



Facultat de Ciències Jurídiques
i Econòmiques · **FCJE**

MARKETING PLAN OF TYMBIA SOLUTIONS

Tymbia

Handling & Warehouse Equipment

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1. EXECUTIVE SUMMARY

This Marketing plan is about Tymbia Solutions, an online sales company of storage and handling products located in Castellón de la Plana. Tymbia is characterized by offering a wide variety of products and a personalized customer service that accompanies the customer throughout the purchase process.

This marketing plan is going to carry out an internal analysis in which it is worth noting that Tymbia operates within the facilities of the Tecnocar group, its length, breadth and depth of product and the experience of both owners and workers in the sector of storage and maintenance equipment. On the other hand, an external analysis will also be carried out, in which mention should be made of the competitors and especially of Maquituls, the appearance of the first automated warehouses and the strong entry barriers in the sector. With all this, a SWOT analysis of Tymbia will be elaborated and it will be determined that in addition to the current segments to which the company is directed that are the Individuals and the SMEs, the proposal made is to address the large companies with proposals made in the section of actions. Another relevant aspect is the proposed objectives, which include increasing customer loyalty, encouraging purchases through the web and increasing the sales ratio in relation to the number of requests for information. These objectives will culminate in a series of actions proposed by me including the introduction of technologies for the automation of warehouses in the offer of products, offering the possibility of renting equipment and increasing promotions for customer loyalty among others. Finally, the budget and the control that will supervise the extent to which the objectives are met will be established.

2. ANALYSIS OF THE SITUATION

2.1. Internal Analysis

2.1.1. Presentation of the Company

Tymbia Solutions is a company dedicated to the wholesale and retail sale and distribution of all kinds of industrial machinery and supplies. For this has professionals with more than 20 years of experience in the sector of solutions for companies and individuals that need equipment for storage and maintenance.

It should be noted that among the equipment that is offered in the company there are products with motor and without it, and also it is possible to buy parts for machines and spare parts. The company operates both nationally and internationally and is very close to the university. Its origin dates from December 30, 2011, and was one of the first to engage in the online sale of this type of products, which reflects that it is a company that has known how to adapt to new technologies.

Tymbia Solutions has more than 925 references and is characterized by offering low prices in the most demanded products, since there is no physical point of sale. At the same time it offers a satisfactory shopping experience due to the customer service, who accompanies the entire purchase process and the possible queries that may have. The shipment is fast and convenient, following the current trend of buying from anywhere and receive it in the place that the customer chooses, with the corresponding savings in time.

MISSION

Online sales portal that offers a wide interactive catalog of products that saves time in the search for materials, with detailed offers according to the type of the client and a price adjusted to the quality offered, in order to achieve customer satisfaction.

VIEW

Be a national reference distributor in storage and maintenance equipment for companies and individuals.

VALUES

- Respect for clients and companions.
- Satisfying the client through friendly and personalized attention.
- Transparent relationships with stakeholders.
- Commitment to make the company grow.

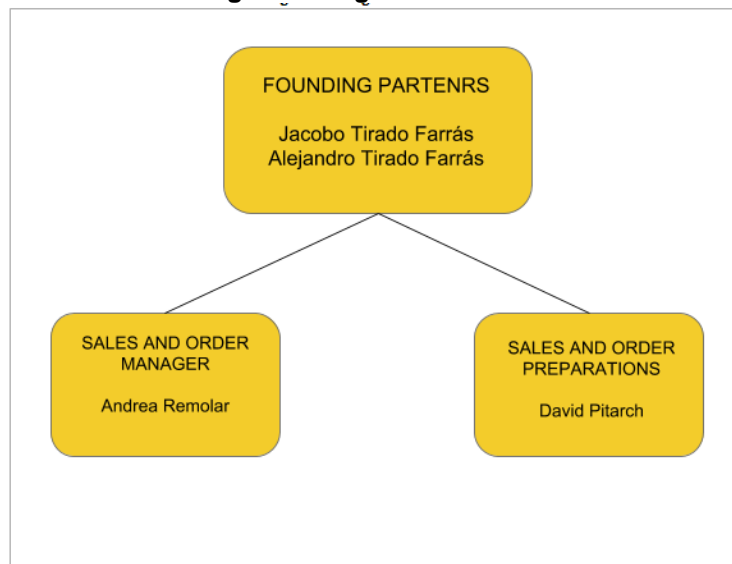
2.1.2. Company's Resources

2.1.2.1. Human Resources

Tymbia Solutions is a small company formed by four people. Jacobo Tirado Farrás and Alejandro Tirado Farrás are the founders, two brothers who wanted to open a distribution company according to the new trade trends, after the dissolution of an old company located in the transport city dedicated to the business of the sale of storage and maintenance products.

The company to be young and have few employees has a simple primary structure in which there is very little formalization and departmentalization, also emphasizes mutual adjustment as a predominant coordination mechanism. Below Jacobo Tirado and Alejandro Tirado are Andrea Remolar, who is dedicated to communication, sales and control orders from the first contact with the customer until the product is sold and reaches the customer; and David Pitarch, who helps Andrea in the sales process and also deals with preparing the packaged products that leave the warehouses to the customers (Figure 1).

Figure 1: Organization chart



Source: Own elaboration

2.1.2.2. Physical Resources

Tymbia Solutions has offices and a warehouse on the Alcora km 8.5 road (Map 1 and Image 1). The facilities belong to the Tecnocar group, of which Jacobo Tirado Farrás is

also manager, a group that owns several companies among which Tymbia Solutions does not belong, since it acts as an independent company. The physical resources available to Tymbia are the area of preparation of orders and storage, common with the rest of the companies of the Tecnocar group, and an office from which all the processes that do not have to do with the preparation of orders and their storage or revision (Image2).

Map 1: Location of Tymbia Solutions



Source: Google maps (2018)

Image 1: Tymbia's location



Source: Own elaboration (2018)

Image 2: Tymbia's offices



Source: Own elaboration (2018)

2.1.2.3. Marketing Resources (The 4 p)

Product

Tymbia Solutions is in charge of offering industrial equipment for storage and maintenance at an attractive price and obtaining a high level of customer satisfaction. It involves more than 925 tangible industrial goods and durable consumption, to which is added an advisory service that accompanies the customer at the time prior to purchase, in the same process and at the later time, which indicates that the company makes important efforts to retain the customer.

The buyer will perceive the basic benefit of the product that has been acquired and as a formal aspect to highlight the quality of it, since in this type of products the design, packaging or brand, despite being important, do not attract attention and remain within the standards of the industry. In addition, the increased product will be formed by the excellent pre-sales, sales and after-sales service, rapid delivery and guarantee of Tymbia Solutions.

In terms of the product portfolio Tymbia has an amplitude of 16 product lines, a length of around 925 articles and a very high depth (for instance, in the case of pallet trucks the number of variants is 56). The consistency of the different product lines is high since the uses of all the products available to the company are aimed at the management of products in warehouses.

The lines and products that can be found in Tymbia are shown in the following figure:

Figure 2: Tymbia's product lines



Source: Own elaboration Data: Tymbia Solution's website (2018)

As a customer service to highlight, Tymbia can sell products that do not have in catalog and that customers can demand. Sometimes, the customer has tried to acquire a product that Tymbia did not sell and the company has sold it to him. The company demonstrates that it does everything possible to satisfy the customer.

The service associated with the products stands out for personalized advice for current clients as well as for those who are not yet. The best offers are sent in relation to the needs, doubts are solved on how to use or maintain the products and all this with great rapidity.

Regarding the associated services after the purchase of the products in Tymbia, the guarantee is conditioned by the manufacturer's guarantee. Tymbia takes charge of the return postage and return if the material received by the customer has been wrong or is defective and the same occurs whenever there is a defect that enters into warranty within the period established by the manufacturer.

Price

Tymbia Solutions has adjusted prices, optimizing to a large extent the human and logistics resources available to offer products at competitive prices. Their prices are very varied given the length of products they have in the catalog (See table 1). On the other hand, there are offers in prices of certain products that are displayed on the homepage of the website and to which it is possible to access to make the purchase with a simple click.

The objective pursued when setting prices is to maximize market share. To do this, the shipping costs are added to the prices of the products paid to the supplier and a variable margin is applied per type of product, which in general is around 30%. Therefore, the method of pricing is cost plus margin.

Another important aspect is the strategy of price adaptation in which a discount is applied to the prices of the products depending on the quantity purchased and the number of purchases that the client has made previously, whenever a query is made by mail or by telephone and do not buy directly through the website. In this case, the employees value the discount to be applied to the different clients.

Table 1: Min, max and average prices of Tymbia product lines

Product lines	Minimal price	Maximum price	Average price
Accessories and spare parts forklift truck	23,92	1.569,37	236,27
Forklift attachments	124,47	9.667,90	1.285,39
Mini excavator and retro excavator attachments	Info not available	Info not available	Info not available
Pallet trucks	822,8	8.264,30	1.348,30
Stackers	822,80	12.075,80	3.221,75
Cars, trailers and climb stairs	67,57	17.835,40	959,29
Lift tables	307,50	4.590	1.160,74
Elevated platforms	6.171	16.903,70	9.897,80
Cranes and gantries	722,97	9.618,47	1.962,62
Ramps and stairs	117,37	2.032,80	630,41
Wardrobes, lockers and shelves	1.331	6.884,90	1.474,99
Containers and deposits	79,24	1.506,45	346,06
Cleaning machinery	531,19	699,38	598,95
Weighing	347,27	2.395,80	1.115,62
Generator sets	502,15	1.287,44	906,29
Protections and security	221,43	2.407,90	768,35

Source: Own elaboration Data: Website of Tymbia Solutions (2018)

Place

Tymbia is a retail store without store that sells its products through several channels (Figure 3). The channels used are its website (Image 3), email, telephone and other

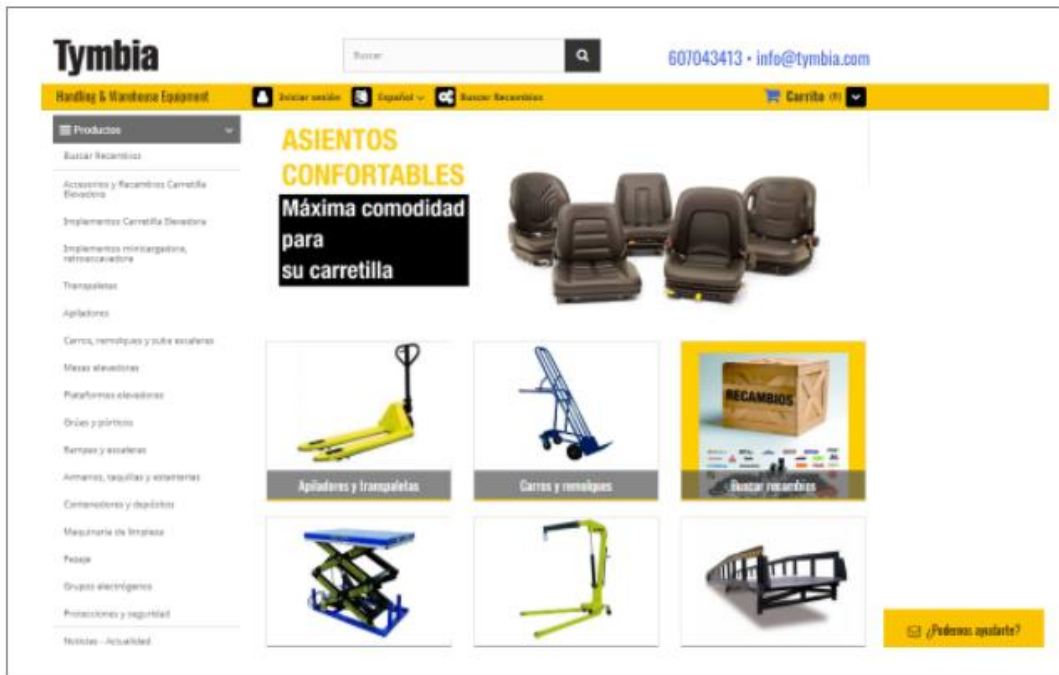
online platforms such as Amazon. The sale is usually to industrial customers, so it is part of an industrial goods channel as a retail distributor. Therefore, Tymbia is part of a long channel (Manufacturer - Retail distributor - Industrial customer) or a very long channel (Manufacturer - Wholesaler - Retail - Industrial customer) depending if the company buys to the fabricant directly or to a wholesaler (Figure 4). On occasion, it also sells to individuals through its website and other sales channels.

Figure 3: Ways to buy Tymbia's products



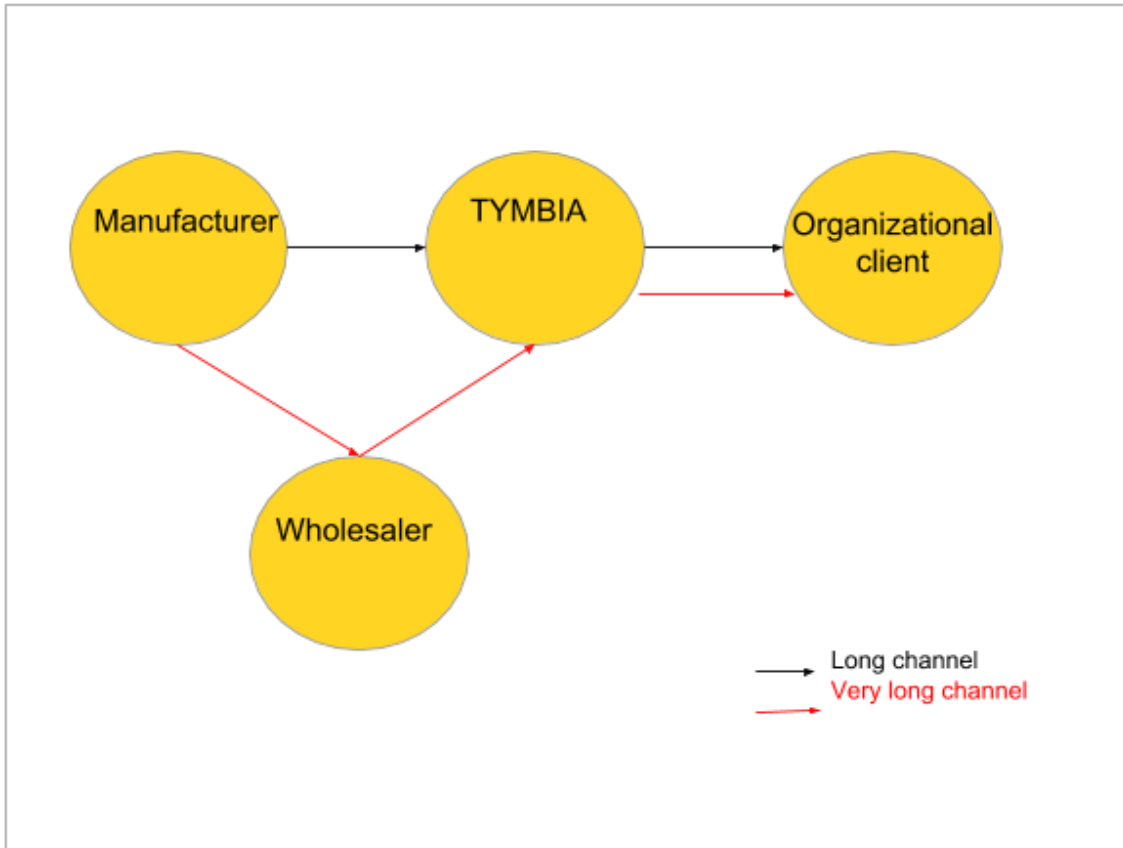
Source: Own elaboration

Image 3: Website of Tymbia Solutions



Source: Website of Tymbia Solutions (2018)

Figure 4: Distribution channels



Source: Own elaboration

Tymbia has suppliers such as Novodinámica, Pramac, TVH parts and GIROPES, all of them carry out an intensive distribution. Depending on the supplier, they establish discounts and / or minimum purchase conditions.

