



Facultat de Ciències Jurídiques
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MARKETING PLAN FOR 2020:



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1. EXECUTIVE SUMMARY

Blumaq is a company dedicated to the trade of machinery, supply of spare parts and machinery maintenance products for public works and earthmoving. The company distributes its products in more than 150 countries around the world and has 13 international subsidiaries. Blumaq, stands out for the high quality of the products and for the speed of delivery, the client can have his product in less than 48 hours and given that the products that the consumers request are for his daily productive activity, they require of efficiency and agility in the shipment, reason why it makes the company to be competitive in the sector.

During the marketing plan, an exhaustive internal and external analysis has been carried out. On the one hand, it has been explained in detail all the resources that the company currently possesses, where it has been observed that it is a company that is in continuous innovation and development for improvement. On the other hand, an external analysis has been made in which it is observed how the world market of the sector is progressing after previous world crises. In addition to taking into account the factor of ecology, as currently and increasingly are being averaged for the contribution to the environment. Finally, a study has been carried out on the sector and demand, those who, as we have just mentioned, are making progress, and an analysis of suppliers, competition, consumers, stakeholders and distributors has also been carried out.

With all this information, a SWOT analysis has been carried out, on the basis of which two main objectives have been drawn up for the company: a 10% increase in sales in 2020 and a 15% improve brand awareness.

In order to meet these objectives in 2020, a series of strategies has been developed, three of them from the parent company Ansoff: development of new products, development of new markets and diversification in order to carry out objective 1. On the other hand, brand positioning strategies are developed in order to fulfil objective 2.

Finally, a detailed timeline of the actions has been drawn up and quantified in a total budget, resulting in total costs of the proposals of € 1,353,707, total benefits for 2020 of € 4,700,000 and a 15% increase in brand awareness, thus fulfilling the objectives that have been set for the company.

The Blumaq logo, a stylized blue 'B' icon, is positioned to the left of the section header.

2. ANALYSIS

2.1 Internal analysis

2.1.1 Presentation of the company

The origin of Blumaq goes back to a company founded in 1992 in Vall de Uxó, a small family business, which appeared due to the need to create a real alternative to official brands in the sector of spare parts supplies and maintenance products for machinery. This business idea quickly stabilised and Blumaq grew by leaps and bounds, in 1999 it became the first SME to be listed on the stock exchange and in the same year began to create a chain of branches throughout the national territory. By 2001, many of the foreign subsidiaries were up and running. Years later, Blumaq entered into agreements with other companies in the sector and consolidated the quality of its products and services by developing a series of strategies. At the current time it is a company dedicated to the trade of supply of spare parts and maintenance products for public works machinery and earthmoving, with a total of thirteen delegations in Spain (A Coruña, Alicante, Almeria, Asturias, Barcelona, Euskadi, Madrid, Malaga, Merida, Ponferrada, Seville, Tenerife, Zaragoza and the Head Office in Vall de Uxó and twelve international subsidiaries (Turkey, France, Portugal, Chile: Santiago and Antofagasta, Italy, USA: Miami and Memphis, China, Russia, Romania, South Africa, Zambia and Peru).

2.1.2 Mission of the company

Blumaq's mission is the supply of spare parts and maintenance products for public works and earthmoving machinery, offering exceptional products and services with levels of competitiveness and profitability. The established purpose is to enhance growth and strengthen the leadership position in the market through product quality and wide market offer.

2.1.3 Vision of the company

The future perspective resides on the one hand in being a leading national and international organization as a supplier of spare parts, products and services in the market, which is distinguished by providing excellent quality of service to its customers, and at the same time, expanding opportunities for professional and personal development to employees. On the other hand, to consolidate the business model, and to continue being the first and only national firm that offers to the client a complete and global alternative of the original product with own brand under the premises of quality and adjusted price.

2.1.4 Company values

The positive moral characteristics on which the organization is based are:

- Commitment to customers by providing quality service and between co-workers by respecting and complying with established standards and society.
- Equity towards the personnel, both in the treatment and in the assignment of activities and/or functions to be carried out.
- Quality in the work carried out.
- Coherence between what is committed to the client and what is done as work.
- Efficiency in advice, order management and speed of delivery.
- Constant and effective communication between the members that make up the organization, as well as with customers and suppliers.
- Continuous innovation of our strategies and working methods.
- Positive contribution to society by collaborating in different areas of social and sporting life, in other words commitment to global citizenship.

2.1.5 Company resources

2.1.5.1 Human resources

Blumaq is a company composed of about 700 people, of which 25% belong to the official center located in Vall d'Uixó, this percentage is composed of people of different nationalities, since most of the clients of the company are foreigners, which favors a more fluid communication business-client. Next, we will analyze the general organization chart in which the subsidiaries of the company appear, and on the other hand we will detail the organization chart of the main headquarters, which is the engine of the Blumaq group.

The organizational design of the Blumaq group is distributed as follows: from the top of the organization chart, the manager of the company Vicente Ballester, in the lower level appear the directors of the 13 subsidiaries that make up the group, inside each subsidiary there appear the sales, administration and purchasing managers, who supervise a small group of specialized people in each department and below these the warehouse operators. [Annex 1] With respect to the official headquarters of the Blumaq group, it is observed that the organization chart is more complex, the organization consists of 6 different levels with a multitude of departments and personnel. At the top of the pyramid, appears the Director General, a step below, in the part of direction, appear on the one hand, the Financial Direction and on the other hand the Commercial Direction.

As far as financial management is concerned, as we can see, it does not appear in the organizational chart of the subsidiaries, since it is from its official headquarters where Blumaq controls every financial transaction that takes place in the group. In the lower levels of the financial director, we find the departments of HR, control of the subsidiaries, administration and clients and ICT, guiding different teams that work for each of the departments.

On the other hand, in the first level of the organization chart, there is the Commercial Direction, leading the sales, logistics and marketing departments. Behind each department, at levels 3, 4 and 5, there is a large number of staff willing to meet the objectives of the company. At the last level, there are operators, a large number of staff working in the company's warehouse. [Annex 2]

Blumaq's organizational design is vertical, since as can be seen in the organization chart, within each department there is a supervisor who organizes the group in charge. However, so many years of good communication leads to promote the flow of information between staff, so that the supervisor does not really make direct orders, but are the employees themselves who have clear the task to perform. In addition, Blumaq is a company that gives

freedom in decision making, in the way of executing the task and in time flexibility, as each of the employees are aware of the goal they must achieve. This is why Blumaq employees feel that they are part of the company, as demonstrated in the latest anonymous survey of 5 random people from each department, resulting in an average of 8 in general satisfaction.

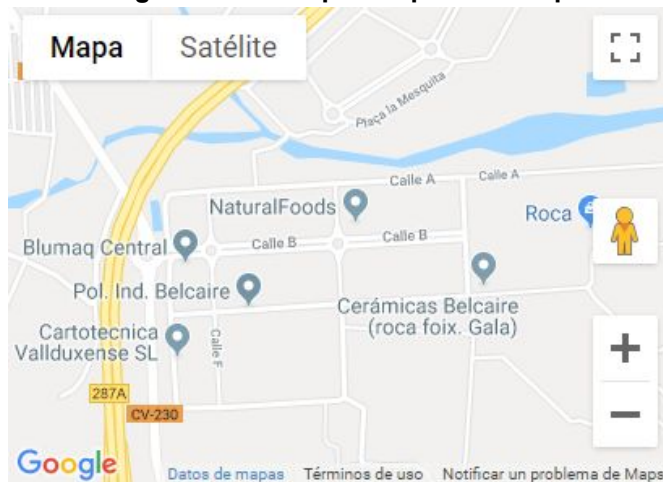
[Annex 3]

The structure that follows the company, is a functional structure, since the personnel of each one of the departments is grouped by specialties, without getting to affirm that the employees do not know the tasks of the other departments, since Blumaq in the entrance of a new employee, realizes a formation plan directed to all the areas of the organization that compose the company. But it is true that each departmentalization area does a specific task within the company.

[2.1.5.2 Physical Resources](#)

The headquarters of Blumaq is located on the periphery of a village in Castellón, La Vall d'Uixó, in the Belcaire industrial estate, as can be seen in *figure 1*. The reason for the location of the main headquarters lies in the origin of the first members, since, together with their families, they live in this village. They created this organization in 1992 and reformed it 10 years later, this main headquarters of the Blumaq group, consists of a warehouse of 14,500 square meters with a total of 4 floors, which appears from bottom to top, the warehouse, reception, offices and finally the area set aside for the rest of employees. The warehouses are totally clean and organized, in order to contribute to the wellbeing of the employees and, on the other hand, to be dynamic when searching for parts or processing orders. The reception is wide, luminous and with advertising decoration that tells the history of the company, since there are many visits that receive daily. The offices are open, that is to say, all the departments are at the same level, without any wall that separates them, in order to foment and to speed up the communication between employees, although with the exception of the manager, commercial and financial director and the department of human resources that have their own office. Finally, in the superior zone of the building, there is a room for conferences, a zone of rest with kitchen and a gymnasium. *Figure 2* shows the company's façade.

Figure 1: Blumaq Headquarters map



Source: www.blumaq.es

Figure 2: Blumaq headquarters



Source: www.blumaq.es

A few years after the creation of the main headquarters, Blumaq begins to build branches distributed throughout the national territory, reaching in 2019, thirteen branches in total distributed by: ACoruña, Alicante, Almería, Asturias, Barcelona, Euskadi, Madrid, Málaga, Mérida, Ponferrada, Sevilla, Tenerife, Zaragoza. As can be seen in figure 3, in addition to having two large storage warehouses in the city of Valencia and Chilches and a technological building in La Vall d'Uixó. Practically in parallel, the great expansion abroad, counting today, a total of thirteen international subsidiaries: Turkey, France, Portugal, Chile: Santiago and Antofagasta, Italy, USA: Miami and Memphis, China, Russia, Romania, South Africa, Zambia and Peru) as shown in the *figure 4*.

Figure 3: Branches in Spain



Source: www.blumaq.es

Figure 4: Blumaq's international subsidiaries



Source: www.blumaq.es

2.1.5.3 Technological resources

The implementation of new advances achieved thanks to technological innovation, leads initially to a large monetary investment. This initial disbursement, in a short time will be fully amortized by the benefits it brings to a system of production, organization and planning that over the years, has known how to exploit all those resources that research puts at its fingertips.

One of the outstanding technological resources used by Blumaq is Netapp, a storage management tool that aims to obtain maximum efficiency in its IT environment (Information Technology). Through this storage base, Blumaq is able to understand the capacity and use of each department of the company and therefore take note of the environment in detail, by assigning labels that determine the specific storage of each area of the company. Therefore, it helps to plan and allocate current and future storage, reduce capital and operational expenses and make better decisions in the future, as through this tool you know in storage you have at all times.

Another of the technologies used by the company is the Sistel software, through which Blumaq is able to respond more quickly to customers on a day-to-day basis. In addition, this program helps the company to make easier backups and the administration of the platforms and applications that the company has.

On the other hand, the majority of transactions made in the company revolve around the SAP database (Systems, Applications, Products in Data Processing), through which Blumaq manages human resources, financial-accounting, logistics, production... with the aim of creating an integrated environment that increases the efficiency of each resource in the company.

Blumaq has collaborative robotics in its warehouses, which creates a connection between people, data and company machines. These machines replace human work that can be dangerous or heavy and are supervised by professionals of the company who without physical contact handle them by means of orders through a technological device.

The company has come to use novelties such as aerial recording with the hexacopter S900 with the Panasonic GH4 and VLOG profile in order to facilitate color grading, both indoors and outdoors. Reverse engineering, using 3D laser measurement, a direct measuring instrument that uses a pointer with which the operator can touch the object and send coordinates to a drawing file, in order to copy parts that are not patented.

Finally, SLACK, an app to encourage internal communication in the company, which allows you to create different channels to classify both the topics of conversation and who participates in them. It is an easy and fast way to communicate between any employee of different rank at any time of day.

2.1.5.4 R+D+i resources

Blumaq invests heavily in research and development in order to optimise the quality of all the company's products, as the quality of its products is one of the fundamental pillars of Blumaq's life.

The result of this investment is what is today the BTC (Blumaq Technical Center), a logistics warehouse less than 500 meters from the headquarters, consisting of a team of research, design and development engineers (specialized in different machine systems), global quality management and part quality control engineers (inspection) and supplier quality engineers working in the field around the world. All these professionals, carry out the work of design and development of Blumaq components as well as quality management, material verification processes and very important, the great after-sales technical support available to the company aimed at everyone.

The importance of guaranteeing the perfection of their articles leads these professionals to carry out a series of specific tasks prior to the sale:

In the area of Research, Design and Development:

- They carry out a definition, inspection and control of each critical specification for 100% of the parts designed and developed at Blumaq.
- They elaborate the validation of prototypes and first production batches as an integral part of the development process of new parts.
- They develop 1000 new prototypes annually.

In the product inspection area:

- Every day they check 100% of the material received by the quality inspection algorithm, which identifies and separates the product that needs inspection.
- The product that has been separated after inspection is automatically sent to the Blumaq Technical Center for validation right after receipt.
- Only approved material is unlocked in stock to minimize the risk of failure for customers.

In the area of vendor quality management:

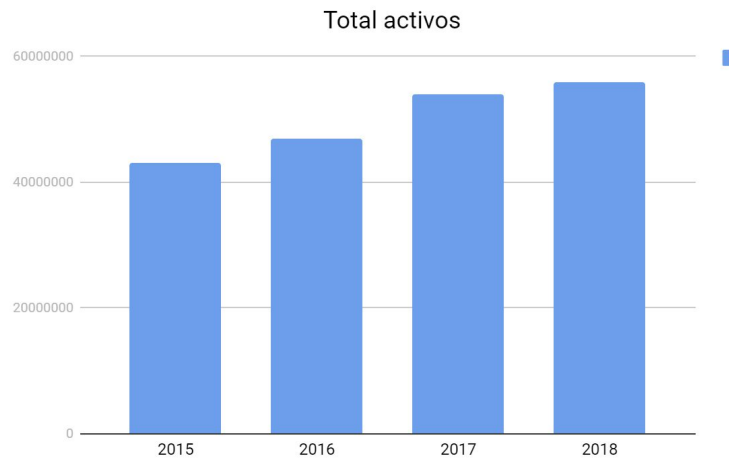
- Field deployment of a worldwide network of supplier quality assurance (SQA) engineers working permanently in the Americas, Europe, Asia and the Middle East. This allows Blumaq to audit and control every detail in direct contact with manufacturers.
- BQ3 Quality Plan; Three-month reviews of performance to quality at 3 levels (part level, product family level and supplier level) to ensure that any problems are identified and corrected immediately.

2.1.5.5 financial resources

Blumaq is a public limited company that in 1996 became the first SME to be listed on the stock exchange, in the so-called second market in the Valencian Community. Currently, the company does not form part of this market and the profits from dividends are distributed among four shareholders outside the company, Gelcon consulting S.L, with the largest share (51%) Markytur S.L (20%), Net worth family S.L (20%) and finally with a smaller part of the shares OK PAT S.L (9%). On the other hand, the company has fifteen participated companies: Blumaq corp, Blumaq France, Blumaq Peru, Blumaq Endüstriyel makina ürünleri, Blumaq Italy, Blumaq Chile, Blumaq RO, Blumaq South Africa, Blumaq Zambia Limited, Blyumak, Blumaq CO Russia, Home 360 Ibiza, Beon automotive, Con dos pistones and Blumaq LDA. The company also has fifteen participated companies: Blumaq corp, Blumaq France, Blumaq Peru, Blumaq Endüstriyel makina ürünleri, Blumaq Italy, Blumaq Chile, Blumaq RO, Blumaq South Africa, Blumaq Zambia Limited, Blyumak, Blumaq CO Russia, Home 360 Ibiza, Beon automotive, Con dos pistones and Blumaq LDA.

From its origins, Blumaq is in full expansion, as well as reflected in the economic structure of the company. This organization, in 2018 and having a constant slope for 2019, as shown in *figure 5*, has recorded an asset of around 56,000,000€ , highlighting its current assets of 37.000.000€, representing 64.30% of total assets, one of the causes of this figure, is the high level of stock held, as one of the main pillars of the company is the dynamic and fast delivery of orders to its customers, so they have large quantities of each item in stock. However, as far as non-current assets are concerned, which represent around 35% of the total, it is worth highlighting the lack of financial investments, both long and short term, as they represent less than 40% of non-current assets, therefore, we affirm that Blumaq's financial income level is low.

Figure 5: Total Blumaq assets



Data: Sabi
Source: own elaboration

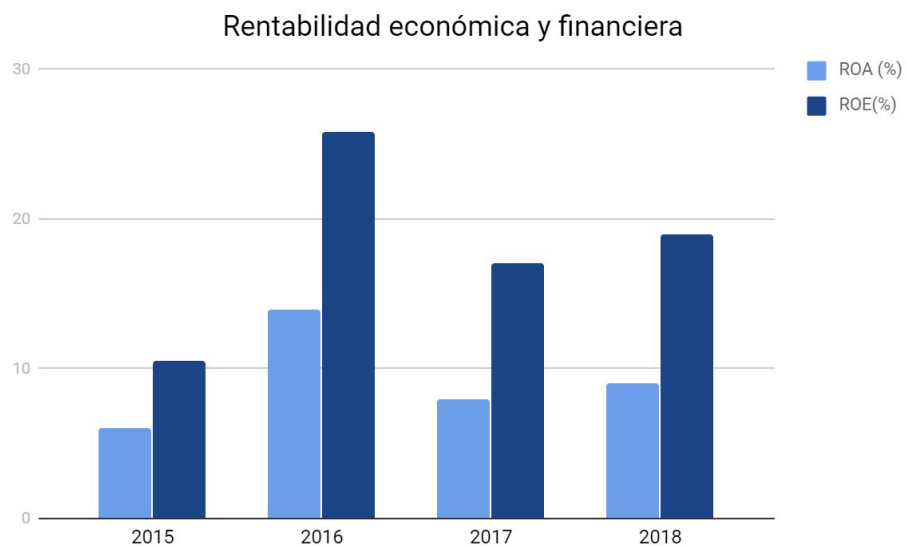
On the other hand, in its financial structure, there is a great difference between non-current liabilities and current liabilities, since they respectively represent around 25% and 75% of the total liabilities, which indicates that Blumaq has an impact on short-term obligations and debts, so financial expenses will not be high either. Although, it should be explained that as shown in *figure 6*, this company is rich in own resources representing an approximate value of 29.500.000€ therefore the obligations and debts should not be a primary concern, since much of the asset is financed with own resources and to a lesser extent with debt, therefore, analyzing both financial and economic profitability we see in *figure 7*, that the ROE (16.28%) is greater than the ROA (8.76%). In addition, as Pinós indicates in his book (1999), one can verify with data such as the debt index, which is below 1, the value of the working capital which is 30.000.000€ a solvency ratio of 1.90 and the operating income which has a growing slope, being 47.000.000€ in 2018.

