiated and customised language courses, because it serves few groups of customers.

Academia Contacto uses online social network promotion (Facebook, Twitter), uploads videos on Youtube and creates blogs as these are effective ways to reach young customer groups (Academia Contacto, 2013, “Home” section, para.1).

Proyecto Español

Proyecto Español Company aims to combine study of Spanish language and culture with leisure activities to fulfil customers’ holiday expectations at favourable prices (Proyecto Español, n.d., “Proyecto Español” section, para.2). It targets similar to Enforex groups of customers and provide comparable services: variety of Spanish courses, accommodation, transportation, summer camps, internships and cultural activities; however, tuition fees and prices are nearly twice cheaper in Proyecto Español than in Enforex (Proyecto Español, 2014, “Prices 2014” section, para.1). Furthermore, there are no additional fees for books and high season supplements for accommodation like in Enforex (Proyecto Español, n.d., “Agents” section, para. 1). By providing similar services at a lower price, Proyecto Español gains a stronger position on the Spanish market than Enforex.

The company is successful not only in providing Spanish courses, but also in organising cultural activities, excursions and events for its students (Proyecto Español, n.d., “Carnaval” section, para.1).

Proyecto Español can be characterised as market-centred company that pays balanced attention to the needs of its customers and strategies of competitors. Promotion channels of the company are mainly online: Skype, Facebook, Flickr, Blog, Rss and Youtube, but collaboration with agencies plays an important role as well (Proyecto Español, n.d., "Home" section, para.1).

Please refer to Appendix D for the summarised information in a table of the competitors' analysis and competitors' comparison criteria.

5. 2 Macro-Environment Analysis

It includes the analysis of larger societal actors and forces that may increase opportunities or pose threats to the entire business of the company.

5.2.1 DESTEP Analysis

Demographic Environment

The most populous cities of Spain are Madrid, Barcelona and Valencia. The population of Spain has grown by almost 6 million of people over the last decade and was recorded by the National Statistics Institute of Spain on November 1, 2011 as *46.815.916 inhabitants* (National Statistics Institute, 2011, "Population and Housing Census 2011", p. 2-3). Despite this fact, the National Statistics Institute forecasts the decrease of 1, 2% in the population in the next 10 years (National Statistics Institute, 2011, "Short-Term Population Projection for Spain, 2011-2021", p.1).

The largest ethnic group of Spain is *Native Spaniards (88, 8%)*; however, there are *minority groups of immigrants (11, 2%)* mainly from Romania, Morocco, Ecuador, United Kingdom and Colombia (National Statistics Institute, 2011, "Population and Housing Census 2011", p. 4). Nevertheless, nowadays the multicultural diversity is decreasing. Foreign residents and Spaniards themselves emigrate from Spain because of the highest unemployment rate in the European Union of 25, 6% (Eurostat, 2014, "Harmonised Unemployment Rate" section, para.1).

One of the most important demographic trends of Spain is the changing age structure of the population. During the last decade have been observed the increase of adult people aged from 40 to 64 and *decrease of young people aged from 16 to 39*. The average age

of the population is now 41, 5 years (National Statistics Institute, 2011, "Population and Housing Census 2011", p. 5-6).

The population of Spain is becoming better educated as the number of students enrolled for university studies for the academic year 2010-2011 increased by 3, 1% compared with previous years (National Statistics Institute, 2012, "University Education Statistics in Spain", p.1). *The rising number of educated people in Spain* will increase the demand for quality products and services, which will benefit Enforex business.

Economic Environment

Since the global financial crisis of 2008, Spain's economy has been facing a bad fortune and a tough time. Today, in Spain with *the highest unemployment rate of the European Union of 25 %* (youth of less than 25 years old unemployment rate – 55%) (Eurostat, 2013, "Unemployment Rate by Age Group" section, para.1) and low minimum wages of approximately € 752 / month, financially squeezed consumers spend money more carefully (Eurostat, 2013, "Minimum Wages" section, para.1). The average annual salary of women: € 14.468,5 and men: € 18.465,2 (National Statistics Institute, 2014, "Observations" section, para.1).

Recent economic factors in Spain have affected consumer purchase behaviour, confidence and spending patterns in overall. The consumer expenditure has begun to drop significantly from 2008 and reached its lowest point of 37, 60 in July of 2012; however, from 2013 consumer confidence has been increasing and now it is reported as 77, 0 ("Spain Consumer Confidence", 2014, para.1-2).

According to the Ministry of Economy and Competitiveness of Spain, "Despite the global crisis and increased competition from emerging countries, Spain has kept its market share in the international trade of goods and services; in 2013, exports rose by 5, 2%" (Ministry of Economy and Competitiveness of Spain, 2013, "Spanish External Sector and Competitiveness", p.1). One of the key industry sectors of Spain is Travel & Tourism that generates creation of new jobs and boosts not only local but also international consumer demand. The World Travel & Tourism Council reports that *leisure spending and business travel spending in Spain are expected to grow* by 3, 1% and 2, 7% accordingly in 2014, and by 1, 9% and 1, 5% in 2024 (World Travel & Tourism Council, 2014, "Economic Impact 2014 Spain", p. 6).

European Commission reports that *since 2013 Spain returned to a positive growth*: financial conditions have improved, employment and GDP are forecast to start growing in 2014 and 2015 (European Commission, 2014, "European Economic Forecast ", p.64).

Social-Cultural Environment

The culture of Spain can be characterized as *high context*, because in communication between people verbal and non-verbal aspects are considered important. Family and interpersonal relationships are highly valued by Spaniards and, therefore, in contrast with the rest of western European countries (except Portugal), Spanish society is *collectivist* ("What about Spain?", n.d., "Individualism" section, para.2). Moreover, *power distance in Spain is high*, which means that country has a hierarchical society and inequality among different status people; however, young generations seek to make Spain a more liberal and democratic nation ("What about Spain?", n.d., "Power Distance" section, para.2).

During the authoritarian regime of Francisco Franco in 1939-1975 years Spanish social values were very conservative. Public laws and Roman Catholic Church have been powerful enough to set strict rules aimed at retaining traditional family structures and religion as well as controlling mass media, press and activities of important institutions (Solsten & W. Meditz, 1988, "Social Values and Attitudes" section, para. 2). After Franco's dictatorship, Spanish life and cultural insights started to change in a more liberal and democratic way. Today's Spain can be characterized as multicultural, friendly and tolerant country, renowned worldwide for its welcoming hospitality, sports and tourism.

There were an estimated *18, 217, 300 households in Spain* in 2013, an increase of 133, 600 regarding the census of 2011. In terms of household size, the majority of them - 30, 5% - are formed by two persons and 24, 2% - by one person (National Statistics Institute, 2014, "Continuous Household Survey Year 2013", pp. 1-2).

There are some important changes in Spanish family structures. The majority of couples - 34, 9% - tend to have only one or two children and 21, 6 % of couples live without children (National Statistics Institute, 2014, "Continuous Household Survey Year 2013", p. 2). Moreover, after the legalization of same-sex marriages in Spain in 2005, non-traditional households are slowly growing: there are 0, 7% of homosexual couples (National Statistics Institute, 2014, "Continuous Household Survey Year 2013", p. 3).

Technological Environment

Creation of new technologies leads to new markets and opportunities for companies; however, new technologies replace or improve older ones as, for example, the Internet and e-books have improved traditional education in classrooms. Total Spain's R&D spending reached an estimated 1, 33 % of GDP in 2011, which is less than in the previous years. Furthermore, due to the economic crisis, *the government of Spain has reduced public funding in education* (European Commission, 2013, "Research and Innovation Performance in Spain", p. 1). According to Serra, head of the Business Analytics Research group of the Barcelona School of Management, these budget cuts may badly affect the future of Spain's innovativeness, as the majority of researchers will leave the country and there will be less research centres (Serra, 2013, "The R&D Funding Crisis in Spain" section, para.5).

Nowadays different schools and universities worldwide put efforts into modernization their education systems and teaching methods. Usage of ICTs leads to innovative mobile education and to new ways of teaching and learning of study materials. *Extreme economic conditions and cuts from the education budget badly influence the innovativeness of Spanish education centres*. Moreover, in higher education, legal restrictions of Spain require predominantly face-to-face teaching in classrooms (GSMA, 2011, "Mobile Education in Spain", p.5). Therefore, *e-learning and mobile education are not typical in Spain*, but the country is moving towards institutional reforms and innovation (GSMA, 2011, "Mobile Education in Spain", p. 15).

Ecological Environment

In the 21st century world many developed countries strive for healthy ecology and healthy economy. Environmentally responsible actions of the companies are highly valued not only by the governments but also create positive images and attitudes in the minds of customers. *Spain is one of those countries which seeks sustainable development* and has many environmental regulations and programs to protect air, land and water. One of the important steps to green electricity of Spain has been the *Solar Power Regulation* that was adopted by the Government of Spain in 2006. Spain became the pioneer for Solar Regulations in Europe (European Renewable Energy Council, 2012, "Spain (National Level)" section, para. 1). It seems that solar industry has many advantages because it promotes the idea of wise use of natural resources (the sun energy) and leads Spain to innovativeness, wealth and sustainability.

It is important to emphasize that Spain is one of the leading countries in the world after China, Germany and USA in production of *Wind Power,* which was the first source of electrical generation in Spain in 2013 (The Spanish Wind Energy Association, 2011, "Wind Energy in Spain" section, para. 1). In terms of *Recycling*, during the last 10 years Spain has improved its waste management and reached 33% of recycling in 2010 (European Environment Agency, 2013, "Municipal Waste Management in Spain", p. 4).