The suppliers of Tymbia deliver the products to the company in a maximum of 48 hours and once they arrive, the transport company is chosen that is cheaper to get the product to the end customer. There are times when it is the supplier who sends the products directly to the end customer, even with the respective Tymbia stamp, which streamlines the distribution process.

In relation to the logistics area the distribution of the products is carried out by external transport companies and it is advised, in case of buying several products, to group them in the same order, since there is a fixed amount for the shipment and another variable by weight, so when grouping the products in the same order, the fixed costs are shared among the products.

In no case, Tymbia economically assumes the shipments since it is the customer who bears all the shipping costs.

Communication

In communication issues, Tymbia has a relevant presence in the online environment. The tools that uses are mainly the website, its blog and catalog, YouTube, mailing, platforms like Milanuncios and Google Adwords through SEO and SEM campaigns (Figure 5). In addition, Tymbia also makes use of sales promotion instruments.

Figure 5: Channels of communication



Source: Own elaboration

There are no communication campaigns concentrated in a specific time of the year and with the tools normally used it is the client who has to visit the different platforms to get information. In the case of mailing once the user has registered on the web page with his mail, the information is received by the client without having to access the company's means. There are two types of mailing, a massive one that they receive around 200,000 contacts, among which are Tymbian customers, clients of the Tecnocar group and others, and a personalized one, which is prepared by Tymbia employees and is aimed at the chosen customers that they have in the database. Mass mailing is automatically generated and changes every month, while personalized mailing is sent when it is deemed appropriate. A clear example of recipients of the personalized mailing are the workshops, to which rates are sent with special discounts on solid wheels.

As far as SEO and SEM campaigns are concerned, these consist of getting a good visibility of the company on the internet. SEO positioning is based on different factors such as the number of visits to the website, speed of loading, use of keywords, correct breakdown of products and content writing to achieve a position above competitors. Search engine visualization through SEM is achieved by paying a fee to Google. Tymbia makes use of both tools, focusing on the use of SEM in high demand products and in which it has very competitive prices.

The website shows the products divided into different lines and has technical information about them, in addition to Spanish, it can be viewed in English and French. It should be noted that it has a section of information, another from which it is possible to manage the customer account and an integrated window to send emails. The blog explains the functionalities of some of the products in detail, generally the best sellers. The Youtube channel also shows the functionalities of some products but in this case the most innovative and more complex to use, so that the client gets the idea of how these products can facilitate the tasks.

Finally, the sales promotion is used to promote the best selling products and stimulate customer purchases, offering in some cases free shipping or discounts. It is usually done on standardized products such as pallet trucks, hoppers or implements for stackers.

2.1.3. Capabilities of the company

2.1.3.1. Distinctive Capabilities

Tymbia Solutions works to be the reference company in the sale of storage and maintenance items to companies and individuals. What it seeks is to offer customers everything they need and may need in the future at very competitive prices and with an excellent sales service throughout the process.

These are some of the distinctive capabilities of Tymbia:

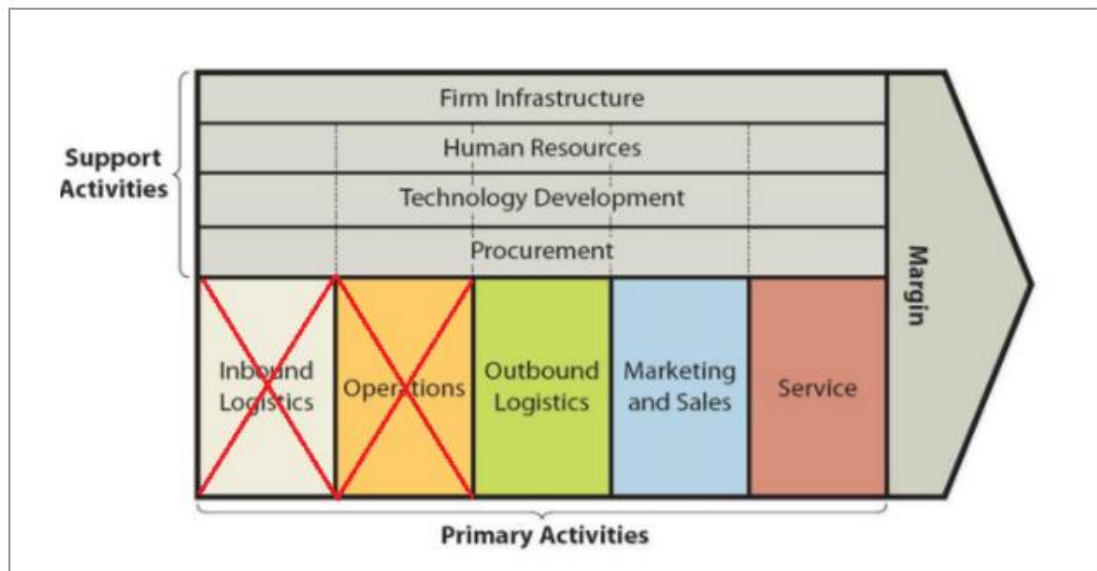
- Ability to negotiate with suppliers in order to get products to customers that are not in catalog.

- Know how in business management, given their experience in online sales of this product category, and training related to the management of owners' businesses.
- Know how operative, given the professional experience of the group of workers of the company.
- Orientation towards the client through personalized service.

2.1.3.2. Value Chain

Except for the functions of internal logistics and production, Tymbia is involved in the entire value chain (Figure 6).

Figure 6: Value chain



Source: Own elaboration

The primary activities that are carried out by Tymbia are the following:

External Logistics Tymbia stores few products, which are the most common sales such as standard-size pallet trucks and solid wheels of different sizes and deliver them by means of transport companies within 24 or 48 hours. For the rest of the products, either the supplier sends directly to the end customer, or sends it to the warehouses and Tymbia forwards it to the end customer, with hardly any storage time.

Marketing and sales This company sells its products through the website, phone or email. Among the marketing tools used are sales promotion, direct marketing and Google Adwords.

Service The activities that Tymbia performs are advice without commitment to purchase and advice once the customer has purchased the product. In addition, the warranty offered depends on the manufacturer and all transport costs in case of breakdowns or damage that enter it are at the expense of Tymbia.

The support activities that are carried out by Tymbia are the following:

Infrastructure The company, having two employees that complement the two managers, does not have departments and uses the mutual adjustment mechanism to manage itself. Jacobo Tirado plans and establishes objectives, accounting functions and human resources are outsourced.

Human resources The Human Resources functions are outsourced to the most operational tasks, with Jacobo Tirado being the one that has decision-making power over the management of his employees.

Technology development This company does not carry out research and development actions, but it tries to stay within the technological standards in applications such as the web and CRM.

Provisioning Tymbia stores frequently-selling products. The rest of the products ask the suppliers when the customer buys them.

2.2. External analysis

2.2.1. Macroenvironment

2.2.1.1. Political and Legal Factors

The political situation of this 2018 is characterized by presenting elements of uncertainty and instability. Spain is in a recovery phase of the strong crisis that began in 2007, and as a result of the unrest of the citizens, Podemos and Ciudadanos political parties emerged as alternatives to the two-party system established historically in the country. Both PP and PSOE lost millions of votes and a large number of seats and

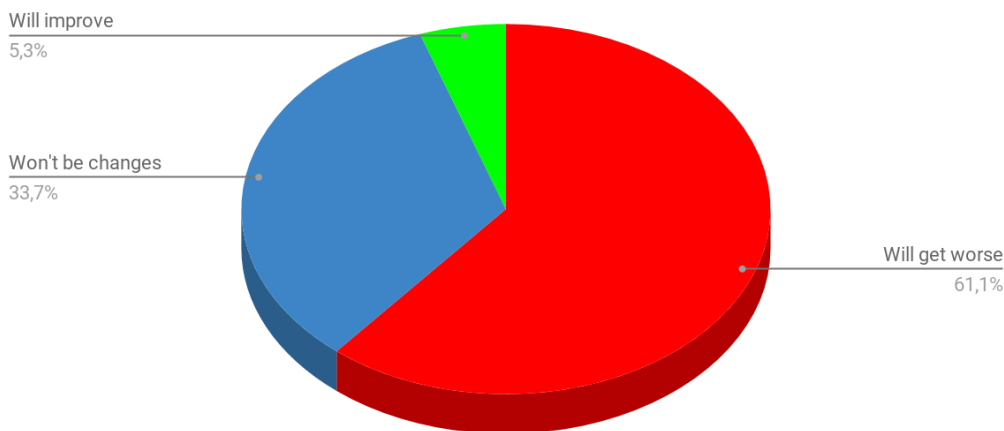
mayorships, suggesting that it was a real possibility that these new parties could govern in the future in Spain.

The last general elections took place on December 20, 2015 and a result was obtained that did not allow any of the candidates to have a sufficient majority to govern the country. This event had the repercussion that none of the candidates agreed to join forces or at least obtain a sufficient majority to govern, and the country had to wait until the new general elections of June 26, 2016, obtaining again similar results. Finally, on October 29, 2016 and after 10 months of government in office, Mariano Rajoy was elected president of Spain after 170 votes in favor, abstention of 68 deputies of the PSOE and 111 votes against. A few weeks ago the motion of censorship of Pedro Sanchez, a member of the PSOE, was successful, making him the current president of the government.

With regard to the year 2017, the highlight was the vote of the illegal referendum in Catalonia and its subsequent unilateral declaration of independence that involved the application of Article 155. Therefore, the political situation has led to the election of a new president of the parliament of Catalonia and the imprisonment of some politicians who participated in the independence action, in addition to the exile of former President Carles Puigdemont. At the moment, with the new president Torrá, article 155 has been repealed.

The last months of 2017 have served to carry out the autonomous elections of Catalonia on December 21, in which there was an independence majority. Because of this, according to a probe conducted by El Español (Graphic 1), 58% of Spaniards believe that the political situation in Spain will worsen in 2018, 32% think that there will be no changes and only 5% of them think it will improve.

Graph 1: Spaniards opinions about political situation in 2018



Source: Own elaboration. Data: El Español (2018)

At the legislative level, it should be noted how the Corporation Tax, from the beginning of the crisis in 2007 to the present has experienced a total of 198 changes in its regulation. These changes have produced legal instability for companies given that in most cases the changes have taken place in the middle of the fiscal year and with little predictability.

In spite of the fact that it seeks to squeeze the fiscal collection of the companies, the income obtained by Corporation Tax is currently equivalent to 50% of those obtained in 2007 prior to the economic recession, year in which they reached 45,000 million euros in concept of collections of this tax. The lowest point came in 2010 when revenues stood at 16,000 million euros.

On the other hand, the Value Added Tax (VAT) has undergone progressive legislative changes in the last 30 years, with the most drastic increase occurring in 2012, year in which a maximum VAT rate of 21% was established, 3% higher than previously (Table 2).

Table 2: Evolution of IVA tax in the last 26 years

DATE	IVA
January 1886	12%
January 1992	13%
August 1992	15%
January 1995	16%
July 2010	18%
September 2012	21%

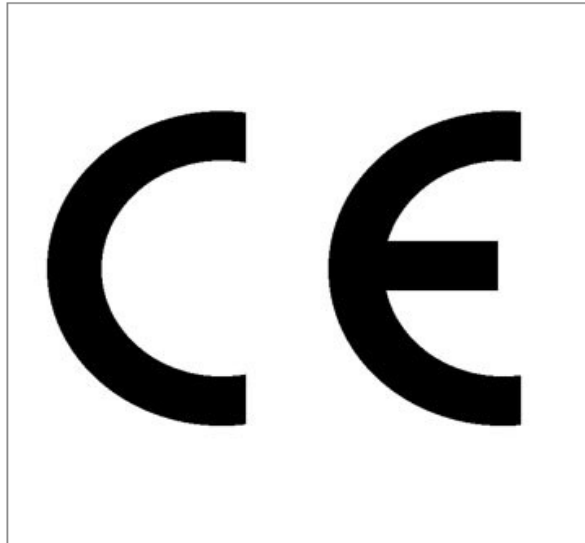
Source: Own elaboration Data: Grupo Belmar (2018)

Also the average VAT of the countries of the European Union has increased. In 2007, this stood at 19.5% in average and 11 years later the average tax rate is 21.5%, which reflects that despite the fact that Spain is one of the countries that more has raised this tax, is currently below the average. Hungary with 27%, Denmark and Sweden with 25% are the countries that have the highest tax in Europe. On the other hand, Luxembourg is the country with the lowest tax since it represents 17% of the purchases made in the country.

It should be noted that despite the gradual rise in VAT, the collection of this tax in Spain is equivalent to 6.5% of GDP, very low figures that position Spain as the third worst country in the VAT-GDP ratio, above Italy and Ireland.

In the legislative issue referred to the sector of commercialization of industrial products, an outstanding regulation is the CE marking (Figure 7) that all industrial products manufactured in the countries of the European Union must carry. The CE marking was established by the European Community in 1993 and confirms that the manufacturer complies with the legal and technical safety requirements of the member states of the European Union. It is therefore a matter of confirming that the equipment meets minimum requirements in terms of quality and safety.

Figure 7: CE mark



Source: Own elaboration

The CE mark follows some very strict guidelines that are shown below:

- It must be fixed on the product or its descriptive plate and when it is not possible, it must be fixed to the packaging if it had it and in the documents that accompany it.
- It must be placed in a clearly visible and identifiable way
- The marking must be followed by the identification number of the agency involved in the case
- It must be placed at the end of the production control phase
- The CE marking is set by the manufacturer or his authorized representative within the European Union
- The product can not carry signs that could give rise to confusion with the CE mark

It should be noted that the Organic Law on Data Protection in Spain is being updated to adapt to new technologies and the General Data Protection Regulation that will become mandatory in May 2018. The General Data Protection Regulation it applies to all companies that contain information of European citizens and the new reform is based on providing more rights to users and more power to the data protection agencies of each country as well as imposing tougher sanctions for non-compliance .

Another aspect to consider in this section is the Organic Law on Data Protection (2018), based on Article 18 of the Spanish Constitution, which consists of regulating the use of information by companies about people who have or have had some kind of relationship with them.

Therefore, the Organic Law on Data Protection requires companies, persons or organizations that contain data from other persons to comply with the following requirements:

- When collecting data it is necessary to specify the use for which they are collected.
- Use the data for the uses for which they were collected and specify if the data will be able to be canceled in the future.
- Facilitate that any person can rectify their data or request that they be deleted if the option has been previously given
- Avoid collecting data about ideology or religion unless it is strictly necessary.
- The company can only transfer the data to a third party under the consent of the person who transferred them in the first instance.
- Security measures must be in place to prevent the loss of such data.
- The person in charge must write a document indicating the uses that can be made about the data obtained and register the registration in the General Data Protection Registry before creating them in it's database.

In terms of electronic commerce, the latest reform of electronic commerce in Spain (2014) aims to inform the user more clearly and accurately and avoid any abuse by the merchant company.

The latest changes have been the following:

- Provide full information to the user on issues of full price, delivery times, return costs and warranty.
- Limit the schedule of commercial actions from 9am to 9pm.

Definitely, it can be seen that there is a growing concern for safety both in products for storage and maintenance and online commerce, facts that convey greater peace of mind to customers who purchase these products through the online channel.

