MARKETING PLAN 'FERRETERIA SALVIA S.L.'

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1. EXECUTIVE SUMMARY

Driven by subjects related to Marketing among which are 'Market Research', 'Operational Marketing' and especially 'Fundamentals of Marketing', and thanks to the support of my tutor, I have decided to make this marketing plan due to my interest in this subject.

Firstly, I would like to clarify that although I have carried out the research on the company in its entirety, the objectives, strategies and actions of this particular marketing plan are based on the final customers, as the company has decided. The decisive power of the company is due to the close relationship I have with it, as it is my family business.

On the other hand, I would like to mention that given the present uncertainty about when and how the situation will return to normal, this work has been developed before being aware of the socio-economic effects caused by the current pandemic virus COVID-19 and therefore is designed for a context in which such effects are omitted. However, after completing it I can confirm that taking into account the period in which the actions developed are expected to be applied, in most cases a normal course could be followed, although in an adapted version to this new reality.

Once these two aspects have been clarified, 'Ferreteria Salvia S.L.', with more than 70 years of experience, is one of the model companies dedicated to the DIY (do it yourself) sector in the province of Castellón. Throughout the years it has also been introduced in the ceramic and agricultural sectors becoming also an industrial supplier as it is located in the heart of the ceramic triangle.

This company is currently in a situation of adaptation to a changing environment in both economic and social aspects. Competing next to great leaders of the sector it tries to offer products and services of quality that exceed the expectations of the consumers.

Through this project I have been able to get to know the company in depth internally and its environment by searching relevant information that has allowed me to carry out the appropriate analyses to determine the company's situation in the market in a broadest sense. All this has helped me to draw conclusions about the appropriate strategies to carry out the company's main objective: to increase its visibility.

2. **‘FERRETERÍA SALVIA S.L.’**

I have selected the company 'Ferreteria Salvia S.L.' for this end of degree work.

Ferreteria Salvia SL' is a family business located in the historical centre of Onda, a town in the province of Castellón.

This company operates both locally and regionally and its main business activity, apart from providing DIY material as the name itself suggests, is supplying both agricultural and industrial material.

As the current partners (J. Salvia and E. González) state, the Spanish company 'Ferreteria Salvia SL' was founded in 1945 by Felipe Salvia. Following a family business model, the growth of the company has been managed in a generational way since its foundation. Today, under the direction of B. Salvia (granddaughter of the founder) the fourth generation of this family is already part of the company. Over the years, each of the managers has provided their own ideas in relation to the time and the era, putting all their efforts and keeping the eagerness to continue operating in times of difficulty.

In its period of growth, the company entered new markets and moved from providing DIY products to also participating in industrial and agricultural supply.

Among the outstanding events of this company is its incorporation to the Cooperative of DIY workers COINFER in 1965. On the other hand, in 1985 the facilities went from small initial premises to a wide land in which there are, besides the store, the warehouse and the workshop, another building capable of storing bulky products, thus becoming the biggest DIY store in the village where it is located, with around 27,000 inhabitants and one of the biggest in the province as far as size is concerned.

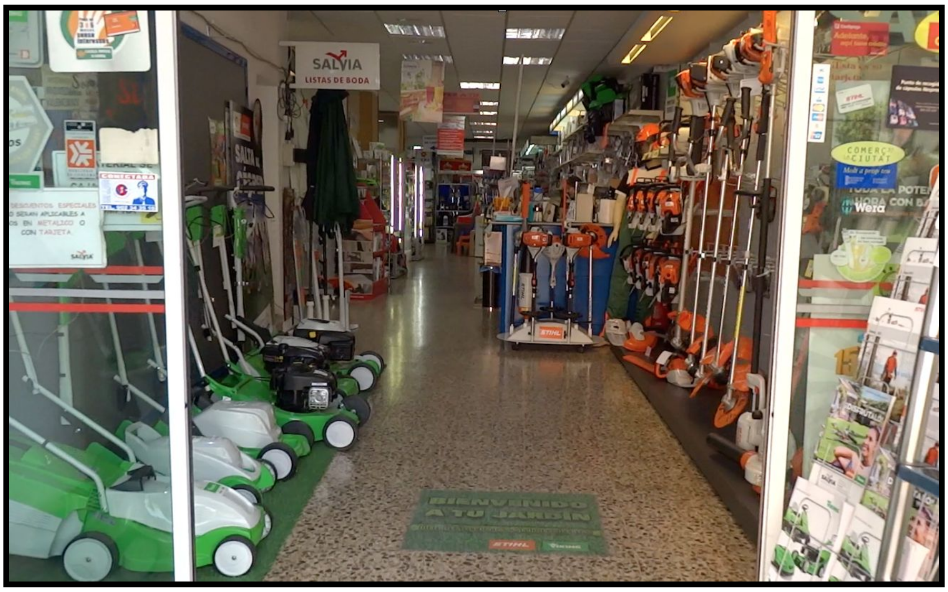
Illustration 1: Salvia S.L. at Street View

Source: Own elaboration

Illustration 2: Power tools workshop of Salvia S.L.

Source: Own elaboration

Illustration 3: Main entrance of Salvia S.L.



Source: Own elaboration

3. INTERNAL ANALYSIS OF THE BUSINESS

In this section I will base the theoretical concepts according to Vallet-Bellmunt et al (2015). To start with the internal analysis I will study what is the current Marketing Mix of Salvia S.L. and I will continue by analyzing both the intangible and tangible resources of the company.

3.1. Current Marketing Mix

A) PRODUCT

Salvia S.L. has different products and services, here we will make a small distinction between them:

Firstly, **consumer products**, directed to final consumers, which are classified in:

Products of convenience, small articles for which the client would not be interested in making an extensive search. Batteries, light bulbs, cutlery,..

Comparative products, articles for which the client is able to evaluate the quality, price, style of sale, etc, before making the purchase. Different models of irons, frying pans and batteries, tools for both manual and electrical work... In general, these are more expensive products.

