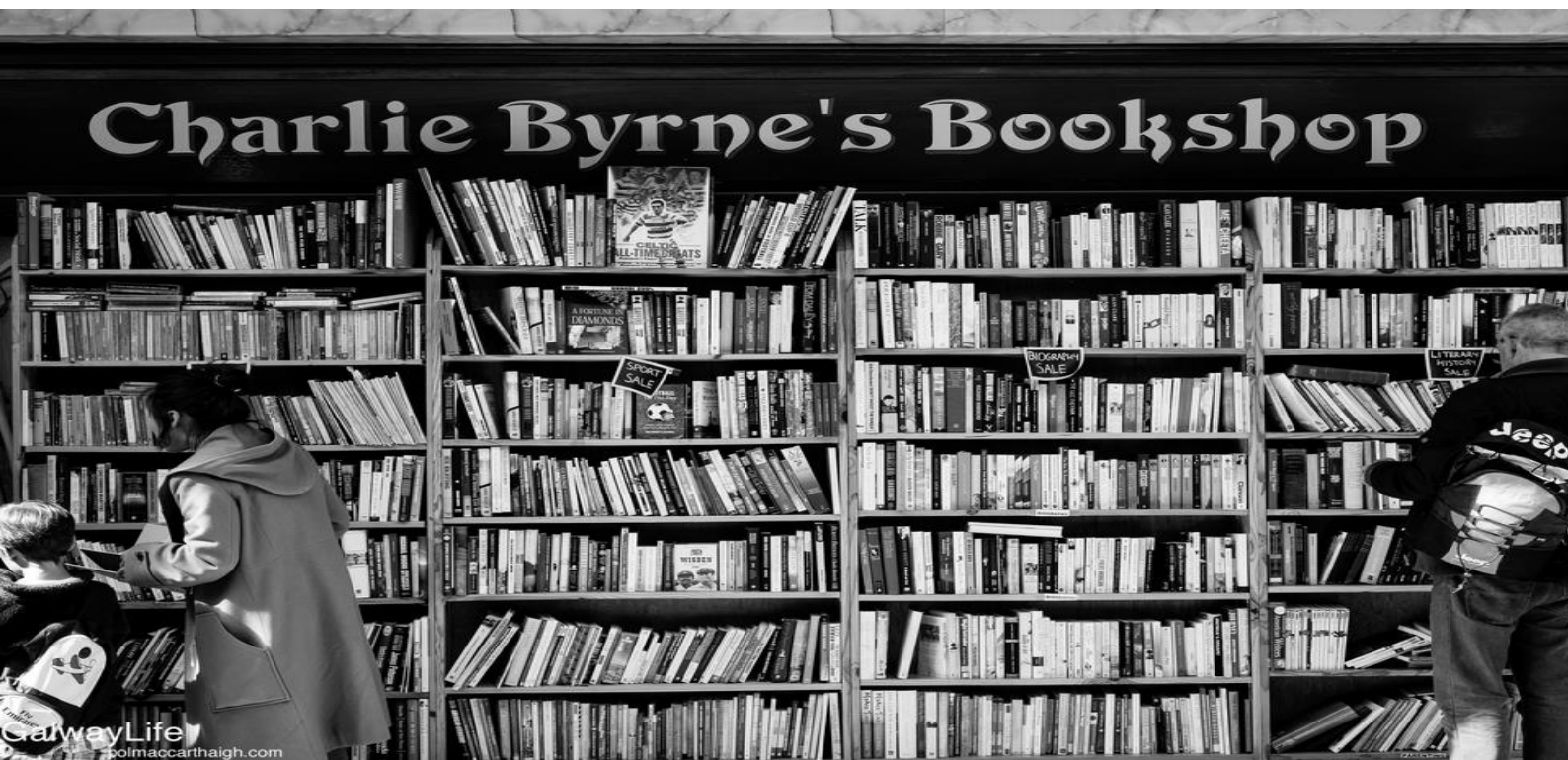


Marketing Management Project

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Charlie Byrne's



Lecturer - Carol Killarney

Ying Yao,
Danalaxmi Paquiry

Galway Mayo Institute of Technology

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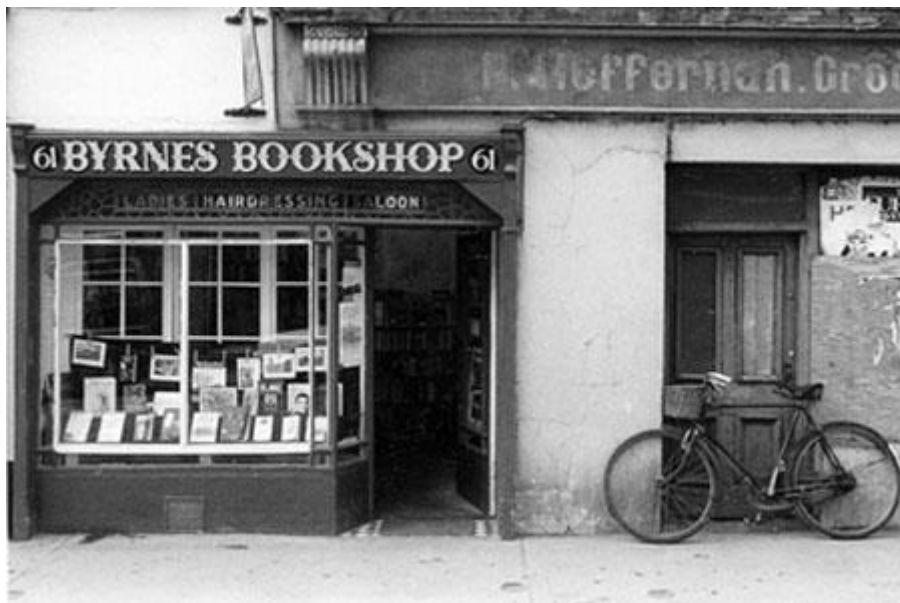
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Introduction to Charlie Byrne's

Brief history of the bookshop

Charlie Byrne's is an old bookshop located in the centre of Galway City. The bookshop story began when Charlie decided to sell second-hand books from a market stall in Galway in 1989. And then, he rented a small shop on Dominick street to set up his bookshop.

After three successful years , he decided to expand the bookshop to a more central location, Middle Street. Thanks to the help of Vinny Browne (the manager) and devoted staff members, he created a very unique bookshop selling second-hand titles with selected bargain books.



In 1996, the bookshop was nearly overflowing, so it's relocated across the road to Middle Street's Cornstore Mall. Since then, Charlie's Byrne has continued to expand and today the bookshop occupies a large part of the Cornstore. Charlie Byrne's describe itself as a haven for book lovers, a warm place where they can come and read.

Over the years, Charlie Byrne's became Ireland's best-loved independent bookshop. The name of the Best bookshop of Ireland was won by Charlie Byrne's in 2013/1024, published by the Irish Times Best Shops in Ireland Competition.

Overview of business

The bookshop is a small company that employ 4 employees, the size of the shop is three thousand square feet.

It's Located in the centre of Galway city, on the Middle Street Shop, there is also the Warehouse that is located in the Oranmore Business Park which is on the Dublin Road (only open on Saturday).