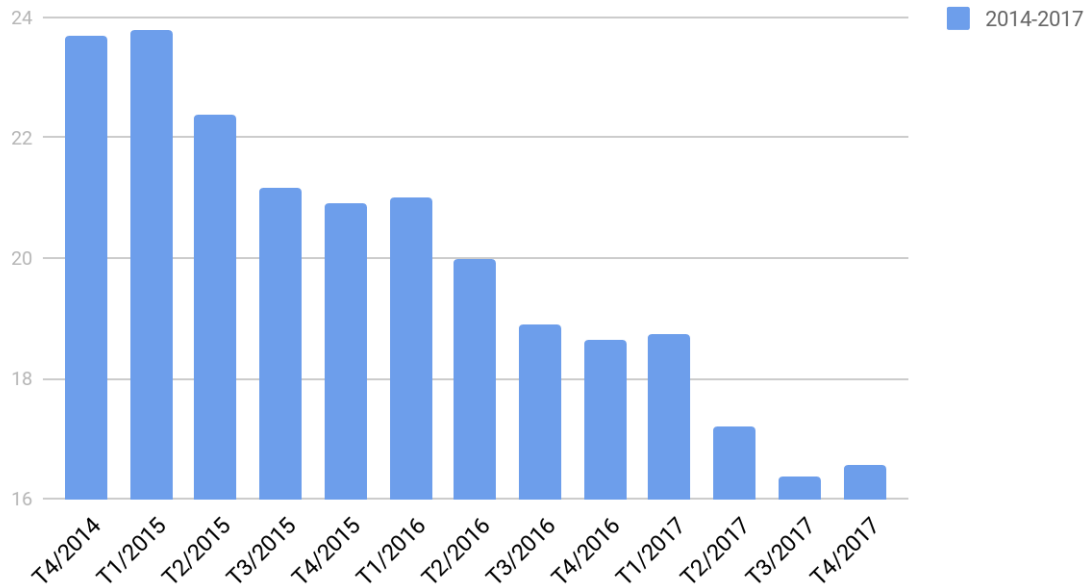
2.2.1.2. Economical Factors

Spain is in a process of transition out of the crisis. Eleven years later, the estimates are positive given that Spain stands out in the European Union leading the growth with a 3% growth rate in 2017, well above countries like Germany that has a pace of 2% or France with 1% . It is expected that by 2018 the country will grow at a rate slightly below 2.7%. this is due to the good performance of domestic consumption demand, the growth of construction and exports that are at a rate of 6% of the country's GDP. The deficit of the trade balance has been reduced by 80% thanks to the export sector. In addition, Spain exports more and more products of greater added value to countries outside the EU.

An important factor that reflects the situation of a country's economy is the unemployment rate it has (Graphic 2). Currently in Spain it stands at 16.55%. As the graph shows, in recent years there is a clear improvement in terms of employment. This is a progressive decline that falls by 7.15% compared to the last quarter of 2014. The greatest decreases in the unemployment rate compared to the previous quarter occurred in the third quarter of 2015 (downward of 1.41%), second quarter of 2016 (decrease from 21% to 20%), third quarter of 2016, where there was a decrease of 1.09 percentage points and a decrease of 1.53% in the second quarter of 2017 with respect to the first. We can also observe how the downward trend is interrupted during

the first quarters of the year and how the strongest decreases take place in the second and third quarters of the year, favored in large part by the appearance of temporary seasonal jobs related to tourism.

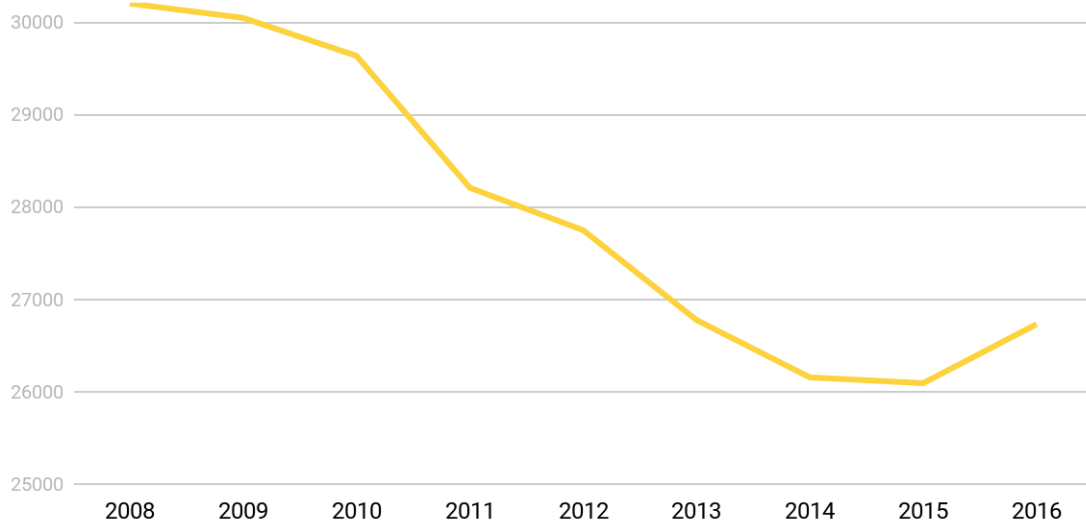
Graph 2: Survey about active unemployment rate in % (2015-2017)



Source: Own elaboration Data: INE (2018)

Another factor to take into account is the annual income per household in our country (Graph 3). In the period between 2008 and 2016, there has been a clear drop in income in Spanish households, leaving in 2015 the lowest figure since the beginning of the crisis with 26,092 euros on average per household. The strong rise in 2009 stands out, when average wages per household stood at 30,045 euros (1,258 euros more than in 2008). As of that year, there was a decline in income per household until 2015. The most significant decline occurred between 2010 and 2011, years in which the average fell by 1,428 euros to stand at 28,206. On the other hand, as of 2016, the downward trend changes and a rise in household income begins, which in 2013 was at the levels of 2013. Despite the economic recovery, there is still a great margin for improvement.

Graph 3: Survey of life conditions. National average income per household.



Source: Own elaboration Data: INE (2016)

In short, the macroeconomic data show an economic recovery that favors a sector such as the online sale of industrial warehouse products, given that the unemployment rate has been reduced and the average incomes that enter households have increased. Therefore, the purchasing power of consumers has increased and with it the demand, which produces more movement in the companies and greater rotation of products in stock, for which the products of this industry are necessary.

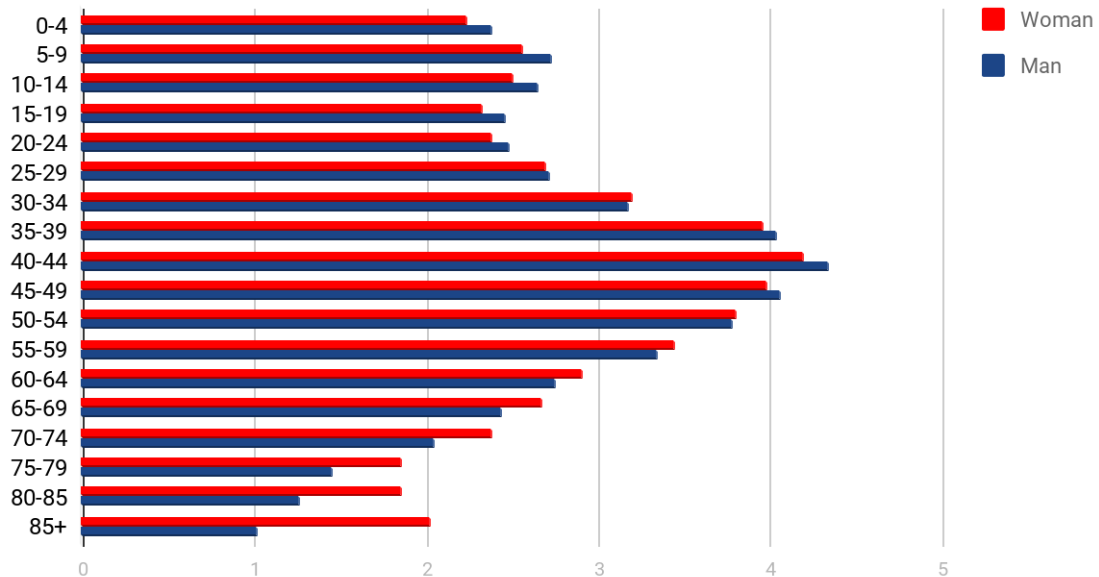
2.2.1.3. Sociocultural Factors

Spain is characterized for being one of the countries with better health indices. Health services are of high quality and life expectancy is 83 years, the highest in the European Union. Men live an average of 82.7 years and women 85.8 according to INE data of 2015. That is why those over 65 represent 19% of the population in 2017.

The population pyramid (Graph 4) shows how there are no great differences between genders in terms of the total population in Spain. In both genders the range between 40 and 45 years is the one that more people accumulate and the most significant differences are found after 75 years since the number of women is greater than that of men due to their longer life expectancy. It can be seen that, in general terms, most of the population is concentrated in ages between 30 and 65 years old and the number of young people between 0 and 30 years old is greater than that of people over 65 years

of age. There is a gradual aging of the population favored by the increase in life expectancy.

Graph 4: Population pyramid in %



Source: Own elaboration Data: datasmacro (2018)

Another interesting aspect is that the percentage of people with higher education is 32.7% (Vocational Training, Higher Degree, Diploma, Bachelor, Degree, Master or Doctorate). In this ranking Spain is in tenth position in the EU. Due to the quality of teaching and new habits, if we focus on the population between 25 and 34 years old, the percentage is even higher. 41% of young Spaniards have a career or higher professional training followed by 35% who have ESO or lower education and the lowest proportion (24%) has a baccalaureate or middle vocational training. As can be seen in table 3, the percentage of higher education is higher than the average, however the European Union average for lower studies is clearly lower than that found in Spain.

Table 3: Maximum level of studies by people between 25-34 in %

	Until ESO	Medium FP or Bachillerato	University or Superior FP
Spain	35	24	41
OCDE	17	43	40
EU	15	47	38

Source: Own elaboration Data: OCDE (2017)

Currently one in three Spaniards think that the number of immigrants is excessive and tolerance to minorities such as homosexuality has improved considerably to below 10% people who see it as a serious problem. It has also reduced the number of people who declare themselves Catholic (around 70%) and declares that the concerns in order are: unemployment, corruption and the political class.

In this section it is worth mentioning that the aging of the Spanish population is a problem that can weigh on the economy and the industrial sectors that form it. The high number of pensioners and contributions to Social Security do not guarantee that in the future the current pension system will be sustainable. This uncertainty can lead citizens to make greater investments in private plans and to seek greater savings, which can harm the demand for products and thus lower turnover of stocks by enterprises, which supposes a damage for the sector analyzed in this plan.

2.2.1.4. Technological Factors

The impact that technology has on the company is increasingly important and facilitates many of the tasks carried out in it. However, there is a growing dependence on technology that causes uncertainty at times when it fails.

Companies that incorporate new technologies are more competitive, given that they have greater production resources, improvements in communication systems, increased innovation and customer relationship management.

Investment in technology is growing and many companies are not able to progress at their own pace due to lack of economic capacity, which increases the gap between large and small or medium-sized companies. Another factor to take into account is that companies have to invest time and money to train individuals in the use of new technologies of the company, although the benefit obtained from its use is greater than the cost of implementing it.

According to the data provided by the National Institute of Statistics (Table 4) the internal expenditure on R & D in 2016 is 13,259,769 million euros, 0.7% more than in the previous year and the staff employed in these tasks it rises by 2.5% compared to 2015, standing at 205,873 workers.

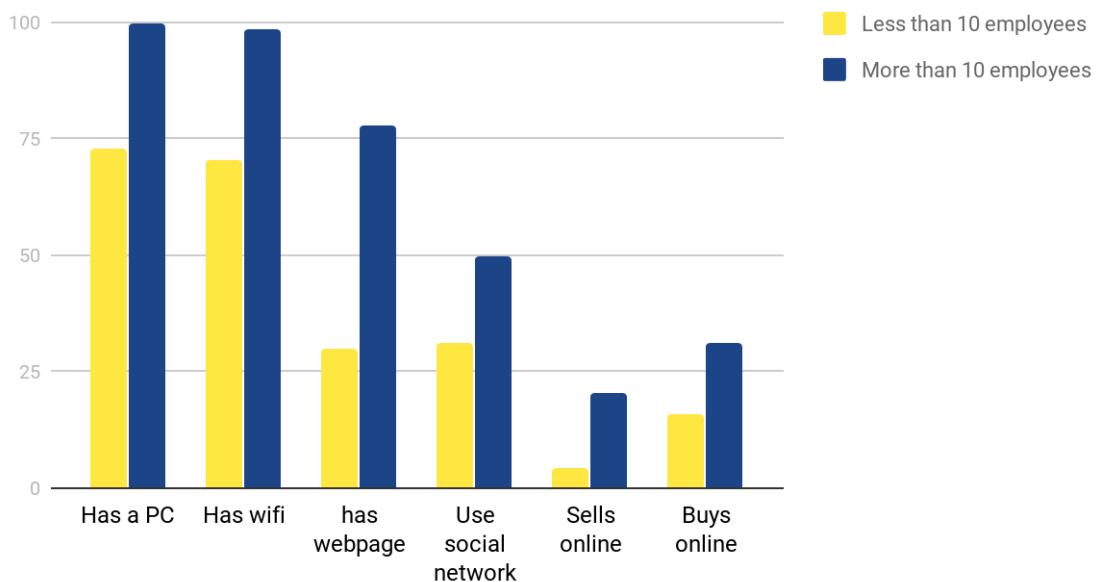
Table 4: Expenditure and employment in internal R & D activities (in millions of euros)

	Value	Variation
Internal expenses R & D	13.259.769	0,7
Total employees spending	205.873	2,5
Employee spending women	83.113	2,2
Employee expenditure men	126.163	3,4
Female researchers	49.541	3,8

Source: Own elaboration Data: INE (2016)

In the case of information technology, practically all companies with more than 10 employees have computers to perform the work (99.57%) and the same applies to the Internet connection (98.70%) (Graph 5). Besides, it should be noted that less than 80% have a website and about 50% of them use social networks in their business. 20.41% make sales by e-commerce and 31.36% make purchases through this channel. In the case of companies such as Tymbia (companies with less than 10 employees), all figures are reduced. 73.08% have computers, 70.22% have Internet access, 29.81% have a website, about a third of the total use social media and 4.45% and 15.70% make sales and purchases through electronic commerce.

Graph 5: Indicators of use of ICT %



Source: Own elaboration Data: INE (2018)

In conclusion, the growth of technological advances has meant an improvement of the company's possibilities both in management and possibilities of accessing new markets. The e-commerce is gaining strength in recent years (stands at 7,300 million euros in the second quarter of 2017) and facilitates the purchase process internationalizing a large part of the companies and reducing the barriers previously imposed by the geographical limits. On the other hand, the internal and external communication has improved and has increased the possibilities of communicating to the client either with paid media, own or won. Customer treatment is directed towards personalized offers due to the use of CRMs that can offer levels of satisfaction and loyalty never seen before. In addition, the improvement of production processes and logistics allows companies to be very efficient.

It must be said that current technologies do not guarantee the development of the company by themselves, so the way in which they are used takes on special relevance. In conclusion, IT is a key element in the entire industrial sector as well demonstrated by the example of Tymbia, object of this plan.

2.2.1.5. Ecological Factors

Nowadays, more and more companies are concerned about the environmental effects they cause to the environment. Social demand and climate change mean that companies are increasingly interested in curbing the negative effects they produce.

According to a survey conducted by the Eurobarometer in 2017, Spain is part of 95% of European countries that care about the environment and the CIS of December 2017 indicates that environmental awareness is booming. Seven out of ten Spaniards separates the garbage by type of waste and the same percentage is applicable for the number of people who use the clean points or calls the city council to get rid of disused household appliances.

On the other hand, the use of public transport has declined in the last decade. 25.6% of Spaniards use public transport habitually whereas that ten years ago the percentage was 29%. Another relevant fact is that 54% of Spaniards consider it a priority to defend the environment while 46% are concerned but are not in favor of getting involved if it affects their pocket.

As table 5 shows, the industry and construction sector are the ones that generate the most waste and far away from these is the services sector. The sector of the industry is characterized as the one that produces the most dangerous and non-dangerous waste (1,310 and 37,417 million tons respectively). The construction sector has the less dangerous waste with 177 million tons and the services sector generates less non-dangerous waste.

Table 5: Waste generated by sectors in Spain (in millions of tons)

	Dangerous	Not dangerous
Industry	1.310	37.417
Construction	177	35.869
Services	351	5.380

Source: Own elaboration Data: INE (2017)

In general the number of companies seeking environmental excellence is growing, although at a slow pace since it is thought that this practice is associated with an increase in production costs, although a series of long-term advantages are obtained, such as reduction of the energy use or an improvement in the image as well as attacking a market niche where there is little competition.