Also, in this case specialty services, unique services offered by the company in its environment as wedding lists, a service in which the couple, on the occasion of their marriage decide to make a list with the products they select in the store with the help of personal advice and after that, all these products will have a particular space. In this way, their guests will buy the products on the list that best suit them, ensuring the satisfaction of both sides. in addition, the provision of an internal workshop and continuous advice throughout the sales and after sales process for all products.

Finally, not searched products, those that are new in the market, from the relationship with the suppliers, continuous searches are carried out for the new products on the market, such as the new LED bulbs and also new trends of the moment such as the 'Conga' or 'Rumba', fashionable vacuum cleaners.

In the last year the company has started the process of integration in platforms like **AMAZON**, from where it sells different products like the ones mentioned up to now with the intention of opening to new markets and continue growing.

On the other hand, the **industrial products** available in SALVIA S.L. are those supplies and services provided to the organizational clients for the realization of their own activity. Among these services, the service provided by the commercials stands out, making visits to the locations where the clients are located periodically to attend their own demand. In contrast to consumer products, they cannot expand their circle through repetitive sales, but rather these products reach a smaller circle.

With a small mention of the **company's image**, highly durable products such as machines or 'paellas', once they become part of the company's stock, receive a label with the name and general information of the company.

As we can see in the next image, on the top of the label, there is the company's logotype paying tribute to the surname of its founder, Felipe Salvia, and giving that image of closeness typical of a family business like this one.

Other products, such as the key moulds with more rotation receive an inscription with the same information that we see in the following image.

Illustration 4: Company information label on a gas 'paellero'

Source: Own elaboration

B) PRICE

The price for each product is given firstly by the purchase price of one unit of the product and to this is added the percentage of profit margin to be acquired in relation to the competitive prices for that product.

Variations in price affect more the buyers of consumer goods than those of industrial products, since in the last one it is less effective. In addition, because of their loyalty to the company they have a large number of discounts, especially on products intended for their own trade.

In this section, the role of the cooperative to which the company belongs, **COINFER**, should be highlighted. It allows purchases of small volumes of products on a weekly basis (something impossible for a company of this size considering the bargaining power of suppliers in freight prices according to the purchase volume), and it also makes seasonal and differentiated offers for customers and professionals. These offers equal in conditions all the establishments that are part of the group and set the price for a specific quantity of products. Both physical and virtual flyers and catalogues are used for promotion, which are then distributed by each company in the group as it fits.

C) DISTRIBUTION

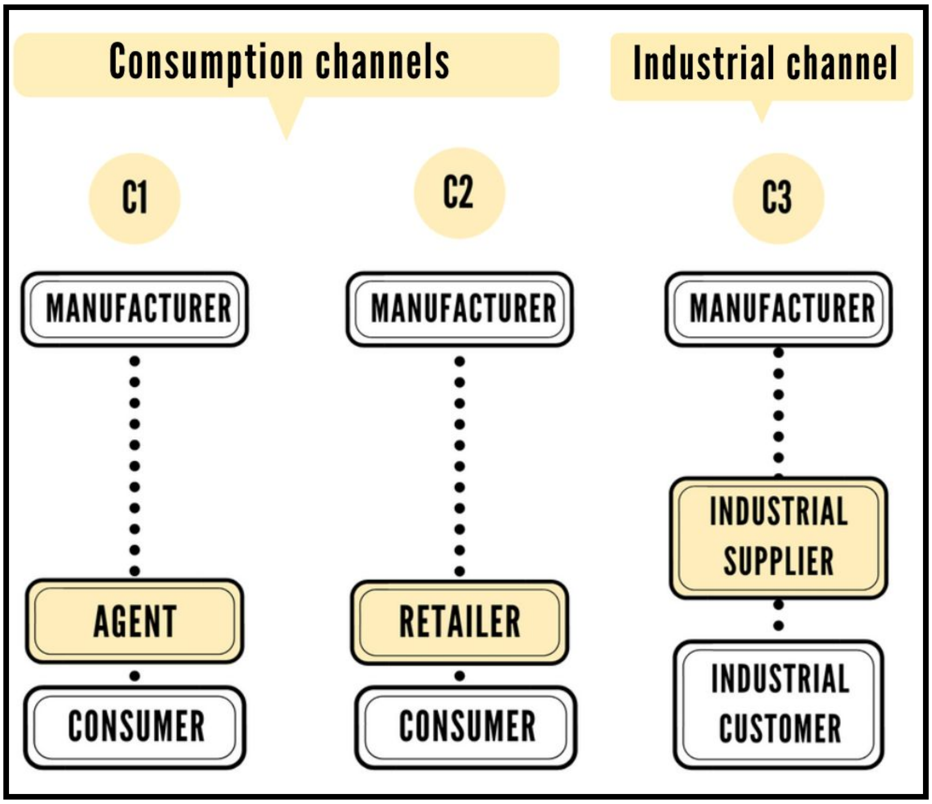
Salvia S.L. acts as an intermediary for all the distribution channels in which it is involved.

On the one hand, we observe two consumption channels. Firstly, channel one (C1) refers to the activity carried out through sales on Amazon. Since the place of sale is intangible (online), the product goes directly from the manufacturer to the consumer, with the company simply acting as an agent between the two of them.

In the second channel (C2) we observe the role of the retailer in the activity that the company intends to make the consumer products reach the final consumer. That is to say, the sale to the public in the store.

On the other hand, the third channel (C3) refers to the industrial channel. In this channel the company acts as the supplier of the products needed by other companies to carry out their own business activity. These are mainly tile companies, agricultural companies and the denominated professional clients (plumbers, carpenters, electricians... etc.).

Illustration 5: Distribution channels of Salvia S.L.



Source: Own Elaboration

As regard to the **transport system**, the company, on the one hand, uses the services offered by transport companies such as DHL for those transactions that exceed the limits of the province of Castellón. Within this limitation, it has its own fleet of vehicles which are available to the sales staff for deliveries and visits to the customers as well as for collecting material from the cooperative which is located in the city of Valencia.