Spain is moving towards a cleaner environment in its busiest cities through *improvement of public transportation systems and presence of numerous green areas*. For example, the biggest metropolitan city of Spain, Madrid, has efficient metro and bus systems that encourage citizens to travel by public transportation and reduce harmful emissions. Moreover, the Spanish city Rivas Vaciamadrid has been recently announced by the European Commission as the winner for *Sustainable Urban Mobility Plan Award for 2013* (European Commission, 2014, "Rivas Vaciamadrid (Spain) and Ljubljana (Slovenia) Win EU Awards for Sustainable Urban Mobility" section, para.1).

Political-Legal Environment

The Kingdom of Spain is a member of the European Union from 1986. The political form of Spain is the *Parliamentary Monarchy*, where the King Juan Carlos **I** is the head of state and the highest representative on the international level, legislative powers are held within General Courts of Parliament, and executive body is the Council of Ministers (Ministry of the Presidency, 2013, "Spain Today", pp. 79-80). The Spanish system of government is divided into three levels of authority: the State, the Autonomous Communities and the Local Entities. There are 17 autonomous regions and 2 autonomous cities in Spain (Ministry of the Presidency, 2013, "Spain Today", pp. 83-84).

Castilian, or Spanish, is the official language of the State; however, some autonomous communities have other spoken languages together with Castilian, such as Catalan, Basque, Galician, and Valencian. Today Spanish is the second most spoken language in the world as a native language after Chinese; it is the official language in around twenty countries in Central and South America, Africa and Europe (Ministry of the Presidency, 2013, "Spain Today", p. 89).

The Ministry of Education, Culture and Sports of Spain encourages education centres by *legislating policies to improve the quality of education service, promote equal opportunities for talent development of students and reduce early school drop-out rate*

(Ministry of the Presidency, 2013, "Spain Today", p. 343). Moreover, the Ministry aims to *increase efficiency, transparency and internationalization level of Spanish education centres* (Ministry of the Presidency, 2013, "Spain Today", pp. 347-349).

Global Trends in Spanish Language Demand

Nowadays more than *495 million of people worldwide speak Spanish*. Experts predict that by the year 2030, 7, 5% of the world's population will be Spanish (about 535 million of people) and by the year 2050 the United States of America will have the largest Spanish-speaking population in the world. Furthermore, the Institute of Cervantes has estimated the number of *18 million of students worldwide that currently are learning Spanish as a foreign language* (The Institute of Cervantes, 2012, "Spanish in the World" section, para.1). Yet, what factors are driving the demand for Spanish language proficiency? Why is Spanish becoming so important globally?

First of all, as the Spanish population is growing, the Spanish-speaking segment of customers constitutes a huge community that shares goods and services, offering *growth opportunities for businesses*. Spaniards are becoming not only a powerful group in terms of buying power, but also in terms of politics and shared cultural values.

Secondly, we are moving toward a world in which barriers to trade are declining due to advances of transportation and telecommunications infrastructures, economic integration and liberalization of markets, such as in the European Union, and the process of globalisation. *Latin American countries are rapidly developing and becoming important global commercial partners* ("Latin America: Growing Strategic Importance" section, 2011, para.2). Therefore, Spanish language skills are becoming essential for employment and enhance *career opportunities* in companies that deal with international clients or seek expansion.

In addition to these trends, it is important to emphasize, that modern world is becoming extremely interconnected where Chinese, English and Spanish are most widely spoken languages, and used on the Internet and mass media ("Summary by Language Size" section, 2014, table 3). The world is shrinking; international communication skills, knowledge of foreign languages and awareness of cultural differences are becoming important for individuals not only in professional perspectives, but also in their *daily lives interconnections*.

6. SWOT Analysis

INTERNAL	**Strengths** 1. Service Differentiation & Customisation 2. Financial Stability 3. Value-added Pricing Strategy 4. Skilled Workforce (Teachers & Office Employees) 5. Teaching Experience & Prestige of Schools 6. Self-designed Books & Teaching Methodology 7. Brand Image & Reputation	**Weaknesses** 1. Lack of Unique Services 2. Lack of Outstanding Communication Strategies 3. Lack of Brand Awareness 4. Lack of New Facilities for Students 5. More Conservative than Innovative
EXTERNAL	**Opportunities** 1. Increased Global Demand for Spanish 2. Growing Market Opportunites 3. Majority of the Clients are Satisfied 4. Possible New Markets (China, India) & Expansion 5. Rising Number of Educated People in Spain 6. Rising Demand for Quality Products & Services 7. Liberal and Friendly Society and Politics & Clean Ecologic Environment and Climate of Spain Attract International Tourists	**Threats** 1. Intense Competition 2. Downward Pricing Pressure 3. High Consumer Buying Power 4. Slight Decrease in Population of Spain is Forecasted 5. High Unemployment Rate in Spain 6. Economic Instability of Spain has Negatively Affected the Consumer Purchase Behaviour, R&D Spending and Innovativeness of a Country

Strengths

Enforex can build on several important internal capabilities, such as customised services, qualified professors, brand image and prestige of education centres. By providing services of the highest quality at a reasonable price, Enforex has an outstanding reputation and prestige that are valued and demanded by the customers. Therefore, in the marketing communication Enforex should focus customers' attention on these aspects.

Weaknesses

Although Enforex has a positive brand image and reputation, brand recognition and awareness by the publics are yet weak and not well-known. Therefore, Enforex should address this issue with promotion and outstanding marketing campaigns. Naturally, some budget investments in R&D will be needed.

Opportunities

Enforex can take advantage of major market opportunities, such as increasing global demand for learning Spanish, growing market expansion opportunities, rising demand for quality products and services, and openness of Spain for international tourists. As the primary target group of customers (International Students) expresses the interest in coming to Spain to combine study and leisure activities, Enforex should create interesting campaigns that would attract young customers and fit their desires of entertainment.

Threats

Major challenges and threats that Enforex faces today are: intense competition, pricing pressure and economic instability of Spain. In the industry of Spanish language teaching for foreigners are many rivals that offer similar services and benefits at a lower price. Therefore, Enforex's marketing communications should stress a clear differentiation and value-added pricing.

Economic instability of Spain and high unemployment rates have negatively affected the consumer buying behaviour and spending patterns. To deal with this situation, Enforex should create a need for Spanish language learning.

7. Policy Goal

The policy goal formulates what Enforex wants to achieve or improve by solving challenging situations; it is the organisation's answer to the core problem. Yet, what is the core problem of Enforex? What role does communication play in the core problem?

The study of internal and external environment of Enforex helps to gain a clear insight into the main issue and situation. The growing demand for Spanish language learning by international students and increasing interest in quality products and services in Spain create major opportunities for Enforex to expand its business and acquire new customers. However, on the path to success Enforex needs to overcome the greatest obstacles, such as intense competition, pricing pressure and economic instability of Spain. Furthermore, although the primary target group of customers is satisfied with Enforex's services, it calls for interesting activities and entertainment. Thus, the ***Central Problem*** ***is the high rivalry among the competing firms and high consumer buying behaviour.*** To deal with this, Enforex should build a strategy on a brand image projecting high quality, customisation and value-added pricing, and increase brand awareness and recognition among the primary target group of customers by using marketing communication techniques.

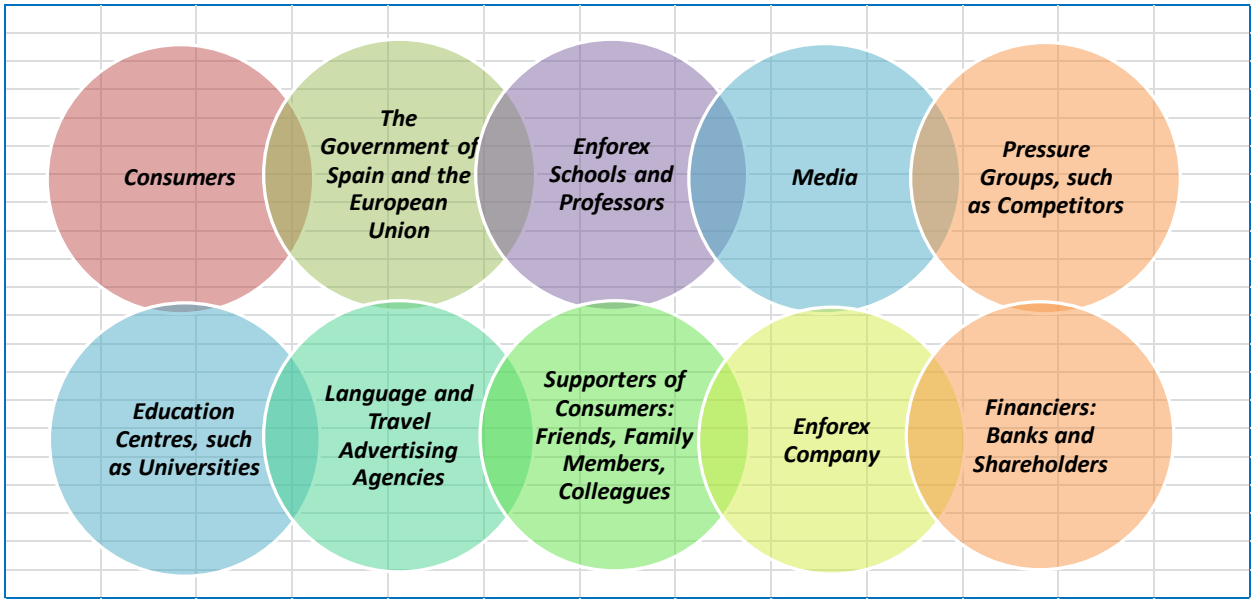
The Policy Goal of Enforex ***is to acquire a greater amount of customers, increase sales volume and realise a market share growth of 7 % within a year by using marketing communication techniques and outstanding promotion campaigns.***

The Role of Communication ***is to influence customers' knowledge, attitudes and behaviour patterns, as well as to focus customers' attention on Enforex's prestige, quality of services and teaching experience.***

8. Current Communication Analysis

Within the current communication analysis, it is essential to investigate the communication network, gain more insight into the relationships between involved parties and analyse current strategies. To clarify the situation, answers on the following questions should be provided: Which parties are concerned with the issue and are involved in the communication network? Who can play a major role in communication with the clients? What are the current communication strategies and are they effective?