People can also read their book in the Claire's Tearoom, Brazco Coffee Academy and the Renzo Cafe on Eyre street.

Charlie Byrne's stock over 100 000 new, bargain and second-hand books on subjects ranging from science to art, literary fiction to Irish interest and other. They combine high-quality second-hand books, bargain books that are selected carefully and a selection of new books.

They concentrate on promoting the local authors, the bookshop select books of local interest and title by local authors. They also sell popular new titles and books specially recommended by staff members.

The famous Galway book shop is also known for hosting book launches, readings and special cultural events.



Since today, they hosted some of Ireland's best known writers and musicians as well as international literary legends: Pat McCabe, Terry Eagleton, Julian Gough (American Poet), John O'Donohue (Irish spiritual writer, poet and philosopher) and a lot of other known artist and writer.

(Picture information: Gerry Hanberry playing Guitar before the launch of a book)

Charlie Byrne's Marketing audit : external analysis

Business & Economic Environment: PESTEL

Economical

From 2009 to 2010, people in Ireland spent 2.84 euros per week in books. It is approximately 147 euro per year. Knowing there are 1.6 million household in Ireland according to the CSO, we can infer that approximately Irish population spend 236 million euro per year in books.

Socio-cultural

More and more people spend less time to read books because of the fact that now people entertain themselves with technology. We can constate a decline of -1,1% of the share of all fiction book. The all nonfiction book has not decreased but there is not a big increase (+ 0.8%).

