

THE EXTENDED MARKETING MIX: THE CASE OF EL CELLER DE CAN ROCA

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Abstract: A key success factor in services marketing is the manner in the extended marketing mix is applied. Services, defined as activities offered on the marketplace, are difficult to evaluate from a qualitative point of view, contain only a few tangible components and cannot be stored. Due to specifics related to services such as intangibility, heterogeneity, production-consumption inseparability and perishability, distinctions had to be made so that they would distinguish themselves from products. Thus, the notion of traditional marketing mix (place, price, product, promotion) was adapted for services and specialists introduced the notion of extended marketing mix by adding three new components: people, physical evidence and process. The aim of our paper is to highlight the specifics and analyze the components of the extended marketing mix within the Catalanian business El Celler de Can Roca, the world's best restaurant in 2015, according to the Michelin Guide. The paper's research methodology is literature review.

Keywords: services marketing, extended marketing mix, El Celler de Can Roca, experience marketing, restaurant.

JEL Classification: L83, M31.

1. Introduction

Marketing represents a key successful factor in any field of activity such as industry, agriculture or services. Marketing-mix has proved to be one of its main tools, a “major theoretical and practical parameter of contemporary marketing” (Constantinides, 2006, p.409) and a paradigm in academic research (Grönroos, 1994). In fact the strength of the 4Ps (product, place, promotion, price) approach resides in the fact that it constitutes “a memorable and a practical framework for marketing decision making” (Mucai, Mbaeh and Noor, 2013, p.692). As services marketing has become a topic of interest for both theoreticians and practitioners since 1960s its marketing-mix has evolved into the 7Ps by adding three additional Ps (people, physical evidence, process).

The aim of our paper is to highlight the specifics and analyze the components of the extended marketing mix within the Catalanian business El Celler de Can Roca, the world's best restaurant in 2015, according to the Michelin Guide. The paper's research methodology is literature review.

The structure of our paper is as follows: the next section is dealing with the theoretical framework. The paper ends with conclusions.

2. Theoretical framework

In order to reach a definition of the extended marketing mix (marketing mix in services), a presentation of the definitions of the marketing and services concepts is needed. The main reason for the occurrence of the marketing mix tool lies in the fact that, by merging the two fields (marketing and services), implicitly by applying marketing principles and techniques to the services sector a new marketing domain has emerged and developed, namely services marketing (Figure no. 1). The occurrence of the extended marketing mix was a natural consequence of the

evolution of services marketing. It was an intrinsic condition that this area developed its own specific instruments.

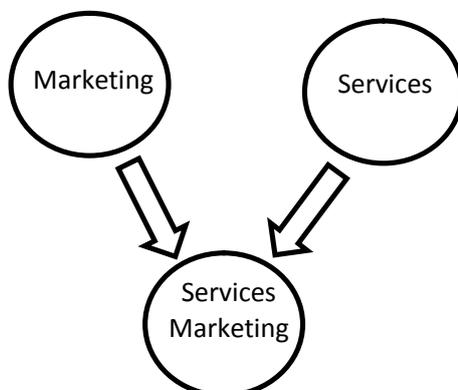


Figure no. 1. The two key factors of the emergence of services marketing

Marketing is defined as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” (American Marketing Association – AMA, 2013). There are several definitions of the concept of services (Table no. 1).

Table no. 1. Definitions of the concept of services

American Marketing Association	“Activities, benefits or satisfactions which are offered for sale, or are provided in connection with the sale of goods.” (AMA, 1960, p. 1)
Christian Gronroos	“A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between customer and service employees and/or physical resources or goods and/or systems of service provider, which are provided as solutions to customer problems.” (Gronroos, 1990, p. 27)
Keith J. Blois	“An activity offered for sale which yields benefits and satisfactions without leading to a physical change in the form of a good.” (Blois, 1974, p.154)
Leonard Berry	“Acts, deeds and performances” (Berry, 1980)
Philip Kotler	“A service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.” (Kotler, 2001, p. 428)
Robert C. Judd	“Marketed service – a market transaction by an enterprise of an entrepreneur where the object of the market transaction is other than the transfer of ownership (or title, if any) of a tangible commodity.” (Judd, 1964, p. 59)
Thomas Peters	Separately identifiable, essentially intangible activities which provide want satisfaction, and are not necessarily tied to the sale of a product or another service. Producing a service may or may not require the use

	of tangible goods. However, when such use is required, there is no transfer of title to these tangible goods. (Peters, 1982, p. 33)
Valarie Zeithaml	Services are deeds, performance and effort. (Zeithaml, 1996, p. 5)

From the above mentioned definitions several services characteristics emerge: intangibility (not being palpable or material), heterogeneity (difficulty in standardizing services), inseparability (production and consumption occur simultaneously), and perishability (the unavailable option of storing or stockpiling services) (Moeller, 2010, p.362).