Figure 6: Total Blumaq own resources



Data: Sabi
Source: own elaboration

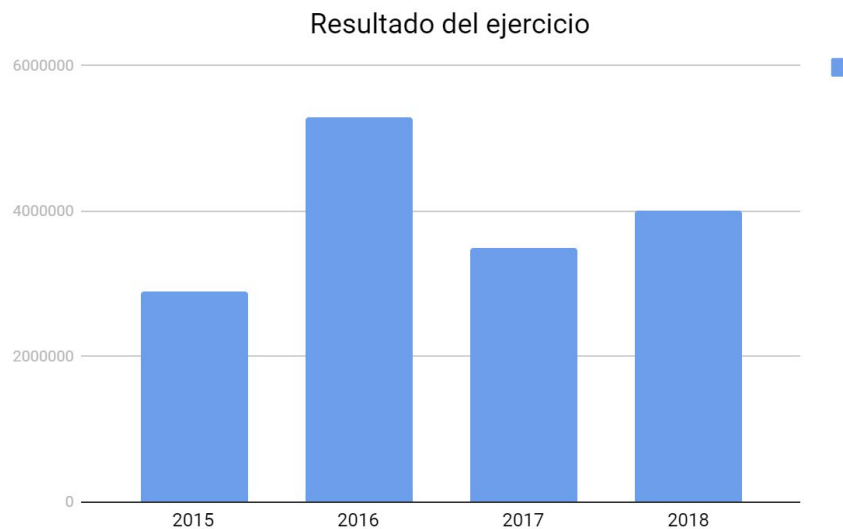
Figure 7: Economic and financial profitability of Blumaq



Data: Sabi
Source: elaboración propia

Finally, the result for the year is analysed with the aim of bearing this data in mind for future investments in improvements for the company. As can be seen in *figure 8*, from 2015 to 2018 it remains constant, therefore, if the other factors do not vary ostentatiously, with these results, by 2020 improvements can be implemented for the company without difficulty for it.

Figure 8: Profit for the year Blumaq



Data: Sabi
Source: own elaboration

2.1.4.4 Marketing resources

Products

Blumaq supplies spare parts and maintenance products for public works, mining and construction machinery. Throughout its trajectory, the company is dedicated to the buying and selling of products. This organization offers its customers the best services in the sector in components and parts, so it has more than 90.000 references in stock, as the speed of the order is one of the essences of this company. In addition to the speed of its services, Blumaq is convinced that the quality of its products is the engine of customer satisfaction and as a result, bets on a large investment in the technical area. This bet gives as a result what today is Blumaq Technical Center, created with the purpose of being able to supply to its clients, the best services and products within the sector.

Therefore, with the effort invested by Blumaq in the quality of its products for the greatest satisfaction of its customers, the company has received the Certificate I.S.O 9001:2008, providing them with a quality policy internationally known. [Annex 4].

Blumaq is aware of the needs of the market in this sector, so it supplies practically any spare part that has a machine. Currently, it has the most reliable and efficient brands in the sector such as: Cummins, Blumoil, Blumaq, Puronator, Chicago Pneumatic, Wright tool, FP Diesel, Berco, Whell, Sorefa, Volvo, Komatsu and Case among others, in order to supply the market worldwide. Blumaq distributes around 3 million pieces annually, the company has a total of 15 product ranges, in which more than 3000 different products are available for sale: [Annex 5].

➤ **Cabin components:**

Anatomical seats for earthmoving machines are available to satisfy customers. It also offers seats with mechanical suspension and with air suspension (compressor): continuous weight regulation, shock absorber, high backrest, low backrest, headrests, armrests, safety belt, etc. In addition to a wide range of spare parts for the cab, such as rear-view mirrors, alarms, rotary fixed and magnetic base, windscreen wipers, glass, locks, air conditioning spare parts and many other products.

➤ **Chassis:**

Blumaq offers chassis components manufactured entirely in Spain, with characteristics that follow the same trend as all its products, since they are made of quality steel with special hardness, flexibility and resistance to wear. All references within this range of products are compatible with different original brands such as Caterpillar, Volvo or Komatsu.

➤ **Filters:**

Blumaq has a wide variety of primary and secondary filters, both in classic and radial systems. All the filters distributed by the company have been subjected to strict quality controls.

➤ **Hydraulics:**

It is one of the main ranges of Blumaq, where you can find the widest variety of products such as complete groups and quartering in hydraulic piston pumps, gears or cartridges, sets and quartering of lifting cylinders, tipping, steering, suspension, ball joints and any individual

component, high quality hydraulic filters, hoses, fittings and all kinds of accessories. In addition, one of the most demanded products within this range, new or rebuilt hydraulic motors from original manufacturers.

➤ **Wear:**

Blumaq offers a complete range of wear products for all types of machinery. The components used for these parts, such as the anti-abrasive material, provide an ideal combination of hardness, flexibility and wear resistance. This product range includes a series of articles such as knives, adaptors, blades and corner pieces, ripper grids, protectors and adapters.

➤ **Gaskets and seals:**

Blumaq has a wide range of toric seal sets meeting all quality standards, in different applications, sizes and materials. The set of gasket kits are protected by a briefcase which includes each piece correctly ordered and an instruction document.

➤ **Motors:**

Blumaq has a line of products (BQ Diesel) designed for diesel motors, this line introduces a series of repair kits with the privilege of using a single reference for a repair or for a complete set of gaskets, in addition to obtaining all the spare parts from a single supplier, in order not to mix products of different origins. Another line of products, within this range, is the line of engine assemblies, in which we can find a wide range of long blocks, short blocks, mounted cylinder heads and components. The assemblies offered by Blumaq, are components of OEM (Original Equipment Manufacturer), which provide a fast, economical and safe method for the repair of the machine.

➤ **Maintenance products:**

Within this product range we can find the product line: BLUMOIL, which brings together a wide variety of products catalogued for the maintenance of the machine. It includes oils, greases, refrigerants, paints, sprays, cleaning products, etc., all for the maintenance and conservation of light vehicles, long-distance vehicles and machinery for public works, mining and industry. Blumaq markets under the Blumoil brand, lubricants produced by the best manufacturers of lubrication products, with special attention to quality.

➤ **Electrical parts:**

Blumaq has a wide range of connectors and terminals of optimum quality that allow the electrical systems to be kept in good working order. The quality in this type of products is vital since a good maintenance of the electrical systems, favors the prolongation of the useful life of the equipments.

➤ **Refrigeration:**

Blumaq has a variety of refrigeration components such as radiators, thermostats, pipes, pumps, filters, maintenance liquids, tools, air conditioning, watertightness and coolers. All these components have a high level of quality, with the quality of improving the potential of the machine and its engine.

➤ **Screws:**

Blumaq, offers special pieces and fixing elements prepared to withstand any pressure, to obtain the best adjustment and achieve the greatest resistance of heavy machinery.

➤ **Bearings:**

Blumaq is the official distributor of Timken, the world's leading bearing brand. All bearing products distributed by the company are characterized by the technological excellence of each one of them.

➤ **Shooting:**

Blumaq is an authorized distributor of the Berco brand, a leader in the production of filming equipment for earthmoving machinery. The company distributes undercarriage components from the world's leading undercarriage manufacturers, with the most extensive technical coverage and warranty in the market, as well as specific products for tractors and excavators.

➤ **Power and steering train:**

Blumaq offers transmission components for powertrain and steering train with impeccable results, as these spare parts match or exceed the specifications of the original spare parts.

➤ Brakes:

It has a series of spare parts that adapt to a wide variety of machine models. Blumaq markets repair and maintenance spare parts for the braking system, with prestigious recognized brands approved by the original equipment. These components are subjected to specific quality controls, with the aim of offering maximum reliability and braking efficiency.

Price

Depending on the product, customer and location, Blumaq sets one price or another. On the one hand, each product has its established price, which serves as a basis for subsequently increasing or decreasing it according to the customer who is directed the product, since one of the key factors that determines the final price of the product is the customer. Blumaq classifies its clients depending on whether they are final clients who buy sporadically, faithful final clients, with routine contact with the company, intermediaries who work day by day with the company, momentary intermediaries and intermediaries from whom the company also buys. Therefore, depending on the special conditions that the company has with the client, the price oscillates between one amount or another. Finally, it also depends on the location of the client, Blumaq has made a study of the cost that means the company send to each of the localities where their customers reside, therefore, once obtained the final price, this is added a percentage depending on the distance and means of transport.

Distribution

Blumaq is a wholesale company dedicated to the purchase and sale of the most varied and extensive selection of components, spare parts, accessories and maintenance products of optimum quality, since it works with more than 800 manufacturers of first equipment OEM (original equipment manufacturer), which develop the parts from the specifications and designs that Blumaq requests them. This organization distributes both to end customers and intermediaries in more than 150 countries, with a good worldwide position, given that this company is nourished by international trade, in fact 70% of turnover corresponds to international countries.

The distribution part is of the most important sections in the company, as they are aware of the impact that time has on this sector, thus adding value to this activity in the company.

Blumaq has large warehouses that can hold a stock of more than one hundred thousand references, in addition to working constantly to expand these references available in stock for immediate shipment, with the aim of expanding the service capacity. Blumaq offers immediate solutions in real time, which is why they have a logistics system and multiple agreements with the different transport companies, with the aim of speeding up the distribution process even more, guaranteeing delivery in less than a day, as they are aware of the importance of speed in this sector. In addition, it has an extensive network of infrastructures spread throughout the world, which places the company close to the customer, so it can supply, advise and offer technical service, in order to meet the needs of customers. Likewise, the distribution system used by the company has a computerized inventory system, which allows them to track the product from the moment it is ordered until it is delivered to its final destination. In addition to the above, in the event that a problem arises in the customer's order, Blumaq has one of the best after-sales support systems on the international scene. Any possible problem, regardless of its location in the world, is automatically transferred to Blumaq Technical Center engineers through the quality system designed by Blumaq to provide a fast and accurate solution to its customers.

Communication

Following its slogan 'Moving the world', Blumaq has been, since its foundation in 1992, one of the world's leading suppliers of spare parts and maintenance products for public works and earthmoving machinery. The products offered by the company, are not products of daily purchase and are not found in the establishments of habitual consumption, for that reason, they bet for the diffusion through specialized fairs in the sector, distributed by different countries of the whole world, as it is seen in the *figure 9*:

- Blumaq has been present in ConstruExpo that has taken place in Bucharest, dedicated to the technology, equipment and materials for the construction, in which the company has exposed different lines of products. Four days of exhibition in which more than 500 companies presented their respective novelties and innovations to the visitors and professionals of the sector who came to the fairgrounds.
- Consecutive participation in the third edition of the Bauma Conexpo Africa fair, held in the city of Johannesburg, where Blumaq has shown the different novelties of its products and services to more than 14.000 visitors. The fair had a total of 450 exhibitors from 34 different

countries, this fair is consolidated as the main trade exhibition in the African market for construction machinery, mining machinery and construction vehicles, among others.

- Collaboration in one of the three best marble fairs, Feria Marble, located in Turkey, where Blumaq shows its new products and meets with buyers from all over the world to follow the trends in the sector. This fair, with a total of 1.100 exhibitors from 30 countries, offers the perfect opportunity to establish a commercial bridge between European and Middle Eastern countries.

- Blumaq participates in the intermat fair held in Paris, which has been supported by ICEX and the European co-financing funds FEDER. The Blumaq team attended to all visitors and provided information on the company's different products and services. This fair has a total of 1.400 exhibitors and about 200.000 visitors and professionals who have come to the fairgrounds of Paris Nord-Villepinte.

- Participation in Bauma CTT Russia, a leading construction machinery event in Russia and Eastern Europe, held annually. The Blumaq team installed a large screen, as a catalogue, so that the customer knows first hand the different product lines that are available. During the 5 days of the exhibition, more than 25.000 people visited the Crocus Expo International Exhibition Centre, with more than 550 exhibiting companies housed in a total of 61.000 square metres.

- Blumaq attends Bauma China, a meeting point for the construction machinery sector in Asia. It brings together the main agents in its four exhibition sectors, construction machinery, mining, construction materials and services. It is an opportunity for companies in the sector to get to know the Chinese market in depth.




Figure 9: Machinery fairs



Source: <http://www.blumaq.com/es/blumaq-en-las-ferias-de-2018/>

On the other hand, Blumaq does not leave aside the great appearance that today are offering so many opportunities to the company, the social networks. The person in charge of the Marketing department and his team continuously update these web pages shown in *figure 10*, in which, nowadays, when society is looking for the perfect product, it goes to them no matter what sector it is.

Figure 10: Social networks Blumaq

-  www.facebook.com/BLUMAQ
-  www.twitter.com/BLUMAQ
-  plus.google.com/114176641738020825980
-  es.linkedin.com/COMPANY/817794?

Source: blumaq.es

In addition, on its own website [<http://www.blumaq.com/es/>], the company has a dynamic and fluid communication mode [Blumaq VIP], with the aim that any customer who wants to obtain information from the company or wants to ask for a quote, can receive an immediate response and this is done through a direct chat such as Whatsapp.

Finally, the company designs in its own marketing department, specialized magazines, which detail in detail, the particularities of the products available, in addition to adding information about the company and the sector. The most current magazine in which Blumaq gives information about the company, is in the magazine RENT & LEASING, in this ad promote the new delegation created in St. Petersburg (Russia), in addition to a short interview with Juan Manuel Capitan, head of sales.

2.1.6 Corporate social responsibility

Blumaq's Corporate Social Responsibility revolves around two main axes; Blumaq Social, by which it supports the sports world, sponsoring different sportsmen from different areas and collaborating in the financing of aid and development projects in needy sectors. Blumaq bets on projects and people, to share with them its effort and enthusiasm in social life and the world of sport.

Regarding the sports field, for many years Blumaq has been committed to adapted sport sponsoring Vicente Arzo, as can be seen in *figure 11*, and has witnessed many achievements and titles, including the Silver medal in the Individual Time Trial at the Beijing 2008 Paralympic Games. In addition, Blumaq morally and financially supports different clubs such as Mur i Castell-Tuga on a regional level, dedicated to mountain races, H43 Team, a team dedicated to moto2 and moto3 races, pilots participating in the Spanish Classic Speed Cup, Antonio Irizabal, José Manuel Esteve and Vicente Arnau and Trilavall, a triathlon club located in the same town as the company, as can be seen in *figure 12*.

Figure 11: Athlete Vicente Arzo



Source: *Blumaq.es*

Figure 12: Triathlon Club



Source: *Blumaq.es*

On the other hand, Blumaq strengthens its commitment to society and the environment, as shown by the collaboration and sponsorship agreement with the Sierra Espadán association, a natural park located in the province of Castellón, where the company's headquarters are located. This project is based on the revitalization of the Sierra and its area of influence, in order to recover, enhance and disseminate cultural heritage.

With regard to its commitment to society, Blumaq is an example of solidarity by virtue of its collaboration with the NGO Intermon Oxfam in a series of projects for access to secondary education and professional training in Niassa (Mozambique). This project supports school construction, teacher training and motivation, and adult literacy.

2.2 External analysis

2.2.1 Macroeconomic analysis

A large number of factors must be taken into account when studying the macroenvironment of a company. The PESTEL analysis takes into account factors such as the political, legal, economic, socio-cultural, technological and environmental factors that surround the environment of the Blumaq group. This study helps us to know important facts such as the growth or decline of a market, as well as the difficulties faced by companies.

Blumaq is a Spanish company that operates with approximately 150 countries all over the world. Therefore, it is necessary to take into account the different environments that can be found at an international level:

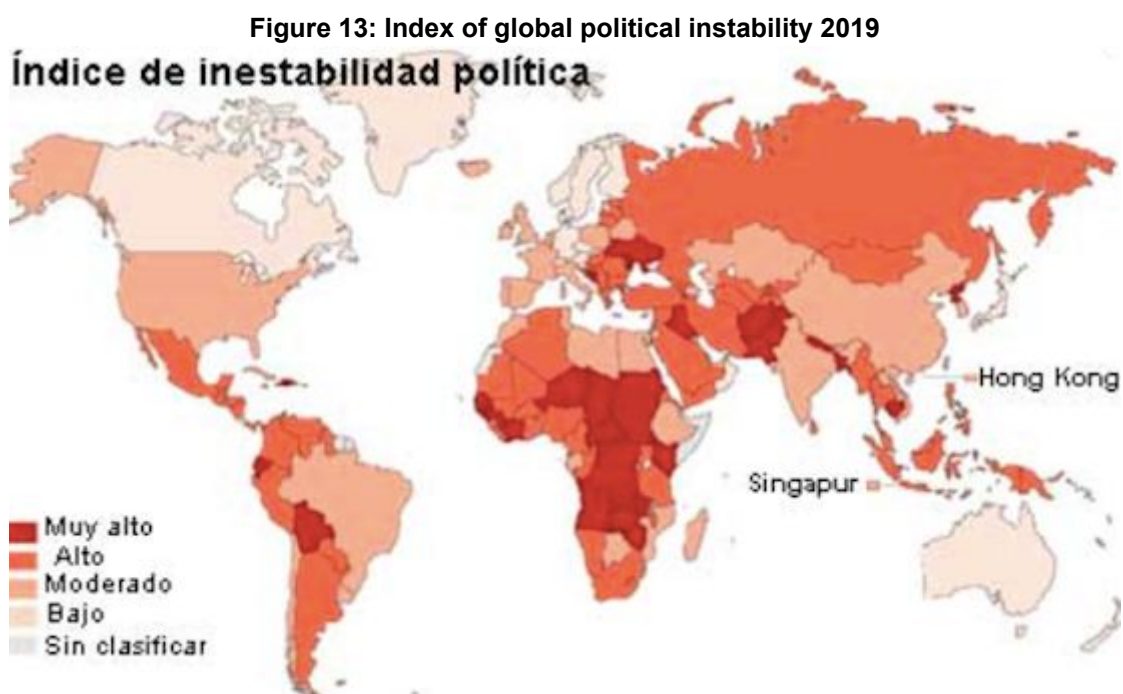
2.2.1.1 Political factors:

Political factors are one of the main factors that affect the operations of the organization, therefore, every company with an international character and in continuous expansion, has the obligation to know these factors of each country in which it is present. As states Miguel, B. (2019), each country has its own government with its own electoral programs, with different laws, rules and regulations, import and export policies, international agreements, etc. Therefore, it is important to analyze both the national and international situation.

