

## RELATED DIVERSIFICATION AT IMAGINARIUM

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Imaginarium is a firm based in Zaragoza (Spain) that was founded in 1992 by Félix Tena. Its core business is the manufacture and sale of toys for children through its retail network, with just over half its outlets operating as franchises. In 2013, it had 403 shops, of which 183 were located in Spain and the remaining 220 were spread across 25 countries in Europe and the Americas. Its net turnover in 2012 amounted to almost 102 million euros.

From the very beginning, Imaginarium was characterised by its innovative and dedicated approach. Accordingly, its shops are remarkable for having two entrances: a full-size one for parents and a small one for children. What's more, the objectives it pursues through its operations involve ensuring children have more and better quality playtime, while fostering their more rounded education and development. With a view to achieving these objectives, the firm promotes values such as the quality, safety, educational value and fun of its products, as well as their non-sexist or non-violent nature.

Although Imaginarium's core business was originally educational toys, over time it has extended the scope of the firm to encompass new businesses with a common denominator: products and services designed for the fun, education and playtime of children and their families. This has involved the development of a line of educational products called Biohabitat, whose aim is to teach children to respect the environment through the generation and management of their own energy and the use of available resources.

What's more, it has set up its own publisher (Libros Imaginarium) with several collections: washable stories, homework, enchantment, poetry, theatre, happy family, dream factory, etc. By 2013 this collection included more than 250 titles published in seven languages, being available both in paper and in digital versions that can be downloaded from the website. Imagicare is a line of cosmetic and hygiene products to help children acquire healthy habits while they interact with their parents, with products such as gels, shampoos, colognes, bath salts and wet wipes.

Another line of business is called Paquito Land and revolves around music players, downloading music, games, videos or series for children with sundry applications. The firm has recently launched a tablet specifically designed for children called Tablet Super Paquito. It also has a wide range of extremely varied products for the decoration of children's bedrooms that includes furniture, paintings and pictures, stickers and other decorative items. Its product portfolio includes a variety of outdoor items, such as beach games, swings, plastic paddling pools and sun umbrellas, among others.

Besides these products, Imaginarium has developed an array of activities involving services for families. In 2006 it launched its own travel agency, Viajes Imaginarium, with specially designed products for the whole family to enjoy, albeit centred on children's likes and interests. The first trip it organised was to Lapland in Finland to Santa Claus's hometown (Rovaniemi). The trip included, for example, a visit to a reindeer farm, rides on sleighs drawn by reindeer or huskies and activities on snowmobiles, with the highlight being a visit to Santa in his own home. In a similar vein, a trip was organised to Lanzarote with the following slogan: "Adventures on a Volcanic Island".

In 2007, a line of online products was especially designed for families. The first product was MyFamilyweb, a private website where families can share their photos and events with the utmost peace of mind and security, without the risks of open social networks. This line was added to in 2008 with a service for the photographic personalisation of products such as calendars, postcards, posters, etc. and then in 2009 with the online Family Guide, a focal point for thousands of families with the same interests to share information of use to families with small children (family leisure options, advice, etc.).

As is evident, Imaginarium's various activities involve different forms of expansion and diversification, but in all cases with a prevailing underlying logic: they are products and services designed for educating and entertaining children and their families. Besides retailing all the firm's products and services through the same shops, this common thread gives meaning to the strategy followed, which may be considered one of related diversification.

Source: [www.imaginarium.es](http://www.imaginarium.es)