D) COMMUNICATION

As for the promotion means, with regard to industrial goods, as I mentioned earlier, the professional catalogues offered by the Cooperative are available to customers, distributed by the sales staff during their visits.

I works the same way for seasonal catalogues of consumer goods, available to end clients through various means: one of them is the company's website, www.ferreteriasalvia.com created over the past year and still in development (for the time being, it is merely an online 'business card' showing the main product and service brands the company works with). They can also be sent by mail or post.

As far as communication is concerned, the main aim is to promote online marketing, making use of social networks to promote new products, offers, seasonal products, etc. In this case the company uses Facebook and Instagram as its main social networks, but also mailing in some cases, taking advantage of all these means not only to promote products and services but also to maintain a direct contact with customers thanks to the chats enabled by these platforms.

3.2. Resource and capacity analysis

3.2.1. Capacity analysis

Resources can be tangible or intangible (innovation, knowledge, experience, brand, reputation, etc.).

Intangible resources can be difficult to acquire, so they usually become the resources that mark the competitive advantage and they are the starting point of our VRIO Analysis.

Among the intangible resources of Ferreteria Salvia SL, we find the following ones:

- Relationships with the clients (loyalty): Based on the idea that the own consumers, in the decision of purchase will be those that increase the company’s profit, and it is interesting to always look for increasing the loyalty of the clients. Considering that competitors also do this, it cannot be considered as rare. Neither is it difficult to imitate for competitors because they can base their own loyalty strategy on the loyalty strategy of another.

- Employee skills and abilities: Having employees continuously trained in the development of new technologies that enter the company as well as being able to perform easily in all sectors of the company becomes a reason for value. It is not usual either in companies with very different sectors that employees know how to perform in all or most of them, but we will not consider it as something difficult to imitate because in little companies like this one, the capacity to transfer the knowledge only depends on the company interest to transfer the knowledge from one employee to another one.

- Database: It is operated with a distinctive computer system provided through the cooperative COINFER. The program used is called Kronos, and it is created under the strengths of different programs considered nº1 in terms of service and quality offered. It is assisted by an extended user service to answer any doubts or problems that may arise on a day-to-day basis, as it is adapted to the needs of each company. Even so, it would not be expensive to imitate or improve in a moment of high technological knowledge as it is the one in which we live.

- Innovation and diversity: Almost every year new products and services are brought to the market, which include innovations compared to the previous one with new and better characteristics. If we talk about products included in the brands that the company represents, we can say that it innovates constantly, but in this case we refer to a broader sense as Salvia SL could be able to innovate in other areas such as new technologies, new products, new markets ... etc.

Table 1: Classification of the intangible resources of 'Salvia S.L.'

RESOURCES	¿VALUABLE?	¿RARE?	¿COSTLY TO IMITATE?	¿COMPANY-OPERATED?	COMPETITIVE IMPLICATIONS
Relationships with the clients (loyalty)	YES	NO	NO	YES	COMPETITIVE EQUALITY
Employee skills and abilities	YES	YES	NO	YES	TEMPORAL COMPETITIVE ADVANTAGE
Database	YES	YES	NO	YES	TEMPORAL COMPETITIVE ADVANTAGE
Innovation and diversity	YES	YES	YES	NO	UNTAPPED COMPETITIVE ADVANTAGE

Source: own elaboration

3.2.2. VRIO

Companies, in order to carry out their production, need tangible resources (buildings, computer equipment, machinery, vehicles, etc.). These resources are usually available on the market and therefore, they rarely represent a clear competitive advantage.

According to Ramos, J.C. (2012) the tangible resources of a company are divided into those tangible assets and on the other hand, the financial resources.

To identify the resources, we will create a list of all those that we consider relevant to competing in the market and discuss whether they are really VRIO resources.

Among the **material assets** of Ferreteria Salvia SL, we find the following ones:

- Products: According to the type of products, we find three distinctive lines among them: agricultural supply, industrial supply and homeware, so we can offer an analysis for each of these lines:

- Agricultural supply (lawn mower, chainsaw, blower): it is the representation of brands with products recognized by their clients for their high quality, technological distinctive characteristics, more efficient and effective fuel of the market, although there can be copies as for the external aspect.

- Industrial supply (cut-off wheels, netting, manual cutting machines): here too, the representation of brands such as RUBI, recognized by customers for its quality, has an important role, and despite a lower quality, they may be imitated by other brands.

  Achieving representation of this type of brand is not easy, so we consider the assets related to the agricultural and industrial supply a costly capacity to imitate.

- DIY and Home: (do-it-yourself tools, household goods, decoration, electrical appliances) the company works with brands considered to be of quality, so customers give the company this status, even though they can be imitated.

- Installations: The facilities of Salvia SL are of special value for the company, for example, it is the reference place for the maintenance of the machines that are sold there, and above all to offer a great amount of direct services to its clients such as the personalization of a space in which all the selected products for their wedding list are found.

- Stock: Although the products offered may be the same as those from other companies, the fact that they can be obtained quickly thanks to, in many cases, be part of COINFER, becomes a valuable feature for the company, creating the ability to supply the needs of customers. In the same way we can label this factor as a resource not rare and not any company can access it because to be part of this type of association requires an investment and to gather certain requirements.

- Vehicles: The company has a fleet of vehicles that turns out to be a tangible resource of merit among which are two vans and one truck. It is a rare resource since it is not usual in the sector (in relation to the size of an SME) to have this characteristic in such a quantity, all of which is exploited by the company and costly to imitate.

Table 2: Classification of the tangible resources of 'Salvia S.L.'