In Spain, where Blumaq's headquarters are located, political instability is indisputable, due to the lack of a government capable of facing a complete legislature in which to tackle the modernization of the productive sectors and continue with the program of reforms that allowed Spain to grow above the European average, as indicated by Nadia Calviño. This lack of a stable government slows economic growth to 2014 levels, according to INE data. It is true that in the European territory, the situation is not very different and that as in Spain, political instability causes uncertainty and mistrust between entrepreneurs and investors. Brussels is heading towards a period of political imbalance in the face of the total renewal of the EU leadership, with a Parliament without a clear majority, a growing Eurosceptic bench and the irresolute Brexit. "The new Parliament will be more complicated and for many decisions it will probably be necessary to add at least four parliamentary groups", summarises Guntram Wolf, director of the Bruegel study centre.

On the other hand, at a global level we must take into account countries such as Latin America or Africa, where there is political instability due to the emergence of armed rebel groups that sometimes generate a degree of violence and death among the population of these countries. In these countries, political and social instability is so high that in most cases it slows down foreign investment and negotiation. In addition, the impoverishment of these populations hinders investment in infrastructure for them, leading to a bad relationship between this sector and these countries.

In short, the world economy's strongest growth fails to return to pre-crisis values. The recovery process is moderate and is not enough to overcome the intense political, economic and social consequences of the Great Recession of 2008/9, as shown in *figure 13*. Some of the facts that most concern corporations and international organizations, such as the OECD, the IMF or the World Bank are the possible decreases in growth in the central countries and the political consequences of economic weakness. These include the risk that an intensification of trade disputes, nationalist tendencies and extra-economic factors, such as a major geopolitical crisis or political phenomena, will end up destabilizing the economy.



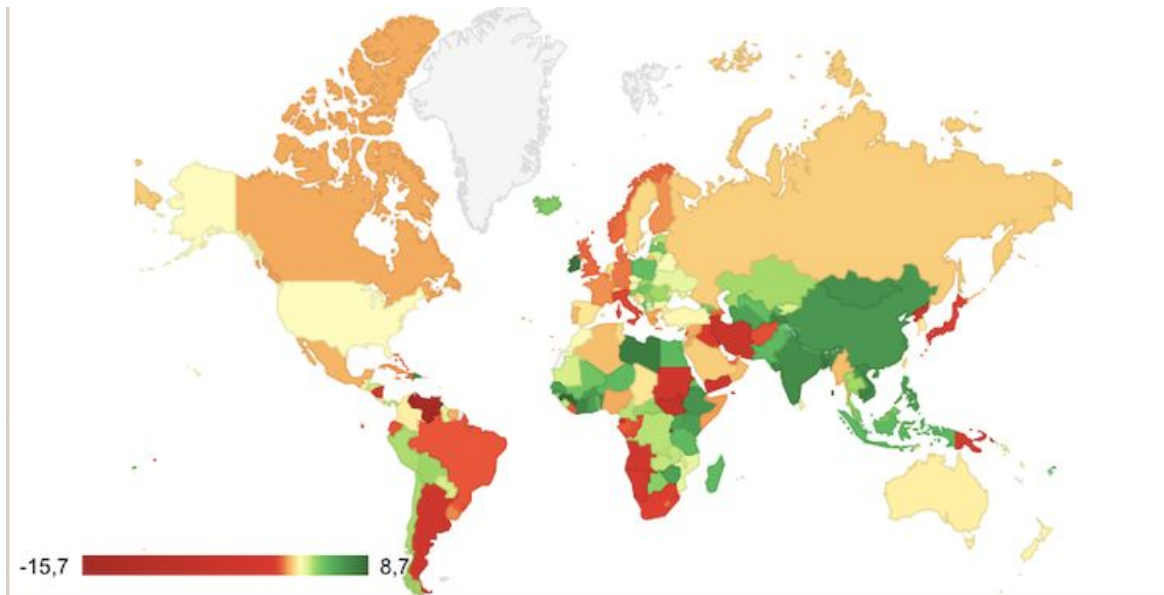
Another important point within the political factor are the trade agreements between countries, since it facilitates the distribution of products. The European Union promotes trade, not only by removing barriers to the exchange of goods and services between EU countries, but also by encouraging this trade relationship between other countries in the world. This is an opportunity for exporting companies, as it facilitates, on the one hand, increased sales and, on the other hand, a great variety of resources and supplies for importing. In terms of exports of goods, the EU's largest partners are the United States (20%), China (10.5%) and Switzerland (8%). The EU imports more from China (20.2%), followed by the USA (13.8%) and Russia (7.8%).

2.2.1.2 Economic factors

In recent years, Blumaq has been confronted with different global economic crises. Among them, the crisis in the Eurozone was one of the most negative for the company, as most of its exports are directed to Europe. This recession was transferred to each of the European inhabitants decreasing the purchasing power of families, companies and worsening the situation of the government. With this, affecting the sector of public works machinery and mining, as they stopped large amounts of investment in infrastructure for public works, small businesses went bankrupt and many of the large companies were hanging by a thread. Despite these circumstances, the company continued to grow and expand worldwide. Therefore, it is important to take into account macroeconomic magnitudes in order to continue growing and opening up to new markets.

As it rightly indicates (Torre, P. R., & García, Á. C. 1986) one of the macroeconomic tools to analyze the economy of each of the countries, is the GDP (gross domestic product), since with the results we can study the degree of welfare of the population of a nation and with it know where to direct the sales of the company, that is to say, with which country to create commercial relations in order to obtain benefits, as it is observed in *figure 14*.

Figure 14: World GDP 2019



Source: datosmacro.expansion.com

As can be seen, Latin American countries are the most affected, with Venezuela's GDP (-15.7%) being the smallest in the world, followed by South Africa and countries with armed conflicts such as Iraq, Iran and Afghanistan or Japan and North Korea. It is important to bear these data in mind, as it is difficult to create trade relations with these countries because their economic problems could affect the company's profitability.

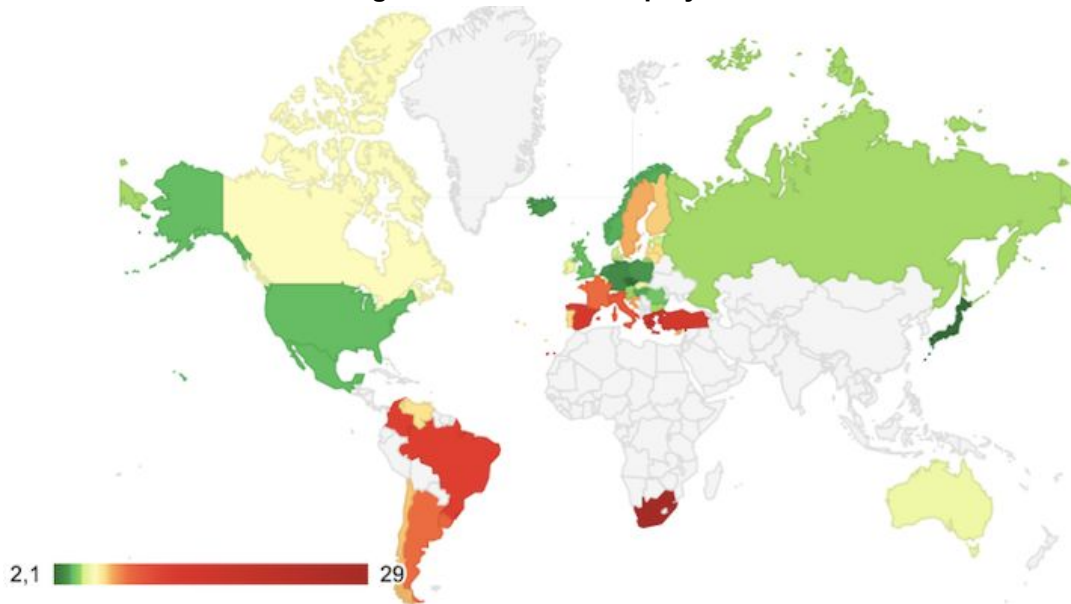
On the other hand, both North America and most Asian countries and some countries in Oceania and Africa, such as Guinea (8.7%), the country with the highest GDP index in the world, are maintained at a stable level, which is why they transmit confidence when it comes to maintaining commercial relations with these countries.

Finally, we observe how the GDP index is positive in all the countries that make up the European territory. Even below North American and Asian countries, the variation of European GDP is expected to increase in the coming years, so it can be said that it is a safe area to invest and have commercial contact.

On the other hand, the study of global unemployment rates also helps to analyze a country's wealth, that is, the purchasing power of the people who make it up. As a general rule, the unemployment rate is linked to the GDP of each country, since the higher the output, the greater the need for workers. However, this relationship is not always fulfilled, since the increase in GDP can be linked to investment and innovation of new technologies, which

allows them to grow production without having to increase employment. Therefore, the following graph shows similarities with the previous one, but does not agree exactly. *Figure 15:*

Figure 15: Global unemployment 2019



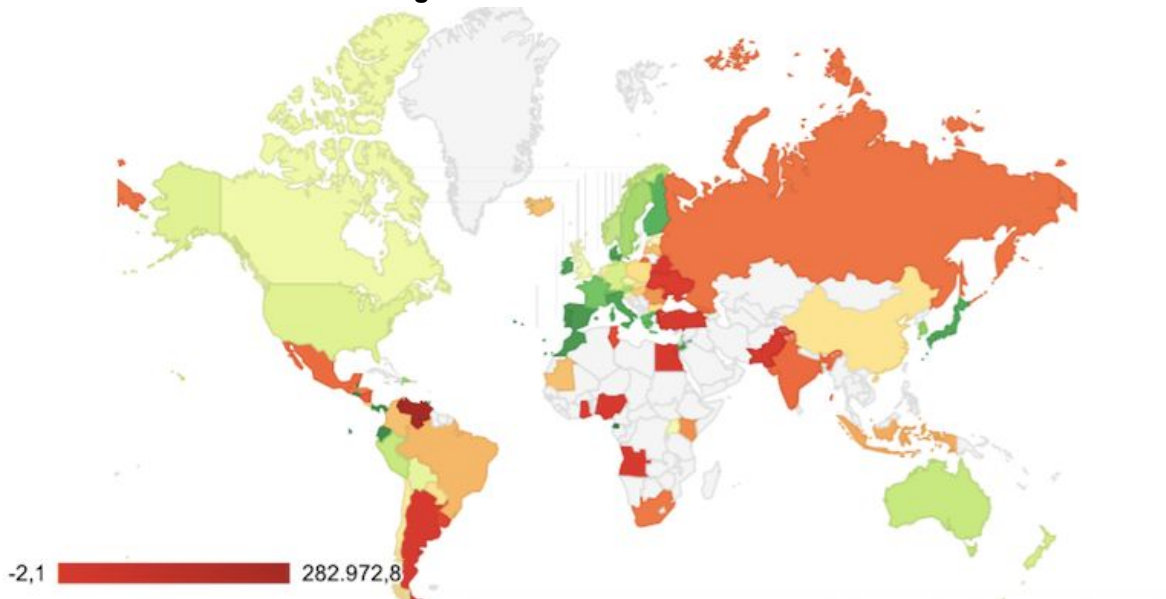
Source: datosmacro.expansion.com

As we can observe, North America and the continent of Asia, do not present high unemployment data, this can be, due to the high levels of protectionism of the country's companies, in addition to a stable and growing economy of these two continents and being developed countries.

On the contrary, the South of Europe and Latin America show high levels of unemployment, due to economic recessions and bad management of changes of government. While in Northern Europe unemployment is low, this gap between Southern and Northern Europe is due to the different degrees of flexibility in work, that is, the response of wages to general market conditions and to the different economic cycles experienced by the countries that make up Europe.

Another important factor to analyze are interest rates, since if you are looking for the opportunity to continue expanding, growing and looking for some source of funding, you will undoubtedly do so in the market that is more attractive for it. Therefore, we will look for economically stable countries with a low inflation index, since they are the ones with the lowest interest rate index, as can be seen in *figure 16*.

Figure 16: Interannual CPI 2019



Source: datasmacro.expansion.com

In order to find these countries attractive for business growth, we will analyse global inflation, using the Consumer Price Index (CPI). In this figure, we can observe, the countries with lower inflation rates, Europe and North America, therefore we can affirm that they are markets outside the economic risk. While, on the contrary, as we have already mentioned, the Latin American market is a great risk for business profitability, Venezuela presented an interannual CPI rate of around 283.000%.

[2.2.1.3 Social factors](#)

Blumaq, has managed to assess the needs of its consumers in each country where it has a presence, taking into account the characteristics of the population of each of them. Therefore, in this point, the developing countries and already advanced countries are of great importance, since a large percentage of the company's sales is destined for public works machinery, so markets are sought where investment in public infrastructures is high. One way of analysing these countries is by analysing the well-being of the population, so the previous GDP graph could provide the solution for this search.

With respect to the needs of its consumers, Blumaq's objective is to improve the fulfillment of its customers' expectations, taking into account their satisfaction in all aspects. To this end, as we have commented in the section on Marketing products, the company has a Quality

Management System developed according to the guidelines of the ISO-9001 standard in which it undertakes to carry out its activities in such a way that: meet customer requirements and legal requirements, are attentive and respond to the needs and expectations of all interested parties, continue to improve the service provided and establish the resources and mechanisms necessary to achieve each objective defined by the management and thus meet all the promises made by the company to its consumers.

On the other hand, Blumaq's high sense of commitment to society with programs that contribute to sustainable development and environmental programs can be explained. In addition to developing projects in each one of the offices around the world, favoring the inclusion in the working world of people with some type of disability or in a situation of vulnerability.

[2.2.1.4 Technological factors](#)

Today and with our eyes fixed on the future, technology takes over every function of life in general. If we speak of this sector, technology is synonymous with innovation and therefore with being able to differentiate yourself from any competitor. The improvement of these processes and digital transformation are two strategic priorities for entrepreneurs in the industrial sector. Thus, as stated in the report 'Perspectivas España 2019', in order to achieve these improvements, 93% plan to invest in cloud technology and another 53% in advanced data analysis.

Both in terms of machinery and office automation, the development of new technologies is a dominant factor in the development of new strategies, in order to take over the market with the growth of the company.

As Victor has pointed out in his blog (2018), new machinery or technological devices, 3D printing, nanotechnology, technology replacement, Software in the cloud, the Internet of things, incentives for the use of technologies, robotics; these are one of the examples that are having an impact on the machinery sector, and more and more are going to offer a long road to product quality, production phases, data protection and maintenance, cost reduction, etc. Therefore, it is of vital importance the continuous investment in this matter, because otherwise, the company in the future could become obsolete.

[2.2.1.5 Ecological factors](#)

The importance of the environment is undeniable today, therefore, every civil, entity, government must do its bit in the sustainability of the planet.

Good environmental practices translate into benefits for the company, the ecosystem and society in general, since, on the one hand, they contribute to the improvement of the image of citizens towards the company and, on the other hand, with more weight, they contribute to carrying out activities with the least possible negative impact on the environment. For all these reasons, companies must implement a programme within the organisation that allows for a reduction in the consumption of natural resources, minimises the production of waste and facilitates its recycling, prevents accidental pollution, the use of renewable energies and improves the organisation's environmental management.

Within the construction sector, due to their own characteristics, they lead to a large consumption of materials, waste generation, toxic discharges, harmful gas emissions, etc. Therefore, these negative practices must be minimized/eliminated. Therefore, companies must start to implement an environmental programme:

- Buy construction material taking into account the toxicity in its processing, use and disposal, as well as the energy consumed in its extraction, manufacture and transport.
- Reuse and recycle materials, recover energy from waste (recovery) and avoid the minimum amount of resources to landfill.
- To have machinery that the acoustic and atmospheric emissions are within the required limits.
- Carry out periodic maintenance of machinery in accordance with customer recommendations.

Blumaq, as we have commented before, does not lag behind in this factor of vital importance, since it develops sustainable policies with the environment. The company uses packaging for storage and shipment of spare parts, from 100% recycled and renewable materials as shown in *figure 17*, giving the same importance to the quality of its products as to its commitment to the environment.

Figure 17: Blumaq recycling boxes



Source: blumaq.es

2.2.1.6 Legal Factors

Compliance with the law is an important issue to be addressed by companies and especially those operating internationally, as they must consider every regularity of all the countries in which they are present.