The environmental requirement is, therefore, a challenge for the sector of industrial products sales of warehouses through the establishment of new business processes or better management of waste. The companies are not alien to society and it is his responsibility to reduce as much as possible the pollution they may generate.

2.2.2. Microenvironment (Analysis of the sector through the 5 competitive forces of Porter)

In this section will be analyzed the five competitive forces of Porter that affect the online sale of warehouse management products.

2.2.2.1. bargaining Power of Customers

Regarding the bargaining power of customers, it should be noted that is high given that there are many companies dedicated to the commercialization of industrial equipment to choose from. Generally, these are products with a high cost and a great need to develop part of the storage or transport activity, so the demand is hardly altered. On the other hand, when dealing with relatively homogeneous goods, the client has a high power to decide where to buy, being the discounts or loyalty cards the few options that can reduce that power. These industrial equipments have innovated with time facilitating the tasks that the warehouse operators had to perform. However, the companies where the products can be purchased are distributors and hardly have any advantages as regards to the products they sell as they are standardized and are usually found in other retailers.

2.2.2.2. Bargaining Power of Suppliers

Generally, the bargaining power of suppliers is high in this industry given that their number is lower than that of distributors who perform the functions of wholesalers and retailers. Tymbia, for example, has 12 suppliers, among which are TVH parts, Pramac, Novodinámica and Honisch GmbH.

On the other hand, suppliers have the power to change prices when they wish, since being a small number, they do not allow distributors to choose among many alternatives. In some cases, they force distributors to buy a minimum amount and are not responsible for delays in shipping, which causes the distributor to respond to customers. However, generally the customer service of the suppliers is fast and reliable so it is possible to make inquiries quickly.

2.2.2.3. Threat of New Competitors

Nowadays it is not difficult to find companies that supply products to handle logistics elements, so the buyer has several options to go to. However, when it comes to new competitors, the fact that there are strong barriers to entry means that the threat is relatively low, since a large outlay must be made both in infrastructure such as the place of sale or storage and in the goods, which are also very expensive. Knowledge about the products is required to offer a quality service. In general, if customers have to

buy several products, they will all buy them in the same store, which makes it difficult to focus on the sale of just a few and requires the investment complete to devote to the entire sector.

Another relevant aspect is that in order to be competitive, companies need to reach agreements with suppliers on discount issues, which is achieved with an acceptable sales level of the distributor that seduces the supplier to lower prices to be its regular customer. Of course, it is also essential to have a network of contacts with suppliers to get the products and manage the stock. The difficulty is that different suppliers are needed to get a wide variety of products and get a supply that allows the company to have competitive advantages.

2.2.2.4. Threat of Substitute products

There are goods that replace the products offered by Tymbia and the rest of current competitors in the sector but with much higher costs. We talk about the products related to the process of warehouse automation. Warehouses and distribution centers face increasing pressure to improve productivity and speed with less and less labor and increasing security.

Recently, the latest technologies in robotics are being introduced to provide flexibility and agility to the tasks of the warehouses. These technologies are capable of optimizing both processes and controls.

A clear example are the robots of the company Magazino. The employees responsible for the maintenance of these robots scan the stores getting a 3D model that is incorporated into the software of the robots. In this way they move through the warehouses and are also able to scan the bar codes of the products and manipulate them.

Although it is true that there are substitute goods, they are still not available to most companies, so the threat is not very great, however in the future the threat will be greater given that technological products will improve their performance and will settle in the sector.

2.2.2.5. Rivalry Between Current Competitors

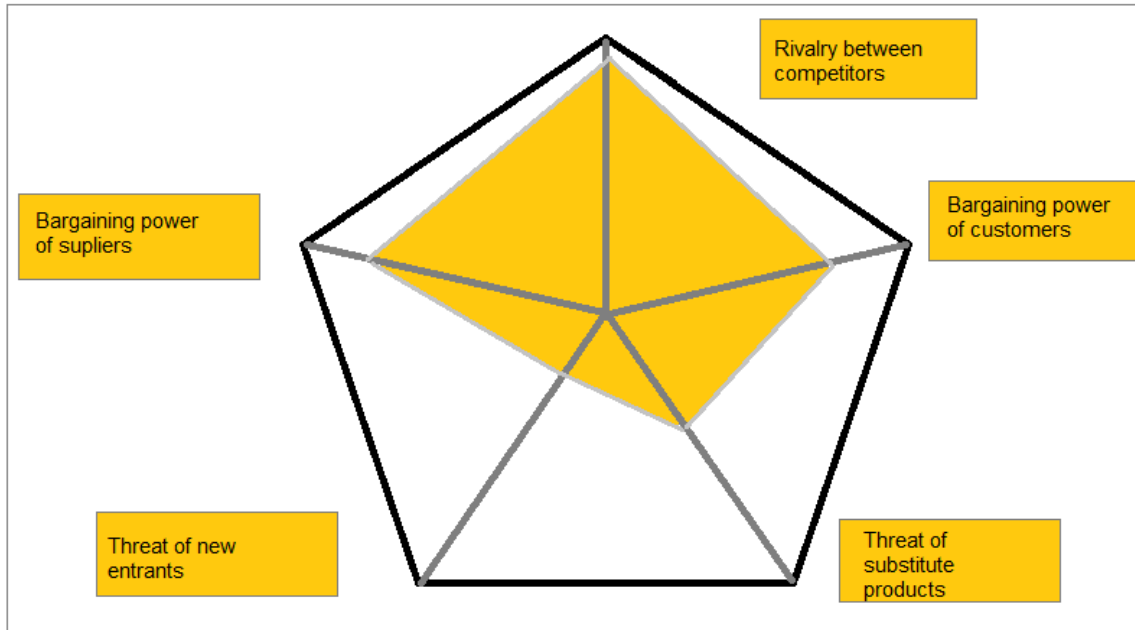
In a sector which is of sell of products of storage and maintenance, the number of competitors is medium and they are widely dispersed geographically. The competition in this sector is dedicated to online sales, generally in Spain but also in the rest of Europe.

The rivalry in the sector is big since the companies are very similar that usually compete in costs, reason why the agreements with suppliers, the management of the warehouses or transport contracts are very relevant factors. Also, some companies have more product lines than others, and offer additional services such as rent or financing as a way to differentiate and be competitive.

Currently, the online presence and fast shipping are fundamental aspects that every company must consider if it wants to compete at the same level as the rest.

In order to synthesize the influence of Porter's 5 forces, Figure 8 has been made in order to visualize the micro-environment of the storage sector. In it can be seen that the rivalry between competitors is high since it is a market with a demand that is very much guided by prices due to the homogeneity of the products offered. In addition, suppliers have great bargaining power because their number is much lower than the distribution companies, so they impose favorable conditions for them and the costs of change are high since to obtain discounts you have to buy regularly. The power of the clients is also high because they have several options to choose from. The threat of substitute products is medium as they are much more expensive and focused products for large companies, and finally the threat of new competitors is low because there are strong barriers to entry to this sector

Figure 8: Influence of Porter's five forces in Tymbia Solutions



Source: Own elaboration

2.2.3. Analysis of the competition

2.2.3.1. Levels of competence

The companies that compete in the storage sector try to satisfy the customer with everything they offer. This also includes the good, the price, the forms of payment and the additional services.

If we focus the analysis with the criterion in the form of product, the main competitors of Tymbia are Manupack, Maquituls and Noucar, since they are dedicated to the same and compete with the company in the same public towards the same markets. From Tymbia it is said that Manupack is the strongest rival and with which more time they have been rivaling, besides they are very similar since they offer a very similar customer service. Manupack joined the online market after Tymbia. For its part Maquituls sells products from the same market as those of Tymbia but also sells products dedicated to gardening, carpentry and electricity. Noucar is a company located in Almazora (Castellón) that sells, rents and repairs different products of storage and maintenance very similar to Tymbia ones.

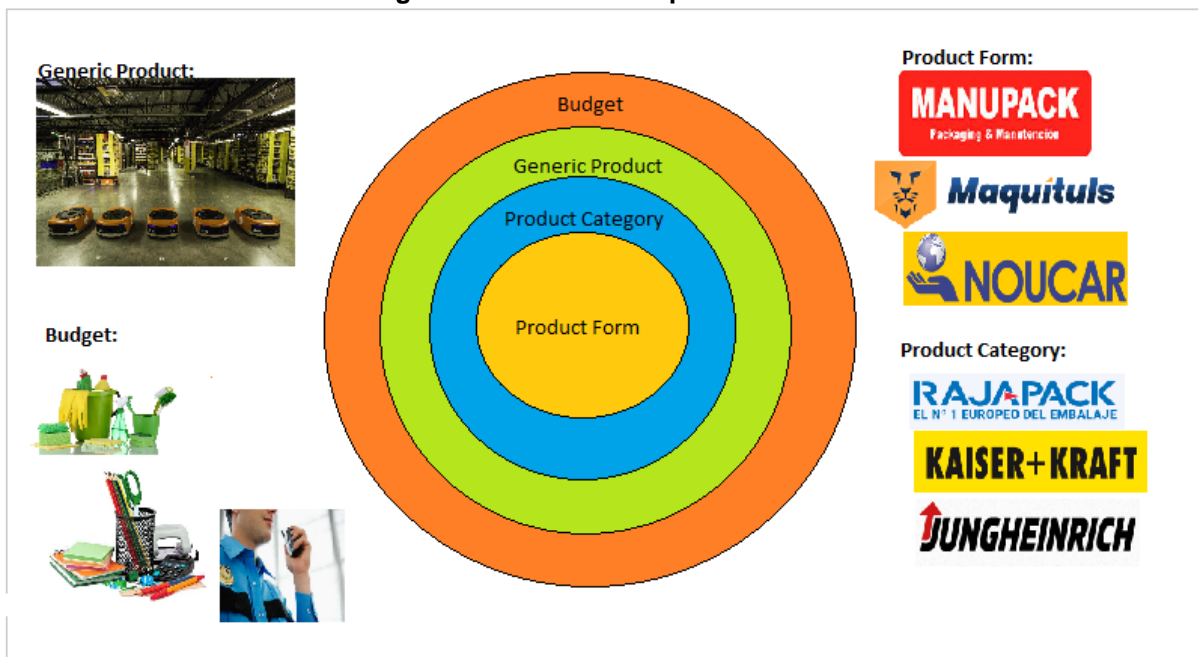
Rajapack, Kaiser Kraft and Jungheinrich are competitors by product category. They do not have as much quantity and variety as Tymbia, Manupack or Maquituls, since a large part of their business goes to complementary activities, goods or services.

Regarding the generic product, at this level enter the companies in charge of managing the warehouses and those that implement the automation in the warehouses.

In the fourth level, depending on the budget, there are all kinds of companies that sell products for other companies with a budget similar to that offered by Tymbia. These are companies that supply office products, cleaning services or security.

In figure 9 it can be seen who are the competitors in Tymbia product form and product category:

Figure 9: Levels of competence



Source: Own elaboration

The main competitors of Tymbia are national and very similar in the variables of product, price, distribution and communication. The level of billing is similar so the competition is intense. Specifically, following the criteria of the product form, the analysis will be based on Manupack, Maquituls and Noucar.

- **1 MANUPACK**



Manupack is one of the competitors of Tymbia Solutions in product form because the products that both companies sell are similar, nevertheless Tymbia Solutions has a broader catalog than the one of Manupack.

Manupack is a distributor with online presence and in Telemarketing that distributes nationally and internationally handling and weighing equipment. It has more than 20 years of experience in the sector and offers a quality after sales service. His work philosophy is based on improving any process within the productive chain of any company with the intention of being the main interlocutor to turn to when any type of setback occurs in a company.

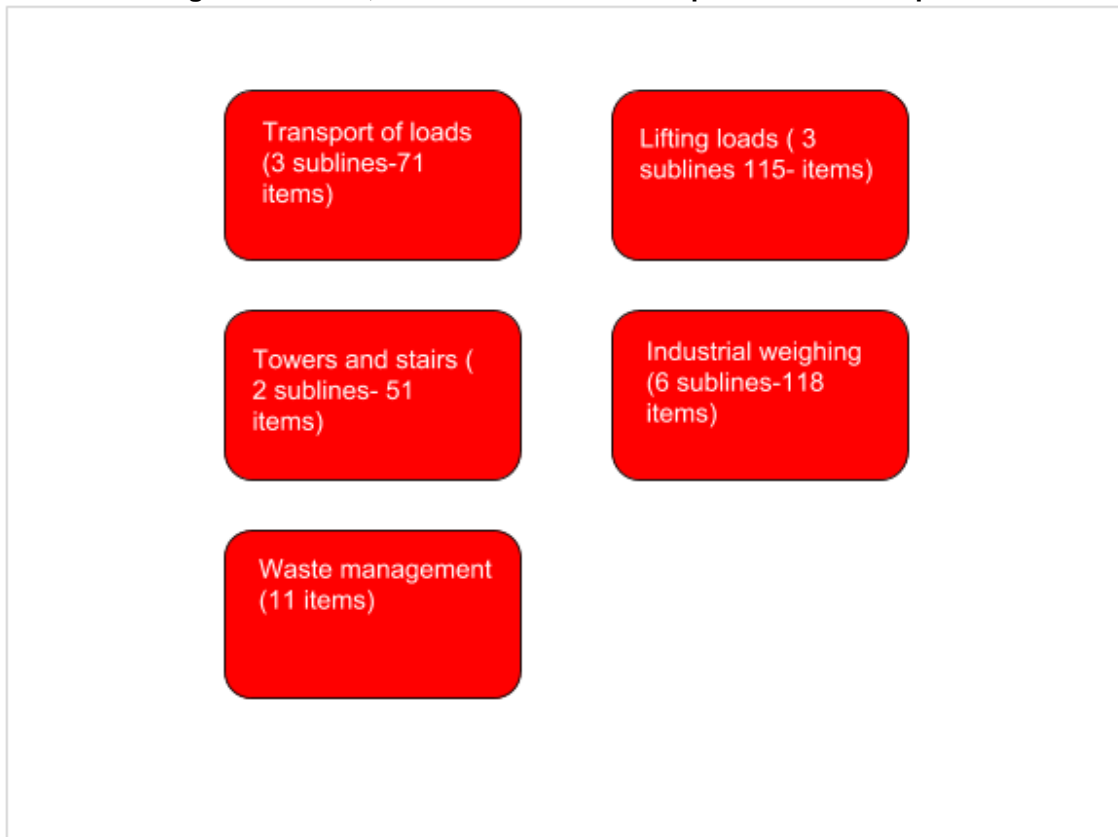
They are located on Mont Perdut Street 125 in Terrassa, Barcelona and unlike Tymbia they have their products in stock in their own warehouses.

Next, we will proceed to perform an analysis of the four components of the marketing mix, such as product, price, distribution and communication variables:

Product

As can be seen in figure 10, Manupack has several product lines, all of which are the most demanded within the sector. Thus, the extent to which this competitor has is significantly lower than that of Tymbia as well as the length (366 products) given that the lower number of lines affects the total number of references available for sale. In this case the depth is big as Tymbia, offering many variants of each product to satisfy the needs that any company may have. It should be noted that although the breadth of Manupack is small, the gross sales of these companies comes from a number of lines of product which Manupack has, so the company focuses on covering very well the demand for the products with great rotation.

Figure 10: Lines, sublines and number of products of Manupack




Source: own elaboration Data: Manupack website

On the other hand, one of its distinctive features is the personalized after-sales service that adds value to the products purchased by customers. The guarantee depends on the manufacturer and the shipping costs are paid by the Manupack in case of wrong or defective product, and in case of returns, the goods must be without unsealing but the previous shipping costs and the resending costs are paid by the customer . The payment options in this company are bank transfer and credit card. The delivery times range between 2 and 4 working days.

Price

The prices are adjusted to the quality of the products and include VAT and shipping costs. In the case of returns of own will, the customer must pay both the shipping costs to the collection point and the return to Manupack for the money back. Table 6 below shows the average prices in each of the sub-lines that coincide with those of Tymbia and a price comparison between both companies.