Source: Nielsen Bookscan

Technological

When talking about technology, there are two trend that represent a threat toward the local bookshops in Ireland.

The first one is the E Book's Market, it has expand a lot through the years. In Ireland, in 2013, Easons did a partnership with Kobo. Easons MD Connor Whelan said that " One in five books sold on Easons.com are e-books".

The second one is the online shopping trend. More and more people now buy books online (on Amazon, Easons...). People consider that it's less expensive, time saving and easier. The statistics done by PayPal in 2015 concerning online shopping in Ireland show that, the average spend per person was 964€ per year and that an increase of 16% in online shopping is expected between 2015 to 2016.

Ecological

One of the trend today is the global warming, more and more people are concern about being more responsible. The technology allow people to use a single support instead of thousands books. This is clearly a threat to the paper book market and so for the local bookshops.

The market

We can observe that the book market tend to decrease over the years, less and less people buy book.

Over the years this market has decreased. According to the Irish Times article published in 2014, book sales in Ireland in 2008 was worth 165 million euros and in 2013 the sales was worth less 100 million euros. Book sales in Ireland have fallen for nearly 6 years".

The percentage of the evolution of the online and physical stores in an International scale, show that Ireland has an increase of +2.6%. Comparing with the other countries who show a decline (France -02%, Spain -2.3%...). In contrary in some countries like South Africa +18,2%, China +12,8%...)

Charlie Byrne's Marketing audit: external analysis

Competitor analysis

The Brick and mortar direct competitor

Kennys Bookshop

Kennys Bookshop is one of the most famous bookshop in Galway, Kenny's stocks hundreds of thousands of volumes, They concentrate particularly on rare books. They provide a unique and personal service to their customer. Kennys Bookshop has been selling new, used, out of print, rare and antiquarian books since 1940. Their Book Club is 20 years old and they have 1,500 members in 75 countries worldwide

ABC Bookshop

Specialists in a wide range of books and stationery for over 25 years. Located in Corbetts Court shopping centre. Leading provider of educational school books.

Easons

Easons has for many years been Ireland's main bookshop, Today, Eason and Son have more than 60 outlets in both the Republic of Ireland and Northern Ireland, in O'Connell Street, Dublin. This is an extensive shop with four shopping floors, reading areas and The Muse Café contributing to a relaxed environment. Throughout the island of Ireland, they shops stock an extensive range of books, newspapers, magazines, greeting cards, and stationery. Some shops also stock music, video, DVD's, toys, and computer accessories.

Aisling Christian Bookshop

They also provide second-hand book but the difference is that they concentrate on religion. They have a particular target.

Joyce Bookshop

They provide a quality, hassle free, online school books and they have a rapid delivery service. With over 55 years' experience in providing School books in Ireland.

The online indirect competitor

Kennys.ie

The bookshop also has an online website. However unlike Charlie Byrne's it's not only an Informational website but an Ecommerce website. People can buy product and they can also deliver it. In 2005 on St-Patrick's Day, Kenny's launch Kenny's Irish Bookshop, a new site dedicated to our online bookstore, with a particular focus on books of Irish interest.

Amazon.com

Amazon sells mostly in North and South America and Europe, they even sell in Asia even if the Alibaba dominate the Asian market. They sell books and E-books with their flagship product 'Kindle'. To promote the "Kindle", they incite people reading E-Books.

Easons.com

Founded in 1998 to provide our customers with another way to purchase books and Eason Gift Cards from the comfort of their own computers, Easons.com has grown into Ireland's best online book and eBook shop. With free delivery anywhere in Ireland and the UK for orders over €10 and a huge range of titles, Easons.com provides the great value and service central to the Eason brand, nationally and internationally. The Eason website enables people from all over the world to purchase Irish books not always available to them locally. In 2012, Easons.com won the Retail Excellence Ireland award for National Website of the Year.

Books.ie

The websites Irish Books Direct (started in 2012) and Read Ireland (started in 1999 and purchased by Compass Ireland in 2013) have been merged into one website, called BOOKS.IE (launched in February 2015). The goal of BOOKS.IE is to be a strong Ireland based website selling books and related products to a predominantly Irish customer base, both within the island of Ireland but also to the worldwide Irish diaspora and people who love Ireland.

Charlie Byrne's marketing audit :

Internal audit

The bookshop sell second-hand books and bargain group for a good price and they also sell new books.