List of interested parties involved in communication:



Enforex schools, advertising agencies, universities, media and supporters (or opinion leaders) are often intermediaries who inform, give advice and influence decisions of consumers. ***Intermediaries*** can be individuals (friends, family members, colleagues, etc.), organisations (schools, universities, agencies, etc.) or mass media channels (the Internet, TV, magazines, etc.) that have the ability and power to distribute, weaken or strengthen advertising messages.

The owner of Enforex, Antonio Anadón, states that Enforex focuses on collaboration with agencies in different countries worldwide: “We don’t look for direct business, because the agents give us a big amount of support by choosing and selecting the students, and giving them all the information” (Baker, 2012, “Antonio Anadon, Owner, Ideal Education Group, Spain” section, para. 11). Thus, Enforex believes that indirect communication via

intermediaries (push strategy) is more effective than direct. In this case, ***intermediaries are the senders*** of the messages while ***consumers are the receivers***.

Today in communication strategy of Enforex intermediaries play major roles in creating a link between the company and the clients. This strategy is effective because in this way Enforex is able to attract a great amount of customers every year. Nevertheless, in order to deal with current issues and reach the policy goal, Enforex should have outstanding communication approaches in addition to existing ones. Therefore, there is a need to consider the major competitors' communication methods: Projecto Español organises variety of cultural activities, excursions and events to create high involvement of its customers and build friendly relationships; Babylon Idiomas and Academia Contacto share videos and create blogs to reach young customer groups and establish online communities. So, which strategy should Enforex follow to create a difference and build stronger customer relationships? The investigation follows in the next chapters of the paper.

9. Communication Objectives

Communication objectives must be defined in a SMART Model (specific, measurable, actionable, realistic, and timed) as precise as possible in order to formulate proper strategies for Enforex and achieve these objectives with the primary target group in a certain period of time.

The following ***Communication Objectives*** are proposed:

- Knowledge-based Objective:

  INCREASE BRAND AWARENESS AND KNOWLEDGE OF AVAILABLE SPANISH LANGUAGE COURSES IN ENFOREX AMONG THE PRIMARY TARGET GROUP OF CUSTOMERS (INTERNATIONAL STUDENTS, AGED 18-25) BY 15 % WITHIN A PERIOD OF 6 MONTHS.

- Attitude Objective:

  INCREASE CUSTOMERS' INVOLVEMENT, SATISFACTION AND INTEREST IN SPANISH LANGUAGE LEARNING IN SPAIN IN ENFOREX AMONG THE PRIMARY TARGET GROUP OF CUSTOMERS BY 10 % WITHIN A PERIOD OF 9 MONTHS.

- Behavioural Objective:

  ACQUIRE STRONGER RELATIONSHIPS WITH CUSTOMERS AND INCREASE CUSTOMERS' PREFERENCES AND LOYALTY FOR ENFOREX SERVICES AMONG THE PRIMARY TARGET GROUP BY 10 % WITHIN A YEAR PERIOD.

10. Marketing Communication Strategy

The purpose of communication is to positively influence consumers' knowledge, attitudes and behaviour patterns towards Enforex. The aim of the marketing communication strategy is to describe how previously formulated objectives will be put into action and determine which marketing communication tools will be used.

The key idea of marketing communication strategy is to increase brand awareness and deliver a clear message to the primary target group of customers that at Enforex students can perfectly combine their study and leisure activities.

It is recommended to approach the primary target group of customers (International Students, aged 18-25) by ***creation of two-way communication or dialogue through direct (pull strategy) and indirect (push strategy) ways***. By maintaining a dialogue with customers for feedback and encouraging open communication on social media and in education centres of Enforex, the company will not only get a clear insight of customers likes and dislikes, but it could also reveal some inspiring ideas on service improvement.

When addressing the target group, which consists of young international students, it is recommended ***to use friendly and informal style of communication.*** Furthermore, in order to differentiate Enforex brand from competitors' brands, Enforex should use ***transformational positioning*** – producing creative concepts and messages, making a link between Enforex brand and important values of students, their unique life experiences in Spain and positive emotions.

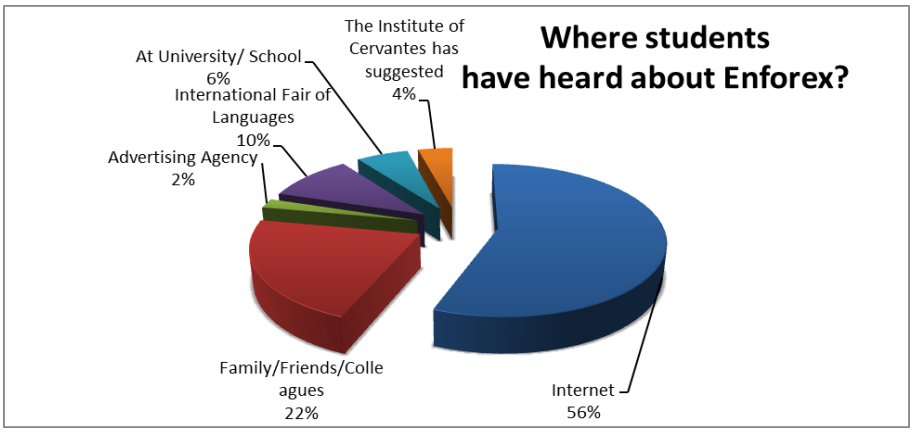
Communication Mix of Instruments:

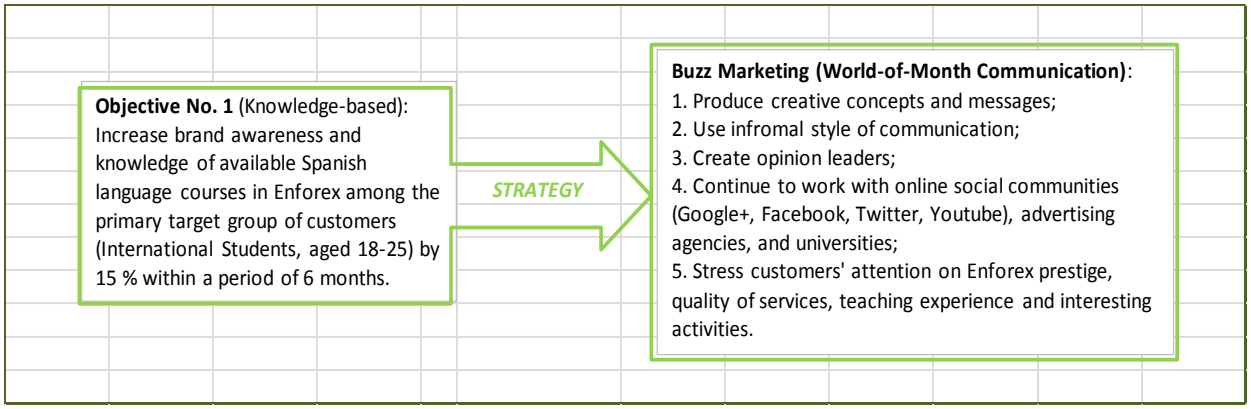
- *Objective No. 1 (Knowledge-based) – Strategy: Buzz Marketing or World-of-Month Communication*

In order to increase brand awareness and knowledge of available Spanish language courses in Enforex, the company should not only continue to work with online channel partners, advertising and tourism agencies, and universities, but also create buzz marketing or world-of-month communication.

According to the information obtained from the questionnaire results, the majority of customers (56%) have heard about Enforex on the Internet and a significant part of them (22%) has been informed and influenced by family members, friends and colleagues

(please see the graph below). By using buzz marketing and creating opinion leaders, the information about Enforex brand and services can spread the world rapidly.