Blumaq has 13 subsidiaries around the world, in which it must take into account the labor framework and the rights of its workers in each of them. For this reason, one of the studies to be carried out by the company is an analysis of the minimum interprofessional wage in these countries, shown in *table 1* below:

Table 1: Minimum interprofessional salary 2019

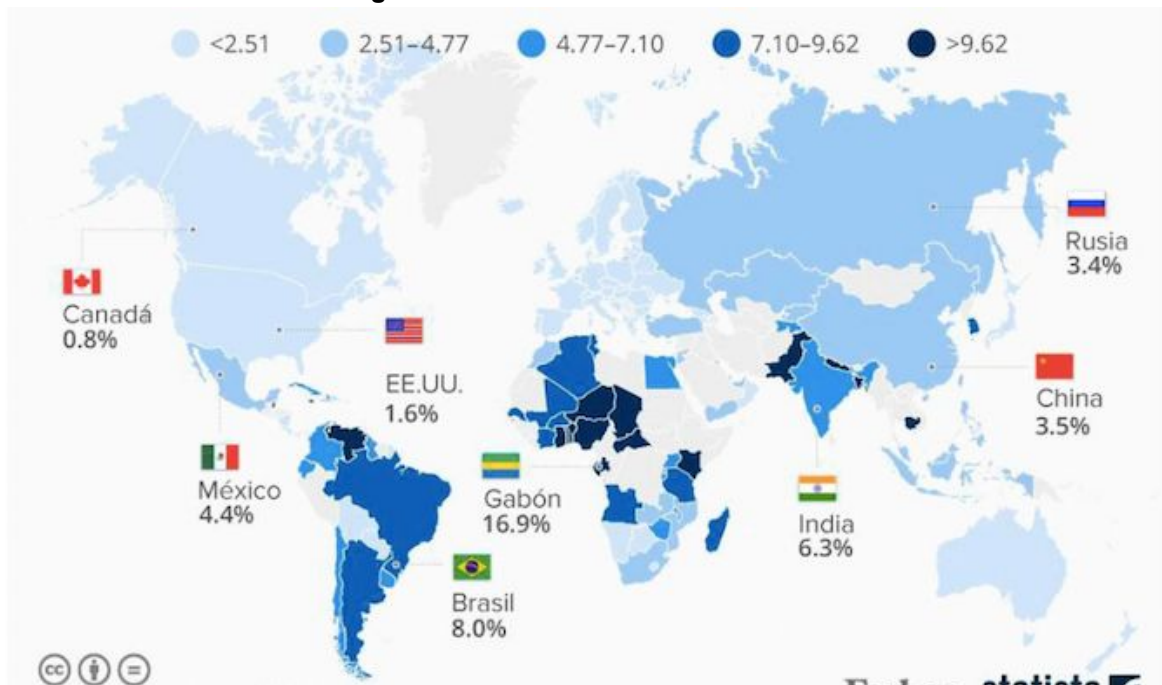
MINIMUM INTERPROFESSIONAL SALARY 2019 (Euros)	
Spain	900
Turkey	422'26
France	1.521'23
Portugal	700
Chile	382'20
Italy	900
USA	1.097'5
China	271'6
Russian federation	152,8
Romania	446
South Africa	221'40
Peru	239'5
Zambia	50

Source: *datosmacro.com*

On the other hand, exporting companies must bear in mind the different customs and excise regulations when distributing their products internationally. For this reason, they must respect the following European Union regulations regarding external trade with third countries: Commission Regulation (EU) No 113/2010, Commission Regulation (EU) No 92/2010 and Regulation (EC) No 471/2009 of the European Parliament and of the Council.

Just as import tariffs and quotas must be taken into account. The countries that impose these protectionist measures cause exporting countries a decrease in their sales and at the same time protect companies that are not competitive. As can be seen in *figure 18*, both Latin America and South Africa and India have high percentages of protectionism, making it difficult for all sectors to open up to the markets of these countries.

Figure 18: Global Protectionism Index 2019



Source: World Bank

At this point, it is also important to consider the variation in the exchange rate of currencies, since when transactions are made between countries with different currencies and payment is deferred, there may be the risk that that currency is devalued and therefore mean losses for the company. These variations in the exchange rate also affect the price of exports and imports, as they can become more expensive or cheaper.

2.2.2 Microeconomic analysis

2.2.2.1 Market-Demand Analysis

Due to its specificity, the construction machinery market faces a series of critical factors that must be taken into account when studying it in depth. On the one hand, after-sales service is a determining factor for the success of the commercial operation. Unlike other markets, commercial operations do not end after the sale of the equipment has been closed, but on the contrary, this leads to a series of derived and continuous sales throughout the equipment's useful life. In this way, the supply of spare parts and technical assistance are of paramount importance and can make a big difference to the success or failure of a product. In general, and except for products with a high turnover, this sector is usually made to order.

Typically, equipment, despite its high standardization, can be used for a variety of functions as customer needs can become very specific. Therefore, manufacturing is usually preceded by a study of needs and then choose the option that best suits the demands. With regard to large installations and equipment, there is a need to provide integral solutions, as in most cases these are turnkey projects. The market is constantly evolving, so that in order to achieve excellence in it, it is vital to incorporate the latest technological and design advances in order to achieve differentiation, provide the greatest possible added value and increase competitiveness. Just as the machinery market is growing, so is demand at national, European and global levels.

Investment in public works in Spain, where Blumaq's main headquarters are located, is growing after the great crisis. This increase will be linked, above all, to the activity linked to logistics facilities, urban transport and roads and social infrastructures, therefore, on a national level, the company is seen in a good commercial context. On the other hand, the political uncertainty, mainly due to the muddle of the presidency in Spain, could directly affect the confidence of large international investors. However, investments in public works by the Spanish government, grow 39% in 2019, due to this instability and to want to attract the attention of citizens. Therefore, after the Spanish crisis, investments in this sector have increased and are expected to continue increasing, along with the supposed close political stability.

With respect to the European territory, sales of heavy machinery recorded in 2019 its highest level of the last decade. According to the market study carried out by Off-Highway Research, sales increased by 10%, reaching 117.694 units. Among the countries that recorded growth above the average of 10% in this sector, are Spain, Portugal, Italy and Ireland, although still below in historical terms. On the other hand, growth was below the average of Norway and Sweden, although these countries have recorded very remarkable results within the sector. On the other hand, France and Germany account for 64% of sales within the sector, as investment in both public and private infrastructure soars this year. Now, in terms of machinery sales in the United Kingdom, they reached 38.000 units in spite of the uncertainty and political instability surrounding Brexit, as they have important public works projects underway that are providing stability in the market.

Globally, among the countries that Blumaq exports the most are China, the United States, Russia and Canada. On the one hand, China has been approving infrastructure investment

projects in order to radically improve the poorest part of China, in order to narrow the gap between rural and urban China. As a positive consequence for the sector, this eastern country continuously demands machinery for road construction, improvement of the railway network, construction of urban subways, airports and ports. Russia and Canada are in the process of entering into trade agreements with Spain for the maintenance and construction of roads and public transport in which public works machinery and earthmoving are needed. In the case of the United States, its demand is linked to the need of large multinationals in spare parts and accessories for heavy machinery and mining for their daily production activity. In general, the demand for Blumaq is linked to companies with bids for public works, construction and mining, as can be seen in *table 2*, market segmentation.

Table 2: Market Segmentation

LARGE AND SMALL ENTERPRISES
CONSTRUCTION COMPANIES
MINING COMPANIES
ENTITIES WITH PUBLIC WORKS TENDERS

Source: own elaboration.

[2.2.2.2 Sector study](#)

[2.2.2.2.1 Supplier analysis](#)

The suppliers of this sector are in charge of distributing raw materials, semi-finished products, finished products, accessories and equipment supplies. Having good suppliers is going to be a fundamental base for the company, it is essential a good negotiation in the purchases. When choosing a supplier, volumes, delivery times, prices and, above all, the quality of the goods must be taken into account.

Blumaq's suppliers are companies that supply them with raw materials, components for the company's products and final products. These companies have a low product turnover and a high sales margin, due to the intensive capital investment in machinery. Currently, the company has the most reliable and efficient brands in the sector as they are: Cummins, Blumoil, Puronator, Chicago Pnbumatic, Wright tool, FP Diesel, Berco, Whell, Sorefa, Volvo, Komatsu and Case among others, in order to supply the market worldwide.

2.2.2.2.2 Analysis of the competition

The public works machinery and earthmoving sector is attractive due to the high margins that are obtained and the high level of demand that exists. However, despite the attractiveness of this business, there are entry barriers that hinder access in the industry. On the one hand, capital investment in machinery is very high, which is why small companies have great obstacles when it comes to accessing this sector, due to the minimum purchasing power they possess, together with the few credit aids they could obtain to acquire the machinery. On the other hand, we find the experience and positioning factor of the company, which plays an important role when assigning contracts to supply machinery, since, due to high industry standards, customers often request historical information from the company in order to have an idea of the distributor's capacity. However, new equipment manufacturing countries such as China and India are appearing with products of lower quality and price. These countries, increasingly active internationally, have put extra pressure on foreign markets against more traditional manufacturers, which are forced to compete with technological innovations and added value to the sale of the product. Therefore, it is important to take into account and not underestimate new competitors entering the sector, and never lower expectations regarding the development of new strategies and technological innovations.

It should also be borne in mind that there are organizations that focus their business on the rental of this type of machinery, therefore, for companies with little purchasing power to invest in the purchase of this equipment or companies that simply get more profitable rental of certain types of machinery, will opt for the rental service, rather than buying the product. This type of competition is detrimental to companies such as Blumaq, which does not have this type of service.

In the same way, companies that sell at a lower level of quality and low cost, such as China and India. So you will have to add value to the product that has a high level of quality-price, such as items Blumaq, to differentiate it from the competition.

Also, there are companies with an attractive price for consumers at the cost of reducing their costs in services such as rapid distribution and after-sales services. But it must be said that this type of competition is not alarming, since the demand of the sector considers of vital

importance; first, the speed of delivery, since, being an intermediary or final client, it requires of these products for its current activity, and second post-sale services, since they are products of high monetary quantity and a minimum of follow-up is required to the attention to the client.

On the other hand, technological innovation is of vital importance, potential countries such as the United States, Germany and East Asia have become leaders in this sector for their exquisite quality of products and services thanks to technology. However, depending on the subsector in question, it is common to find Spanish manufacturers with significant market shares such as Blumaq and Cohidrex. Since the company, are in continuous expansion, investing and innovating in new technologies and elaborating new strategies, in order to include to the maximum the market of the heavy machinery.

These leading companies in the market are in direct competition with Blumaq, which is why it is convenient to carry out an analysis of the most outstanding characteristics and, as *table 3* shows, a study of their strengths and weaknesses:

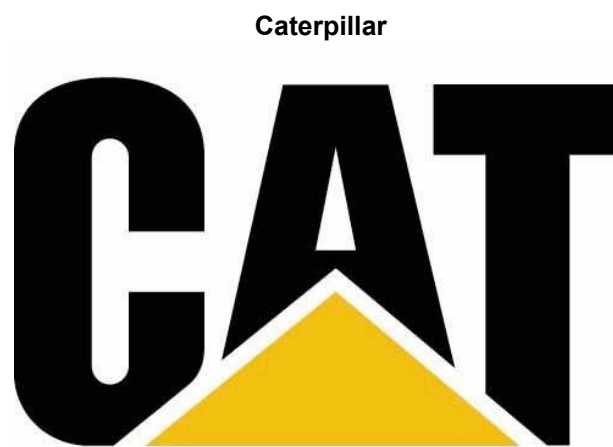
Putzmeister



Source: <https://putzmeister.com/es/web/americas/información-relevante-de-putzmeister>

Putzmeister is a German company with its registered office in Aichtal, which was founded in 1958. The company develops, manufactures, sells and distributes high price-quality machines for pumping, distributing and placing high-density concrete, mortar and solids. They provide world class products and services, on the one hand, they have a total of 8 ranges, composed of highly reliable products. On the other hand, the company provides customers with advice and support services, ranging from the right choice of machines to use for a construction project, to engineering solutions. The machines they distribute are used for a variety of applications, such as civil engineering, mining, tunnel construction, prefabricated product factories, large-scale industrial projects and energy plants.

With regard to a more internal analysis of the company, Putzmeister has a total of 22 subsidiaries, of which 6 are in Germany: Munich, Essen, Hamburg, Frankfurt, Berlin and Gera. From the 1970s onwards, subsidiaries and sales offices abroad were added, which were the starting point for Putzmeister's international operations. Subsidiaries were established in France, Spain, Great Britain, the USA, Brazil, South Africa, Singapore, China, Korea, Japan, Russia, India, the United Arab Emirates, Iraq and Turkey. Through these subsidiaries, the company distributes its products and services to a total of 90 countries around the world, achieving a total of 32.500.000 euros in sales in 2018.



Source: https://www.cat.com/es_ES.html

Caterpillar Tractor Company (CAT) was founded in 1925 in California from the merger of Holt Manufacturing and C.L. Best Gas Tractor Company. Today, Caterpillar is a world leader among companies in the construction machinery and mining equipment sector, diesel engines and industrial gas turbines, with an operating result in 2018 of \$55 million. It offers goods and services to customers in more than 180 countries around the world, with more than 4000 different products for sale. Manufacturing, marketing, logistics, service, research and development facilities, among others, along with distributor locations total more than 500 worldwide, ensuring geographic proximity to the global customer base.

Caterpillar stands out for its technological innovation, both for the reduction of costs for the company and for the continuous improvement of the quality of its products and the sustainability of the environment. An example of this is the saving of 35% less energy in its logistics buildings through various energy-saving techniques, such as outdoor awnings, automatic daylight controls, enthalpy wheels and heat recovery coolers. In addition to having the best technology on the market so that the quality of their products is always optimal, at

high prices. Caterpillar has ensured that society perceives the company as a humane and environmentally conscious company. With activities such as the creation of The Caterpillar Foundation, in which they justify that no organization or person can end extreme poverty, therefore, encourages the participation of government agencies, other entities and individuals to participate in the cause. In addition, they create working environments, products, services and solutions that leverage resources productively and efficiently as part of their effort to create a better world.

Wacker Neuson



**WACKER
NEUSON**

all it takes!

Source: <https://www.wackerneuson.es/es/home/>

The Wacker Neuson Group is a German manufacturer of compact equipment and construction machinery. Since the company was founded in 1848, it has grown into an international group of companies with a dense worldwide network of sales and service partners, with 7 subsidiaries around the world: 3 in Germany, where it is headquartered, China, Serbia, Austria and the USA. They offer a great variety of products in 11 ranges, although it is true that they stand out for their after-sales service, as their main goal is the satisfaction of each and every one of their customers. 25% of the company's employees are dedicated to customer service, as they believe it is an important factor in the sector. In close cooperation, customers offer products and services that exceed their high standards and meet their various requirements, while improving their capabilities, all at a price accessible to their consumers. The trust their customers place in the company is what drives them to give the best of themselves with a passion for true innovation and the highest quality. For this reason, their motto All it takes!, cover the needs of their customers 100%.

In addition, this company also stands out for its continuous investment in advertising, attending each of the fairs related to the sector. Only in 2019 has attended 25 fairs on heavy machinery, with the aim of increasing sales by leaps and bounds. Sales are expected to increase by 2020, with operating profit in 2018 of 50.000.000 euros and 2019 managing a 12% increase.

Doosan Equipment



Source: <https://www.doosanequipment.eu/en/>

Doosan Equipment was founded in 1896 in Korea and is now the oldest heavy machinery company in the country. This company stands out in the sector, as far as design, manufacture and commercialization of heavy and compact equipment for construction to an accessible cost for the population. The company has a wide range of 6 product ranges, including crawler and wheel excavators, wheel loaders, articulated dumpers, mini-excavators and attachments for rental, quarrying, construction, mining and general industry worldwide. This company focuses its attention on its employees, with highly qualified workers, trained and highly motivated work by the treatment received by the company. Doosan Equipment affirms that by encouraging staff talent, honesty, transparent business management and good communication, success is achieved. Therefore, it invests in its personnel, developing HR practices, with the key objective of having motivated and efficient employees, and therefore an excellent job in the company that translates into sales and customer satisfaction.

The company has 7 subsidiaries around the world: Korea (Incheon), Korea (Gunsan), Czech Republic, China (Shandong), China (Yantai), Brazil and Norway. In addition to selling to more than 90 countries, achieving an operating income of 13,5 million euros in 2018, and is expected to increase by 12% in 2019.

Cohidrex






The logo for Cohidrex features the word "cohidrex" in a bold, lowercase, sans-serif font. The letter "i" is distinguished by a small orange dot above it.

Source: <https://cohidrex.com/es>

Cohidrex is a Spanish company that supplies spare parts, accessories and implements for Public Works, Construction and Mining machinery. A selection of top brands, whose products offer high performance and optimum results. The objective of the company is to satisfy the needs of the client in an agile, fast and efficient way, which is possible thanks to a studied logistics. At Cohidrex, factors such as competitiveness and dynamism are paramount, practising continuous adaptation to the market in order to improve its commercial offer every day at an economic price. This organization has warehouses perfectly distributed throughout the Spanish territory to optimize marketing, as well as to accommodate a large stock to ensure immediate availability. Cohidrex offers quality products that it supplies nationally and internationally through different product divisions, grouped under its own brand, Trasteel Wear Parts. In addition to having an ECS service, a web tool that facilitates the online purchase of its products.

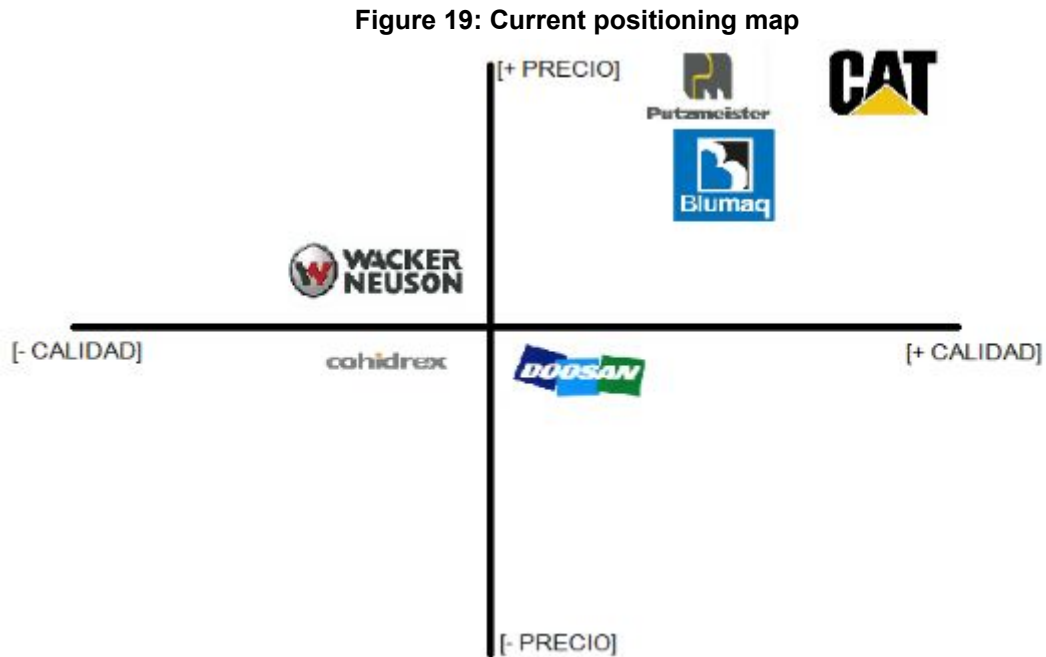
The company has 4 ranges of products, which are developed by technicians of the company who have developed exclusive designs, which offer greater durability to their products, thanks to its innovative design and technologically advanced production processes, allow the productivity and efficiency of the machine increasing the performance in any type of work or terrain. Still in a phase of expansion and growing every year, the operating income for 2018 is 4.000.000 euros.