As a consequence, services marketing places “a heavy emphasis on employees as marketing tools and on the interactions between employees and customers as key determinants of marketing success. In the services marketing arena, the traditional 4P’s of marketing are often expanded to include three more: people, process and physical evidence” (Baker, 2016, p.1512)

3. The marketing mix at EL CELLER DE CAN ROCA.

The world’s best restaurant in the world in 2015 according to the Michelin Guide was El Celler de Can Roca. The exquisite Catalan dining experience started to take shape in Can Roca, the establishment owned by the parents of “The Roca brothers” (Figure no. 2). The bar situated in a neighborhood at the outskirts of Girona is where Josep, Joan and Jordi kindled their passion for cooking. The foundation for learning how to cook and never lose sight on their roots was instilled by their mother and grandmother. They managed to shift towards a more academic type of cooking after completing a course at the Girona Catering School. In brief, this is how Joan (in the kitchen) and Josep (in the dining room) opened next to their parent’s bar, in August 1986, El Celler the Can Roca. Their youngest brother Jordi joined their midst (in the kitchen) in 1999. The emplacement was revamped in 1996, and relocated to Can Sunyer in 2007. Their efforts were rewarded November 25th, 2009, when they were granted their third Michelin Star (Table no. 2). El Celler is still regarded as being amongst the best restaurants in the world in nowadays renowned rankings (Table no. 3).

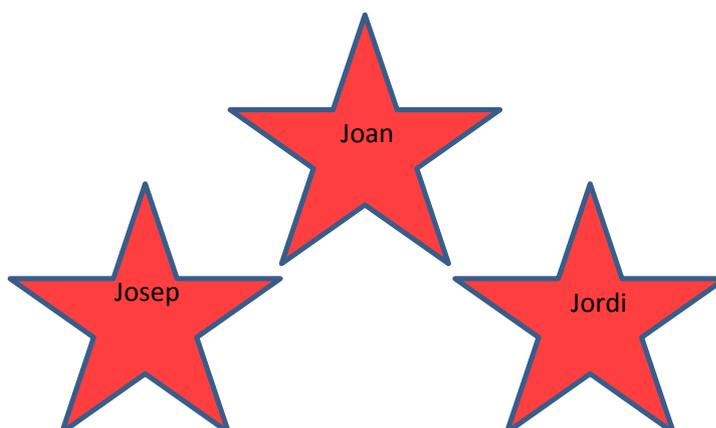


Figure no. 2. Three rocks, three Rocas.

Table no. 2. El Celler de Can Roca Michelin Star awards

Award type	Year
1 st Michelin Star	1995
2 nd Michelin Star	2002
3 rd Michelin Star	2009

Source: <http://www.worldluxurycompanies.com/property/best-luxury-restaurants-in-barcelona-el-celler-de-can-roca/> [Accessed: 28.10.2016]

Table no. 3. Worldwide rankings of El Celler de Can Roca

Name of the award / entity awarding it	Rank	Year
English Restaurant Magazine – „World’s 50 best restaurants”	5 th	2009
English Restaurant Magazine – „World’s 50 best restaurants”	4 th	2010
English Restaurant Magazine – „World’s 50 best restaurants”	2 nd	2011
English Restaurant Magazine – „World’s 50 best restaurants”	2 nd	2012
English Restaurant Magazine – „World’s 50 best restaurants”	1 st	2013
English Restaurant Magazine – „World’s 50 best restaurants”	2 nd	2014
English Restaurant Magazine – „World’s 50 best restaurants”	1 st	2015
English Restaurant Magazine – „World’s 50 best restaurants”	2 nd	2016
Lo Mejor de la gastronomía	1 st (same score for the first three restaurants: 9,75/10)	2016
90plus.com The World’s Best Restaurants	1 st (same score for the first two restaurants: 99/100)	2016
Repsol	3 Suns	2016

Source: <http://www.theworlds50best.com/TheList-2016/1-10/El-Celler-de-Can-Roca.html>, <http://www.lomejordelagastronomia.com/en>, <http://90plus.com/restaurant-list>

One of the key factors that led to this performance was the creative use of the marketing mix, which is closely linked to their rules of success (Figure no. 3, 4).