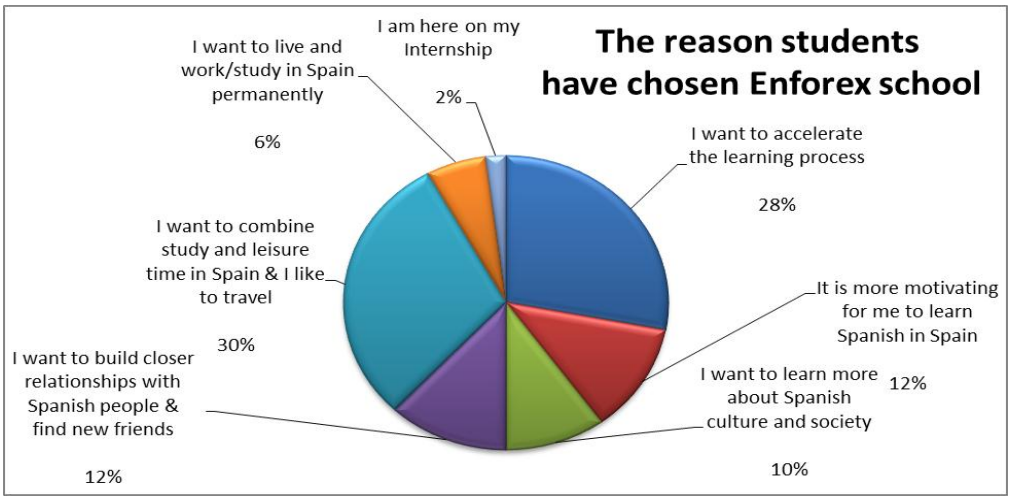


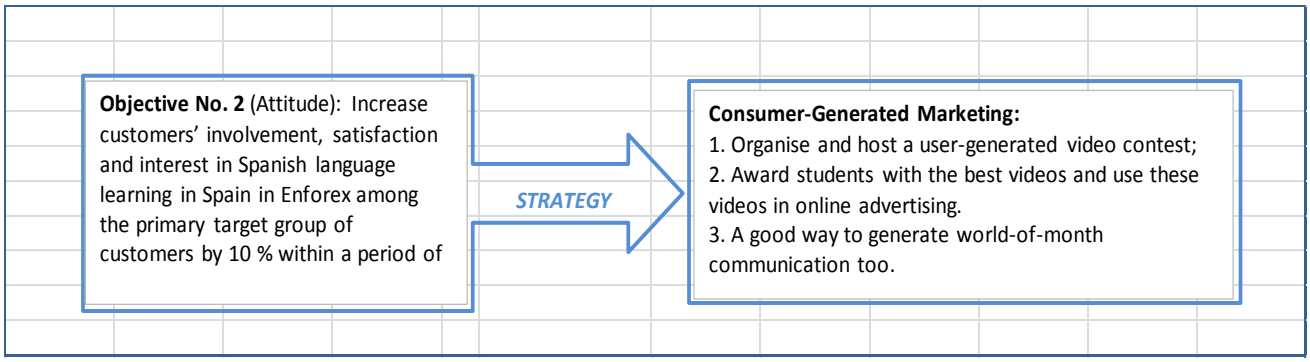


- *Objective No. 2 (Attitude) – Strategy: Consumer-Generated Marketing*

In order to increase customers' involvement, satisfaction and interest in Spanish language learning in Spain in Enforex, the company may ***organise and host a user-generated video contest*** where students of Enforex can create and submit videos about their life experiences in Spain, activities, leisure and study time in Enforex. Students with the most successful videos could we awarded free trips to a touristic place, free extra Spanish classes or other attractive prizes. Moreover, the best videos can be used by Enforex as advertising campaigns on its web site and social media.

This strategy may be very successful, as the majority of students (30%) seek to combine study and leisure time in Spain, and 28 % of students want to accelerate the learning process. By working in international teams on making the video, students will practice their Spanish conversation skills, meet new friends and have fun. In this way, students' stay in Spain and study in Enforex will be entertaining and memorable.

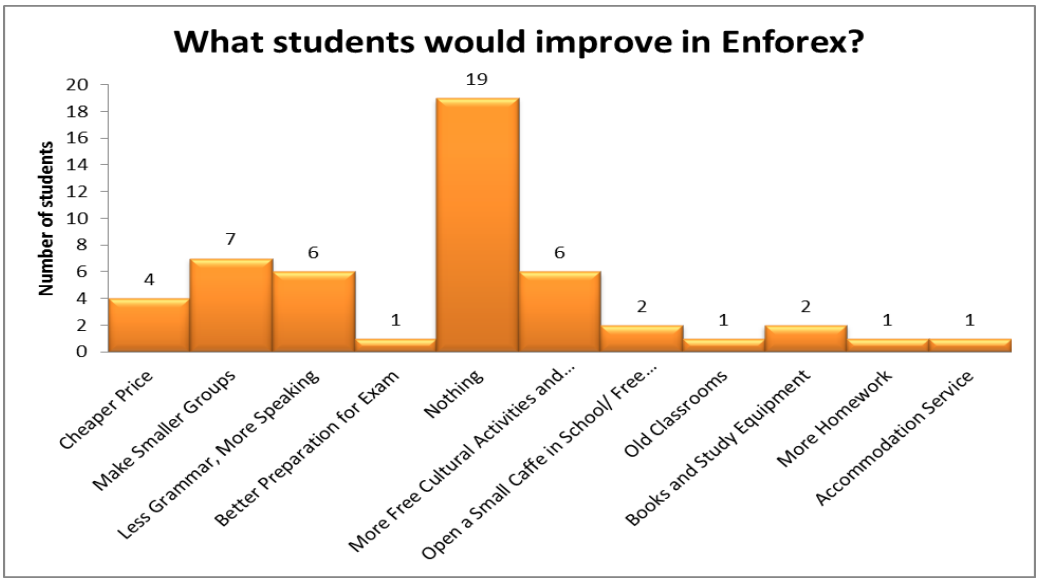




- *Objective No. 3 (Behaviour) – Strategy: Event Marketing & Public Relationships*

The questionnaire results show, that many students expressed their willingness to have more free cultural activities, conversation classes and smaller groups of students (please see the graph below). In order to acquire stronger relationships with customers and increase customers' preferences and loyalty for Enforex services, it is recommended to ***organise free open Spanish cultural & conversation classes*** once per month every first Saturday in Enforex schools in the most attractive locations in Spain (for example, September in Madrid, October in Barcelona, November in Valencia and December in Malaga). This is a good way to build stronger relationships with existing students and attract new customers, inform them, answer on all their questions, provide with informational brochures, guide them around the school and meet with professors.

To promote these free open Spanish classes it is recommended to use online advertising, which will not require the company large financial investments in advertisement. The online registration for free Spanish should be opened for 100 people of the primary target group to avoid possible overcrowding in schools.



Objective No. 3 (Behaviour): Acquire stronger relationships with customers and increase customers' preferences and loyalty for Enforex services among the primary target group by 10 % within a year period.

STRATEGY

Event Marketing & Public Relations:

1. Organise free open Spanish classes once per month (every first Saturday) in Enforex schools of Madrid, Barcelona, Valencia and Malaga in Spain.
2. Attract new customers, infrom, answer on questions, give discounts on courses, meet them with professors and guide through schools.
3. Stress customers' attention on friendly international atmosphere, teaching methods and

11. Action Programmes

In the last stage of the marketing communication plan, action programmes, such as planning, budgeting and control, should be described. To reach the best possible results, all departments of the organisation should be informed, be involved in the process and have the same vision of the desired outcomes.

11.1 Planning in Broad Terms

The recommended ***duration of the plan is 1 year from 15th of June 2014 to 15th of June 2015.*** Within this time period it is realistic to achieve previously stated policy goal and communication objectives.

All company's communication efforts should be mainly focused on the primary target group of customers – Young International Students, aged 18-25.

Please see below **the Overview of the Communication Tools with the Time Plan**.

Marketing Communication Tools & Techniques / Month	June	July	August	September	October	November	December	January	February	March	April	May
1. Online Social Networks Communication: Youtube, Google+, Facebook, Twitter) & Enforex Web Site	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘
2. Buzz Marketing or World-of-Month Communication (Opinion Leaders & Supporters)	✘		✘			✘				✘		✘
3. Consumer-Generated Marketing (Video Contest)		✘			✘			✘			✘	
4. Event Marketing & Public Relations (Free Spanish Classes)				✘	✘	✘	✘	✘	✘	✘	✘	✘
5. Indirect Communication via Intermediaries: partner schools, universities, advertising agencies, online channel partners	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘

* The orange arrow shows that these two marketing communication techniques are closely related to each other.

Highlights of the initial six-month communication activities are shown in a table below.

Month	Activity
JUNE (starting from 15th)	1. Inform all Enforex departments and schools about the planned marketing communication objectives and activities;
	2. Make sure that all employees have the same vision of the policy goal and share the responsibilities among departments;
	3. Marketing Department: start to work on transformational positioning - producing creative concepts and messages, linked to Enforex prestige, teaching experience, friendly international learning atmosphere, unique life experiences in Spain, leisure time and positive emotions;
	4. Marketing Department & Management Department: continue to apply the push strategy - indirect communication via intermediaries;
	5. Post new messages on social media web sites (improve digital communication);
	6. Financial Department: estimate an accurate budget for the planned communication activities.
JULY	1. Create buzz marketing online through creative concept communication and organisation of user-generated thematic video contest;
	2. Award student groups with the best videos and use those videos in online advertising: Enforex web site, Youtube, Facebook, Twitter, Google+;
	3. Continue to build strong relationships with customers and brand awareness online, make dialogues in blogs, be open for feedback.
AUGUST	1. By August, Enforex brand awareness, customers' involvement, interest and satisfaction should increase. It is a good time to attract new customers by organising and hosting free Spanish classes every first Saturday of the month;
	2. It is time for planning the first event of free Spanish classes in Madrid (later on in other schools too), announcing about it on social media web sites and in schools. Open a registration on Enforex web site (limited number of students);
	3. Academic Department (Professors): prepare study materials, debate topics and interesting language games for the event;
	4. Booking Department: announce about the event for students who are willing to try out some classes before booking the entire Spanish language course.
SEPTEMBER	1. The first Saturday of September - Free Spanish Language Classes Event. Provide free grammar and cultural classes, inform students about available Spanish courses at Enforex, give out brochures with detailed information, answer on questions, provide with special discounts, explain the advantagies of studying at Enforex, create warm and friendly atmosphere, and meet students with professors;
	2. Marketing Department: prepare an interesting topic for the second video contest (all schools are participating).
OCTOBER	1. By October, Enforex brand should obtain more recognition among the primary target group; the company should acquire a greater amount of customers. It is important to maintain the awareness and image by a combination of different communication technigues;
	2. In the following months: organise video contests and free Spanish classes regularly, so consumers can see the advantages of being students of Enforex; various activities and entertainment will build strong, loyal, friendly and warm relationships between the schools and students.
NOVEMBER	1. The meeting of all Enforex departments: evaluate the progress, discuss the results, measure the effectiveness, possibly improve or change some strategies.

11.2 Budgeting in Broad Terms

Choices of marketing communication strategies have certain financial consequences. In this section, an estimate of general costs for communication activities will be provided; however, for a clear cost accounting it is advisable to ask the Financial Department of Enforex.

Investments in marketing communication budgets during a year period cover online advertising, sales promotion and discounts, public relations and events organisation, customer-service support, personnel and materials costs, research and evaluation plans. Nevertheless, these activities do not require immense expenses. There is no need for outsourcing of extra employees: project team can be formed within the marketing department, clear division of tasks between other departments should be made, and participation of interns and volunteers in organisation of activities should be welcomed. Enforex has the location of future events (schools), materials (books) and professors; online advertisement is considered to be low-cost. The major costs cover events organisation and personnel bonuses. **General costs:**

* ***Personnel bonuses*** for employees involved in project team (events and video contest organisation as an additional task to everyday job) and professors of Academic Department.