RESOURCES	VALUABLE?	RARE?	COSTLY TO IMITATE?	COMPANY-OPERATED?	COMPETITIVE IMPLICATIONS
Agricultural supply	YES	YES	YES	YES	SUSTAINED COMPETITIVE ADVANTAGE
Industrial supply	YES	YES	YES	YES	SUSTAINED COMPETITIVE ADVANTAGE
DIY and Home	YES	YES	NO	YES	TEMPORAL COMPETITIVE ADVANTAGE
Installations	YES	YES	YES	YES	SUSTAINED COMPETITIVE ADVANTAGE
Stock	YES	NO	YES	YES	COMPETITIVE EQUALITY
Vehicles	YES	YES	YES	YES	SUSTAINED COMPETITIVE ADVANTAGE
Financial resources	YES	YES	YES	YES	SUSTAINED COMPETITIVE ADVANTAGE

Source: Own elaboration

Moreover, **financial resources** also help to estimate the potential for creating competitive advantage. In the case of Salvia S.L., the financial resources come from different types of customers, which are described below with a different composition of profit, income and risk.

- In the first place the individual customers, those who destine the purchase to the use/consumption of these products. They pay for the products instantly and do not usually receive discounts except for offers equal to all types of customer (seasonal, promotional, etc.). Amazon customers also pay instantly and although they do not buy directly from the physical store, we can include them in this group because of their similar behavior as end consumers. Generally, for them the price is important but not the most relevant. Having a great variety and a good presentation of the products is a highly valued and appreciated aspect, as well as the atypical features you need to make your purchases, such as extended business hours, various forms of payment, customer parking, loyalty card, etc. The purchase record of this type of customer is generated when a need arises. These clients pay by cash or by some system of credit (credit card, external financing, etc.) so they do not provide more profit margin or generate any kind of risk. The products they consume are of all types, from a paint can to a tool, screws, etc.

- To continue, professionals. These are organizational consumers who make purchases in the physical store, like most end consumers but with the peculiarity that they use the products purchased to carry out their own activity. One of the requirements of this group is to have the products they need for their work, which are usually of an urgent nature. Although they care about price, most of them prioritize service and quality rather than price. Their systems of charging their customers allow them to pay their purchases to suppliers and, in this case, to our business in shorter times and sometimes even in cash to obtain a prompt payment discount. They buy very varied products, having to cover and solve a great variety of needs and leave a little more margin, as the price is not the most important thing for this type of customer.

For example, carpenters, plumbers, electricians... etc. Some of them pay in cash and others have direct debit accounts. As a peculiarity of this group, most of the discounts received by this type of customers are related to those products of the same guild. Wire drawing and locksmithing for the former, plumbing for the latter, electricity for the latter and so on.

- Finally, companies in the agricultural and ceramic sectors. These are industrial customers who need to buy in the establishment to continue working and exercising their business concept, such as manufacturing, handling, assembly, etc. The consumption of products is constant, and they include consumables for maintenance and for their manufacturing processes, such as ironwork, screws, varnishes, etc. The main advantage of this segment is the constant consumption, at the point of sale, of a variety of products, although they are focused on a certain group that are repetitive. They tend to demand tight prices and should be given the maximum discounts that can be offered. Furthermore, in this group, a very high percentage of sales are on credit and this creates a risk for the business until it has collected the debt. There is also the problem of the payment term, which in many occasions the point of sale pays before collecting the sale from the customer.

In common for both types of organizational consumers is the loyalty to the company, a very relevant aspect since the relationship must be properly durable for both the companies and Salvia S.L.

Once the type of clients of our company are known from different points of view (benefit, income and risk), we can determine the origin of the financial resources that Salvia S.L. has are a valuable resource (for the great value and sense that they contribute to the company), rare (for being able to attend different groups in an equally satisfactory way), costly to imitate (for the difficulty of obtaining the relations of loyalty with all types of clients without concerning the group to which they belong) and operated by the organization (for its effort and determination in supplying its needs at all times). It is therefore a sustained competitive advantage, and we have catalogued it in table 2.

There are more profiles and groups of customers for the DIY stores, but these are the most representative for Salvia S.L. The most important thing for the point of sale is to achieve the mix of sales that maintain a positive and sufficient average margin to cover overhead costs and to generate profits to be reinvested.

Table 3: Segmentation by product benefits for 'Salvia S.L.'

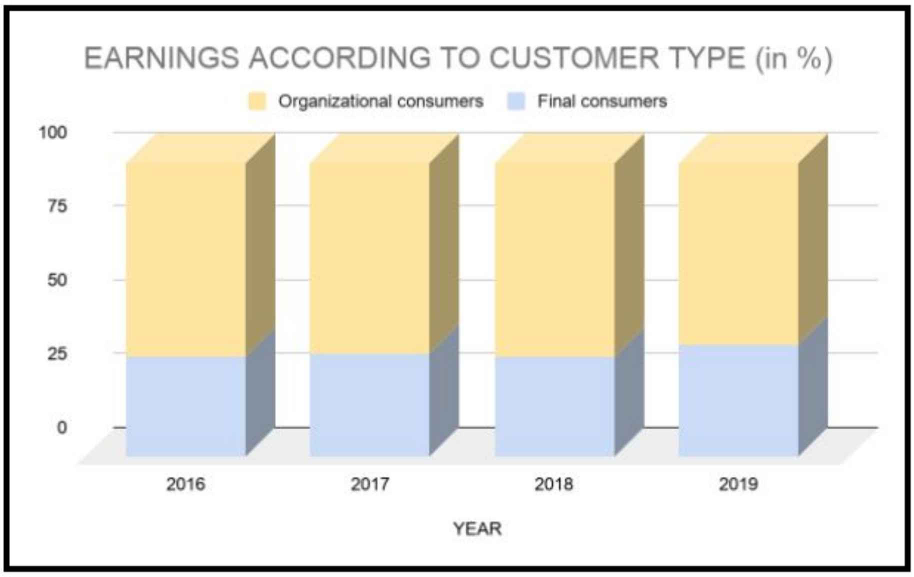
Desired profit	Purchasing and consumption behavior	Preferences/relevant factors.	Risk	Customer type
Economy	Because of necessity. Any kind of product.	Product variety, presentation, parking, loyalty card, etc.	None. Cash payment.	Individual customers
Professional work	In relation to the activity to be developed. High variety of products.	Service and quality.	Low.	Professionals
Industrial work	Constante. En relación a la actividad a desarrollar.	Steady. In relation to the activity to be developed.	High. Paid on credit.	Industrial customers

Source: Own elaboration.