Table 3: Competition summary table

	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> - Advice-support service for customers. - Geographical proximity. - Distribution of machinery with a variety of applications. 	<ul style="list-style-type: none"> - High prices. - Small variety of products. - High production costs.
	<ul style="list-style-type: none"> - Human and sustainable company image. - Great variety of products. - Continuous technological innovation. 	<ul style="list-style-type: none"> - High prices. - Excessive bureaucracy in online shopping. - High cost in technological investments.
	<ul style="list-style-type: none"> - Good customer service. - High publicity. - Great variety of products. 	<ul style="list-style-type: none"> - Little international presence. - Little technological innovation. - Insufficient improvements in the productive phase.
	<ul style="list-style-type: none"> - Old company, known brand. - Highly qualified employees. - Numerous HR practices. 	<ul style="list-style-type: none"> - Scarce international presence. - Little variety of products. - Little investment in technology.
	<ul style="list-style-type: none"> - Fast delivery service. - Products with exclusive designs. - Economic price. 	<ul style="list-style-type: none"> - No international subsidiaries. - Few variety of products. - Relatively young company, little known.

Source: own elaboration

Finally, in order to locate each of Blumaq's direct competitors and to clearly see the location of each competitor, a positioning map will be drawn up, *figure 19*, in which the price and quality of the products and services of these companies will be highlighted.



Source: own elaboration

2.2.2.2.3 Distributor Analysis

The distributors are key in the development of the activity of the companies that make up the heavy machinery sector. The function of these economic agents is simple: to deliver the requested products to the final customer or to other intermediaries. However, as mentioned above, the speed of delivery in this sector is essential, so it should be borne in mind with which distributor work. In general, companies in the sector make agreements with their distributors, in order to make the delivery on the exact days they have been marked, in order to meet the needs of their customers.

Blumaq, is a company that differs from its rivals by offering immediate solutions in real time, so they have a logistics system and multiple agreements with different transport companies, with the aim of further streamlining the distribution process, ensuring delivery in less than a day, as they are aware of the importance of speed in this sector. The distribution companies in which Blumaq entrusts this service are at a national level: Seur, Schenker-Spain tir, Azkar and Tipsa,

and at an international level: for shipments by air, land or sea, Fedex, TNT, DHL and Guipuzcoana.

2.2.2.2.4 Consumer analysis

In general, the consumers of this sector are small, medium and large companies, since the products offered are designed for the business activity of mining, construction, agricultural and energy entities. Usually, these clients require companies to provide personalised and tailor-made goods and services, with a high quality standard and a favourable after-sales service.

From time to time, Blumaq's clients are both intermediaries and final clients, who require Blumaq's products exclusively to carry out a negotiation or commercial operation, therefore the time to acquire the product from these buyers is gold. This organization, as we have been commenting, has one of the fastest distribution services within the industry, so few alternatives has the customer if he needs the product instantly. On the other hand, there are not many companies worldwide that offer these products with such high quality and durability over time. Unusually, there are companies that the time is not a key factor in their business, but that prevails more the cost that this supposes, for that reason these companies compare prices inside the market, choosing finally more economic products to those that Blumaq offers.

2.2.2.2.5 Analysis of the target audience

Blumaq, is a distributor of the most varied and extensive selection of components, spare parts, accessories and maintenance products for public works machinery and earthworks. Its products are aimed at both intermediaries and end customers. These consumers are, on the one hand, entities with tenders, in need of machinery for the construction of public infrastructures. On the other hand, in greater weight, companies that require heavy machinery, together with their spare parts and maintenance products for their daily activity, such as mining and construction companies.

2.2.2.2.6 Stakeholder analysis

Table 4 below explains Blumaq's agents of interest, who they are and what they expect from Blumaq, and analyzes the degree of power, legitimacy and urgency of these agents of interest.

Table 4: Stakeholder analysis

Agents of interest	Who are they?	What do they expect from Blumaq?	Power
			Legitimacy
			Urgency
Clients	Intermediaries and final clients whose work is carried out by means of heavy machinery.	A product with a high level of quality, fast delivery, good after-sales service and flexibility in payments.	MEDIUM
			HIGH
			HIGH
Suppliers	Companies dedicated to the manufacture of different types of materials and semi-finished products for the repair of machinery.	Loyalty, compliance with payment deadlines and a stable relationship.	LOW
			HIGH
			HIGH
Distributors	Companies dedicated to the delivery of products to the final customer or to another intermediary.	Loyalty, compliance with payment deadlines and a stable relationship.	LOW
			HIGH
			HIGH
Investors	The person or group that provides the financial resources for the company's growth.	Profitability, in addition to trust, respect and loyalty towards them.	HIGH
			HIGH
			MEDIUM
Banks	Entities that manage financial transactions with the company.	Compliance with payment deadlines and a stable relationship.	MEDIUM
			HIGH
			MEDIUM
Employees	People who perform their work in exchange for a salary.	Good working conditions (social security, a contract, rewards, health security, etc.), respect,	HIGH
			HIGH

		motivation and a good working climate.	HIGH
Society	Citizens residing in a country.	A commitment to the environment and to the quality of life in which the economic activity takes place.	LOW
			MEDIUM
			LOW
Government	An organization that directs an institutional-administrative division at the national, regional or local level.	That they comply with each one of the laws related to their commercial activity.	MEDIUM
			HIGH
			LOW

Source: own elaboration



3. SWOT ANALYSIS

Once the internal and external analysis of Blumaq has been carried out, we will study the situation of the company through the SWOT method, in which we will analyze the internal characteristics (strengths and weaknesses) and the external characteristics (opportunities and threats), in order to offer a better vision of the company, which will allow us to set concrete objectives. First a summary table will be made, and then each factor in *table 5* is detailed.

Table 5: Summary table of SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Broad product portfolio. -Instant delivery. -Wide stock -Use of technological innovations. -Exquisite product quality. -Distribution of reliable brands. -OEM suppliers. 	<ul style="list-style-type: none"> -Complex pricing system. -Lack of incident analysis. - Absence of an option to purchase on the website. -Specialized sector. -Nonexistence of sale to the public. - High logistics cost.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> -Removal of trade barriers. -Recognition of Blumaq as a quality mark. Scarce after-sales service from competitors. 	<ul style="list-style-type: none"> -Entry from China with cheaper products. -Little investment in infrastructure by governments. -Large multinationals in the sector. -Political instability. -Customer morbidity.

Source: own elaboration

3.1 Internal Analysis

3.1.1 Strengths:

- Broad product wallet: Blumaq is aware of the needs of the market in this sector, so it supplies practically any spare part that has a machine in order to supply the entire market.
- Fast delivery: Blumaq offers immediate solutions in real time, which is why they have a logistic system and multiple agreements with the different transport companies, with the aim of speeding up the distribution process even more, guaranteeing delivery in less than a day.
- Ample stock: In order to cope with the speed of shipments, the company has department stores, which have a storage capacity of 100.000 pieces.
- Use of technological innovations: Blumaq is continuously investing in new market technologies, both for the production phases and the development and quality of products, communication between employees and customers and after-sales service.
- Exquisite product quality: The company chooses to maximize the quality of its products, which is why it has technological warehouses, in which each product is analyzed in detail, as long as the quality is optimal.
- Distribution of reliable brands: Blumaq has the most reliable and efficient brands in the sector such as they are: Cummins, Blumoil, Blumaq, Puronator, Chicago Pnbumatic, Wright tool, FP Diesel, Berco, Whell, Sorefa, Volvo, Komatsu and Case among others, in order to supply the market worldwide.
- OEM (Original Equipment Manufacturer) Suppliers: Blumaq, works with the best manufacturers, in order to meet the needs of its customers, offering high quality products.

3.1.2 Weaknesses:

- Complex pricing system: Blumaq, depending on the type of customer, the remoteness of the country receiving the product and the type of transport used, use one price or another. It is a system that slows down the bureaucracy at the time of making the invoices, and send the command to manufacture.
- Lack of analysis of incidences: Blumaq does not keep track of the company's incidences, which does not know the reasons that allow strategies to be implemented to improve the success rate in each sale.
- No option to purchase on the website: The company has its website with each product in detail, but does not act as a platform on which you can place an order instantly, nor do prices appear, so this could be lost sales for the company.
- Specialized sector: Being a specialized sector, the way to be known to the public, is through fairs and specialized magazines, advertising that does not reach all consumers.
- No public sale: The company does not have a physical store, which can be accessed by a person on foot, to buy some kind of spare part for personal use.
- High logistics cost: The maintenance of the department stores that Blumaq has a capacity of 90.000 pieces, causes high costs for the company.

3.2 External analysis

3.2.1 Opportunities:

- Elimination of trade barriers by the EU: Thanks to the elimination of barriers between EU countries by the European Union and trade agreements between third countries, the ease of distribution to any point in the world is greater.

- Recognition of Blumaq as a quality mark: Thanks to the inspections of each product in Blumaq's technological warehouses and the desire to continue improving the quality of all its articles and services, the company is perceived by its consumers as a quality mark.
- Little after-sales service from competitors: In this sector, after-sales service is of vital importance. Blumaq, is careful with this service, however many companies in the sector forget this practice, which makes Blumaq stand out.

3.2.2 Threats

- Entry from China with cheaper products: There are companies in which quality is not crucial, but give more importance to the price of products. Countries like China, distribute these products with a medium low quality, but with economic prices, which means a strong competitor in the sector.
- Little investment in infrastructure due to global financial crises: Financial crises cause a decrease in investment in public works, so it is a factor that harms this sector.
- Large multinationals in the sector: Countries such as Germany, Japan and the United States are strong in this sector, with large multinationals in the sector.
- Political instability: The political instability of many of the countries where Blumaq sells, causes a distrust and uncertainty of large investors towards the company.
- Delinquency on the part of clients: Due to major recessions, conflicts in countries, price inflation, there are many companies that have fallen into bankruptcy, leaving large companies like Blumaq an innumerable debt.



4. TARGET AUDIENCE AND POSITIONING

Target audience:

Blumaq, in its trajectory as a company, has directed its sales to small and large entities dedicated to the construction and mining sector. Now, as can be seen in table 6, it is intended to expand the target market to the agricultural sector to a large extent and to individuals. On the one hand, it is considered convenient to address the agricultural sector, since Blumaq has quality machinery for agricultural activity and is not known in this field. Therefore, it is intended to give publicity to Blumaq within this field, in order to attract companies in this sector. On the other hand, launching online sales for the possible consumption of individuals can be an opportunity for the company, in order to increase its sales, since until now, it is a lot of bureaucracy that an individual has to go through to buy in Blumaq, which means a purchase that is not very attractive for this group.

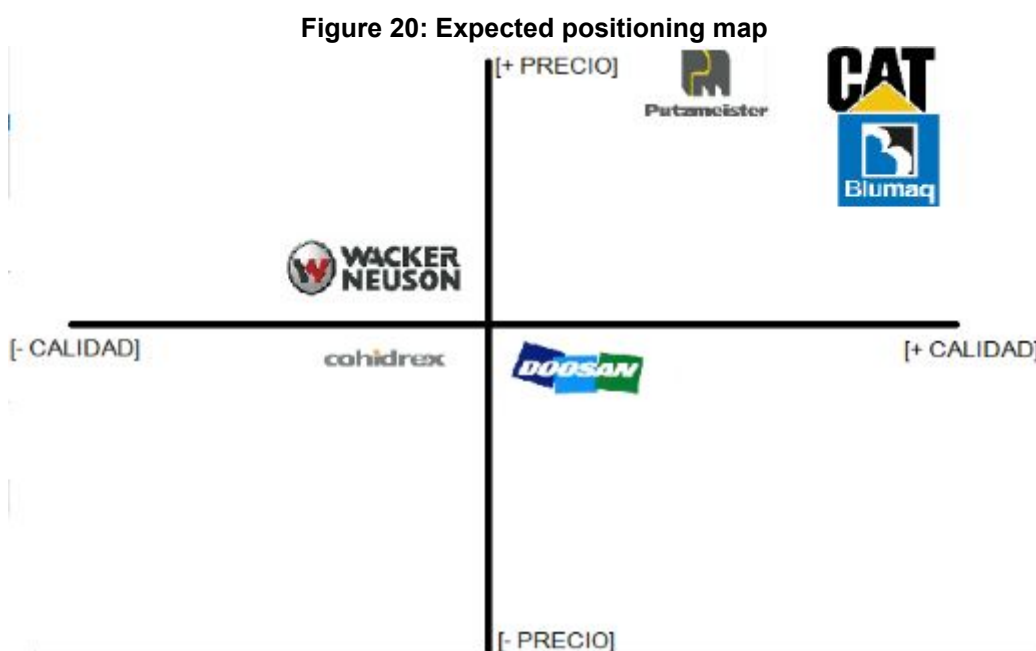
Table 6: New target audience

TARGET AUDIENCE
AGRICULTURAL SECTOR
CONSTRUCTION
MINING
ENTITIES WITH PUBLIC WORKS TENDERS
INDIVIDUALS

Source: own elaboration

Positioning:

The purpose is that the consumer perceives Blumaq as a company of optimum quality as can be seen in figure 20, that is to say, that it can supply a large part of the market with a high quality index of the products it has in just 24 hours, and thus satisfy the needs of customers. The company has warehouses distributed by its 13 international subsidiaries, each of the subsidiaries with a large storage capacity, with the aim of reaching to supply all its customers, in addition to doing so in record time. This international sales network helps the fast and efficient distribution of your products anywhere in the world in just 24 hours.



Source: own elaboration

5. MARKETING OBJECTIVES

The general objectives, table 7, and the specific objectives, table 8, which are proposed for Blumaq can then be seen clearly and visually.

5.1 Overarching objectives

Table 7: Overarching objectives

OVERARCHING OBJECTIVES:
Increase sales by 10% by 2020
Improve brand awareness by 15 % in 2020

Source: own elaboration

5.2 Specific objectives

Table 8: Specific objectives

INCREASE SALES BY 10% IN 2020	IMPROVE BRAND AWARENESS BY 15% IN 2020
SPECIFIC OBJETIVES:	
<ol style="list-style-type: none"> 1. Achieve 36% of 10% in the sale of new oils by 2020. 2. Achieve 25% of 10% in online sales by 2020. 3. Achieve 9% of 10% in the opening of a retail store by 2020. 4. Achieve 11% of 10% of sales from attending agricultural fairs in 2020. 5. Achieve 19% of 10% of a new line of agricultural products by 2020. 	<ol style="list-style-type: none"> 1. Maintain 90% of current customers by 2020. 2. Attract 3% of potential customers in the agricultural sector by 2020. 3. Improve customer satisfaction by 90% by 2020. 4. Improve employee satisfaction by 95% by 2020.

Source: own elaboration

 **6. MARKETING STRATEGIES****OBJECTIVE 1:**

Increase sales by 10% in 2020

STRATEGY 1: DEVELOPMENT OF NEW PRODUCTS

This strategic choice explains the development of new products for the markets in which the company currently operates, benefiting from the consumers' perception of Blumaq as a quality brand. The markets are in continuous movement and therefore in constant change, it is a good opportunity for the company to launch a new product that manages to position itself and meet the needs of consumers.

STRATEGY 2: DEVELOPMENT OF NEW MARKETS

Business growth strategy that consists of identifying and developing new market segments for existing products. An opportunity to increase Blumaq's sales in one year is to open new distribution channels in order to reach a greater number of potential consumers with its goods and services, i.e. to increase its presence in the market, both in the agricultural market and in the online market, and to open a new retail store.

DIVERSIFICATION STRATEGY

Betting on the diversification strategy means broadening the horizon by looking for new market niches or commercial market possibilities, in this case towards the agricultural market. In particular, a concentric diversification strategy will be developed, in which Blumaq will create a new product line for the agricultural market in order to reach more consumers.

These new products are closely related to existing products, either due to technological or marketing similarities.

As we can see, the strategies developed for objective 1 are 3 of the 4 strategies that belong to the Ansoff matrix, *figure 21*.

Figure 21: Ansoff matrix



Source: Own elaboration.



STRATEGY 1: POSITIONING

The aim of this strategy is to ensure that Blumaq's image occupies a distinctive place, relative to competition, in the minds of consumers. The aim is for current and potential clients of the company to perceive it as a company committed to the human being and therefore to create a close relationship between the company and the client, with the aim of highlighting the brand.

STRATEGY 2: DEVELOPMENT OF NEW MARKETS

The planning will be focused on attracting new consumers of Blumaq's product to a new market, the agricultural market. Relevant actions will be developed to make Blumaq's products known to this new sector. The products will be sold as high quality products and quickly at the time of delivery. The Blumaq brand will be highlighted in this new market to attract potential customers.

STRATEGY 3: LOYALTY

Loyalty is a marketing concept that designates the loyalty of the customer to the brand, product and / or service, which buys on a regular basis. Blumaq must take care of each one of its current clients so that they continue trusting in the brand and in each one of its products. Therefore, it must carry out a series of actions with the aim of preserving its consumers, creating a stable and lasting relationship with them, so that they perceive Blumaq as the best purchase option ever. On the other hand, create employees loyal to the company to increase productivity.

