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 Catalonian 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 Catalonian 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.

![Image of two key factors of the emergence of services marketing]

**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>
<thead>
<tr>
<th>Table no. 1. Definitions of the concept of services</th>
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<tbody>
<tr>
<td><strong>American Marketing Association</strong></td>
</tr>
<tr>
<td><strong>Christian Gronroos</strong></td>
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<tr>
<td><strong>Keith J. Blois</strong></td>
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<tr>
<td><strong>Leonard Berry</strong></td>
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<tr>
<td><strong>Philip Kotler</strong></td>
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<td><strong>Robert C. Judd</strong></td>
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<td><strong>Thomas Peters</strong></td>
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</tbody>
</table>
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 Catalanian 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.](image-url)
Table no. 2. El Celler de Can Roca Michelin Star awards

<table>
<thead>
<tr>
<th>Award type</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Michelin Star</td>
<td>1995</td>
</tr>
<tr>
<td>2nd Michelin Star</td>
<td>2002</td>
</tr>
<tr>
<td>3rd Michelin Star</td>
<td>2009</td>
</tr>
</tbody>
</table>


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

<table>
<thead>
<tr>
<th>Name of the award / entity awarding it</th>
<th>Rank</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>5th</td>
<td>2009</td>
</tr>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>4th</td>
<td>2010</td>
</tr>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>2nd</td>
<td>2011</td>
</tr>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>2nd</td>
<td>2012</td>
</tr>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>1st</td>
<td>2013</td>
</tr>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>2nd</td>
<td>2014</td>
</tr>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>1st</td>
<td>2015</td>
</tr>
<tr>
<td>English Restaurant Magazine – „World’s 50 best restaurants”</td>
<td>2nd</td>
<td>2016</td>
</tr>
<tr>
<td>Lo Mejor de la gastronomia</td>
<td>1st</td>
<td>2016</td>
</tr>
<tr>
<td>90plus.com The World’s Best Restaurants</td>
<td>1st</td>
<td>2016</td>
</tr>
<tr>
<td>Repsol</td>
<td>3rd</td>
<td>2016</td>
</tr>
</tbody>
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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).
The rules of success of Jordi Roca (Pastry chef at El Celler de Can Roca)

Believe in working with the same excitement, or even more excitement!

Constantly be in pursuit of new ideas for the most exquisite sweet dishes!

Search for the feeling of doing something new which hasn’t been done before or which few people have done but is new to you!

Discover your own path, the one that feels the best!

Find excitement in discovering new things, it’s something really big!

Find inspiration in anything (adapt elements and integrate them in your dishes: perfume, feeling, color)!

Create fun, delicious and appetizing food that says something; create a context, a concept!

Make something sublime

Work and play at the same time while creating food!

Tell sweet stories!

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

The art of seduction of Josep Roca
(Somelier at El Celler de Can Roca)

Address the relationship between kitchen and dining room in a futuristic manner.

The strategy of seducing the customer should be build step by step, carefully and constantly extending your territory into his heart and mentality.

Build strong relationships between chefs and waiters just as you would in a game of Chinese Go (you must build to live).

Create dining room cohesion between all elements (parties involved).

The restaurant is a universe filled with emotional connections.

Rely on constant feedback. Use proximity!

Reinterpret your profession in order to grow (but maintain a balance).

As a business (restaurant) owner, connect emotionally with your chefs and prepare ways to better interact with diners.

Tend to your customers with a calm and deliberate look.

Be tidy and stylish. Pay attention to fashion trends, update your garb and use perfume. Feel good, comfortable and clean.

Adapt particularities (the charm) from other cultures and turn them into a ritual.

Be simplicity and normality are the norm.

Ask the right questions. Adapt the tone of your voice. Keep a candid, natural smile.

Interpret the rhythm and pauses of the table.

Embrace change, address it. Be the adept of cuisine reconstruction in the dining room.
The art of seduction of Josep Roca  
(Somelier at El Celler de Can Roca)

Invest in yourself. Educate yourself. Wisdom is key, it helps you maintain physical and mental health, it helps you decompress. Refuge resides in intense study and knowledge.

The strategy of seducing the customer should be build step by step, carefully and constantly extending your territory into his heart and mentality.

Manage emotional intelligence wisely.

Be curious, perseverant in order to become better, more confident and self-assured.

Enjoy you partnerships, look for support and improve collaborations.

After hard work and after managing to create synergy, then a period of positive inertia will come.

Showcase the charms of your cuisine.

Spread positive energy beyond your establishment’s confinement.

Woo your clients with affection and always keep an outstretched hand.

This profession (waiter) is a wonderful opportunity to cater to clients that seek shelter and warmth. Make them feel at home.

Use the opportunity of meeting a client to improve their life.

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://holafoodie.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.

References