Table 6: Average prices of Manupack's sublimes

LINES	SUBLINES	MEDIUM PRICE	 MEDIUM PRICE
TRANSPORT OF LOADS	Transport trolleys	755,88	959,23
	Pallet trucks	1.458,25	1.114,30
ELEVATION OF LOADS	Stackers	2.862	2.662,61
	Lifting tables	1.932	1.702,72
	Lifting cats	581,50	759,10
	Workshop crane	614,66	1.622
TOWERS AND STAIRS	Industrial stairs	264,68	521,54
WASTE MANAGEMENT	Containers	933,37	286,50

Source: Own elaboration Data: Website of Manupack (2018)

Finally, the pricing strategy of Manupack is cost plus margin, which is usually reduced to compete with the rest of the companies in the sector and achieve the greatest amount of demand. In this company sales promotions are made in which discounts reach 25%.

Place

Manupack is a retailer that sells its products through the website, email or by phone to companies or private customers. In any case, since there is no physical point of sale, the orders are sent by transport companies with which Manupack has preferential agreements. The delivery is made between 2 and 4 working days depending on the place of delivery, although some products may take longer due to lack of stock, in this case Manupack indicates on its website what products are not in stock and how long it will take reception of the order.

Manupack does not have exclusivity in the distribution of products, this means that it is in the same position as its competitors, which share several suppliers.

Communication

The communication channels used are personalized mailing for current clients, thanks to its database, which facilitates the adaptation of offers or notifications based on the client's profile, promotions, the web page itself (Image 4) and search engine positioning, although in a little advanced phase. It is highlighted that Manupack does not use social networks.

Image 4: Website of Manupack



Source: website of Manupack (2018)

It should be noted that the web page divides the products by lines and in it the telephones and contact mail appear. On the main page appear the products recommended by the company, the best sellers and those on offer. In it it is possible to see opinions of large customers such as the BMW and Mini de Barcelona dealership. The website has a search engine with a price filter.

2 MAQUITULS



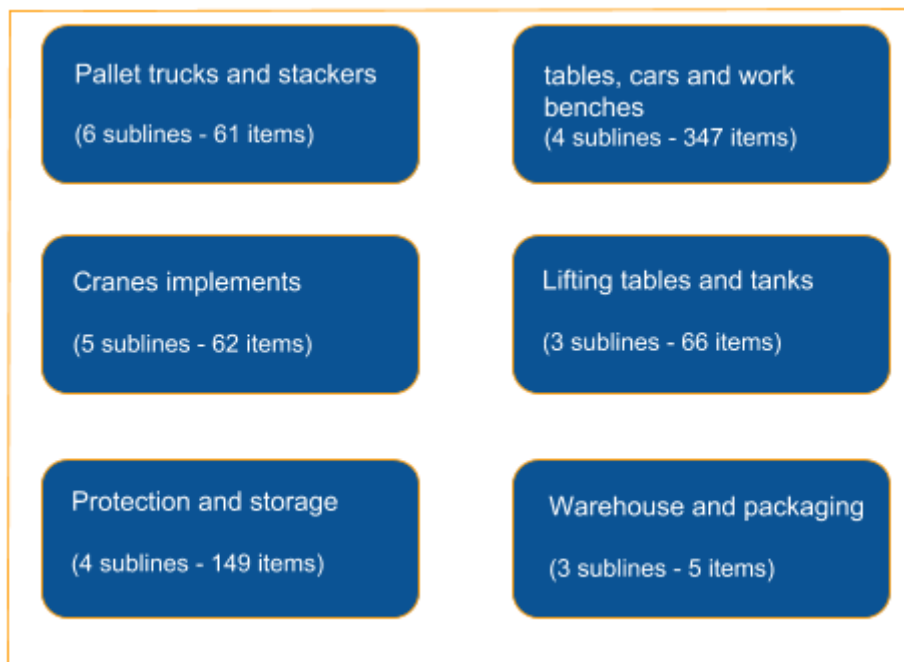
Maquituls is located on Calle Pérez Galdós, 52 in Torrenueva (Ciudad Real). Is an online shop of professional tools for individuals and companies at the best price. The company works with the best machinery of the market looking for the maximum quality and security for each one of its products. On its website you can buy tools for construction, workshops, gardening, tools for wood, metal and of course equipment for storage and maintenance.

Next, an analysis of the 4 variables of the marketing mix of Maquituls will be carried out.

Product

The differentiating factor of Maquituls is that it is not only dedicated to offer solutions for storage and maintenance, but also for other activities such as agriculture, IT, workshops, garden or construction. Therefore, the catalog to be more varied has an amplitude markedly greater than that of Tymbia, however the depth of the lines is not so great. Due to the great scope of this company, we will focus on the logistics line and its sub-lines in order to homogenize the portfolio of all the companies studied (see figure 11).

Figure 11: Lines, sublines and items of Maquituls




Source: Own elaboration Data: Website of Maquituls (2018)

The additional services available are a personalized service, a wide variety of payment options (cash on delivery, credit card, bank transfer and PayPal) and free shipping for purchases over 100 euros. The guarantee is conditioned by the manufacturer and Maquituls is responsible for the shipping costs in that case. If a client wish to return the product, the shipping costs fall on the customer and in case the product is unsealed the customer will be paid 90% of the price he paid at the beginning for that good.

Price

Maquituls use a strategy of setting cost prices plus margins. The main average prices of the products compared with those of Tymbia are shown in table 7.

Table 7: Average prices of the sublimes of maquituls

LINE	SUBLINE	MEDIUM PRICE	 MEDIUM PRICE
LOGISTICS	Pallet trucks and stackers	3.222,90 euros	1.821,86 euros
	Tables and lifting tables	1.308,38 euros	1.702,72 euros
	Attachments and cranes	1.478,93 euros	1.622,27 euros
	Cabinets, sheds and shelves	1.327,21 euros	1.219,34 euros

Source: Own elaboration Data: Website of Maquituls

Maquituls, like its competitors, carries out promotions with discounts, although they do not facilitate which is, on average, the price reduction.

Place

The distribution of Maquituls is carried out as well as its competitors by means of external shipping to the company, being free shipping as long as it exceeds 100 euros of purchase and the shipping destination is the Peninsula. In any other case, postage may vary as the company deems appropriate.

For orders with destination in the Peninsula, the delivery time is between 24 and 48 hours from the payment in case the products are in the warehouses and for the products sent directly by the supplier, it is not guaranteed that said deadlines. The delivery is made through Seur.

Regarding the products that distributes, Maquituls does not have exclusivity in any of the products and performs the functions of retailer, so it distributes to companies and individuals.

Communication

To finish the analysis, the communication tools that Maquituls uses are the website (Image 5), a detailed blog with interesting articles that go beyond the characteristics of the products, sales promotions, email, free ad portals like Milanuncios and social networks like Facebook, Twitter and Google plus.

Image 5: Website of Maquituls



Source: Website of Maquituls (2018)

It should be noted that the website is very visual and current. In it are the products divided into lines and sub-lines. The most popular products and those with special promotions are shown on the home page. In addition it shown links to blog entries with a presentation of great visual impact and the full list of suppliers with whom they work, to which a click redirects all the goods that the company offers from that provider. To finish, a remarkable aspect is that from the web it is possible to send whatsapps and there is a live chat to make queries and in which it is not necessary to register.

3 NOUCAR



Noucar is a company located in Castellón in the industrial area Les Forques (Almazora) with more than 30 years of experience in the industrial and maintenance sector, renting, selling and repairing trucks, elevators, sweepers, pallet trucks and stackers among others. It is an official dealer in Castellón of the manufacturer Cat Lift Trucks and exclusive importer of brands such as sweepers ISAL. This company sells to enterprises and individuals.

Noucar is a specialist in finding it's customers the best solution at the best price and with the best possible guarantee. His professional career and his experience together with the knowledge of the market and his professionalism guarantee it.

Next, an analysis of the 4 variables of Noucar's marketing mix will be carried out.

Product

Noucar is dedicated to the sale, repair and rental of machinery for storage and maintenance in addition to offering spare parts. The products offered for sale for user acquisition can be new or used. In this section we will focus in greater depth on the new ones.

As can be seen in figure 12, Noucar has an amplitude of 12 product lines with a length of 383. The depth of the lines is less than that of Tymbia, for example it has 53 variants of pallet trucks while Tymbia has 101 variations .

Figure 12: Lines and items of Noucar



Source: Own elaboration Data: Noucar website (2018)

Additionally, it offers a high quality customer service through email and telephone and offers the financing option unlike the closest competitors.

Price

The prices that appear on the website include VAT. If the purchases are delivered within any of the member states of the European Union, the prices to be paid will be those that appear on the web. If on the contrary they are delivered in territories of non-member states of the European Union or in the Canary Islands, Ceuta or Melilla, the operations will be exempt from VAT.

The prices of each of the product lines with VAT that match with the ones that Tymbia has are shown, Noucar prices include shipping costs to the peninsula (See table 8):

Table 8: Average price of Noucar product lines

PRODUCT LINES	MEDIUM PRICE	Tymbia MEDIUM PRICE
Stackers	4.703	2.662,61
Forklifts	5.306,80	959,29
Platforms	3.656	8.180
Pallet trucks	2.849,50	1.114,30

Source: Own elaboration Data: Noucar website (2018)

The pricing method that follows is that of cost plus margin, like the rest of companies. Unlike the rest of its competitors, Noucar does not make any promotions.

Place

Noucar, as well as the competitors analyzed previously, has a website, email and contact telephone number to make purchases of the products. The delivery is made by transport companies with express delivery, and delivery times are communicated to the client once the order has been confirmed. Shipping costs to the peninsula are included in the price.

Noucar has the exclusive of some products such as the products of the Cat Lift Trucks brand or the ISAL sweepers. Noucar is an exclusive dealer of the Cat Lift Trucks brand for the entire province of Castellón so it has a territorial exclusivity and is also the exclusive importer in Spain of the ISAL sweepers.

Communication

Regarding communication issues, Noucar only uses the website (Image 6), SEO positioning, personalized mailings to companies and customers and social networks or promotions are not used, which is why it has the worst communication issue with respect to its competitors.

Image 6: Website of Noucar

The screenshot shows the Noucar website homepage. At the top, there is a yellow header with the Noucar logo (a hand holding a globe) and the name 'NOUCAR' in large blue letters. To the right of the logo, there is a phone number 'C 900 112 192'. Below the header is a navigation menu with categories: Inicio, Carretillas, Barredoras, Fregadoras, Transpaletas, Apiladores, Todoterreno, and MB. Below this is a secondary menu with sub-categories: Estanterías, Plataformas, Recambios, Máq. especiales, Tractoras, Máq. construcción, Máq. portuarias, and Usadas.

The main content area features a large image of a blue and black FASA electric pallet truck. To its right, there are three text blocks:

- Caterpillar Eléctrica 2.500 – 3.500 Kg. 80 V.**: La nueva carretilla contrapesada eléctrica Caterpillar de 2.500 - 3500 kg., utiliza la tecnología trifásica AC con nuevos avances en los sistemas electrónicos.
- ATICA - Partners Meeting Sevilla 2016**: Nuevo éxito de la que sin duda ya es la Primera Central de Compras y Servicios en Europa, del Sector de las Carretillas Elevadoras.
- ISAL - NUEVA Barredora PB110 SH/E**: ISAL lanza la nueva Barredora de Conductor Sentado PB110 en versión Gasolina y versión Eléctrica con Baterías.

Below the main image is a section titled 'Productos destacados' (Highlighted Products) with two items:

- Carretillas electricas Mariotti Mini**: La carretilla elevadora eléctrica de 3 ruedas mas compacta del mercado. Entre 400 a 600 kg. capacidad de carga.
- Transpaleta manual 2500 kg galvanizada**: Transpaleta manual galvanizada de 2.500 kg. capacidad de carga. Robusta y resistente.




On the right side of the page, there is a red 'Tienda online' (Online Store) section with filters for 'Tipo' (Nueva (367)), 'Producto' (Transpaletas (53)), and 'Marca'. Below it is a dark blue 'Buscador' (Search) section with dropdown menus for '¿Qué producto necesita?', '¿Nuevo o usado?', and '¿Dónde se encuentra?'. At the bottom of the search section, there is a link for 'No interesa financiación'.

Source: Website of Noucar (2018)

The Noucar website is the simplest of all. On the home page there are the different product lines that are available and the products highlighted by the company. On the right side there is a search engine with filters where people can find the goods according to his needs of new and used products.

Following is a comparative table of the marketing variables of Tymbia Solutions competitors (Table 9):

Table 9: Comparission between competitors of Tymbia

COMPETITORS	PRODUCT	PRICE	PLACE	COMUNICATION
	5 lines of product with a total of 15 sublines. Total items 366	<p>Method of fixing prices: cost plus margin.</p> <p>Prices include IVA and transportation costs.</p> <p>Discounts are made that reach up to 25%.</p>	<p>Deliveries to Spain and Europe</p> <p>Delivery term: from 24 to 48 hours since the payment has been made for deliveries in the peninsula, If the delivery is in another destination, the term varies.</p> <p>Free shipping cost</p>	<p>Promotion of sales on the website with up to 25% off</p> <p>Custom mailing</p> <p>Google Adwords</p>
	6 lines of product with a total of 25 sublines. Total items 690	<p>Method of fixing prices: cost plus margin.</p> <p>Prices include IVA and transportation costs.</p> <p>There are discounts on the products but it is not possible to compare with the previous prices.</p>	<p>Deliveries to Spain</p> <p>Delivery term: from 24 to 48 hours since the payment has been made</p> <p>Free shipping on purchases over 100 euros made in peninsula</p>	<p>Promotion of sales on the website</p> <p>Online blog</p> <p>Custom mailing</p> <p>Free ad portals such as Milanuncios</p> <p>Social networks such as facebook, Twitter and Google+</p>
	12 lines of product with a total of 476 items.	<p>Method of fixing prices: cost plus margin.</p> <p>Prices include IVA and transportation costs in Peninsula.</p>	<p>Deliveries to Spain and Europe</p> <p>Delivery term: It is given when the payment has been made, depends on more factors</p> <p>Free shipping cost in deliveries to peninsula</p>	<p>Google Adwords</p> <p>Custom mailings</p>

Source: Own elaboration Data: Websites of Manupack, Maquituls and Noucar

From the summary table, we can make a brief analysis of the strengths and weaknesses of the competitors. The strengths of Manupack are that they include all the expenses and taxes in the final price, they carry out promotions and they have their own warehouse in which they have stocks of a large quantity of products, which speeds up the delivery of material. It's weaknesses are the low depth of its product lines and its website that has become obsolete. Regarding Maquituls its strengths are the breadth of its lines (the company that most focus on individuals), its website design, a price that includes all costs and free shipping for purchases over 100 euros. The main weaknesses are that it is not possible to know the price previous to the promotions they make and its less depth in each line of his product portfolio. Finally, Noucar counts as strengths the fact of being an official distributor of machinery brands in Castellón and province and offering different options to other competitors such as rental or sale of second-hand products. As weaknesses I find a very obsolete web page in which the prices of the products do not appear and a bad positioning in search engines.

2.3. Market and sector Analysis

2.3.1. Analysis of the sector

The electronic commerce in Spain was placed in the year 2017 above the 7.700 million euros in transactions according to data offered by the National Commission of Markets and Competition. Last year, Spanish electronic commerce reached 55.1% of the total sales of the country, which is why the boom that this type of trade is having is undoubted.

The CNAE code for the activity carried out by the Enterprise in the sector is 4791 (Retail trade by mail or internet). In this activity there is a total of 166,105 companies in Spain.

On the other hand, the logistics sector is in deep change due to the boom that e-commerce is taking place because of the influence of new digitalization technologies and the entry of new competitors that previously could not access certain markets.

The appearance of new sales platforms means that customers have what they buy with increasing immediacy and this encourages investments in logistics to intensify. They demand a better service to the sector, faster, transparent and at more competitive prices. According to the 'The future of the logistics industry' report of PwC in 2016, 28% of companies claim to be digitally advanced. In this report, 90% of respondents are aware that the advantages of new technologies and data analysis have to improve the internal operations of companies and provide a better service, so the level of demand for the sector that commercializes products of warehouse goes in that direction.