In order to know the relevance of each type of client to Salvia S.L. I have made an internal study in which industrial and professional clients are included as organizational consumers. Considering that the right on the obtained data is reserved to the company, I will base these conclusions in percentage terms.

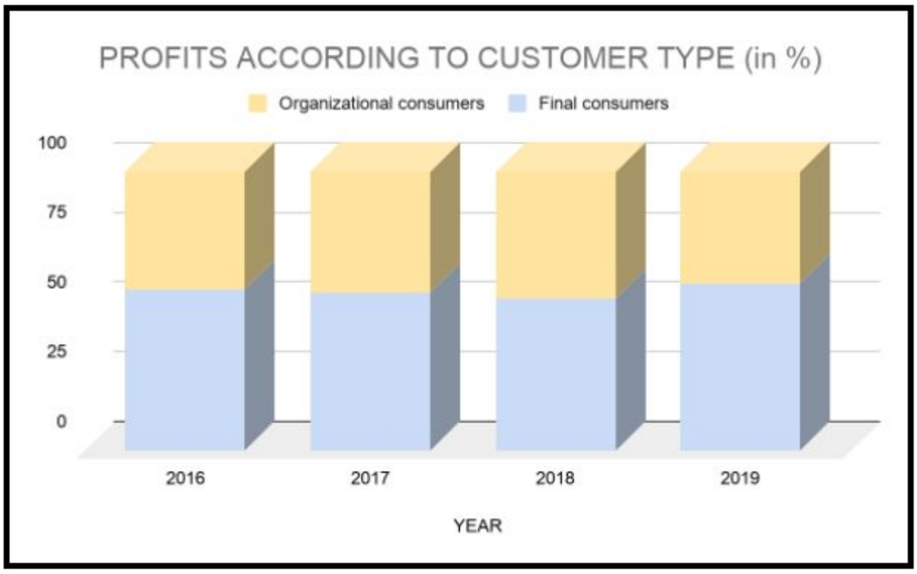
As shown in illustrations 6 and 7 in all periods the highest percentage of earnings come from organizational consumers, in contrast to the profits where the higher percentage come from final consumers. These results are due to the difference between the company's acquisition cost in the products demanded by one customer group or another. On the one hand, the machines, parts and specialized material, which are sold to the companies have a higher cost price and on the other hand, this type of clients have access to special prices as a result of their loyalty. As a result, even though the sales price is higher, the margin obtained is lower.

Illustration 6: Earnings according to customer type (%)



Source: Salvia S.L.

Illustration 7: Profits according to customer type (%)



Source: Salvia S.L.

In view of this we can conclude that both types of consumers are worthy of study in this work. Taking this small reflection as a reference, in the following sections I will begin by studying the purchase habit of the organizational client and then go into the habit of the final client.

4. EXTERNAL ANALYSIS

In this section I will start analyzing the general environment and I will continue with the behaviour of the different fields in which the studied business works. Next, I will classify the different competitors in different criteria and finally, Once the strengths and weaknesses with respect to competitors have been detected and the company's resources have been studied in the previous sections, I will carry out a first study by adding threats and opportunities (SWOT).

4.1. Análisis del entorno general

Before starting the analysis I would like to mention that some variables are made both at a national level, to see trends from a more general point of view, and at a regional level, specifically in the Valencian community, where the company in question is located.

To understand the general environment in which the company is located I will use the PESTEL analysis, in which political, economic, socio-cultural, technological and ecological factors are studied.

A) Political and legal factors

The political-legal dimension refers to the stability of the government and the general policy that the local public administration applies to aspects such as taxation.

In 2018, the Royal Decree-Law 5/2018 was approved by the government to adapt the Spanish law to the General Regulations on Data Protection (GRDP). According to L.F. (2018) this law implies that companies must have a more exhaustive control of the data they handle about their clients and suppliers. Thus, protecting their rights of consent, forgetting their data and access to information, among others. The increase in the rights of customers affects companies in exercising greater control over the data they handle, leaving evidence in the Data Registry that good protection is made and that they have the authorization to use them.

Furthermore, on 5 February Royal Decree 231/2020 was published in the BOE, which included a 5.5% increase in the Minimum Interprofessional Salary (MIS) compared to last year. This brings the minimum wage growth from 900 euros to 950 euros per month.

Table 4: MIS evolution per year

Year	MIS per day	MIS per month	increment
2020	31,66 €	950 €	5,5 %
2019	30 €	900 €	22,3 %
2018	24,53 €	735,9 €	3,98 %

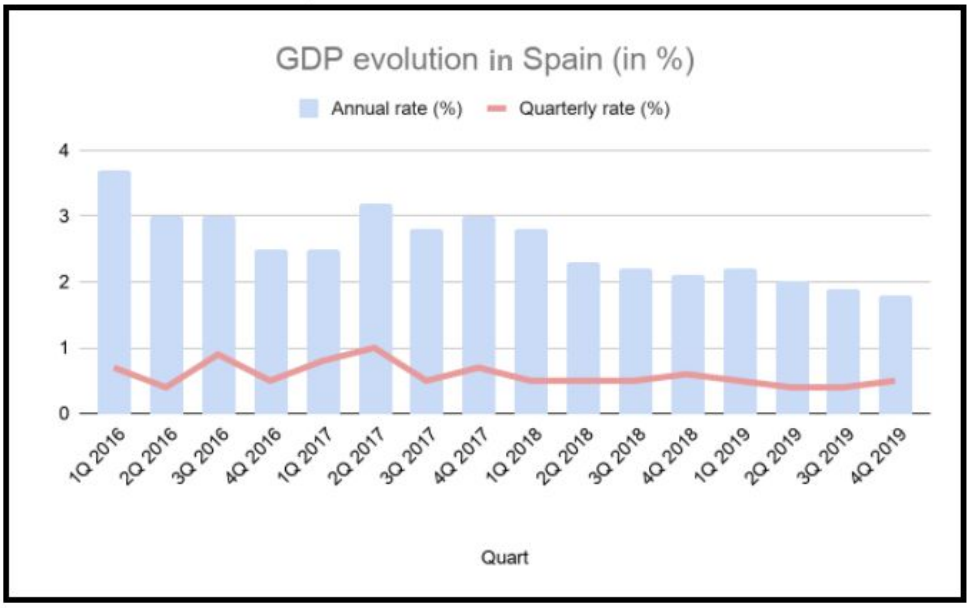
Source : Grupo 2000 (2020)