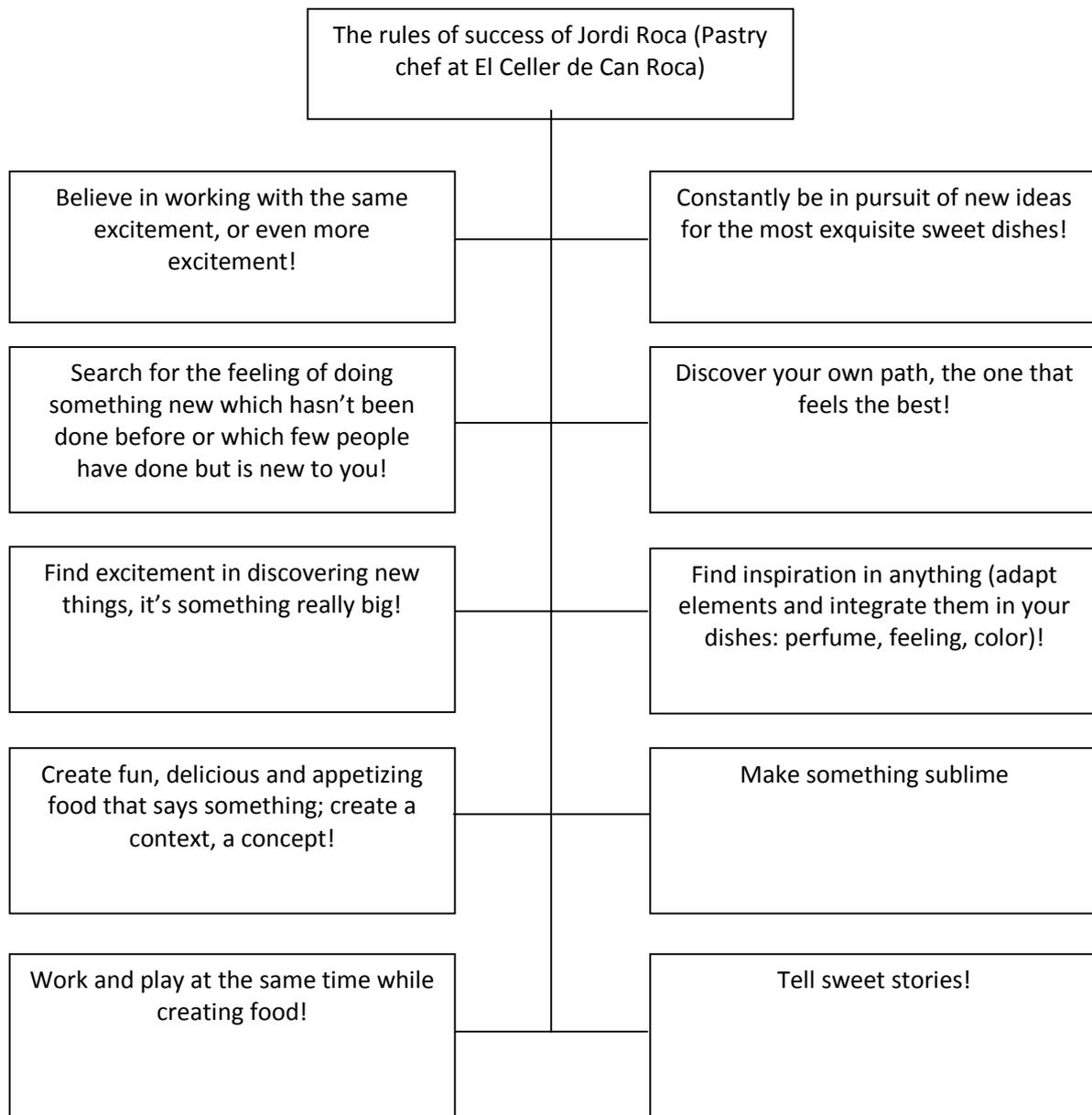


Figure no. 3. The rules of success of Jordi Roca

Source: adapted from the BBC film <http://www.bbc.com/news/magazine-19053230> [Accessed: 27.10.2016]





Figure no. 3. The rules of success of Josep Roca

Source: adapted from <http://cellercanroca.com> [accessed 05.11.2016]

The marketing mix at El Celler de Can Roca is highly inspired by the implementation of the experience marketing it uses:

A. Product & services:

- Experimental kitchen.
- They provide a sophisticated and varied menu.
- Mixture between traditional dishes with surrealist nuances that produce special emotions to guests.
- They also sell perfumes, books and hold cooking classes.

B. Price:

- They provide only two menus: “Classic” (a selection of dishes priced at 155€) and “Feast” (14 creative sample courses priced at 190€). If you want to choose from their broad (matching) wine selection, you will have to pay an extra 90€ (De Felipe, E., 2015, [online] Available at: <http://holafodie.com>)
- C. Promotion & Communication:
- They put in place a story, a fable of dining.
 - They promote a free spirit and style that still manages to be faithful to the memory of past generations of the family that devoted to this trait.
 - People are joining all the senses for a complete dining experience.
 - Constant dialogue with stakeholders: chefs, clients, students, manufacturers, critics.
- D. Place:
- All operations are conducted within the premises of the restaurant located in Girona.
- E. People:
- High caliber personnel.
 - Refined customers.
- F. Physical evidence:
- Custom-made dishes, created taking into account the dialogue between cuisine and science (physics and chemistry).
 - The use of new gastronomic techniques and creative techniques for plating.
 - The use of technology (e.g., video projectors).
 - They ensure comfort using a generous yet intimate and pleasant space.
- G. Process:
- They obtain synergy between new technologies, food, musical pieces composed expressly to link these pieces into a complete image (projecting images directly over the food dishes making it seem like it is coming to life).
 - The use of multisensory interactions between food, music and art.

4. Conclusions

The extended marketing mix is one of the most important tools in services marketing. Our paper shows that unlike traditional marketing, services marketing emphasize the role played by human resources in the carrying out of the services process.

Restaurants represent the place in which the extended marketing mix finds its best application. In this respect, El Celler de Can Roca proves to be a valuable example in successfully implementing of the extended marketing mix.

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