  Project Team: 10 people; professors' team in every school (Madrid, Barcelona, Valencia, and Malaga): 10 professors per school. In total: 50 people. Bonus for participation in organisation: € 150/month. Total cost per month: € 7500. Total costs per 9 months: € 67 500.

* ***Material costs:***

  Printing out the study materials and informational brochures for 9 events for approximately 100 people: € 100/event. Total cost per 9 months: € 900.

  Snacks and drinks for the events: € 200/event. In total: € 1800/9 events.

  Prizes for the best videos of the user-generated video contests: € 200/contest. Total costs per 4 contests: € 800.

* ***Advertising & Sales Promotion costs:*** € 1000/month. In total: € 12 000/year.

- ***Research & Evaluation Plan costs:*** € 1000/6 months. In total twice a year: € 2000/year.
- ***Unexpected costs:*** € 500/month. In total: € 6000/year.

Total general costs for the marketing communication activities: € 91 000/year.

11.3 Control

It is recommended to plan tight control measures to closely monitor and measure the realisation of the policy goal and communication objectives. The following control and evaluation activities should be performed by Enforex on a regular basis (every 1-3 months):

1) Customers' Surveys & Feedback – analysis of needs, satisfaction and brand awareness of target groups;
2) Sales Analysis – measure an increase/decrease in sales;
3) Competitors' Analysis – observe and evaluate competitors' strategies;
4) Market Analysis – monitor the changes of market share and research new market entrance possibilities.

These activities will enable the company to quickly react in improving or adjusting the current communication strategies if any challenges occur.

12. Conclusion & Recommendation

The purpose of this research project was to investigate Spanish market trends and form a marketing communication plan for *Enforex, Spanish in the Spanish World* in order to maintain company's competitive position, build stronger customer relationships and realise a market share growth.

Central question: What are the changes need to be made in the marketing communication strategies of Enforex to maintain its competitive position on the Spanish market with emergence of global customers?

Answer: Enforex is an outstanding organisation with a number of internal strengths and capabilities, such as service differentiation and customisation, value-added pricing, extensive teaching experience, and prestige of its education centres. As any other company in the world, Enforex has to deal with its internal weaknesses and external threats to be successful. The solution to this may be the implementation of effective communication campaigns described above.

A mix of marketing communication strategies has been cleverly designed based on the customers' needs, competitors' strategies and market trends investigations to increase brand awareness among the primary target group, increase consumers' satisfaction and involvement, arouse interest in Spanish language learning in Spain at Enforex, and acquire stronger relationships by creating of two-way communication.

It is recommended to integrate new communication activities into the regular ones to achieve stated objectives within a year period. Moreover, it is essential to assemble a good project team of volunteers in Enforex who will be responsible for events and video contests organisation (other promotion and communication activities are mostly carried out by employees of the Marketing Department as normally). Regular monitoring, research and evaluation activities should be applied to keep a well-established market position of the company.

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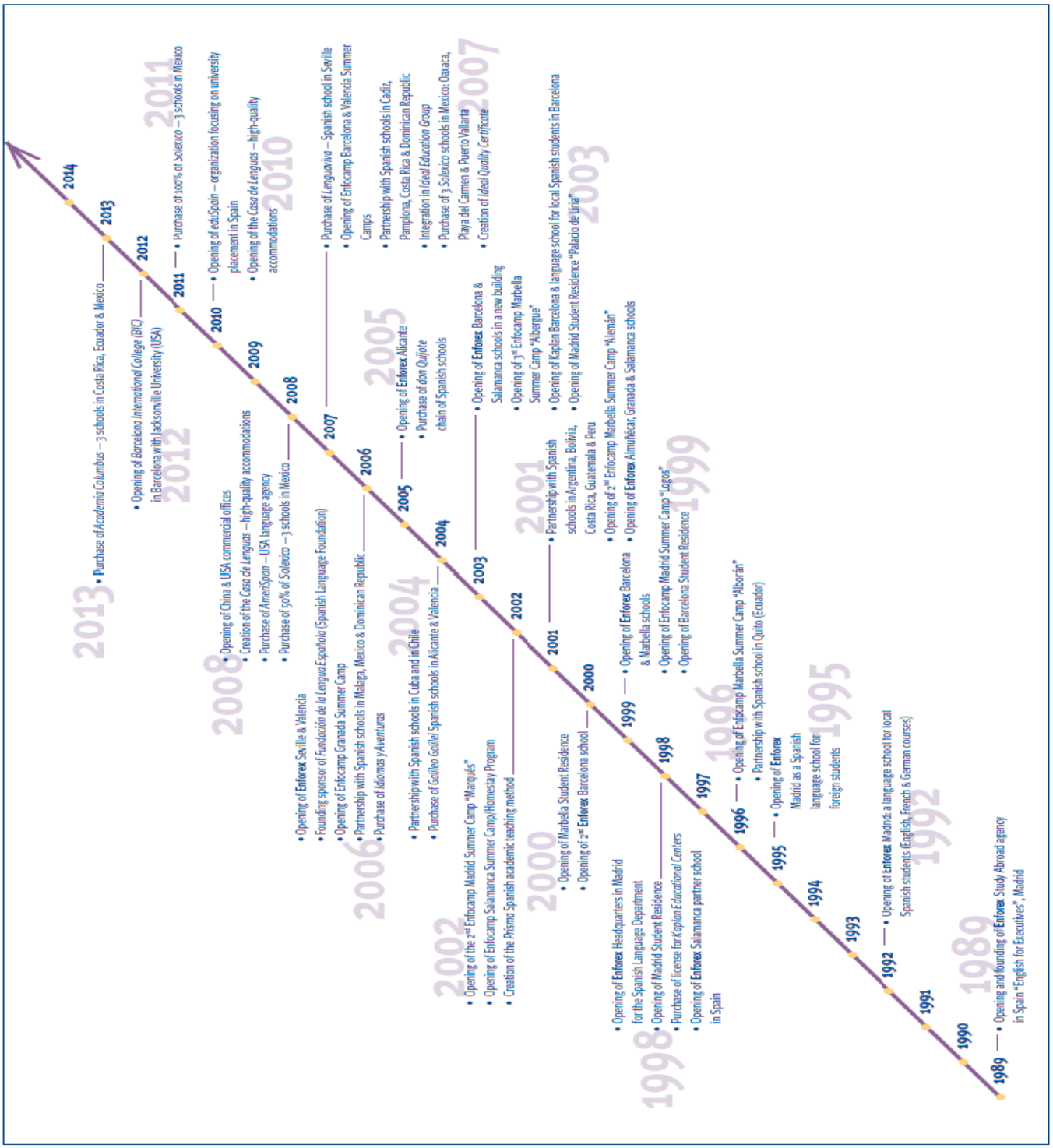
14. Appendices

14.1 Appendix A – Enforex History



14.2 Appendix B - The Organisation Chart

14.3 Appendix C – Questionnaire

QUESTIONNAIRE

Enforex seeks continuous improvement and your opinion is important! Please spend 3 minutes on answering the questions below. Your responses will be strictly confidential and data from this research will be reported only in the aggregate. Thank you very much in advance for you time and support.

1. What is your gender? Male / Female
2. Please select your age group:
    - 17 or less
    - 18-25
    - 26-35
    - 36-49
    - 50 +
3. What is your nationality? .....
4. In terms of your current occupation, how would you characterise yourself?
    - Student
    - Professional
    - Never worked or unemployed
    - Other (please specify): …..
5. What is the main reason you study Spanish in Spain? (not in your home country)
    - I want to accelerate the learning process
    - It is more motivating for me to learn Spanish in Spain
    - I want to learn more about Spanish culture and society
    - I want to build closer relationships with Spanish people & find new friends
    - I want to combine study and leisure time in Spain & I like to travel
    - I want to live and work/study in Spain permanently
    - Other (please specify): …..
6. What comes first to your mind when you think about Enforex? …..
7. What is the most important reason you have chosen to study in Enforex?

- Variety of Spanish courses
- Flexible start dates
- Good location of school
- Good price
- Prestige and teaching experience of Enforex
- End-of-course certificate
- Other (please specify): ……

8. What do you value most in Enforex?

- Friendly international atmosphere
- Customer service and support
- Teaching method and professors
- Individual approach / small groups of students
- Free cultural activities and excursions
- Other (please specify): ……

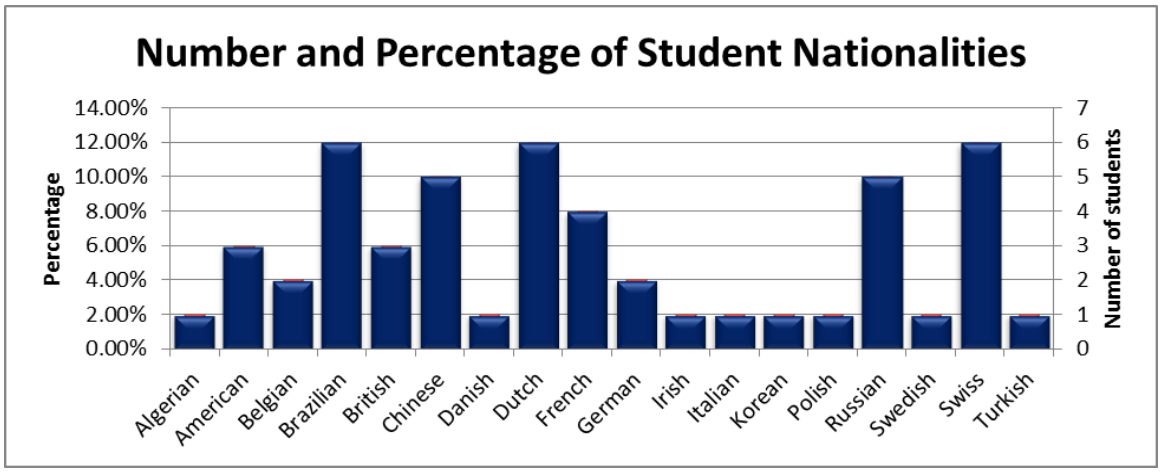
9. Please state where you first heard about Enforex?