The use of data analytics, robotization, automation of processes, the use of autonomous vehicles and drones are some of the main technologies that will appear in the storage and logistics sector in the coming years.

Robotic warehouses are currently emerging with the help of stacker cranes that are teams that can carry out translational and elevation movements simultaneously. The orders are sent to these teams by a processor so that the movements are carried out by the machine itself instead of by the operators. It is the processor itself that receives the orders from a host of the company and distributes the guidelines to each of the

connected equipment. The investment is high and only justified with the need for high productivity so it is within the reach of larger companies.

It should be noted that investments in the sector will have their main focus on the technologies for managing relationships with external stakeholders such as customers and suppliers, with CRM being of great importance, as it is currently, but with new features such as automation in data capture, filtering or integration of processes.

In short, the supply chain becomes more fluid, improving communication with suppliers and streamlining the supply process to add value in the supply chain in the customer's link.

2.3.2. Analysis of the Clients

The profile of the industrial client is very different from that of a buyer of consumer goods, since it demands products that are fully adapted to their needs. One of the most important factors are the technical characteristics of the same, leaving in the background the aesthetic or prestige factors. Other relevant aspects are the quality and durability of the materials and the punctuality of the deliveries so as not to cause problems in the rhythm of production or use of the product by the customer.

What factors does the customer have in mind when buying an industrial good?

The technical characteristics. The information regarding specifications, rules of use, conservation, technical data of composition, form, quality, use and performance.

Needs and uses. In industrial goods, customers are not influenced by psychological aspects when making purchases. It takes into account the need met and the improvement that can contribute to the performance of the activity, in which a team of technicians or specialists determine the needs to be covered.

Dependence on the cost price. Each industrial product has an impact on the costs of the products sold, so that its choice will influence the price at which the goods are sold.

Influence on production Industrial goods also influence the productive capacity of a company, its productivity, quality and even delivery times.

Technical service. The technical service is fundamental in the purchase decision in order to provide security at the time of purchase and this in turn is a statement of product quality.

Hàbits of the client at time of purchasing industrial products:

Deal with sellers to know the product in detail. Unlike consumer goods, if they are not highly standardized industrial goods, customers usually contact sellers to solve doubts because they are very specific and expensive products.

Clients negotiate to obtain the best prices. The habitual clients manage to be loyalized by the effort that the companies do reducing them the sale price.

They are less sensitive to price variations than a customer of non-industrial goods. Variations in prices are frequent and affect consumers less since they are high durability goods.

They have preference for direct delivery to the facilities. When dealing with large and heavy goods, most prefer to be sent directly to the facilities.

In relation to clients of products of storage, it should be noted that logistics is becoming increasingly important in the competitive strategies of companies and is emerging as a differential factor that adds value to the product and the customer.

However, currently, logistics does not have a well defined scope in the industrial field and some companies do not consider it as a very important element for their operations. According to a report made by the European Logistics Association in 2016 about trends in the management of the supply chain in organizations, more than 40% of companies do not know the breakdown of logistics costs, when depending on the sector they can suppose a 14% of the total costs.

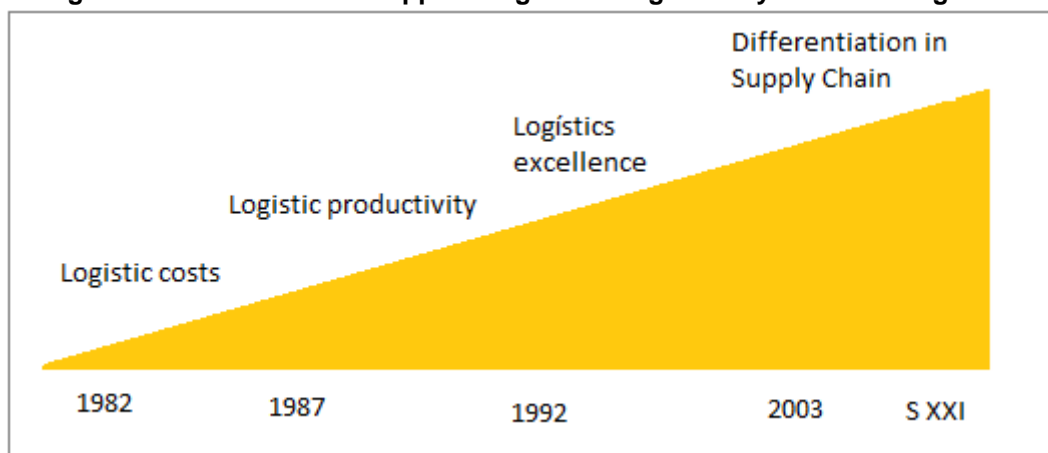
Currently there is a clear difference between the stores considered to be in the middle and the best stores in relation to stock management. The differences lie in the historical importance that has been given to them, since it was considered as a less important department than others such as production, sales, marketing or R & D.

However, trends in storage are beginning to change due to globalization and innovations in transportation, financial deregulation and information and communication technologies. Warehouse management has become a strategic part of the company and is playing a decisive role in differentiating itself from the competition. This is why poorly designed or poorly managed stores can have negative effects on planning, production and customer service, with very negative financial consequences for the company.

The correct management of the logistics supposes a service of added value for the final client and although it presents difficulties to quantitatively measure the economic effect that it generates to the company, it is considered as a tool for the competitive strategy of the companies. The optimal management has a reduction in costs, eliminating expenses from inefficient processes and taking advantage of the synergies created between agents. Another important point is that the design of the logistics chain can affect the final customer and therefore sales and loyalty, which means that the companies that better manage it, higher economic returns will obtain.

In the figure shown below (Figure 13), it can be observed the evolution of the approach given to logistics over the years. Starting from the importance to the logistics and transport costs, through the improvement of the logistic productivity, to reach a differentiation in the management of the supply chain.

Figure 13: Evolution of the approach given to logistics by industrial organizations



Source: *European Logistics Association (2004)*

The tendency towards differentiation seems to be accentuated by automation, use of data analytics or robotization of maintenance processes and the emphasis on relational management with suppliers of warehouse products.

3. SWOT ANALYSIS

Table 10: SWOT Analysis

STRENGTHS	WEAKNESSES
<p>Wide variety of products for sale</p> <p>Company with major length among competitors</p> <p>Advantageous agreements with some suppliers</p> <p>Some products have very tight prices</p> <p>Very personalized customer service</p> <p>Cost savings for shared facilities</p> <p>Outsourced accounting and HR functions</p> <p>Savings in storage costs</p> <p>Flexibility in making decisions</p>	<p>Not all products have competitive prices</p> <p>Dependence on suppliers' stocks</p> <p>Dependency of shipping companies</p> <p>No physical point of sale</p> <p>Poor positioning on the internet</p> <p>Shipping costs not included in the price</p> <p>Prices are not regularly updated</p>
OPPORTUNITIES	THREATS
<p>High barriers to entry in the sector</p> <p>Complexity of substitute products</p> <p>Appearance of online sale portals</p> <p>Possibility of robotization in warehouse management processes</p> <p>Emergence of CRM capable of optimizing the management of the client portfolio</p> <p>Growing demand for equipment rental</p>	<p>Some companies are more competitive in some products</p> <p>Some customers want to see the product before buying it</p> <p>Competitors are more efficient in communication</p> <p>Some competitors offer the possibility of financing</p>

STRENGTHS

Wide variety of products for sale There are many variants of each product available for sale.

Company with major length among competitors Tymbia has more than 11,000 references available to the consumer (925 displayed on the web) due to the number of products offered by its suppliers.

Advantageous agreements with some suppliers There are certain suppliers that have a favorable treatment towards the company, either due to discounts or availability for shipments directly to the final customer, as well as identification of the products with the Tymbia Solutions logo.

Some products have very tight prices Due to the discounts of some of their suppliers and the low margins with which they work, Tymbia can offer products at very competitive prices.

Very personalized customer service Many people use the mail or mobile phone enabled to make queries which are answered by the workers in a very short time and with a commitment to help or offer the best solution to the customer.

Cost savings for sharing facilities Being located in the facilities of Tecnocar Castellón, the company's expenses are reduced. Jacobo, the head of Tymbia is also the head of Tecnocar group. Because of this, Tymbia shares warehouses with the rest of the Tecnocar group companies and can also resort to buying products from the rest of the companies at cost, which speeds up the process of arrival of the goods to the final customer.

Accounting and HR functions shared with other group companies, this means that it is not necessary to have employees in the company's staff dedicated to each of these areas.

Savings in storage costs Tymbia has a part of the Tecnocar group warehouse where it mainly stores solid wheels and pallet trucks since they are the products that it sells

the most, but the rest of the products do not ask the supplier until it is bought by the customer, so that the storage costs are very low since once the product arrives by the transport company, it is forwarded to the final customer. Another advantage is that there is no rush to sell certain products since the company has not bought them yet.

Flexibility in decision making The fact of having so many suppliers and having two workers makes decision making very fast and the procedures are not always the same. Many factors are flexible such as the choice of purchase from a supplier, choice of transport company, number of products in stock, discounts at the choice of workers etc ...

WEAKNESSES

Not all products have competitive prices. The sale prices depend on the supplier and the shipping. Some suppliers do not offer as many facilities as others and in many cases it is not very profitable to sell very cheap products because they leave little margin and the shipping costs must be added, which does not benefit the consumer either.

Dependence on suppliers' stocks The disadvantage of not storing many products is that they depend on the stock that the suppliers have or on the mistakes they may make when preparing the shipment. This can lead to delays, mistakes and economic costs for Tymbia and the end customer as well as affecting the image of Tymbia.

Dependency of shipping companies When sending the package to Tymbia or to the final customer, there may be delays or damage to materials outside the company that cause discomfort on the part of the customer.

No physical point of sale Although online commerce is booming, there are still people who are reluctant to use it and prefer to buy at the physical point and see or try the products.

Poor positioning on the internet SEO and SEM campaigns are improvable since there are better positioned competitors on the internet. Social networks are hardly used and the payment to position the company in search engines is used in few occasions.

Shipping costs not included in the price The competition includes shipping costs or offer them free of charge for reaching a low purchase amount. Expenses make the product more expensive and visually it has a negative impact on the client if there are not easily displayable.

Prices are not updated regularly This aspect is a problem for Tymbia since the competitors that update prices are the most competitive and therefore those with the highest demand.

OPPORTUNITIES

High entry barriers in the sector make it an attractive sector given that few companies will be able to access it and as a consequence there is less risk to an increase in competition and to lose market share.

Complexity of substitute products The complexity, the high cost of substitute products and the constant demand for products make it an stable market and in which there is great demand throughout the year.

Appearance of online sales portals They are accessible media with high visibility. Many of the clients contact the company through the platforms of Milanuncios, Amazon or Vibbo.

Possibility of robotization in warehouse management processes As technology advances, new solutions appear for companies that automate and streamline store management.

Emergence of CRMs capable of optimizing customer portfolio management Facilitate customer relationship management by reducing response time and making it more convenient to use.

Great demand for product rental This situation opens a new range of possibilities to the company that would see how its variety in the offer would increase and attract people with different demands to those of the people who buy the products, thus gaining market share.

THREATS

Some companies are more competitive in some products, which means that few units of these products are sold in Tymbia. These products are offered to facilitate the customer can find many products in one place, but there are better alternatives in other companies.

Some customers prefer to see the product before buying it. This means that Tymbia can not show them in person on most occasions.

Competitors have more developed the communication part which makes them more visible on the internet and in other channels and improve their sales and their positioning in the mind of the consumer.

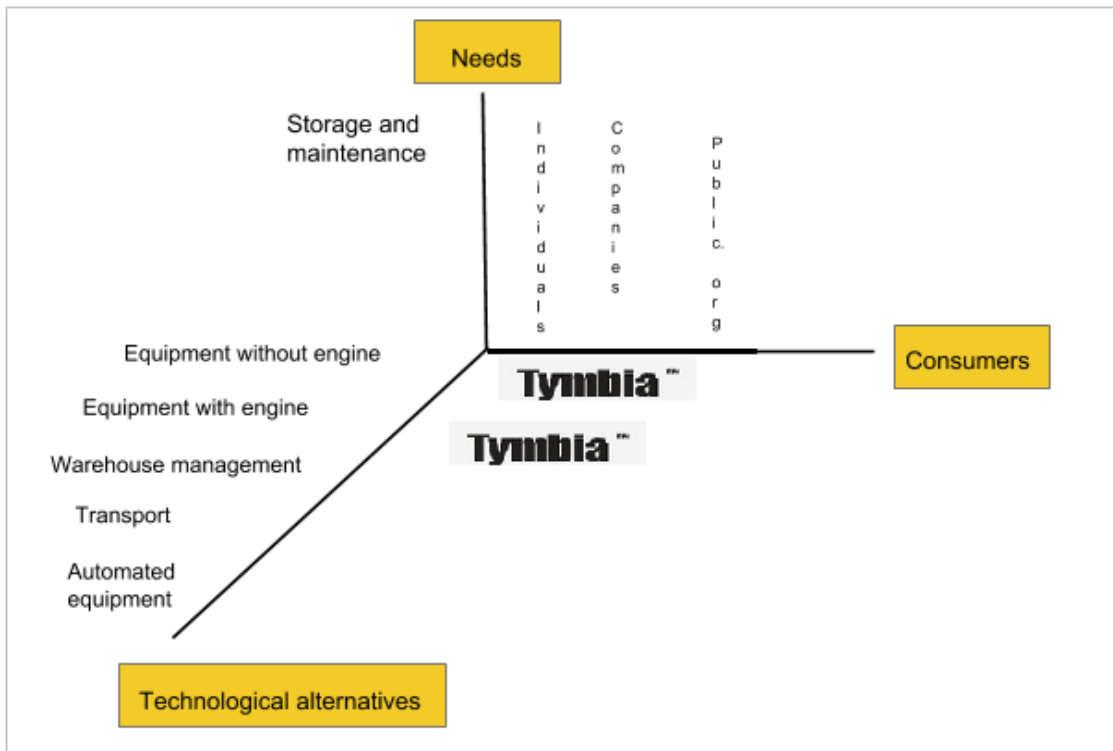
Some competitors offer the possibility of financing what can lead customers to opt for another company because the products sold in these types of companies are expensive.

4. MARKET SEGMENTATION

4.1. Segmentation of the Demand

As can be seen in Figure 14, Tymbia addresses the market of products of warehouses composed of buyers who belong to the sector of companies and individuals, satisfying the need for storage and handling of loads, all of which offer non-motor and motorized equipment as technological alternatives.

Figure 14: Product market of Tymbia Solutions



Source: Own elaboration

Next, an analysis of the markets targeted by Tymbia will be carried out taking into account two segmentation criteria: the desired benefit (private use or business activity) and the quantity demanded according to the volume of activity. From these two criteria 3 segments have been determined. (Figure 15):

Figure 15: Market segments to consider in the future for Tymbia



Source: Own elaboration

Individuals This segment is made up of people who need industrial equipment for reasons unrelated to the economic activity of a company. Generally the segment of the individuals knows the need that wants to cover but not which is the best solution to satisfy it. It is also common to make the purchase on the web and before contact the company to help in the decision process The purchases made by this sector are not large and respond to household needs.