Although the increases in recent years were minimal, the year 2019 was a turning point in growth for the MIS. These changes affect companies in the amount of social insurance paid per worker, as it is calculated in relation to the corresponding salary. (Martínez-Labrador, 2020).

B) Economic factors

For the analysis of the economic factors we will start with the national perspective based on the study of the GDP. This variable will help us to see more generally whether the economy is growing or not. For a better analysis we present the data as a percentage and show both the annual variation and the changes by quarters. As we can see in illustration 8, in the second quarter of 2017 the economy experienced a growth, contrasted by a constant decrease of the Spanish economy of an average of 0.5 until the last quarter of 2019. We can consider that in recent years the country's economy has experienced a small recession.

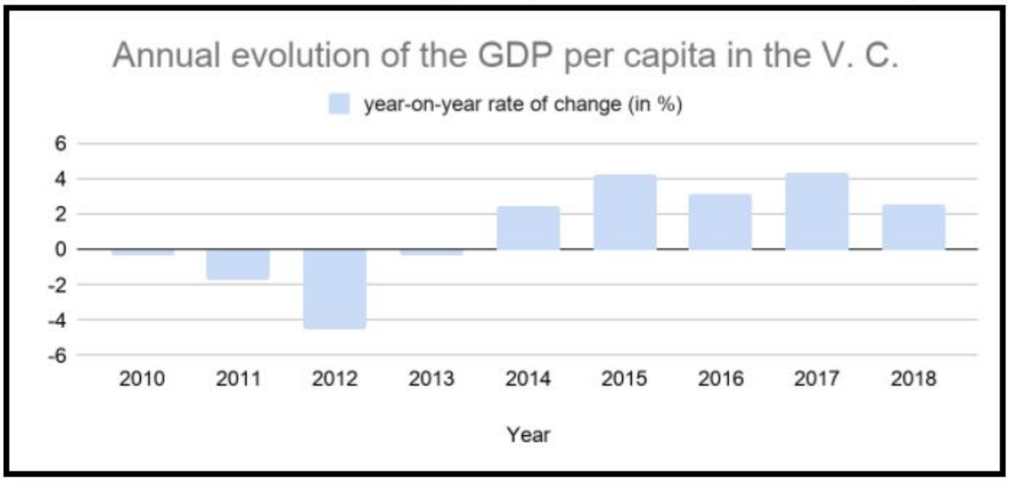
Illustration 8: GDP evolution in Spain



Source: INE (2019a)

Another important factor when we analyze economic factors is the unemployment rate. I have used the values for the working population between 16 and 69 years of age to calculate this rate. As we can see in illustration 9, Spain has recently seen high unemployment rates, being the young population the most affected. However, starting from a rate of 24.6% in 2014, it is gradually decreasing over time, reaching 15.4% in 2018.

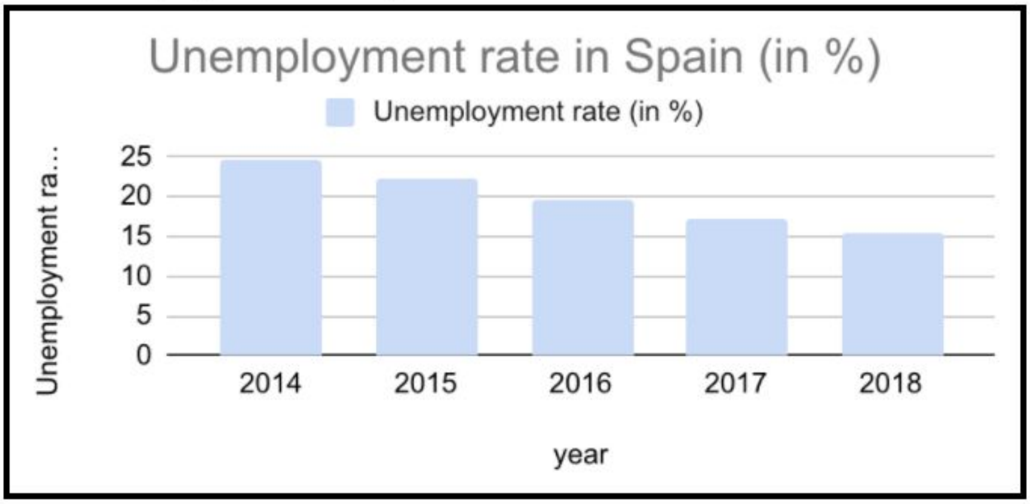
Illustration 9: Annual evolution of the GDP per capita in the Valencian Community



Source: INE(2018a)

Another important factor when we analyze economic factors is the unemployment rate. In calculating this rate, I have used the values related to the active population between the ages of 16 and 69. As we can see in illustration 10, Spain has recently seen high unemployment rates, with the young population being the most affected. However, starting from a rate of 24.6% in 2014, it is gradually decreasing over time, reaching 15.4% in 2018.