 **7. ACTION PLANS****Objective to which it contributes:**

Objective 1: 10% increase in sales by 2020.

Specific Objective 1.1: Achieve 36% of 10% of new product sales by 2020.

Strategy: New product development.

Timeline: February-December

Cost: 817.668€

ACTION 1: MANUFACTURE OF SYNTHETIC OILS

Taking advantage of customers' perception of Blumaq's excellent product quality, new synthetic engine maintenance oils will be manufactured, *figure 22*. Thus, when the consumer places an order for maintenance products or even buys an engine, he can buy these oils in the same purchase. Synthetic oils will be designed to meet changing needs and improve engine performance and durability. Based on PurePlus technology, a revolutionary process in which natural gas becomes a crystalline lubricant with virtually none of the usual petroleum impurities. This product improves viscosity, friction and volatility characteristics, thus helping to extend engine life, reduce maintenance costs, reduce lubricant and fuel consumption and achieve greater engine cleanliness. The most widely used traditional lubricants are developed in three phases:

1. Gas synthesis: The methane found in natural gas is heated by resorting to pure oxygen to obtain a synthesis.
2. Fluidisation: The gas obtained is transformed into liquid.
3. Distillation: The liquid is distilled to obtain a crystalline base oil practically free of impurities to which special additives are then added to protect the engine and components of active cleaning.

This product will be elaborated in the Technical Center center with the current resources that the company has, in which once these three phases have been developed, it goes through a quality process and then goes on sale. Finally, the new product with all its detailed

characteristics will be sent through mailing to all its customers, in addition to adding it to the company's website.

In each of the expeditions of the product 200 liters will be elaborated, bottling the oil in bottles of 4 liters, therefore, each productive process will result in 50 bottles of 4 liters. It is estimated that by 2020 23.530 units will be produced, therefore, as can be seen in *table 9*, the total cost of the new product throughout the year will be 800.000 €.

Table 9: Synthetic oil costs

PRODUCT	COST/200L	COST OF PACKAGING/200L
SYNTHETIC OIL	1.700 €	50 X 0'75= 37'50€
UNIT COST= 34'75€		
TOTAL COST = 817.668€		

Source: own elaboration

Figure 22 : Synthetic oil Blumaq



Source: own elaboration

Objective to which it contributes:

Objective 1: 10% increase in sales by 2020.

Specific objective 1.2: Achieve 25% of 10% of online sales, by 2020.

Strategy: Development of new markets.

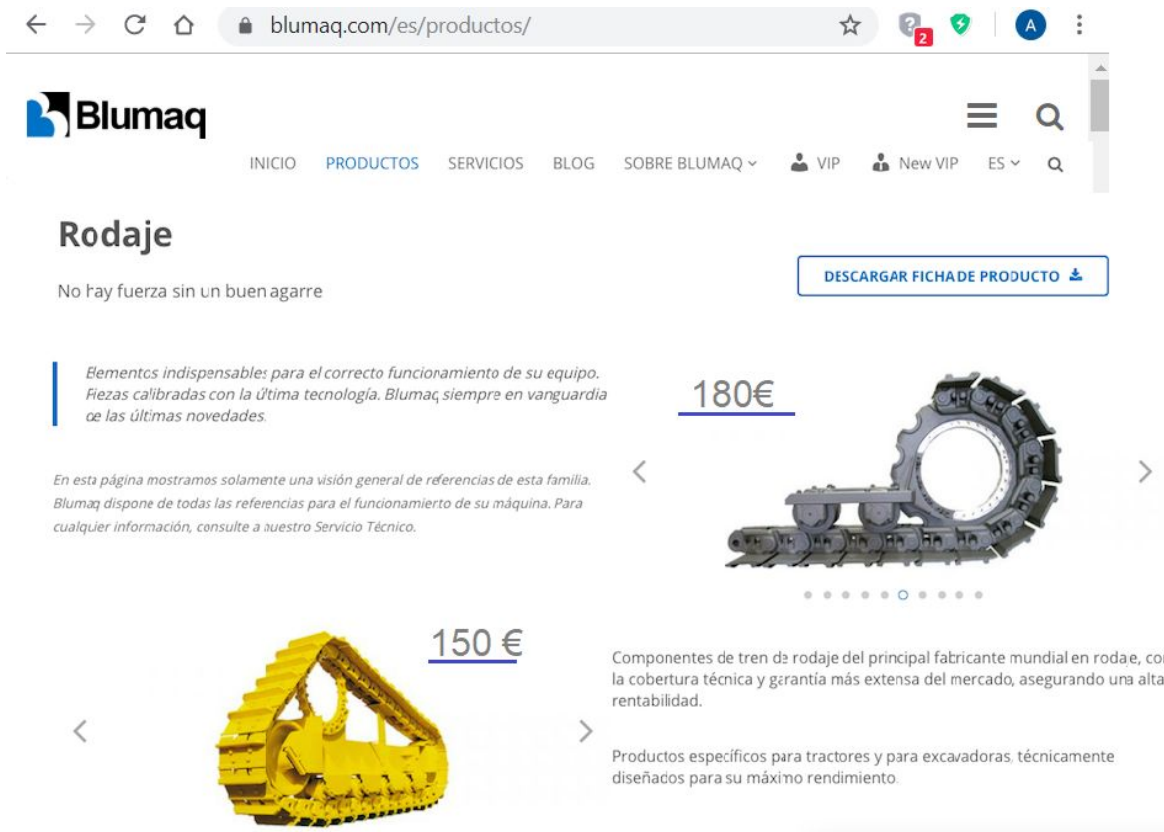
Timeline: January- March and year-round maintenance | **Cost:** free

ACTION 2: CREATE AN ONLINE PURCHASE OPTION

On the same Blumaq web page, [Blumaq.es], enter the direct purchase option, i.e. indicate which is the price of each of the products, a price and the option to buy on the same web, at a cost of 0, *table 10*.

However, as described in the section on prices, Blumaq offers different prices depending on the type of customer and distance. Therefore, this platform will be based on developing a series of internal algorithms in which depending on the type of customer, some prices or others. Then, the customer will first register on the website, once you enter your data, the system will recognize it and show the corresponding prices to the customer. On the other hand, if the customer is new, will have a series of prices based on the products, which in turn, if incident in the purchase, prices may vary, as the system collects all the information of each purchase. When this happens, Blumaq will send an email explaining in detail the reason for the variation in prices. *Figure 23*.

Figure 23: Blumaq website with prices included



Source: own elaboration

Table 10: Online Cost of Sales

TOTAL COST OF CREATING AN IMMEDIATE PURCHASE OPTION	FREE
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Fuente: own elaboration

Objective to which it contributes:

Objective 1: 10% increase in sales by 2020.

Specific objective 1.3: To achieve 9% of 10% in the opening of a sales warehouse to the public in 2020.

Strategy: Development of new markets

Timeline: March-May and year-round maintenance | **Cost:** 24.300€

ACTION 3: OPEN A RETAIL STORE

Retailing is a means of marketing that has the ability to reach directly to the final consumer, satisfying their momentary needs and becoming considered as a loyal friend as it is always there ready to serve you. Therefore, the warehouse currently available to the company will be opened to the public, 45 kilometres from the company's headquarters in the city of Valencia, to a city easily accessible from any point in Spain. The warehouse is completely tidy and divided by the 15 product ranges that Blumaq has. Distributing the products in a warehouse can be an opportunity for the company, so that goods and services reach a high level of exposure and market penetration. In addition, the Spanish companies dedicated to the sector of heavy machinery of public works and mining, do not have department stores of sale to the public, for that reason it can be the occasion to attract consumers who wish to see the products of first hand, need direct information on them or any data related to the company and the sector.

To do this, one more employee will be needed, *table 11*, who will be at the counter offering help to any consumer who frequents the store.

Table 11: Costs of Hiring an Employee

COST OF AN EMPLOYEE	- Gross salary= 1800€/mes - Net salary= 1300€/mes + pays Christmas and summer = 1000€ + benefit pay= 700€
TOTAL COST OF AN EMPLOYEE IN 2020= 24.300€	

Source: own elaboration

Objective to which it contributes:

Objective 1: 10% increase in sales by 2020.

Specific objective 1.5: Achieve 9% of 10% of sales at opening of a retail warehouse in 2020.

Objective 2: Improve brand awareness by 15% by 2020.

Specific objective 2.2: To attract 3% of potential customers in the agricultural sector by 2020.

Strategy: Diversification

Timeline: January-December

Cost: 389.100€

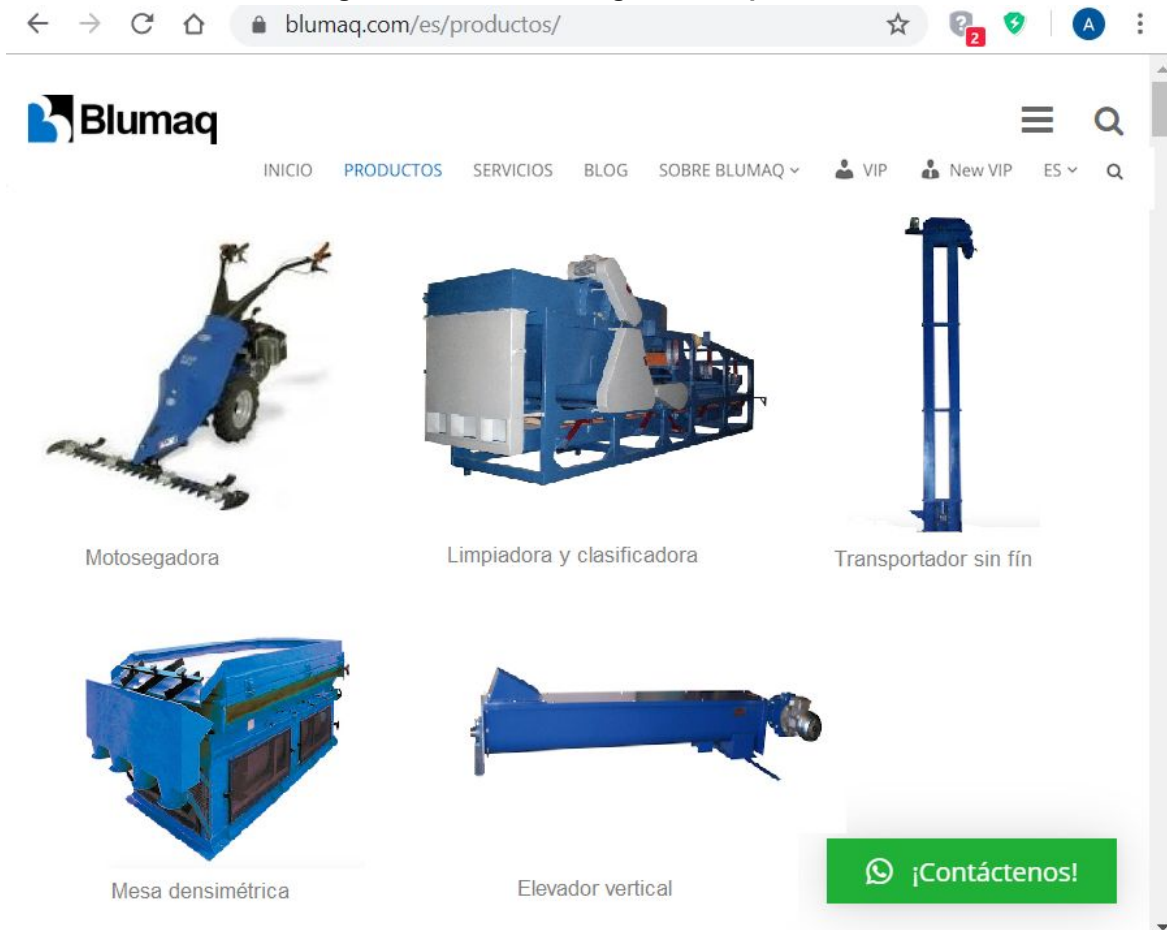
ACTION 4: DISTRIBUTION OF A LINE OF AGRICULTURAL PRODUCTS

In 2020, Blumaq will start to address the agricultural sector, so it will include among its broad portfolio of products, a line of 5 products related to the activity of agriculture, in order to attract potential customers in the agricultural sector and expand its business. In addition, it will also target this sector with current products, which are also useful for the activity of this market.

These new products will be acquired from Miguel Urbano, a supplier of machinery for cleaning, sorting and sorting grains and cereals. This organization has more than 30 years of experience in the sector and verified product quality. To start selling products aimed at the agricultural market, a selection has been made of the 5 items most demanded by consumers, since what are tractors, trucks, transporters, engines and machine maintenance, can currently be found in Blumaq.

These products will be a motor mower, a cleaning and sorting machine for grains and cereals, a densimetric table, a vertical elevator and an endless conveyor, as can be seen in *figure 24*.

Figure 24: New line of agricultural products.



Source: own elaboration

It is estimated that a total of 600 units of the vertical lifting product, 900 units of the conveyor product, 180 products of the cleaning and sorting machine, 40 units of the densimetric table and 100 units of the mower will be acquired during 2020.

Therefore, observing the cost of the products in *table 12*, we understand that the total cost of this product line for 2020 is 389.100€.

Table 12: Agricultural product line costs

PRODUCTS	COST
Motor mowers	875€/und
Cleaner and classifier	650€/und
Densimetric table	1.840€/und
Vertical elevator	80€/und
Conveyor	70€/und
TOTAL COST= 389.100€	

Source: own elaboration

Objective to which it contributes:

Objective 1: 10% increase in sales by 2020.

Specific objective 1.4: Achieve 11% of 10% of sales in agricultural fair attendance by 2020.

Objective 2: Improve brand awareness by 15% by 2020.

Specific objective 2.2: To attract 3% of potential customers in the agricultural sector by 2020.

Strategy: Developing new markets

Timeline: February, March, April, September, November **Cost:** 99.100€

ACTION 5: ATTENDANCE AT AGRICULTURAL FAIRS

Many of the products that Blumaq distributes to construction and mining companies are also applicable to the agricultural sector. So far, the company has not been known within this sector, so it is a good opportunity to address this market with current products available to the company. Taking advantage of the already existing resources of the company and the worldwide known brand, it is proposed to attend agricultural fairs, showing through a screen all the products and their characteristics suitable for this activity. Firstly, in 2020 we will attend fairs in Spain, where agricultural activity is still deeply rooted. The cost of attending agricultural fairs can be seen in *table 13* below:

Table 13: Costs of attending agricultural fairs

FAIRS	DATE	COST/STAND	COST/AREA	COST/CATERING
Fima	25/02-29/02	1.500€	18.000€	800€
Agroworld	11/03-13/03	1.500€	15.000€	500€
Autotrac	11/06-13/06	1.500€	14.000€	500€
Agromaq	06/09-10/09	1.500€	19.000€	800€
Fame	10/11-12/11	1.500€	15.000€	500€
TOTAL COST:		15.000€	81.000€	3.100€
TOTAL COST OF AGRICULTURAL FAIRS 2020= 99.100€				

Source: own elaboration

Objective to which it contributes:

Objective 1: 10% increase in sales by 2020.

Objective 2: Improve brand awareness by 15% by 2020.

Specific objective 2.1: To maintain 90% of current customers by 2020.

Specific objective 2.3: To improve customer satisfaction by 90% by 2020.

Strategy: Loyalty

Timeline: January and year-round maintenance

Cost: 1.089€

ACTION 6: IMPLEMENTATION OF A CRM SYSTEM

The purchase of a CRM [Customer Relationships Management] system, as it offers the opportunity to establish relationships with customers thanks to the interaction of the company with it through different communication channels. All the information is stored in the CRM, and in this way the company can better know its customers and know their needs and preferences when purchasing a product or service. This system favors the retention of customers, since, because the company has a broad knowledge of customers, the company can offer commercial solutions tailored to their needs, so the income is also higher and the sales cycle is reduced. Also, thanks to the reports you can see a history of sales performance and even how the company is doing today, and so through a process of improvement reach objectives. In addition to analyzing the lost sales of the company, in order to come to implement strategies to improve the success rate in each sale. The cost of this database can be analyzed in *table 14*. The SumaCRM database will be implemented, which includes 7 licenses and the following activities:

- 100% responsive: you will be able to access SumaCRM from mobile, tablet and computer.
- Add labels to contacts for easy filtering.
- Group the users (your team) in groups, e.g. Commercials, Management, etc.
- Assign tasks to other users and track them.
- Import contacts from Gmail, Outlook, Excel, etc.

- Internal communication between users.
- Sales reports by status, tasks, time periods, etc.
- Analysis of lost sales.
- Unlimited cases (Project Management).
- Privacy levels for user profiles.
- Attach documents to your Contacts, Sales or Cases.
- Export contacts, emails, notes and task reports to Excel.
- Segment your contact base according to multiple types of filters.
- Customize contact information fields.
- Categorize tasks, e.g. Meeting, Call, Tracking, etc.
- Group notes and comments under the same subject.

Table 14: Costs of implementing a CRM

COST OF THE CRM SYSTEM	- Primer mes gratis - 99€/ mes
TOTAL COST CRM IN 2020= 1.089€	

Source: own elaboration

Objective to which it contributes:

Objective 1: 10% increase in sales by 2020.

Objective 2: Improve brand awareness by 15% by 2020.

Strategy: Positioning

Timeline: January-December

Cost: 2.500€

ACTION 7: PAY-PER-CLICK

More and more companies and individuals are using the Internet tool, both to search for information, contrast data or even to make a purchase at the time. Even if users don't finish clicking on your advert, seeing your name at the beginning gives a good impression and makes the brand more credible and powerful, *figure 25*. The cost of carrying out this action can be seen in *table 15*. To implement pay per click, you have to take into account two steps:

1. The keywords: Don't think about what the product is called, but how a new user would look for it.

EXAMPLE:	Heavy machinery, construction, mining, public works, agricultural machinery, engine maintenance, machinery accessories.
----------	---

2. Meta description: Users see the meta description as the summary of the page in search engines, so it should be attractive.