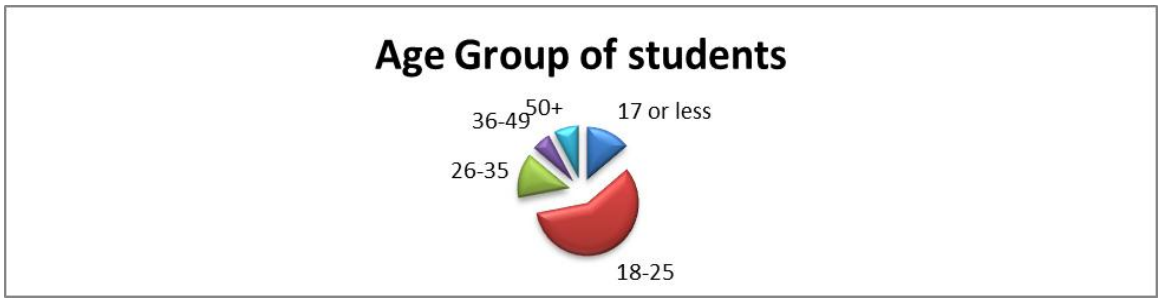
- Internet
- Family/Friends/Colleagues
- Magazine/Catalog
- Advertising Agency
- International Fair of Languages
- Other (please specify): …..

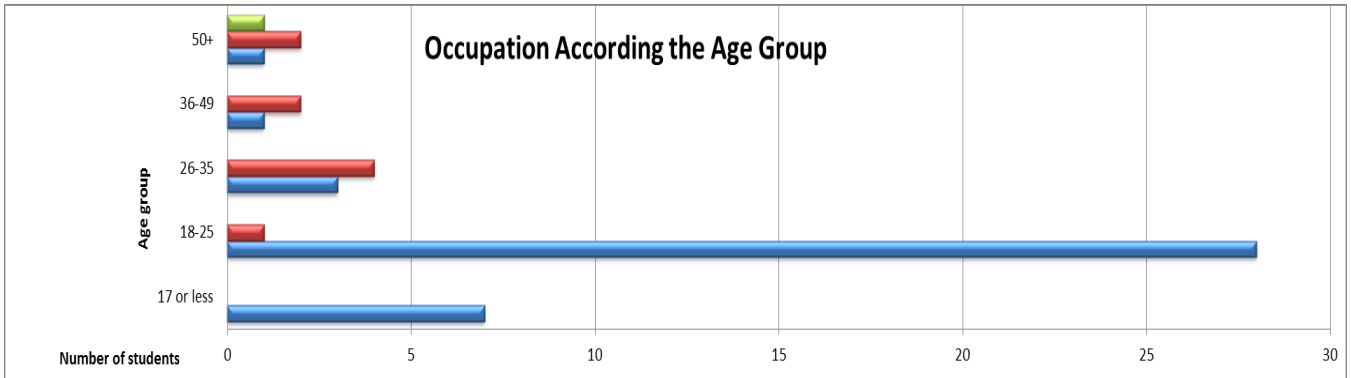
10. What would you improve in Enforex School? …..

Thank you for your time & Have a nice day! ;-)

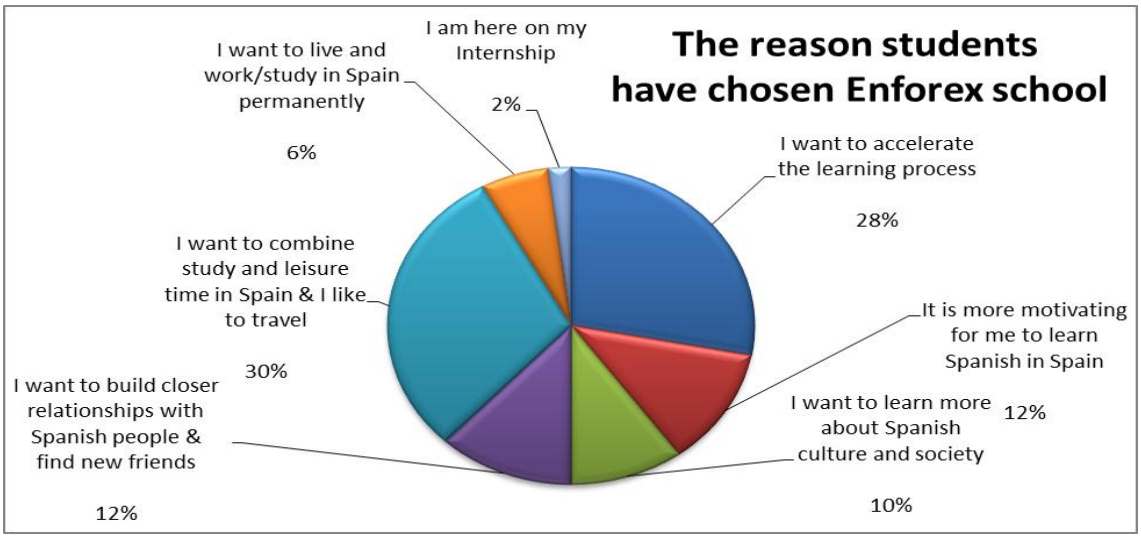
14.4 Appendix D – Graphs of the Calculated Questionnaire Results