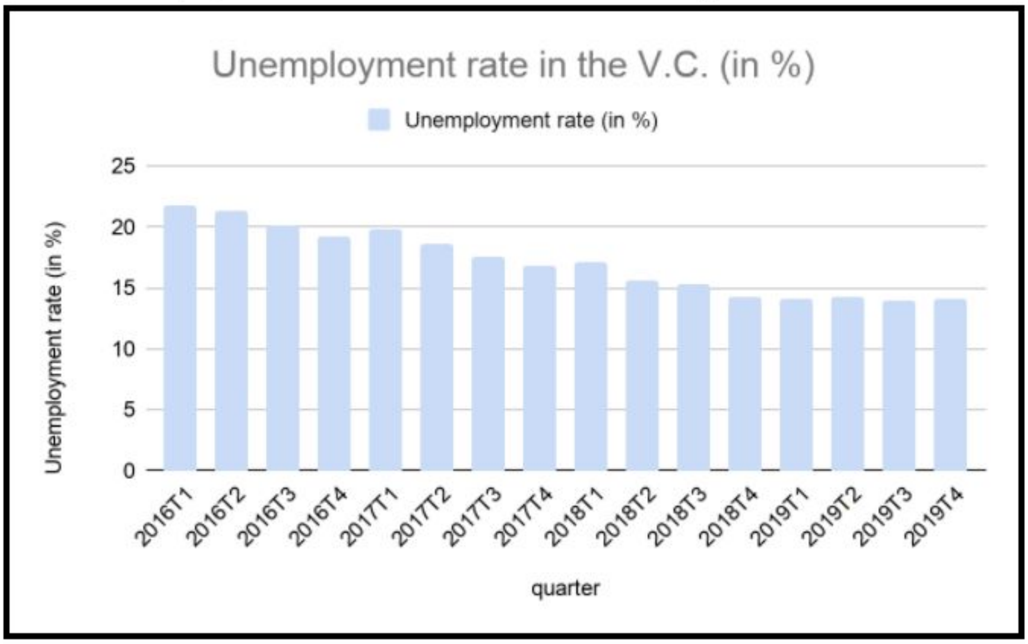
Illustration 10: unemployment rate in Spain



Source: INE(2019b)

And as we can see in illustration 11, at a regional level the unemployment trend is similar to the one we saw in the previous illustration. With the exception of the first quarter of 2017 and 2018, which is a period of falling unemployment. Perhaps from the last quarter of 2018 it begins to remain more constant, oscillating around a rate of 14%.

Illustration 11: Unemployment rate in the Valencian Community



Source: INE(2019b)

One factor that should not be underestimated is the housing trend in the country. As we can see in illustration 12, since the bubble burst in 2007, housing prices have experienced a significant period of price and sales recovery after their strongest fall in 2012. But 2019 has marked the turning point, with prices increasing 5% from the higher percentage of 6 in previous years. That's why by 2020 experts predict a lower rise of 3% due to weak demand, which will slow down buying and selling.

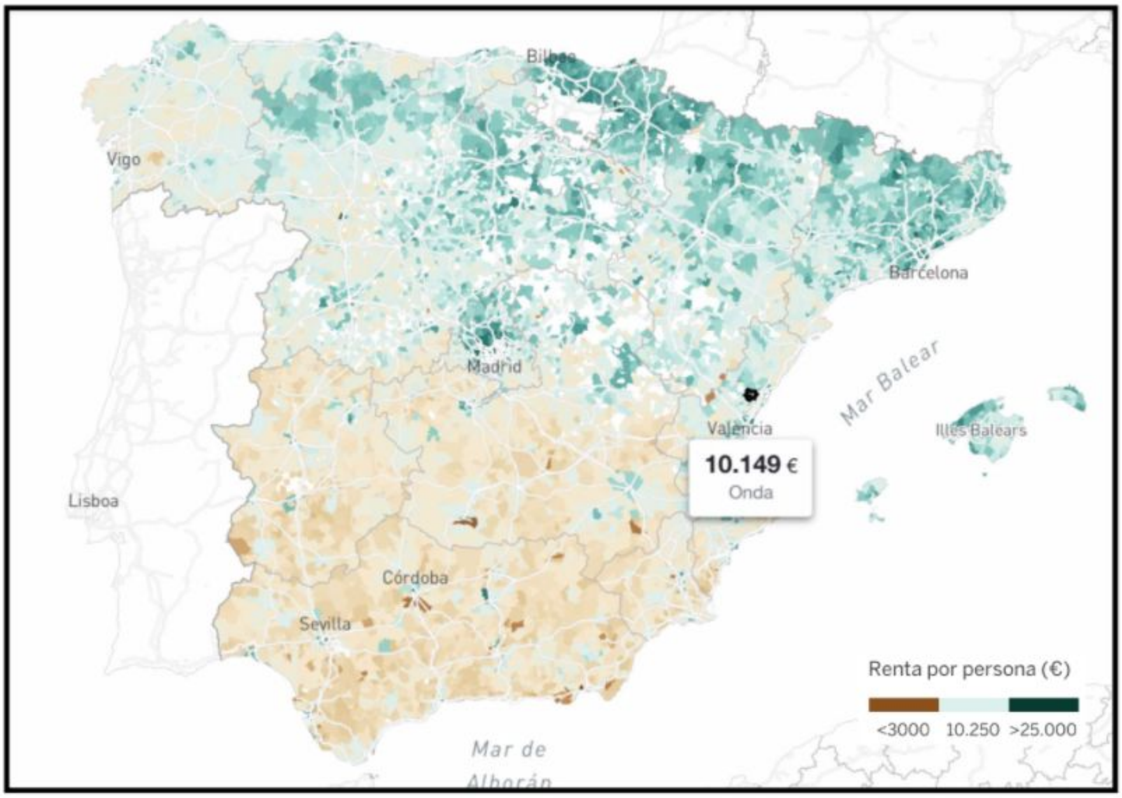
Illustration 12: Year-on-year change in house prices, as a percentage

Source: Benedito y Ruiz (2020) y INE

Finally, as we can see in illustration 13, the national distribution in terms of the Iberians income is very dispersed, being the largest areas in the upper half of the peninsula above the average. The study carried out by the INE with the the Tax Agency data reveals that there are 150 neighborhoods with average incomes over 29,000 euros, and another 150 that do not reach 3,000.