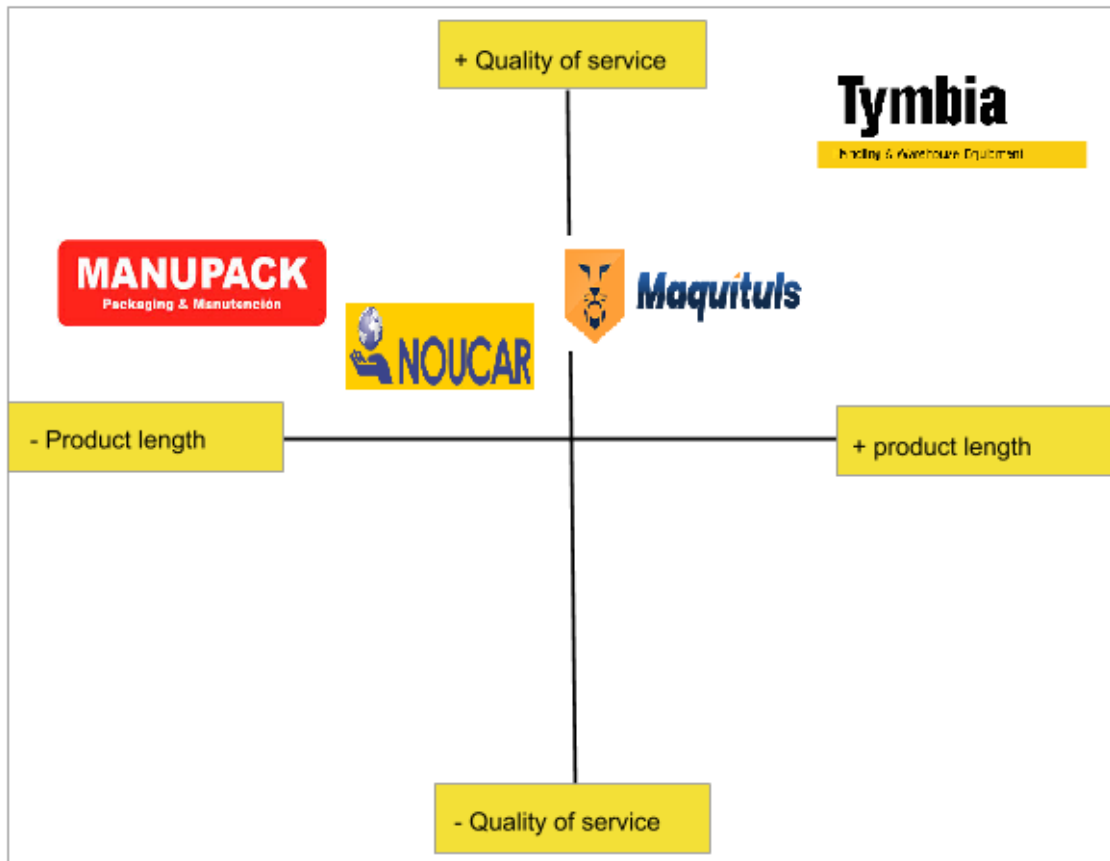
Small and medium enterprises Small businesses are the main segment that Tymbia is currently targeting. They need material but not in large quantities and need advice from the company, so it is usual to receive calls and emails in the offices in order to resolve doubts and adapt the best offer to the needs of the client. They are also the segment to which most of the company's communication actions are directed (these are the ones that most frequently receive personalized mailings and telephone calls). This segment is concerned with the costs of the company and highly appreciates the discounts for volume or loyalty that Tymbia makes them.

Big companies Some of the actions that will be proposed later will be related to adress large companies due to its potential and its scarce present presence of the company in this segment. This segment is formed by companies that have affiliates and for that reason they buy a lot and very frequently. They are, therefore, those that buy at the best prices and which many competitors fight for loyalty because it means having sales regularly. These companies make purchases through email knowing that the purchase prices will be much lower if they buy through this medium instead of the web.

4.2. Positioning

In this section we will classify Tymbia and its competitors through a positioning map (Figure 16) according to aspects such as the quality of service and the length of products that have .

Figure 16: Positioning map



Source: Own elaboration

As it can be seen in the figure, Tymbia is by far the one with the longest product length (925 that sells through the web), surpassing Maquituls in more than 200. Far behind are Noucar with 383 and Manupack with 366. As it has been said before, the highest turnover products are sold by all the companies, so there are many products that represent a very small percentage of the sales of Tymbia or Maquituls (they are the ones that have more variety). Noucar also offers the products specified in the previous sections, service of repairs, sale of second-hand products and rent, which means that his income does not come only from the sale of equipment and it is more understandable that its length is not so great. Manupack focuses on the sale of products with higher turnover, which means that storage costs are reduced, since one of the advantages is that they have their products in stock.

In terms of service quality, Tymbia is also above its competitors. The deal with customers is friendly and cordial, and they dedicate time and effort to people without any commitment to purchase. Each time customers buy more through the mail or by phone because of how comfortable they are. The outstanding aspect of the service offered is the sending of specific information that the customer needs, comparison

between different models, resolution of doubts about use, maintenance, recommendations of the products that best suit the client (for example, in Tymbia they receive photos of the plates of machines of the clients so that the own client does not have to worry in knowing which is the piece or implement that adapts to his machine, leaving this task in the hands of the workers of Tymbia Solutions).

5. MARKETING OBJECTIVES

Among the objectives set for the year 2019 we consider:

- COMMERCIAL RELATIONS OBJECTIVES

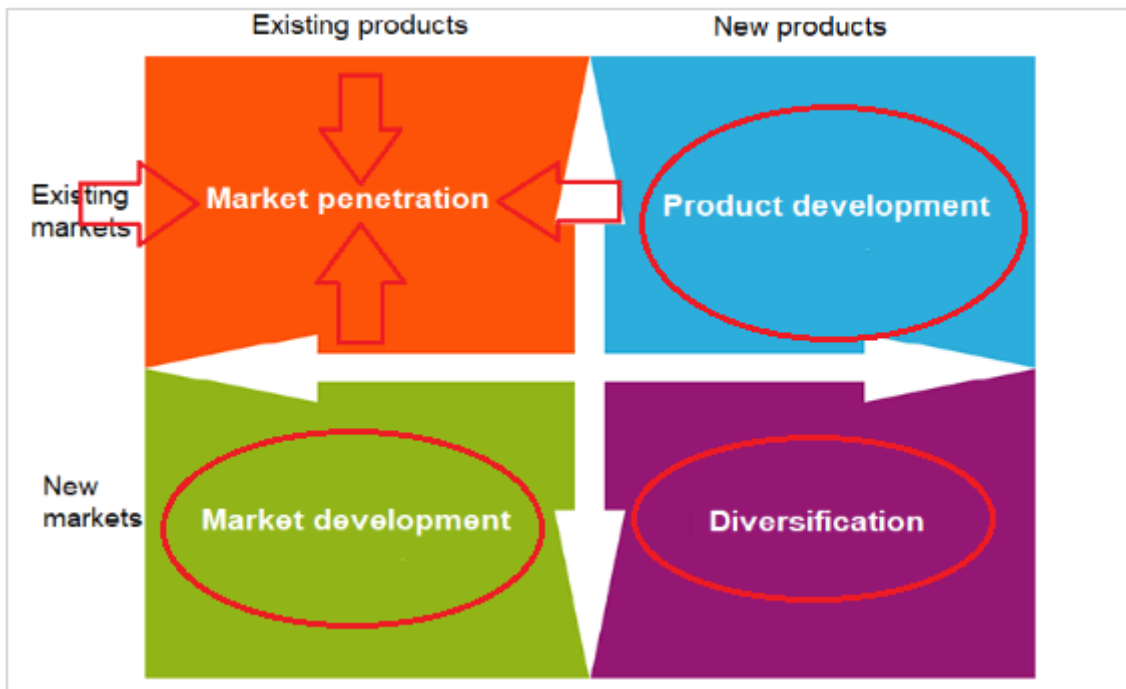
- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Increase the number of purchases on the website by 10% compared to the previous year
- Get 90% of current customers to remain loyal to the company
- Increase visits to the website by 30% compared to the previous year
- Reduce the time elapsed between the sale and arrival of the product to the client

- FINANCIAL OBJECTIVES

- Increase total billing by 20% over the previous year

6. MARKETING STRATEGIES

Figure 17: Ansoff's matrix



Source: Own elaboration

6.1. Growth and Diversification Strategies

To analyze the growth strategy, we will go to the Ansoff matrix to visualize what strategy Tymbia will carry out (Figure 17).

Of the four possible alternatives, Tymbia performs market penetration. This means that he wants to target the current market by growing sales. The experience of the owners and the good agreements they have with the suppliers, apart from the potential and entry barriers that the existing market has, make the company see viable to grow by increasing the number of sales. The products of greater rotation have good prices and the customer service is of high quality, so that the achievement of the strategy can be achieved by improving marketing activities, with special relevance the section of communication that is what results in a differential factor when it comes to gaining visibility and therefore increase sales.

However, Tymbia should carry out other strategies such as market development, product development or diversification. The reason why should carry out the market development strategy is the great utility that new markets would give to existing

products. Tymbia must enter new markets like that of large companies as they are market segments that make a lot of use of the products that Tymbia sells and is therefore an interesting market. On the other hand, the product development strategy is another one that should be carried out. Although Tymbia does not produce products, it could offer complementary services such as rental of machines or the introduction of robotic warehouses. Finally, the diversification strategy should also be carried out by the company, directing these new services to the large companies that have the greatest need and economic capacity to buy and / or rent them.

6.2. Competitive Strategy

As for the competitive strategy that Tymbia carries out at present, it is the follower, since it is a distributor that is not in the first position of the market nor are in disposition to dispute it.

The objective is obviously to assume the role of the challenger, since the company has the ability to offer added value to the client through future proposals, could increase the differentiation with innovative products that would be difficult to achieve by other companies (robotics or intelligent management of warehouses).

6.3. Strategy as competitive advantage

Regarding the strategy as a competitive advantage, Tymbia must keep betting on the strategy of differentiation. Tymbia has to differentiate itself through the quality and variety of products it offers and be among the first distributors of storage and maintenance products that introduces complementary services for warehouse management and robotics.

On the other hand, it must also be differentiated in relation to the service provided to the client. It is important to advise correctly the people who contact the company, to establish shipments as quickly as possible, to anticipate stock breakages that may have suppliers so that this does not affect the final customer or replacement service in case the products have to take to repair among others.

It should be noted that the company must also continue to make use of the competitive strategy of cost leadership in those products in which it obtains large discounts for its

high turnover and which allow costs to be lower than those of its competitors and therefore establish prices inferior to those of its rivals.

6.4. Segmentation Strategy

Regarding the segmentation strategy, it should be emphasized that Tymbia currently uses concentrated segmentation since it focuses on only two segments that are that of SMEs and individuals, with a variety of products that are very focused on covering the needs that this group of companies have regularly. This strategy allows Tymbia to better know its target and therefore offer through personalized communication campaigns the products that best adapt to the needs of customers. In the future and with the objectives and measures proposed in this plan, we intend to use the differentiated segmentation strategy in order to expand to other segments with different products and services that make it easier to meet the needs of new segments such as large companies (mostly with the introduction of robotics, warehouse automation and renting) and strengthen the segment of SMEs who are offered new services such as rental.

7. ACTION PROGRAMS

7.1. Summary of Action Programs

Table 11: Summary Action Plans

Actions	Objectives
1) Offer machinery rental service	Achieve that the conversion ratio of the information request number in purchases reaches 30% Increase the number of purchases on the website by 10% compared to the previous year Increase visits to the website by 30% compared to the previous year Increase total billing by 20% over the previous year
2) Offer warehouse automation service	Achieve that the conversion ratio of the information request number in purchases reaches 30%

	<p>Increase visits to the website by 30% compared to the previous year</p> <p>Increase the number of purchases on the website by 10% compared to the previous year</p> <p>Increase total billing by 20% over the previous year</p>
3) Update product prices more regularly	<p>Achieve that the conversion ratio of the information request number in purchases reaches 30%</p> <p>Increase the number of purchases on the website by 10% compared to the previous year</p> <p>Increase visits to the website by 30% compared to the previous year</p> <p>Increase total billing by 20% over the previous year</p>
4) Analysis of competitors to fix prices	<p>Achieve that the conversion ratio of the information request number in purchases reaches 30%</p> <p>Increase the number of purchases on the website by 10% compared to the previous year</p> <p>Increase visits to the website by 30% compared to the previous year</p> <p>Increase total billing by 20% over the previous year</p>
5) Reach agreements with new suppliers	<p>Reduce the time elapsed between the sale and arrival of the product to the client</p> <p>Increase total billing by 20% over the previous year</p> <p>Get 90% of current customers to remain loyal to the company</p> <p>Increase the number of purchases on the website by 10% compared to the previous year</p>
6) Establish agreements with transport companies	<p>Reduce the time elapsed between the sale and arrival of the product to the client</p> <p>Get 90% of current customers to remain loyal</p>

	to the company
7) Implement a CRM with more functionalities	<p>Achieve that the conversion ratio of the information request number in purchases reaches 30%</p> <p>Get 90% of current customers to remain loyal to the company</p> <p>Increase total billing by 20% over the previous year</p>
8) Improve the internal search engine of the web	<p>Achieve that the conversion ratio of the information request number in purchases reaches 30%</p> <p>Increase the number of purchases on the website by 10%</p> <p>Increase visits to the website by 30% compared to the previous year</p> <p>Increase total billing by 20% over the previous year</p>
9) Improve blog content and position it in a more visible position	<p>Increase the number of purchases on the website by 10%</p> <p>Increase visits to the website by 30%</p>
10) Include transportation costs in the final price	<p>Achieve that the conversion ratio of the information request number in purchases reaches 30%</p>
11) Increase the number of promotions on the web to the most loyal customers	<p>Achieve that the conversion ratio of the information request number in purchases reaches 30%</p> <p>Get 90% of current customers to remain loyal to the company</p> <p>Increase the number of purchases on the website by 10% compared to the previous year</p> <p>Increase visits to the website by 30% compared to the previous year</p> <p>Increase total billing by 20% over the previous year</p>
12) Attending storage and handling fairs for the first time	<p>Increase the number of purchases on the website by 10% compared to the previous year</p>

	<p>Increase visits to the website by 30% compared to the previous year</p> <p>Increase total billing by 20% over the previous year</p>
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Source: Own elaboration

7.2. Action Programs

Action 1: Offer machinery rental service (product decision)

Objectives to which it contributes:

- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Increase the number of purchases on the website by 10% compared to the previous year
- Increase visits to the website by 30% compared to the previous year
- Increase total billing by 20% over the previous year

Target audience: SMEs and large companies

Of the existing competitors, Noucar is the only one that is dedicated to the sale and the rent of machinery. The sector of rental of machinery in Spain has grown by 5.4% in 2017 and according to a study by the European Rental Association (ERA), the forecasts for the year 2018 of our country are at the head of the European Union with increases of around 4.5%. It is a sector characterized by offering value-added services, especially in Spain, a country in which it stands out as a provider of integral services with a vocation to satisfy the needs that the client may have.

Regarding the demand for equipment rental, many of the customers who end up buying new machinery, would prefer to buy it second hand or rent it because the use they are going to give does not fully compensate them for a new machine. Given how interesting it is for many companies to rent equipment for their stores for the added services and comfort that they provide (maintenance, training for inexperienced people, etc.), expanding the product line to equipment rental is an opportunity that should take

advantage of Tymbia betting in this way to continue differentiating through the broad portfolio of products and a service of quality.

The renting contract would include maintenance and any repair of damage to the contracted machines. Its duration would be of minimum four years and maximum eight. The service would be carried out on the machinery that supposes a greater cost for the client and that contributes a greater added value for him. The total rental cost once the maximum rental period reached would be 80% of the cost of the product, at that time the client could decide between buying it for 30% of the value of the product (value of the new product) or not acquiring it, with what would happen to go on sale as a second-hand product.

Tymbia would start by renting two pallet trucks weighing 2,000 kg with printer valued at 6,830 euros, 4 electric pallet trucks valued at 2,600 euros, two electric stackers of 1,600 kg at 4500 mm valued at 9,980 euros, five lifting tables of 4,000 kg valued at 4,590 euros and an electrico rises valued at 13,970 euros.

Action 2: Offer warehouse automation service (product decision)

Objectives to which it contributes:

- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Increase visits to the website by 30% compared to the previous year
- Increase the number of purchases on the website by 10% compared to the previous year
- Increase total billing by 20% over the previous year

Target audience: Large companies

Autonomous operating vehicles are booming especially in large companies as they provide greater efficiency in the transport of goods within warehouses. These machines have the ability to work in environments with people and help them in their work and are also characterized by adapting to the requirements of any company, doing tasks that are less and less repetitive and that would involve a great physical effort for people. Due to the great advances that have occurred in recent years, these machines are able to move through the warehouses without having to go on rails, that is, they

have a scanned model of the warehouses and are transported by them freely. For the handling of the products, the machines have in their database the barcodes of the shelves, which makes them know where they have to transport the products.