EXAMPLE:	Blumaq is an international distributor, which sends in less than 24 hours, spare parts and heavy machinery for public works, mining and agriculture of high quality verified.
----------	---

Figure 25: Google search



Source: own elaboration

Table 15: Pay per click costs

TOTAL COST PAYMENT PER CLICK 2020	2.500€
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Source: own elaboration

Objective to which it contributes:

Objective 2: Improve brand awareness by 15% by 2020

Specific objective 2.1: To maintain 90% of current customers by 2020.

Specific objective 2.3: To improve customer satisfaction by 90% by 2020.

Strategy: Loyalty and positioning

Timeline: January and year-round maintenance

Cost: free

ACTION 8: BLUMAQ FOUNDATION

Creating a foundation against cancer is viable for a company like Blumaq that is surrounded by large companies both nationally and internationally, in addition, is a brand recognized worldwide, so you can raise a considerable amount of money for research into this disease. The creation of this foundation is a message of responsibility and social commitment that reaches all stakeholders, improving the positioning and prestige of the company and with a cost of 0, *table 16*. Blumaq, will publicize this foundation through mailing to all its suppliers, distributors, customers and employees. It will also include the logo of the foundation, *figure 26*, in all its merchandising products and on the same website where the donations will be made.

Figure 26: Cancer Foundation logo



Source: own elaboration

Table 16: Foundation costs

TOTAL COST OF THE FOUNDATION IN 2020	0€
--------------------------------------	----

Source: own elaboration

Objective to which it contributes:

Objective 1: 10% increase in sales by 2020.

Objective 2: Improve brand awareness by 15% by 2020.

Specific objective 2.4: To improve employee satisfaction by 95% by 2020.

Strategy: Positioning

Timeline: January-December

Cost: free

ACTION 9: LISTED IN GREAT PLACE TO WORK

Great Place to Work, is a ranking that Best Workplaces performs annually to reward companies that exceed a set of filters related to the welfare of employees. Staying on this list helps to create an image of the company of credibility, trust, respect and closeness to society. In addition, having satisfied employees with the company means greater productivity for the company. To be part of the list, you only have to follow the steps indicated on the website:

1. Delivery of the documentation necessary for success in participation in the ranking Best Workplaces 2020.
2. Sending the Trust Index survey to all employees in the organization via email. This survey is based on questions about the well-being and the environment in which Blumaq employees find themselves.
3. Evaluation of people management policies under the Culture Audit methodology. This methodology focuses on the human resources and leadership practices that create the environment that attracts and retains talent and is essential for companies to remain competitive.

Delivery of global results for each question of the "Great Place to Work Model".

Once these steps have been carried out, if the company has passed the appropriate filters, the certificate of excellent company is sent, in this case to Blumaq and its brand is added to the ranking list. In addition, the name of the company will appear in databases under the CNAE: 4669 - Wholesale of other machinery and equipment], for those who seek information on this sector, brilliant companies appear at the level of humanity, sustainability and social commitment. This improves the image that the public perceives about Blumaq. In addition, the cost of this action is free, *table 17*.

Table 17: Costs Great Place to Work

TOTAL COST GREAT PLACE TO WORK IN 2020	0€
--	----

Source: own elaboration

Objective to which it contributes:

Objective 2: Improve brand awareness by 15% by 2020

Specific objective 2.1: To maintain 90% of current customers by 2020.

Specific objective 2.3: To improve customer satisfaction by 90%.

Specific objective 2.4: To improve employee satisfaction by 95% by 2020.

Strategy: Positioning and loyalty

Timeline: December

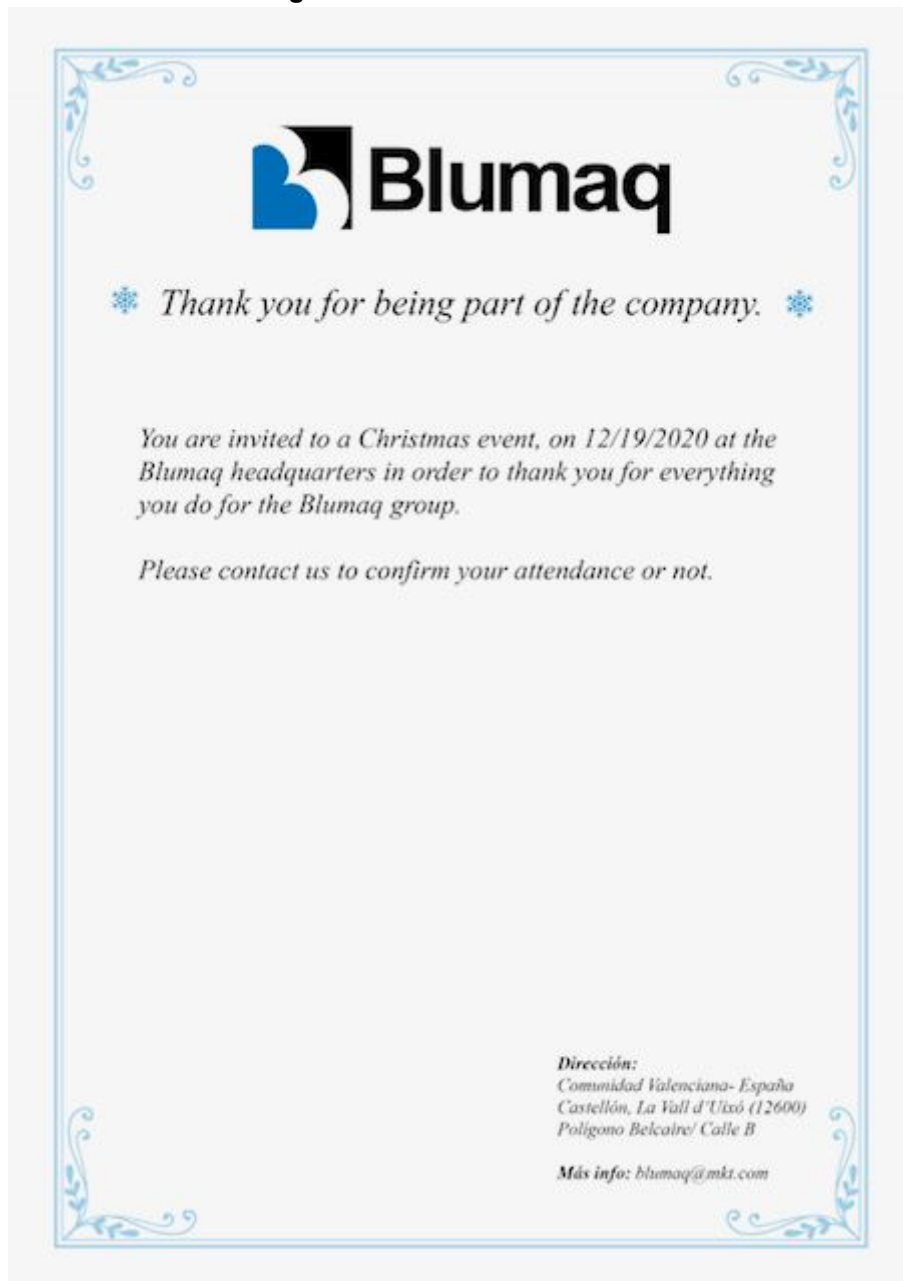
Cost: 23.000€

ACTION 10: CELEBRATION OF THE 20TH ANNIVERSARY OF THE INTERNATIONALISATION OF BLUMAQ:

With the aim of optimizing the satisfaction of its agents of interest, and in order to congratulate the Christmas holidays to those who are the engine of Blumaq, loyal buyers and workers, will be held a snack, on the occasion of the 20th anniversary of Blumaq in international lands. With this action, we want to strengthen ties with those who are its current customers, so that they feel that Blumaq respects them and remain loyal to the company. On the other hand, to motivate employees and make them see that they are part of the business, since employees who are satisfied with the company are synonymous with productivity at work.

This event will be held at the headquarters of Blumaq, on December 19, 2020, the invitation, *figure 27*, will be sent via email, where they will be explained in detail the anniversary event. On the other hand, it is aware that many of Blumaq's clients are international, therefore, depending on the confirmation of attendance, the company will take care of the overnight stay at the Hotel Belcaire, in La Vall d'Uixó. In addition, there will be distributed as a surprise factor, an invitation to the Caves of San Jose [longest navigable underground river in Europe] which is located in the same town.

Figure 27: Christmas invitation



Source: own elaboration

Once all invitations have been confirmed or rejected, the marketing department will organize this event taking into account:

- The decoration: The marketing department will be in charge of designing the whole decoration.
- Catering: The La Bambina organization will be asked to do this, as they have already worked with it before.

- The stay in the hotel: It is the only hotel in the town, so each time an entity brings people to this establishment, it discounts 30% of the total price.
- Tickets for the Caves of San José: The council will reduce the price by 40% of the tickets, because thanks to this event, the place is promoted.

It is estimated an average of 1500 people, of which 500 are employees of the company, and 1000 are customers of Blumaq. It is a close estimate to the previous events held by the company, ranging between 1000 and 1500 people, in order to calculate the costs of the event, *table 18*.

Table 18: Costs of the anniversary event

DECORATION	500€
CATERING	4.000€
STAY	14.350€
TICKETS	3.500€
	TOTAL COST= 23.000€

Fuente: own elaboration

7.1 Summary of the action plan

Below is a summary table, *table 19*, of the objectives set, with the development of strategies and actions to comply with them.

Table 19: Summary of the action plan

<p>OBJECTIVE 1: 10% increase in sales by 2020</p>	<p>Product Development Strategy</p>	<p>- Action 1: Manufacture of synthetic oils.</p>
	<p>Market development strategy</p>	<p>- Action 2: Create an online purchase option. - Action 3: Open a retail store. - Action 5: Attendance at agricultural fairs.</p>
	<p>Diversification strategy</p>	<p>- Action 4: Distribution of a line of agricultural products.</p>
<p>OBJECTIVE 2: Improve brand awareness by 15% by 2020</p>	<p>Positioning strategy</p>	<p>- Action 7: Pay per click. - Action 8: Blumaq Foundation. - Action 9: Listed to the Great Place to Work list. -Action 6: Implementation of a CRM. - Action 10: Celebration of a festive act.</p>
	<p>Market development strategy</p>	<p>- Action 5: Attendance at agricultural fairs. - Action 4: Distribution of a line of agricultural products.</p>
	<p>Loyalty strategy</p>	<p>-Action 6: Implementation of a CRM. - Action 10: Celebration of a festive act. - Action 8: Blumaq Foundation.</p>

Source: own elaboration

 **8. TIMELINE**

The implementation deadline for each of the proposed actions and the timetable for these deadlines will be shown in detail below, *table 20*.

- Action 1. Manufacture of synthetic oils: The manufacture of these products will begin in February until the close of the financial year, while in January the site of the production phase and the necessary resources will be prepared beforehand.
- Action 2. Create an online purchase option: It will begin in the month of January and end in March, the first month will be based on informing all current customers by mailing of the new way of sale and to create the algorithm, the second month will show online prices and the direct purchase option and the third month will be a control process.
- Action 3. Open a retail store: In March the new employee will be placed in the warehouse that Blumaq has in Valencia.
- Action 4. Distribution of a line of agricultural products: The distribution of this new line of agricultural products will begin in the month of January until the close of the financial year.
- Action 5. Attendance at agricultural fairs: Agricultural fairs will be attended in the months of February, [25-29], March [11-13], April [11-13], September [06-10], and November [10-12].
- Action 6. Implementation of a CRM system: The new database will be acquired in January, so long as it is used all year round.
- Action 7. Pay per click: It will last all year 2020, from January to December, the company will make the pay per click.
- Action 8. Create the Blumaq Foundation: In January, emails will be sent to each supplier, distributor and client, informing them about the new cancer foundation and enabling the option to donate on the same website. In addition, they will be in charge of putting the new logo in the following merchandising orders.
- Action 9. Listed to the Great Place to Work: During the month of January, the information requested by Great Place to Work will be delivered and employee surveys will be carried out. In February, the company will deliver the survey results to Blumaq.
- Action 10. Celebration of the 20th anniversary: This will be a Christmas event to mark Blumaq's 20th anniversary on international soil, so it will be celebrated in December.

Table 20: Timeline

ACTIONS/ MONTHS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: Manufacture of synthetic oils.												
Action 2: Create an online purchase option.				Maintenance of the action								
Action 3: Open retail store.						Maintenance of the action						
Action 4: Distribution of a line of agricultural products.												
Action 5: Attendance at agricultural fairs.												
Action 6: Implementation of a CRM		Maintenance of the action										
Action 7: Pay per click												
Action 8: Blumaq foundation		Maintenance of the action										
Action 9: Listed to the Great Place to Work												
Action 10: Celebration of a festive act.												

Fuente: elaboración propia



9. BUDGET

The actions proposed to meet the objectives, together with their expected cost and benefit, will then be detailed in *Table 21*, followed by a summary table with the total budget for the set of actions and the expected benefits in *Table 22*.

Table 21: Budget

Actions	Budget	Expected benefit
Action 1: Manufacture of synthetic oils.	817.668€	1.692.000€
Action 2: Create an online purchase option.	Free	1.175.000€
Action 3: Open retail store.	21.900€	423.000€
Action 4: Distribution of a line of agricultural products.	389.100€	893.000€
Action 5: Attendance at agricultural fairs.	99.100€	517.000€
Action 6: Implementation of a CRM	1.089€	Improved customer satisfaction.
Action 7 : Pay per click	2.500€	Brand awareness.
Action 8: Blumaq foundation	Free	Brand awareness.
Action 9: Listed to the Great Place to Work	Free	Employee productivity and brand recognition.
Action 10: Celebration of a festive act.	22.350€	Loyal customers and motivated employees.
	Total budget: 1.353.707€	Total benefit = 4.700.000€ and improving brand awareness by 15%..

Source: own elaboration

Table 22: Budget summary

OBJECTIVES:	TOTAL BUDGET:	TOTAL BENEFIT:
Increase sales by 10% by 2020	1.353.707€	47.000.000 x 1'10% = 51.700.000€
Improve brand awareness by 15% in 2020		Improve brand awareness by 15%

Source: own elaboration

10. CONTROL OF OBJECTIVES

Table 23: Objective 1 control

OBJECTIVES	MEASURING FREQUENCY	PERSON IN CHARGE	CONTROL METHOD
<u>Objective 1:</u> increase sales by 10% in 2020	Monthly	Finance department	Analysis of year-end sales compared to the previous year's results.
<u>Specific objective:</u> Achieve 36% of new product sales by 2020	Monthly	Marketing department	Analysis of the sales of the new product.
<u>Specific objective:</u> Achieve 25% online sales by 2020	Monthly	Marketing department	Analysis of sales through the website.
<u>Specific objective:</u> Achieve 11% of sales from attending agricultural fairs by 2020.	Trimestral	Marketing department	Analysis of sales in the agricultural sector
<u>Specific objective:</u> Achieve 19% of a new line of agricultural products by 2020.	Monthly	Purchasing department	Sales analysis of agricultural line products.

Source: own elaboration

Table 24: Objective 2 Control

OBJECTIVES	MEASURING FREQUENCY	PERSON IN CHARGE	CONTROL METHOD
<u>Objective 2:</u> Improve brand awareness by 15% by 2020	Bimonthly	Marketing department	Analysis of the notoriety of the mark
<u>Specific objective:</u> Attract 12% of potential customers in the agricultural sector by 2020	Bimonthly	Marketing department	Analysis of the number of consumers in the agricultural sector.
<u>Specific objective:</u> Maintain 90% of current customers by 2020	Monthly	Marketing department	CRM analysis. Analysis of current customers.
<u>Specific objective:</u> Improve customer satisfaction by 90% by 2020	Monthly	Marketing department	CRM data analysis. Evaluation of a customer questionnaire.
<u>Specific objective:</u> Improve employee satisfaction by 95% by 2020	Monthly	Human resources department	Evaluation of an employee questionnaire.