Overview of Charlie Byrne's marketing strategy

The target market: The Bookshop targets are the local people (living in Galway). They also target people who loves reading and discussing about books, people who are book lovers and like the atmosphere of an bookshop. One of their most privileged target are the children, they have a special compartment for them. Even on their website they have an heading "Children's Book). They cover, from the first reader to the young adult fiction.

Place and performance in the industry

In the bookshop market, Charlie Byrne's has a good position. They are known for their capacity to keep their customer, old one and new one.

Chosen market segments & Market positioning

The competitive advantages are concentrated on the customer services (customer service drivers): They are able to keep their first customer through a personal customer service and a real commitment. They are professional and courteous, their employee are book lovers who have a lot of knowledge. They cautiously peek their books and provide a good quality product and service.

This positioning is quite similar to some of their competitors, for example Kenny's Bookshop. And then, we have Easons that position is more centered on the diversity of product they offer (Books, E-Books, Newspaper, DVD, Music, computer accessories...). Easons is more Product Drive, also we can't find the same atmosphere in Charlie Byrne's, Easons is more modern like a book supermarket but Charlie Byrne's has the "Old bookshop atmosphere".

Marketing mix

Promotion: They offer "Gift Vouchers" in any amount in anything, people can take their time because it doesn't have any expiry date . The voucher is custom-made, they provide high quality design gift card.

Distribution: They mostly communicate via their website and social media (Facebook)

Products: They sell bargain and second-hand books. They combine high-quality second-hand books.

Pricing: They mostly sell second-hand books for a good price but the new books or average price.

SWOT

Intern Analysis	
Strengths	Weaknesses
<p>Organisational</p> <ul style="list-style-type: none"> Partnership with coffee shop, they expand their customer base They are efficient in regards of the customer holding. They won a prize (best bookshop of Ireland in 2014) They regularly host book launches, reading and other cultural events. This way they attract people. Personalised customer service. The staff is dedicated to the customer. Small bookshops are more flexible, they are able to react to the local community Charlie Byrne's Facebook page is popular (8 667 people liked it and 4 428 people in total visited it until 15/11/16) It's an old bookshop, all the benefits from the seniority (customer fidelity...) <p>Financial</p> <ul style="list-style-type: none"> Second-hand (lower the cost). They select bargain books at less than half the publisher's retail price. 	<p>Organisational</p> <ul style="list-style-type: none"> They just have an informative website, while their direct competitor (like Kenny's) has an e-commerce website. There is possibility to do online orders but you have to go to the bookshop to get your order.

Responsability <ul style="list-style-type: none"> They organize a donation to the Fayetteville Animal Shelter. They organised the largest fundraiser for this organisation. 	
Extern Analysis	
Opportunities	Threats
Sociological <ul style="list-style-type: none"> Even if there is people find the E-Book convenient. They still are attached to the Book Paper. Some consider that you can find unique service in a book shop (advice, information...). 	Market <ul style="list-style-type: none"> The bookshop market is in decline. Book sales in Ireland have fallen for nearly 6 years. Sociological <ul style="list-style-type: none"> More and more people spend less time to read books. People spend approximately 947€ in online shopping and 147€ per year in books. So, 85% more in online than in books. Technological <ul style="list-style-type: none"> Growth of the E-Book market. Online shopping trend. People view: Less expensive, time saving and easier. (Increase of 16% between 2015 and 2016)

Issues, Business & Marketing objectives

The subsequent issues that we must address in the future are:

- The threat that represents the E-Books
- The online Book shopping

We observed in our study that these are the main issues that are already affecting the bookshop and will even more in the future. Even if today Charlie Byrne's is able to run the business by keeping the loyalty of its customers by providing an excellent service, in the future they may have to overcome more difficulty.

The society is moving over the years because of technology, there are a lot of changes in the people's habits and it will be even more important in the future. Charlie Byrne's has to adapt to that change and at the same time they have to try to keep their core business.

Their core business is not only providing books but also advices and a place where people can come and enjoy their passion "reading".