By offering warehouse automation Tymbia can be introduced more easily in the segment of large companies, which are the ones that make the most use of the latest technological innovations. In addition, the introduction of this service would further strengthen its competitive advantage of differentiation with respect to the variety of product and quality of the service offered so far.

Some of the providers that could be used to offer these services are the Spanish company Mecalux or Modula. Tymbia would start offering simpler automation services such as single column stacker cranes and pallet conveyors.

Action 3: Update product prices more regularly (price decision)

Objectives to which it contributes:

- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Increase the number of purchases on the website by 10% compared to the previous year
- Increase visits to the website by 30% compared to the previous year
- Increase total billing by 20% over the previous year

Target audience: Individuals, SMEs and large companies

Suppliers establish rates for each of their products that generally vary each year. These changes are irregular, which means that not all products in the catalog follow the same trend, nor do all suppliers vary their prices in the same proportion. For example, in the new Novodinamica catalog (provider of Tymbia), the variations in prices are not significant, since in the case of a platform with mesh (valued at more than 200 euros) its price has increased by 2, 37 euros, while a platform for pallets TVH supplier, product that had a similar price to the platform with mesh, the extra cost is 19 euros. In the case of Pramac, for this new year what has gone up in price compared to the previous year has been transport costs.

Therefore, each supplier changes the prices in different amounts or even these changes vary within the same supplier, forcing the distributors to look at the products in detail to recalculate their new prices.

As Tymbia has a wide variety of products for sale, the ones that are updated are those with the highest rotation, such as pallet trucks, solid wheels or fork extensions. There are many products that are not reassigned a new price, so the proposal is to recalculate the prices of all products on the website, since there are competitors who have the same cheaper products and it is because they have updated them and for that reason they are more competitive than Tymbia. On the other hand, there are products to which they have to reassign a new higher price than the current one since the margin becomes much tighter than before (because the supplier raises the price). In this case, once the customer has purchased the product through the web, Tymbia does not cancel the order to avoid damaging its image, sometimes resulting in economic losses.

For a proper management of prices it would be necessary to incorporate a new employee who would be responsible for reviewing the prices of the competition and the costs of the products themselves whenever they change the rates of suppliers. This is intended to update and be more flexible in the face of changes in supplier rates, which may make the offer of those products in which Tymbia tries to be competitive in prices more attractive.

Action 4: Analysis of competitors to fix prices (price decision)

Objectives to which it contributes:

- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Increase the number of purchases on the website by 10% compared to the previous year
- Increase visits to the website by 30% compared to the previous year
- Increase total billing by 20% over the previous year

Target audience: Individuals, SMEs and large companies

When setting prices, Tymbia adds a margin that generally does not exceed 30%. The prices to which it sells are adjusted, but more research should be done to its competitors since the price is one of the main factors of decision of the customers.

In Tymbia there are two workers who are engaged in various activities, so there is no specific person to carefully analyze the actions of the competition. However, this process is very important since a small difference in prices can decant sales to the company that offers the cheapest.

Therefore, the recommended action for Tymbia is to analyze more competitors and adjust the prices of the products in which the company is more expensive whenever possible (see figure 17).

For this purpose, the contracted person will also have tasks to analyze weekly the prices of the competition and review the prices of Tymbia to adjust the prices as appropriate.

Image 7: Comparison in prices of the same product between Tymbia and competitors

Product	Price	Notes
Apilador manual 400kg a 850mm (Tymbia)	711,50 €	Tymbia is more expensive than his competitors in this product
APILADOR MANUAL 400KG. ALTURA 850MM. (Competitor 1)	598,95 €	AÑADIR AL CARRITO
Apilador Manual 400Kg a 850 Mm (Competitor 2)	654,95 € (crossed out) / 928,95 €	OFERTA, AÑADIR AL CARRITO

Source: Tymbia Solutions website (2018)

Action 5: Reach agreements with new suppliers (distribution decision)

Objectives to which it contributes:

- Reduce the time elapsed between the sale and arrival of the product to the client
- Increase total billing by 20% over the previous year
- Get 90% of current customers to remain loyal to the company
- Increase the number of purchases on the website by 10% compared to the previous year

Target audience: Individuals, SMEs and large companies

The fact that Tymbia has many products is also due to the fact that it has many suppliers that supply it. Some of them, such as Novodynamica or TVH parts, apply good discounts to Tymbia that make them very competitive in certain products. On the other hand one of the problems that Tymbia has is the long wait that it has to do for the purchase of some products since some of its suppliers only manufacture tailor made. This is the case of suppliers Vetter and Honisch GmbH when they supply products such as fork extensions or lifting tables.

Therefore, it is proposed to try to obtain new suppliers such as Uslugowo, which will reduce the waiting time since it has products with standard sizes so that the process that passes from the moment the product is purchased until it reaches the customer would be faster. For instance, it takes 5 weeks to manufacture and deliver a custom table and it would take 48 hours to purchase the same lifting table already produced by the new suppliers.

Action 6: Establish agreements with transport companies (distribution decision)

Objectives to which it contributes:

- Reduce the time elapsed between the sale and arrival of the product to the client
- Get 90% of current customers to remain loyal to the company

Target audience: Individuals, SMEs and large companies

Obtaining contracts with transport companies would be very beneficial for the organization since the shipping costs would be lower and the prices more competitive.

Currently, Tymbia makes most of its shipments by DHL to most of Spain and by CBL to the areas closest to its location due to cost issues. If an agreement is reached with a transport company, it ensures that it has a customer with regular demand and Tymbia has special transport rates for the products it distributes from its warehouses. By offering new services such as rental or new products such as process automation and by targeting larger companies, it is understood that Tymbia can take advantage of cheaper rates if it focuses on a single transport company.

The chosen company would be DHL, which is one of the companies that Tymbia currently has, but would make use of the special rates for companies with a minimum of 600 kg of accumulated weight per month. The reduction of the transport price would favor reducing prices in products with greater turnover and thereby improve the total turnover.

Action 7: Implement a CRM with more functionalities (communication decision)

Objectives to which it contributes:

- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Increase visits to the website by 30% compared to the previous year
- Increase the number of purchases on the website by 10% compared to the previous year
- Get 90% of current customers to remain loyal to the company
- Increase total billing by 20% over the previous year

Target audience: Individuals, SMEs and large companies

The CRM is a tool that allows to properly manage the commercial and financial management processes that take place in a company. The new trends are aimed at allowing employees to interact with customers thanks to the correct collection of information and the availability of the best tools to provide the best customer service. Predictive analytics are one of the key factors to consider when deciding on a CRM or

another, since marketing executives or commercial executives are able to predict the impact of their activities.

Tymbia must change the Navision CRM to a more efficient one that has extra functionalities that allow the company to better manage internal processes and that can serve as an analysis tool about the transactions carried out. The drawback of the current CRM is that it does not account for the stocks and it is important to keep a precise accounting of them since several times the company has proceeded to the sale since it thought that it had products in its warehouse but did not have them. On the other hand, a better management of the data and its presentation would have positive consequences for the decision making in the company. The CRM that best suits the needs of Tymbia is Netsuite. Netsuite offers a customer data panel organized for easy and quick access by the company's employees, and also offers customizable tools for the automation of the commercial network, order management or sales forecasts and the possibility of create reports on data collected from customers. The regular price of this service is 99 euros per month.

Action 8: Improve the internal search engine of the web (communication decision)

Objectives to which it contributes:

- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Increase the number of purchases on the website by 10%
- Increase visits to the website by 30% compared to the previous year
- Increase total billing by 20% over the previous year

Target audience: Individuals

In the internal search engine of the website it is possible to find the product that some person can be looking for by entering the keywords, the specific name of the product or its reference so it is easy enough to find something if people know what is looking for.

For those people who are not very clear about what is best suited to their needs (especially for individuals), should be installed a deeper search engine like that of some of its rivals, in which it is possible to filter products through prices, suppliers, measures or delivery time, in addition to what can be done currently. It is also advisable to add a question system in which the customer answers to them and finds what could be useful

(filter by budget, activity, meteorological conditions of the workplace, machines with which he works frequently, stored items etc ...)

For this restructuring, the computer technician of the Tecnocar group will be required.

Action 9: Enrich the content of the blog and position it in a more visible place (communication decision)

Objectives to which it contributes:

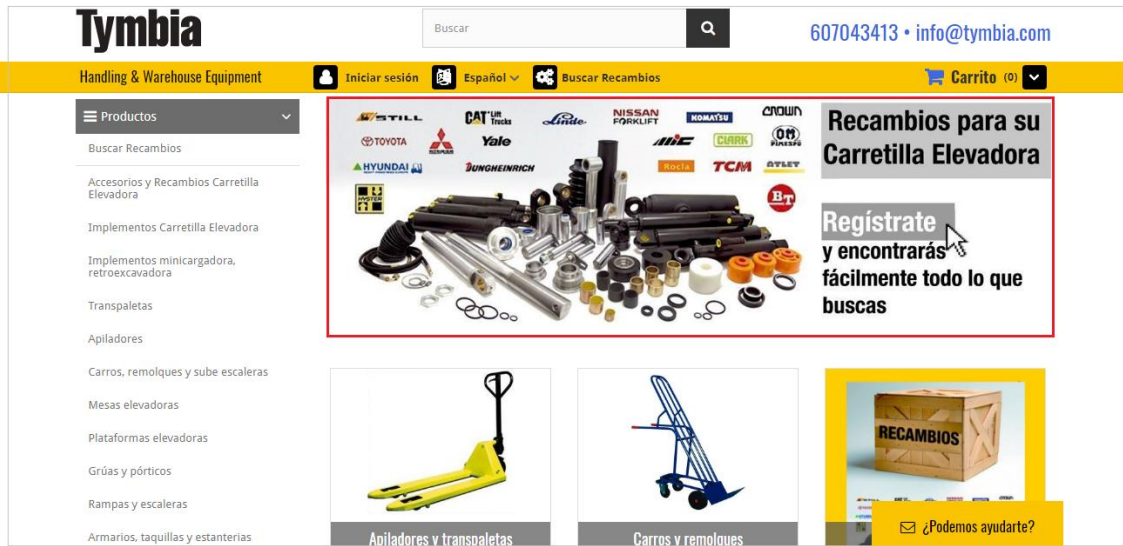
- Increase the number of purchases on the website by 10%
- Increase visits to the website by 30%

Target audience: Individuals and SMEs

Tymbia has a blog where it is possible to add entries about new products or those that are less known among customers. The information that can be found provides extra knowledge about unknown uses, aspects to be taken into account, maintenance, varieties of products and videos in which its operation is shown.

The proposal is to add more content to the blog since the greater amount of entrances are centered in pallet trucks, lifting tables and Hoppers and it is left aside a little other products of smaller rotation. In addition, it would be recommended to place the blog entry button in a more visible place since it is located in a position where it stands out little, just below the last line of product that appears on the home page. So it is suggested to place it in the scrolling panel that is marked in red in the following Image 8.

Image 8: Proposal of where to promote the blog on Tymbia's website



Source: *Tymbia Solutions website*

For this restructuring of content, the computer of the Tecnicar group will be required.

Action 10: Include transport costs in the final price (price and communication decision)

Objectives to which it contributes:

- Achieve that the conversion ratio of the information request number in purchases reaches 30%

Target audience: Individuals, SMEs and large companies

Unlike most companies in the sector, Tymbia does not show shipping costs on its website until the purchase is made and the products are added to the cart. This can be a problem because customers tend to compare prices without passing the products to the shopping cart, which means that to find out the final price it is necessary to enter and add it to the basket, a tedious process if somebody wants to compare prices of many companies and that make the customer does not bother to compare this company if it is making comparisons of many products.

The action is intended for the organization to show its prices as the rest do, in a way that simplifies the decision-making process for the consumer and transmits an image of transparency and certainty that until now the company had not considered.

Action 11: Increase the number of promotions on the web to the most loyal customers (communication decision)

Objectives to which it contributes:









- Achieve that the conversion ratio of the information request number in purchases reaches 30%
- Get 90% of current customers to remain loyal to the company
- Increase the number of purchases on the website by 10% compared to the previous year
- Increase visits to the website by 30% compared to the previous year
- Increase total billing by 20% over the previous year

Target audience: Individuals, SMEs and large companies

Both Tymbia and its competition offer promotions on a similar number of products. Tymbia ends up making more discounts than those that officially appear on the web, which indicates that by contacting by email or by phone there is a better chance of obtaining better offers than buying through the web. This supposes that there is a disadvantage when buying online, everything and that it is a more convenient sales process for Tymbia, which should increase the sales ratio of this platform.

The proposal is linked to updating prices more regularly previously commented, as this allows to be more clear at all times what are the current costs and adapt promotions or offers for loyalty to the web. For this it would be necessary to put in the section of offers all the products that are in promotion (currently in that section appear few products, see Image 9) and formalize a system of discounts by volume of orders which could be exercised on the web and not only by phone calls or email where the deal is more personalized but it brings a greater cost of time for Tymbia.

Image 9: Current deals on Tymbia Solutions website

 Transpaleta Manual 1150x525mm, 2200kg de... 220,00 €	 Mesa elevadora 300kg a 880mm 307,50 €	 Asiento Semi-suspensión 105,00 €	 Brazo Grúa Fijo de 2000kg de capacidad,.... 624,00 €
 Tolva autobasculante 320L	 Volteador Carretilla 180° FEM2	 Faro de Seguridad para Carretillas Azul	 Pack Ahorro 2 Tolvas + ¿Podemos ayudarte?

Source: Tymbia Solutions website (2018)

Action 12: Attend storage and maintenance fairs for the first time (communication decision)

Objectives to which it contributes:

- Increase the number of purchases on the website by 10% compared to the previous year
- Increase visits to the website by 30% compared to the previous year
- Increase total billing by 20% over the previous year

Target audience: Large companies

Since Tymbia does not currently attend any fair, it would be convenient to attend storage and maintenance fairs to make themselves known to companies that attend the fairs in order to find new customers.

In particular, it would be recommended to attend the Logistics Madrid fair that is held every year in the month of November. It is an opportunity to publicize in a prominent way the new segment that the company should address, is to say the large companies

that have a large purchasing capacity and its goal is to find new retailers and acquire the latest solutions to optimize their processes logistic.

8. TIMELINE

In the following chart, the term of implementation of each of the proposed actions is determined:

Actions/ Month	1	2	3	4	5	6	7	8	9	10	11	12
1) Offer machinery rental service												
2) Offer warehouse Automation service												
3) Update product prices more regulary												
4) Analysis of competitors to fix prices												
5) Reach agreements with new suppliers												
6) Establish agreements with transport companies												
7) Implement a CRM with more functionalities												
8) Improve the internal search engine of the web												
9) Enrich the content of the blog and position it in a more visible place												
10) Include transport costs in the final price												
11) Increase the number of promotions on the web to the most loyal customers												

11) Increase the number of promotions on the web to the most loyal customers	Own development: Andrea remolar or David Pitarch	Free
12) Attend storage and maintenance fairs for the first time	The boss: Jacobo Tirado	1.599 euros
TOTAL BUDGET		Minimum of 49.299 euros

10. CONTROL

Objectives	Measuring frequency	Method of control
Achieve that the conversion ratio of the information request number in purchases reaches 30%	Monthly	Analytics of the web page
Increase the number of purchases on the website by 10% compared to the previous year Monthly	Bi-monthly	Analytics of the web page
Get 90% of current customers to remain loyal to the company	Monthly	CRM data analysis
Increase visits to the website by 30% compared to the previous year	Quarterly	Analytics of the web page
Reduce the time elapsed between the sale and arrival of the product to the client	Monthly	Check the arrival time through the client

Increase total billing by 20% over the previous year	Quarterly	Visualize data of the CRM and compare them with those of the previous year

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