Source: own elaboration

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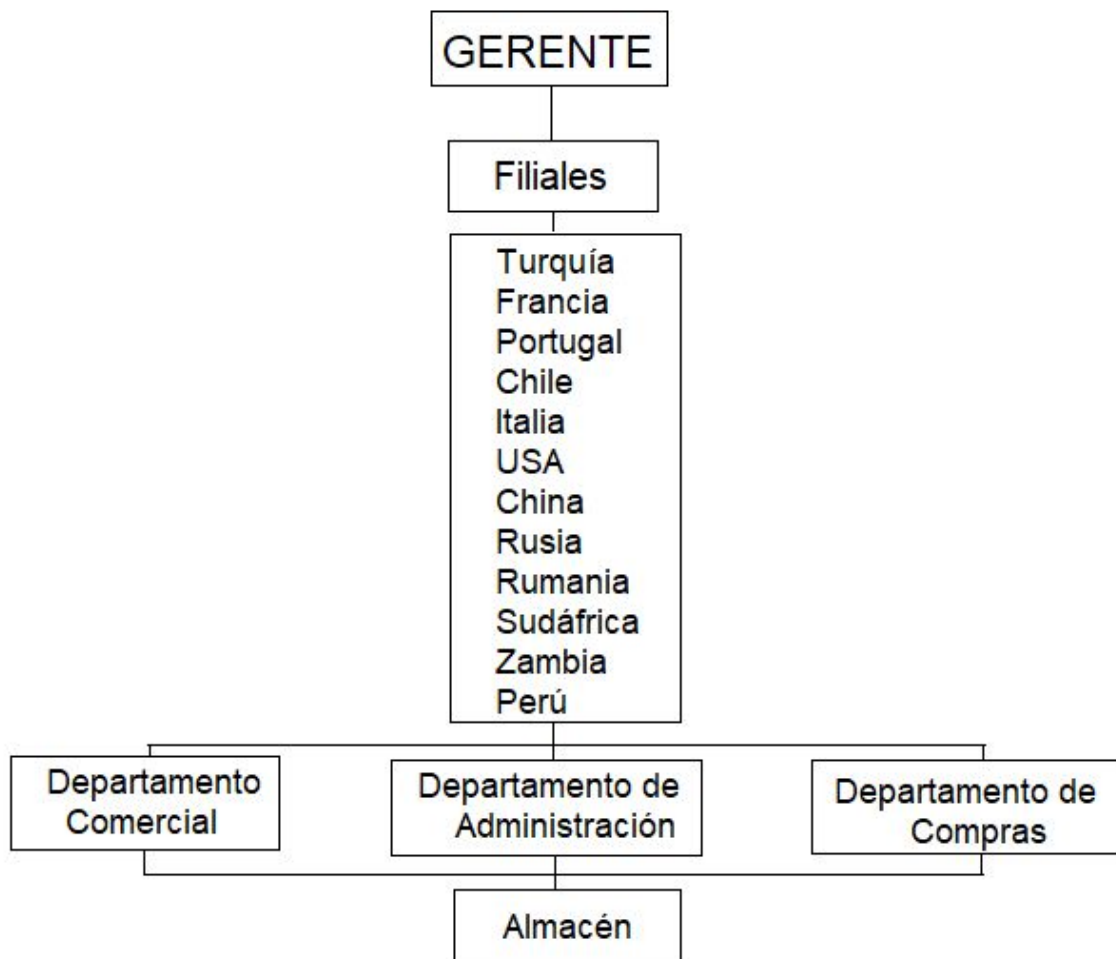
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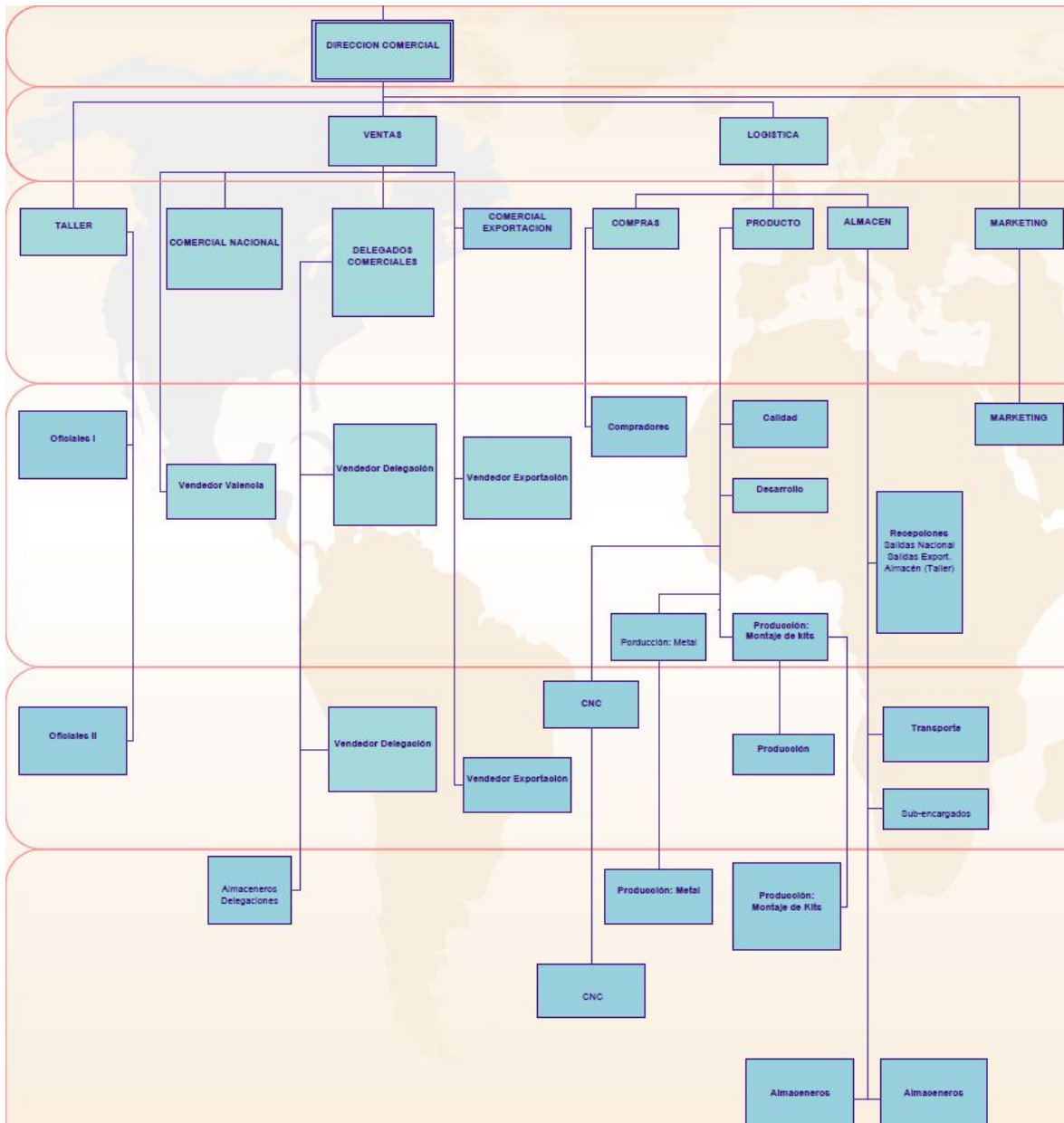
13. ANNEXES

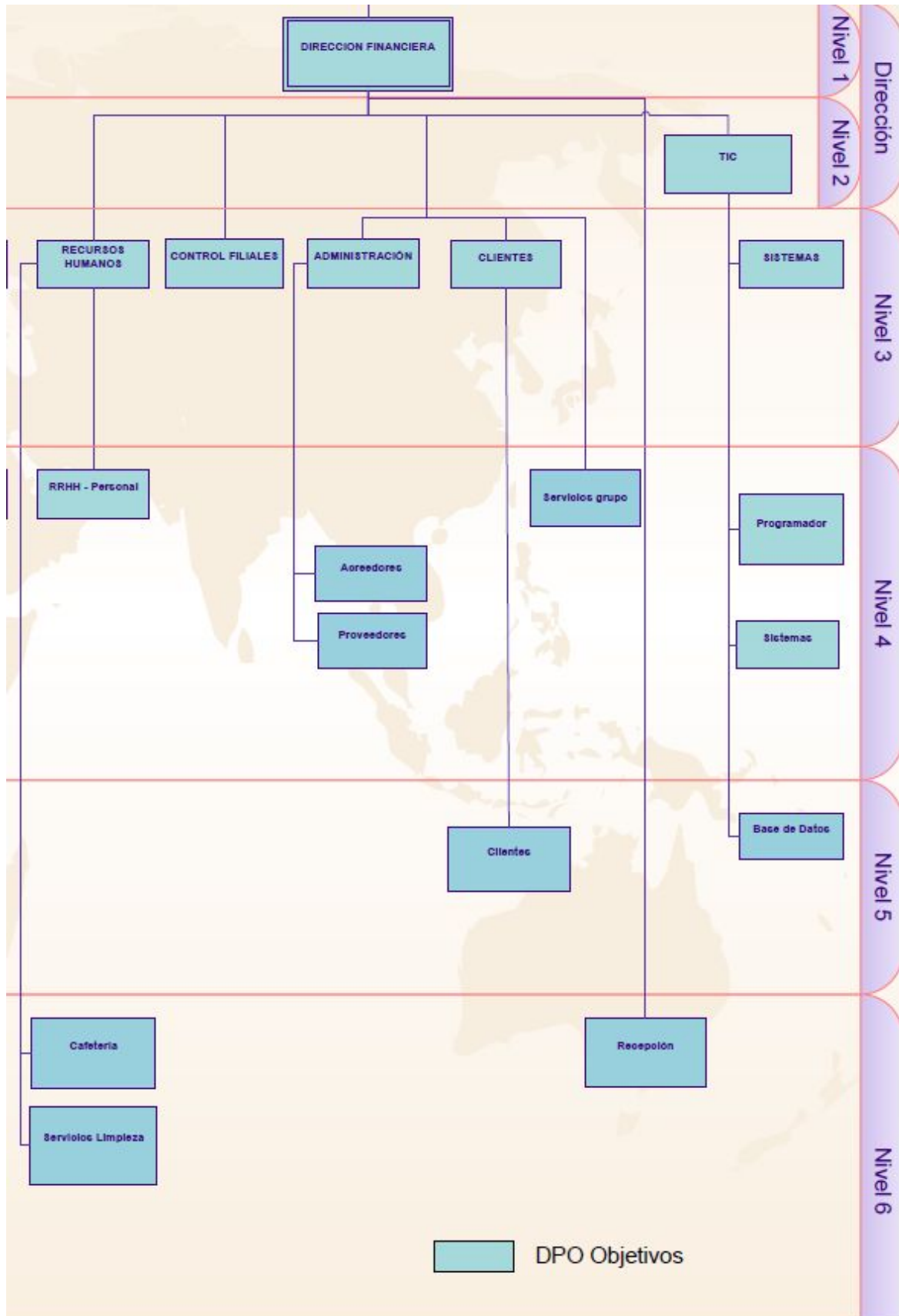
13.1-Annex 1: Organisation chart of Blumaq subsidiaries.



Source: own elaboration





13.2-Annex 2: Organization chart of Blumaq headquarters





Source: HR department of Blumaq

13.3-Annex 3: Blumaq employee survey and results.

EMPRESA BLUMAQ						
Encuesta de satisfacción laboral del cliente interno						
13 de Marzo de 2019						
Buenos días/tardes. AGRADECERÍAMOS MUCHO SU COLABORACIÓN contestando a las preguntas que aparecen a continuación, cuyo objetivo es conocer su opinión sobre el bienestar de Blumaq hacia sus clientes y los soportes encuadernados en las que ésta puede entregarse. Respecto a la información que usted nos facilite le garantizamos una total confidencialidad y anonimato, al ser los datos tratados de un modo global y no individualmente. Por último, este estudio no tiene fines lucrativos sino meramente de investigación.						
		Número de encuesta <input type="text"/>				
Marque con una X su nivel de satisfacción →		No se aplica 	Muy insatisfecho 	Insatisfecho 	Satisfecho 	Muy satisfecho ☆
1	¿El servicio en su área está bien organizado?					
2	¿Las tareas están bien repartidas entre los trabajadores?					
3	En su puesto de trabajo ¿Puede desarrollar al máximo sus habilidades?					
4	¿Recibe información de cómo realizar su trabajo?					
5	¿Cómo califica su relación con los compañeros?					
6	¿Trabaja en equipo con los compañeros de trabajo?					
7	¿La comunicación interna funciona correctamente?					
8	¿Crees que son justas las condiciones salariales?					
9	¿Las instalaciones en el aula facilitan el trabajo?					

10	¿Cómo califica el ambiente de trabajo?					
11	¿La comunicación descendente es óptima?					
12	¿La comunicación ascendente es óptima?					
13	¿Se siente parte de la empresa?					
14	¿Cree que es valioso para la empresa?					
15	¿Existe coordinación entre todas las áreas de la empresa?					
16	¿Existe la flexibilidad horaria?					
17	¿Cree tiene voz dentro de la empresa?					
18	¿Siente que puede tener iniciativa en su área de trabajo?					
19	¿Las condiciones de su área son seguras?					
20	En general, ¿Cómo se siente dentro de la empresa?					

21. Pregunta abierta:

En general, del 1 al 10 ¿Cómo se encuentra usted trabajando en Blumaq?

13.4-Annex 4: I.S.O 9001:2008 Certificate

BUREAU VERITAS
Certification



Certificación Certification

Concedida a / Awarded to

BLUMAQ, S.A.

SEDE CENTRAL/ P.I. BELCAIRE, PARCELA 202, 12600, LA VALL D'UIXO, CASTELLÓN
VER ANEXO / See Annex

Bureau Veritas Certification certifica que el Sistema de Gestión ha sido auditado y encontrado conforme con los requisitos de la norma:

Bureau Veritas Certification certifies that the Management System has been audited and found to be in accordance with the requirements of standard:

NORMA / STANDARD

ISO 9001:2015

El Sistema de Gestión se aplica a:
Scope of certification:

DESARROLLO Y COMERCIALIZACIÓN DE RESPUESTOS PARA MAQUINARIA DE MOVIMIENTOS DE TIERRA.

DEVELOPMENT, SALES AND DISTRIBUTION OF SPARE PARTS FOR EARTHMOVING MACHINERY.

Número del Certificado
Certificate Number

ES085253-1

Directora de Certificación / Certification
Manager

Aprobación original :
Original approval date :

10/03/2006

Certificado en vigor:
Effective date:

28/02/2018

Caducidad del certificado:
Certificate expiration date:

27/02/2021



Este certificado está sujeto a los términos y condiciones generales y particulares de los servicios de certificación
This certificate is valid, subject to the general and specific terms and conditions of certification services

Entidad de Certificación / Certification Body: Bureau Veritas Iberia S.L.
C/ Valporlillo Primera 22-24, Edificio Caoba, Pol. Ind. La granja, 28108 Alcobendas – Madrid, Spain



ENAC
CERTIFICACIÓN
N° 04/C-SC004



BUREAU VERITAS
Certification



Certificación Certification

Concedida a / Awarded to

BLUMAQ, S.A.

ANEXO / Annex

- P.I. BELCAIRE, PARCELA 202, 12600, LA VALL D'UIXO, CASTELLÓN.

DESARROLLO Y COMERCIALIZACIÓN DE RESPUESTOS PARA MAQUINARIA DE MOVIMIENTOS DE TIERRA.
DEVELOPMENT, SALES AND DISTRIBUTION OF SPARE PARTS FOR EARTHMOVING MACHINERY.

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COMERCIALIZACIÓN DE RESPUESTOS PARA MAQUINARIA DE MOVIMIENTOS DE TIERRA.
SALES AND DISTRIBUTION OF SPARE PARTS FOR EARTHMOVING MACHINERY.

Número del Certificado
Certificate Number

ES085253-1

Directora de Certificación / Certification
Manager

Aprobación original :
Original approval date :

10/03/2006

Certificado en vigor:
Effective date:

28/02/2018

Caducidad del certificado:
Certificate expiration date:

27/02/2021



Este certificado está sujeto a los términos y condiciones generales y particulares de los servicios de certificación
This certificate is valid, subject to the general and specific terms and conditions of certification services

Entidad de Certificación / Certification Body: Bureau Veritas Iberia S.L.
C/ Valportillo Primera 22-24, Edificio Caoba, Pol. Ind. La granja, 28108 Alcobendas - Madrid, Spain



Source: HR department of Blumaq

13.5-Annex 5: Blumaq Products

Chásis



- ❖ Carro
- ❖ Cabina
- ❖ Articulación
- ❖ Ballestas
- ❖ Estabilizador

Componentes cabina



- ❖ Cristal
- ❖ Tirador
- ❖ Cerradura
- ❖ Piloto rotativo
- ❖ Asiento
- ❖ Apoyabrazos
- ❖ Cinturones de seguridad
- ❖ Espejos retrovisores
- ❖ Amortiguadores
- ❖ Respaldos
- ❖ Reposacabeza

Rodamientos



- ❖ Rodamiento cilíndrico
- ❖ Rodamiento oscilante
- ❖ Rodamiento cónico
- ❖ Rodamiento de agujas axiales
- ❖ Rodamiento de bolas

Tornillería



- ❖ Cabeza hexagonal
- ❖ Cabeza Allen
- ❖ Alta temperatura
- ❖ Desgaste
- ❖ Rodaje
- ❖ Miscelánea

Refrigeración



- ❖ Radiadores
- ❖ Enfriadores
- ❖ Termostatos
- ❖ Tuberías
- ❖ Bombas
- ❖ Estanqueidad
- ❖ Aire acondicionado
- ❖ Líquidos de mantenimiento
- ❖ Filtros
- ❖ Utillajes

Piezas eléctricas



- ❖ Motores de arranque
- ❖ Alternadores
- ❖ Iluminación
- ❖ Miscelánea
- ❖ Diodos
- ❖ Baterías

Productos mantenimiento



- ❖ Aceites de motor
- ❖ Aceites multifuncional
- ❖ Aceites hidráulicos
- ❖ Aceites de transmisión
- ❖ Grasas
- ❖ Pinturas
- ❖ Sprays
- ❖ Productos de limpieza
- ❖ Aditivos
- ❖ Refrigerante
- ❖ Protección laboral
- ❖ Equipamiento completo para lubricación

Motor



- ❖ Juego de juntas y retenes completo
- ❖ Pistones y camisas
- ❖ Válvulas
- ❖ Muelles
- ❖ Chavetas
- ❖ Asientos de culata
- ❖ Casquillos de bancada
- ❖ Pies de Biela
- ❖ Árbol de levas
- ❖ Casquillos de bronce
- ❖ Bombas
- ❖ Silenciadores
- ❖ Codos
- ❖ Colectores

Juntas y retenes



- ❖ Kits de juntas tóricas

Desgaste



- ❖ Adaptador
- ❖ Diente Monoblock
- ❖ Cuchilla
- ❖ Portadiente
- ❖ Protector

Hidráulica



- ❖ Bombas hidráulicas de pistones
- ❖ Bombas hidráulicas de engranajes
- ❖ Bombas hidráulicas de cartuchos
- ❖ Cilindros
- ❖ Tuberías
- ❖ Motores hidráulicos

Filtros



- ❖ Filtros de agua
- ❖ Filtros de gasoil
- ❖ Filtros de aire
- ❖ Cartuchos refrigerantes

Rodaje



- ❖ Rodaje completo de excavadoras
- ❖ Rodaje completo de minería
- ❖ Rodillo simple
- ❖ Rodillo doble
- ❖ Eslabón
- ❖ Teja de goma
- ❖ Cadenas monoblock
- ❖ Cadenas bulldozer
- ❖ Rueda guía

Tren de potencia



- ❖ Engranajes
- ❖ Ejes
- ❖ Rodamientos
- ❖ Discos y platos de fricción
- ❖ Bombas de engranajes
- ❖ Ejes cardan completos
- ❖ Piñones y coronas
- ❖ Bulones
- ❖ Arandelas de reglaje
- ❖ Tóricas
- ❖ Tornillos

Frenos



- ❖ Zapatas
- ❖ Tambores
- ❖ Bombines y latiguillos
- ❖ Cámaras expanders
- ❖ Juegos de pastillas
- ❖ Pinzas completas
- ❖ Discos y separadores
- ❖ Empujadores
- ❖ Retenes
- ❖ Válvulas y bombas de freno

Source: www.blumaq.es