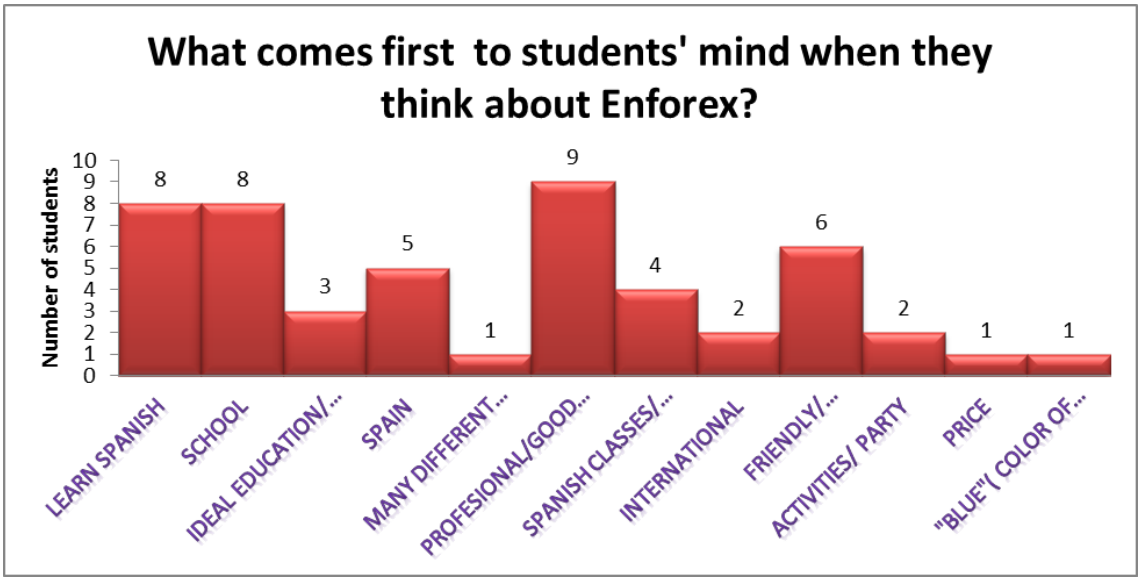


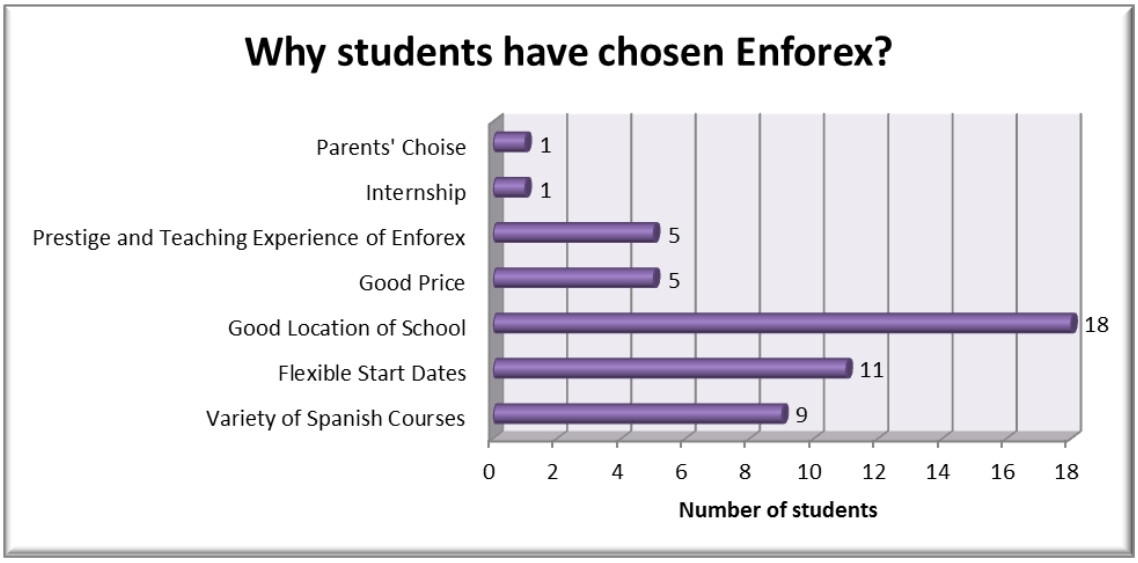


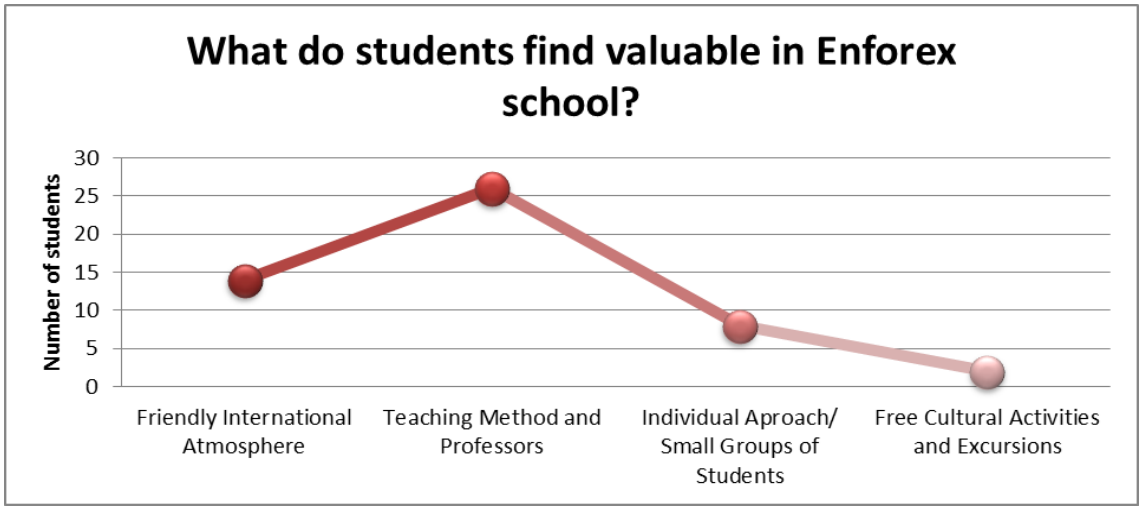


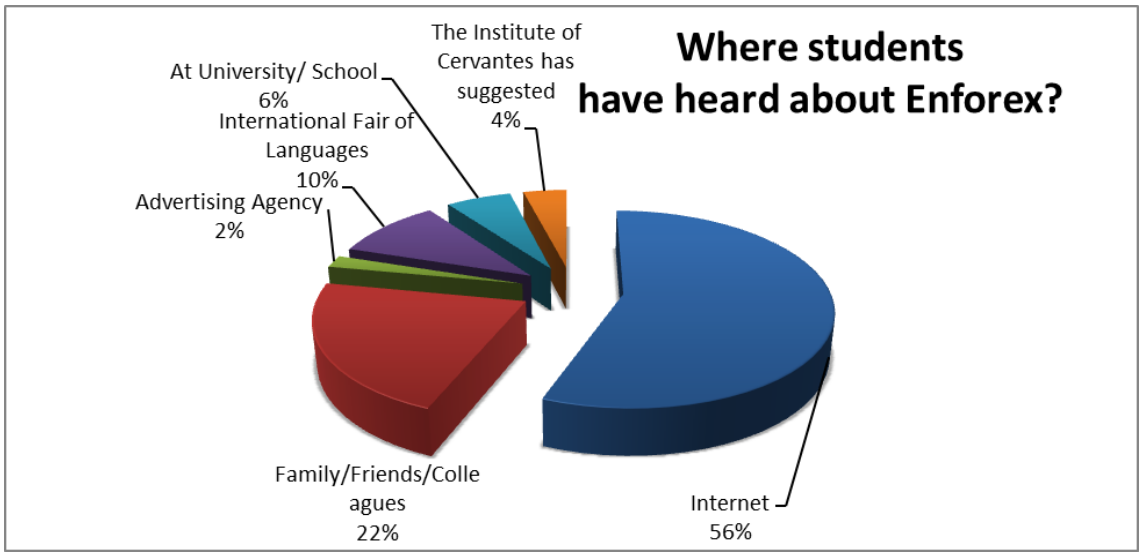
	17 or less	18-25	26-35	36-49	50+
Own Business/Self employed					1
Profesional		1	4	2	2
Student	7	28	3	1	1

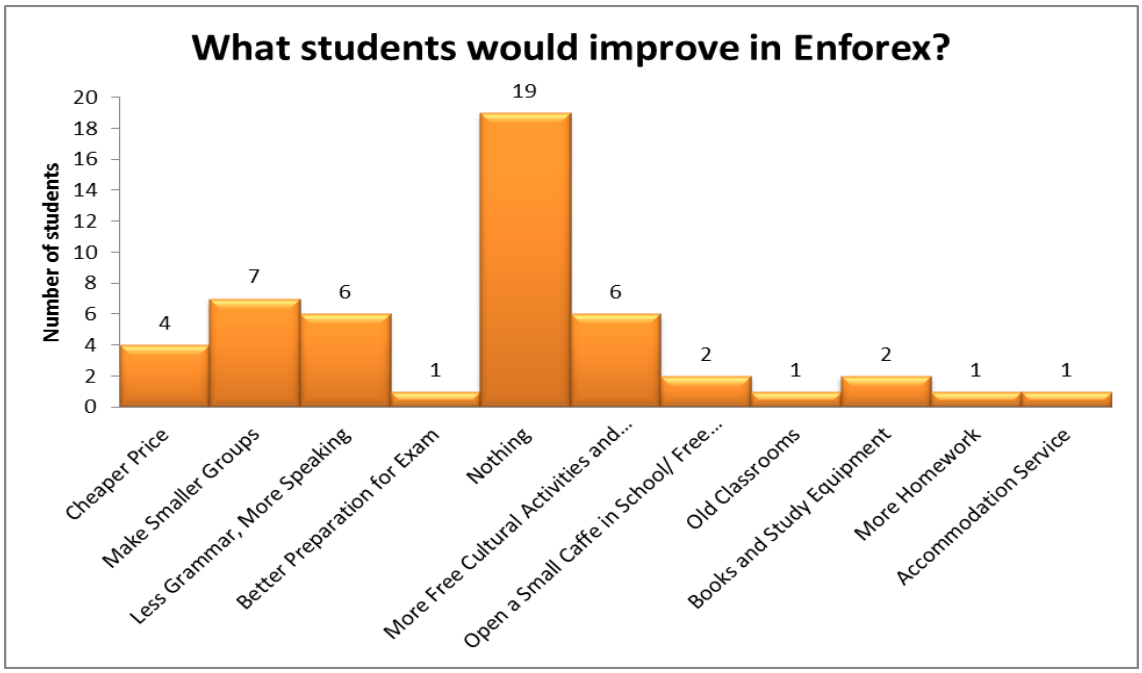

The reason students have chosen Enforex school
I am here on my Internship
2%
I want to live and work/study in Spain permanently
6%
I want to accelerate the learning process
28%
I want to combine study and leisure time in Spain & I like to travel
30%
It is more motivating for me to learn Spanish in Spain
12%
I want to build closer relationships with Spanish people & find new friends
12%
I want to learn more about Spanish culture and society
10%

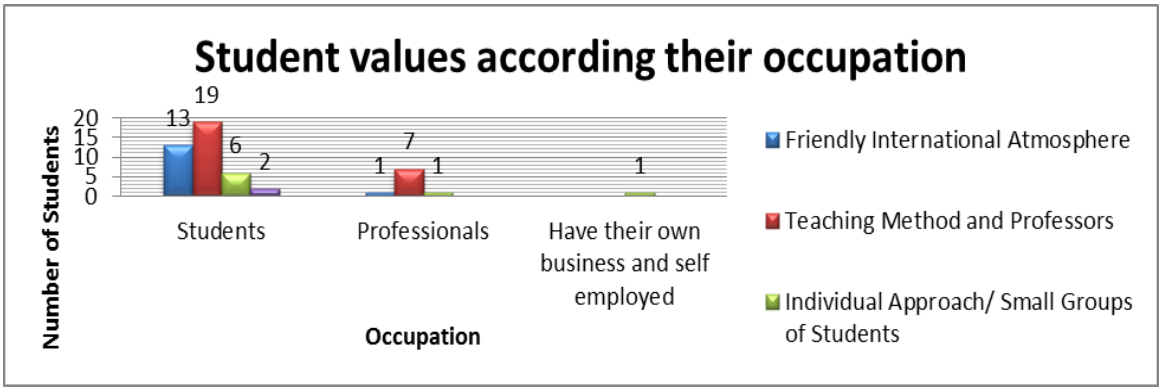

What comes first to students' mind when they think about Enforex?
Number of students
0
1
2
3
4
5
6
7
8
9
10
8
8
3
5
1
9
4
2
6
2
1
1
LEARN SPANISH
SCHOOL
IDEAL EDUCATION/...
SPAIN
MANY DIFFERENT...
PROFESIONAL/GOOD...
SPANISH CLASSES/...
INTERNATIONAL
FRIENDLY/...
ACTIVITIES/ PARTY
PRICE
"BLUE"(COLOR OF...