For the next 1-3 years, Charlie Byrne's should concentrate on:

- **Expand their Bookshop:** The bookshop should expand their size. We observed that when there is an event such as (hosting, special cultural events...), there is not a lot of place to welcome people.
- **Creating an Ecommerce website:** Right now they only have an information website while most of their competitor has an E-commerce website. This is really important, even if they wish for people to come to the bookshop, they should also not lose the potential customer online.
- **Expanding their customer base:** The bookshop targets are mainly the book lovers, children and their parents, the teen, the young adult and they sell books in Irish.
 - They should target the people who want to discover Irish language and culture. More and more people want to rediscover their culture today. Maybe they can have partnership with schools who are specialize in Irish language and culture.
 - They can also target the worker, when they finish work they can go and chill out in a Bookshop and rediscover the pleasure of reading.
- **Advertising their events:** The information is too close and not open enough for the non-customers. They should use add to promote an event and use the advertising to increase the customer. They could make a video to describe the bookshop let is more people know the bookshop.

Proposed strategy & Plan

We previously said that Charlie Byrne's should concentrate on changing their website from an information one to an E-commerce website. They should also expand their customer base and advertise their events in order to attract more customers and raise consumers awareness.

Porter strategy to be followed - Focus strategy

They should stay in their current position that is the "Focus strategy". We want to target groups of people and not all the market that is too broad. We want to concentrate on a small market.

Even if we want the Bookshop to have a unique image, service, we also have to consider the fact that differentiation include High prices. And the bookshop is mainly selling second-hand books. Moreover, they can't follow the low cost strategy because they are trying to be unique and for that they need to offers the best services.

In conclusion, we think that following the focus strategy is the best strategy. This is definitely an appropriate strategy for small companies, especially the one that want to avoid competition with the biggest one (Easons...).

Target markets

Current target: Book lovers, Children, Teens, Young adults, Parents and also the people interested in culture.

New target: Worker, People who are interested in rediscover their Irish culture.

Proposed marketing mix

We want to open the bookshop till late enough in order to allow worker to come after work and have time to chill while reading a book.

We also want to promote our events and to highlight the resources we possess in regards of Irish culture.

Service/Product: A warm place that maintain the particular atmosphere of a bookshop where people (worker) can come and chill out while reading a book they love.

In regard to the people who are interested in learning more about their Irish culture, we can offer a special service. People can come and make an appointment with one of our specialized employee and learn, ask what he wish for.

Distribution: We want to develop the channel distribution of the bookshop. They can continue on Facebook. They should also advertise using add, posters and make a promotion video. They can also do an application to have some information about different books .

Project diary

Here are the minutes of all your meetings as a group:

- Friday the 7th October, meeting of 1 hour. The objectives was to agree on the business we were going to work on.
- Thursday the 13th October, meeting of 3 hour. We work on History and to completed Overview and summary.
- Monday the 24th October, meeting of 2 hour. We are finished the Marketing audit and competitor .
- Friday the 4th November, We went to the Charlie Byrne's book shop.
- Tuesday the 15th November, we wrote our personal reflection.

Personal reflection - Dana

I think we have chosen a good company to work on, Charlie Byrne's is a bookshop and nowadays technology is omnipresent in our life. It's difficult for a bookshop to survive, by doing this project I had the chance to take time to think about what are the possibilities in the future for the bookshop.

Moreover, I practiced what we have cover in marketing. But I think this project was challenging because we had to choose a small company, therefore we didn't have a lot of information. It was also an interesting project because I learned and worked very-well with my partner.

The project may have been hard to follow in time but in general we had a great team work. We also learned to make decision concerning the proposition part, where we listened to the other ideas and discussed about it. I can say that even if I have done a lot of group project, at each time we do a new one we learn and improve new skills.

Personal reflection - Ying

This is my first time doing a project, from which I learned many useful things. With the help of a partner, I learned how to analyse the SWOT. How to analyse the advantages and disadvantages of the market, in the process of project I also learned a lot of information about the bookshop and found out more about the online shopping website.

I think good communication is what will stop mistakes from becoming failures. Mistakes happen and recovery is always possible. But failure is a dead-end street. We did not blindly rush into decisions and careful thought needs to be given to the circumstances at hand prior to engaging in decision making. This will save time in the long run by minimizing the need to redo work.

we work on project, there are a lot of things that need to be managed together: information, people, time, as well as specific and challenges . We need to overcome the language obstacle.

I think we need to avoid repetitive mistakes . We should be documented about project, we need to do so that future team can make use of the learning experience of others in order to avoid the same pitfalls themselves.

Thanks to have this an opportunity to do the project, would it be possible for me to learn new things ,and to try to break through myself.

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