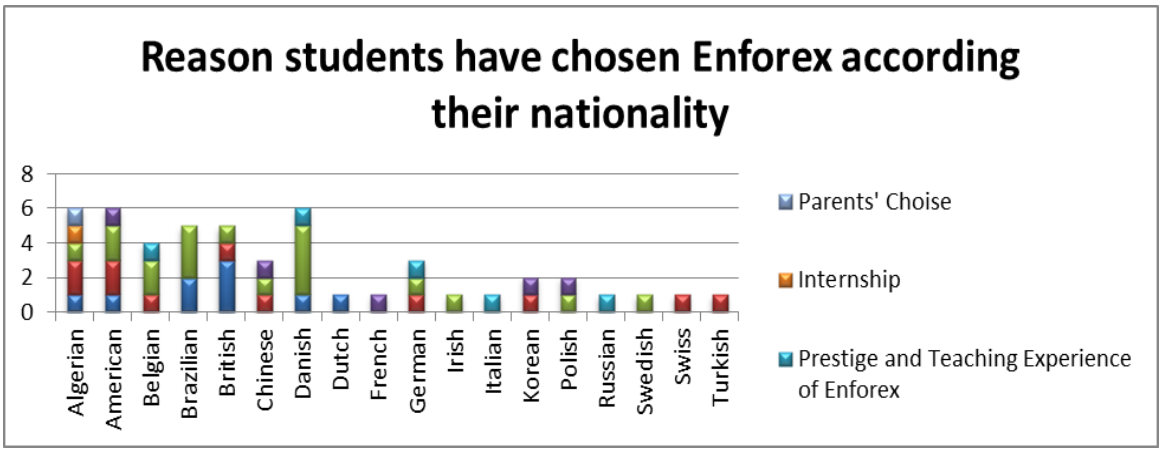

Why students have chosen Enforex?
Parents' Choise
1
Internship
1
Prestige and Teaching Experience of Enforex
5
Good Price
5
Good Location of School
18
Flexible Start Dates
11
Variety of Spanish Courses
9
0
2
4
6
8
10
12
14
16
18
Number of students

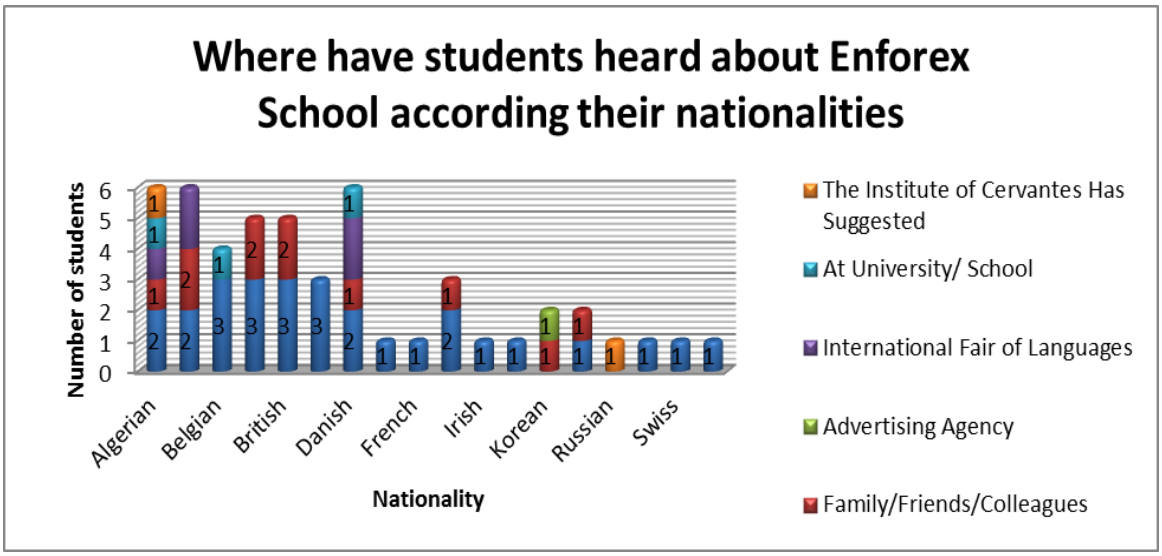

What do students find valuable in Enforex school?
Number of students
30
25
20
15
10
5
0
Friendly International Atmosphere
Teaching Method and Professors
Individual Aproach/ Small Groups of Students
Free Cultural Activities and Excursions

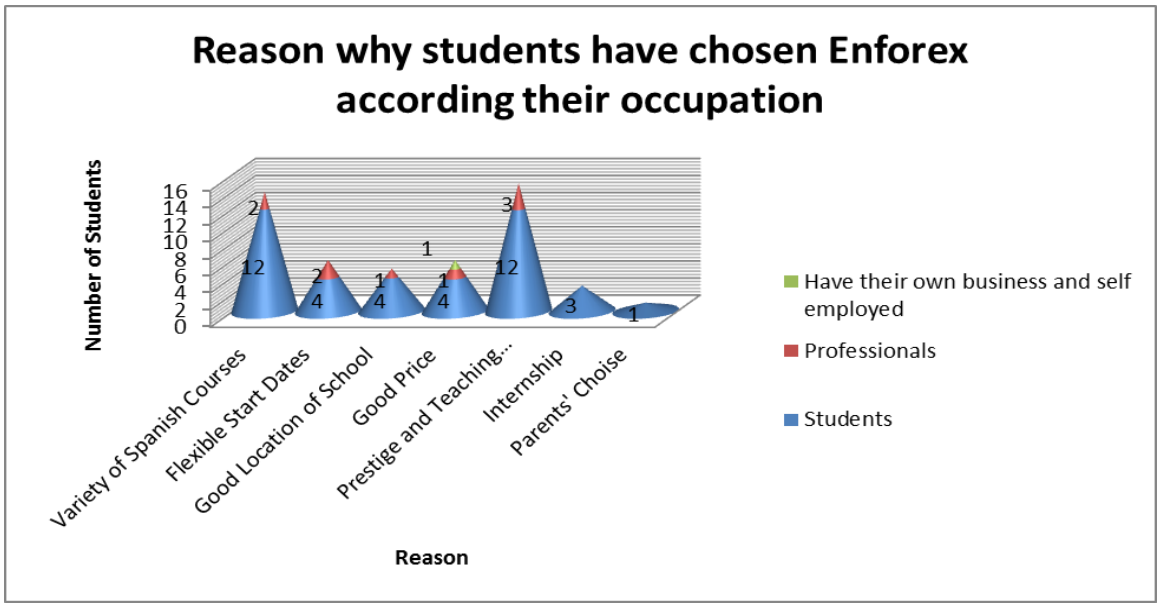

Where students have heard about Enforex?
The Institute of Cervantes has suggested 4%
At University/ School 6%
International Fair of Languages 10%
Advertising Agency 2%
Family/Friends/Colleagues 22%
Internet 56%


What students would improve in Enforex?
Number of students
20
18
16
14
12
10
8
6
4
2
0
4
7
6
1
19
6
2
1
2
1
1
Cheaper Price
Make Smaller Groups
Less Grammar, More Speaking
Better Preparation for Exam
Nothing
More Free Cultural Activities and...
Open a Small Caffe in School/ Free...
Old Classrooms
Books and Study Equipment
More Homework
Accommodation Service


Student values according their occupation
Number of Students
20
15
10
5
0
13
19
6
2
1
7
1
1
Students
Professionals
Have their own business and self employed
Occupation
Friendly International Atmosphere
Teaching Method and Professors
Individual Approach/ Small Groups of Students


Reason students have chosen Enforex according their nationality
8
6
4
2
0
Algerian
American
Belgian
Brazilian
British
Chinese
Danish
Dutch
French
German
Irish
Italian
Korean
Polish
Russian
Swedish
Swiss
Turkish
Parents' Choise
Internship
Prestige and Teaching Experience of Enforex


Where have students heard about Enforex School according their nationalities
Number of students
6
5
4
3
2
1
0
Algerian
Belgian
British
Danish
French
Irish
Korean
Russian
Swiss
Nationality
The Institute of Cervantes Has Suggested
At University/ School
International Fair of Languages
Advertising Agency
Family/Friends/Colleagues


Reason why students have chosen Enforex according their occupation
Number of Students
16
14
12
10
8
6
4
2
0
2
12
2
4
1
4
1
1
4
3
12
3
1
Variety of Spanish Courses
Flexible Start Dates
Good Location of School
Good Price
Prestige and Teaching...
Internship
Parents' Choise
Reason
Have their own business and self employed
Professionals
Students

14.5 Appendix E – Competitors' Comparison Criteria & Summary

COMPARISON CRITERIA / COMPANY	**Enforex, Spanish in the Spanish World**	**Babylon Idiomas**	**Academia Contacto**	**Proyecto Español**
1. Core Values / Aims	Provide the highest levels in customer service and product quality & Work with agencies and partners;	Customer satisfaction is one of the most important values;	Provide the professional service at an extremely competitive price;	Aims to combine study of Spanish language and culture with leisure activities to fulfil customers' holiday expectations at favourable prices
2. Focus of the Company	Market-centred;	Customer-centred;	Competitor-centred;	Market-centred;
3. Main Target Group	International Students, aged between 18-25, from different European countries, Brazil, China, Russia and U.S.A.;	European customers, aged from 18 to 30;	Young international customers. European students - 75% of customers;	Targets similar to Enforex groups of customers - young international students;
4. Variety of Services / Spanish Language Courses	About 20 Spanish language programmes for students of different ages, cultural activities and excursions, internship, accommodation and transportation;	11 Spanish language courses, cultural activities and excursions, accommodation and transportation services;	7 Basic Spanish language courses and accommodation service;	About 16 Spanish language courses, accommodation and transfer services, summer camps, internships and cultural activities;
5. Price	Value-added pricing, quantity discounts, promotional pricing;	Most prices are higher than in Enforex, but study materials are cheaper;	Low-cost competitive pricing, the majority of services are cheaper than in Enforex;	Extremely low-cost pricing. Prices are nearly twice cheaper than in Enforex. There are no additional fees for books and high season supplements like in Enforex;
6. Added Values to the Price	Free cultural activities and excursions, usage of the Internet, library and computer rooms. Prestige and teaching experience. Flexible start dates.	Flexible start dates, customer centric - individual approach and support;	Flexible start dates, activities and escursions;	Cultural activities, excursions and events-important part of each programme. Flexible start dates.
7. Promotion Strategies	Advertising agencies, partner schools, online social networks marketing, sales promotion, advertising campaigns.	Online social networks marketing, catalogues, sales promotion and quantity discounts.	Online social network promotion, creation of videos and blogs.	Promotion channels online and agents.