This study allows us to focus on the same locality where Salvia S.L. is. The average per person in Onda is 10,149 Euros and the income per household is 24,315 Euros, with these data the town of Onda is close to the Spanish average (47 centile) and belongs to the 38% richest of its CCAA, Castellón.

Illustration 13: Spanish income by location.



Source: Andrino et al (2019)

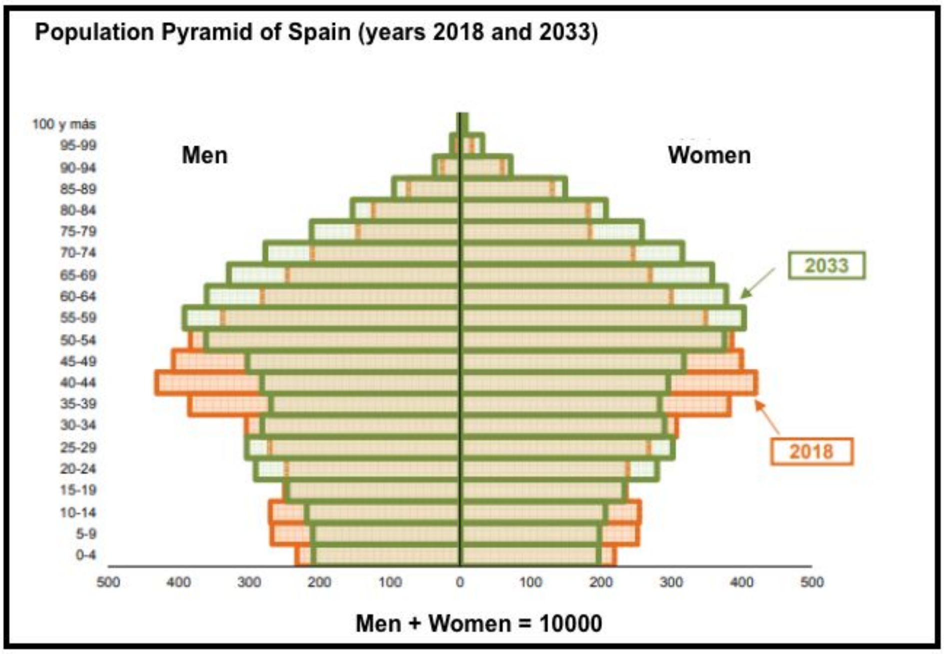
C) Social factors

Social factors include population pyramids at both regional and national levels, as well as the rate of aging.

In illustration 14 the most visible factor is the intensity of the aging process of the living population in Spain. If the current demographic trend were to continue, the loss of population would be concentrated in the 30-49 age group, which would be reduced by 2.8 million people in the next 15 years (19.7% less). In addition, the drop in the birth rate would mean that in 2033 there would be 916,162 fewer children under 15 than currently (-13.1%). Conversely, the population would increase in the upper half of the population pyramid. In fact, all age groups from 50 years onwards would experience a growth in numbers. Within 15 years, 12.3 million persons aged over 64 years old would reside in Spain, 3.4 million more than currently (37.6%).

Looking at the five-year age groups, the most numerous at present was that of 40 to 44 years old. But this would change in 2033, when the group with the largest number of people would be 55-59 years old.

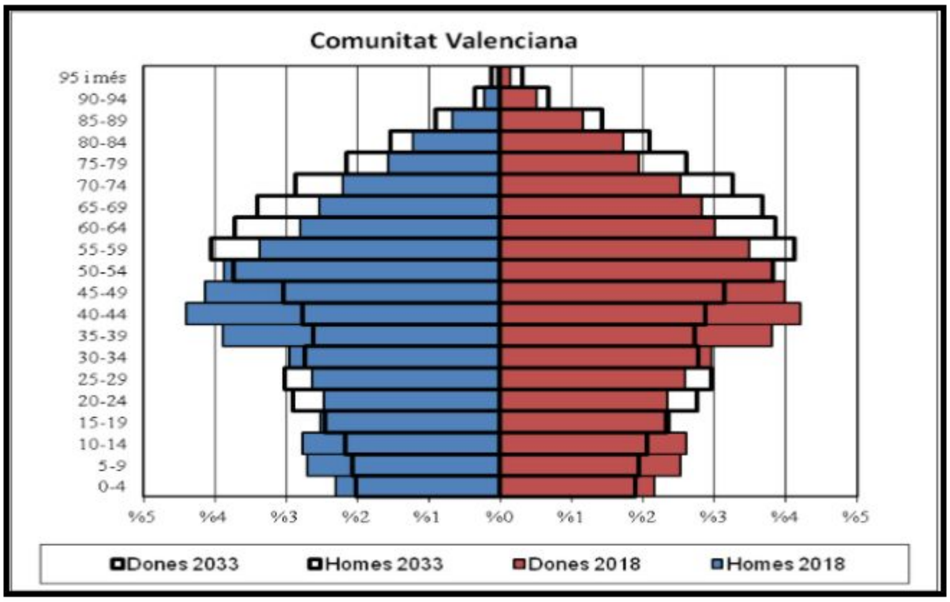
Illustration 14: Population Pyramid of Spain (years 2018 and 2033)



Source: INE(2018b)

Something similar will happen in the Valencian Community. The population structure would be affected by the aging process. In this way, the largest group in 2018 will be the 40-44 age group, while in 2033 it will be the 55-59 age group. In addition, there would be a decrease in the population aged 30-55 and 0-14 years over the total population.

Illustration 15: Population Pyramid of the Valencian Community (years 2018 and 2033)

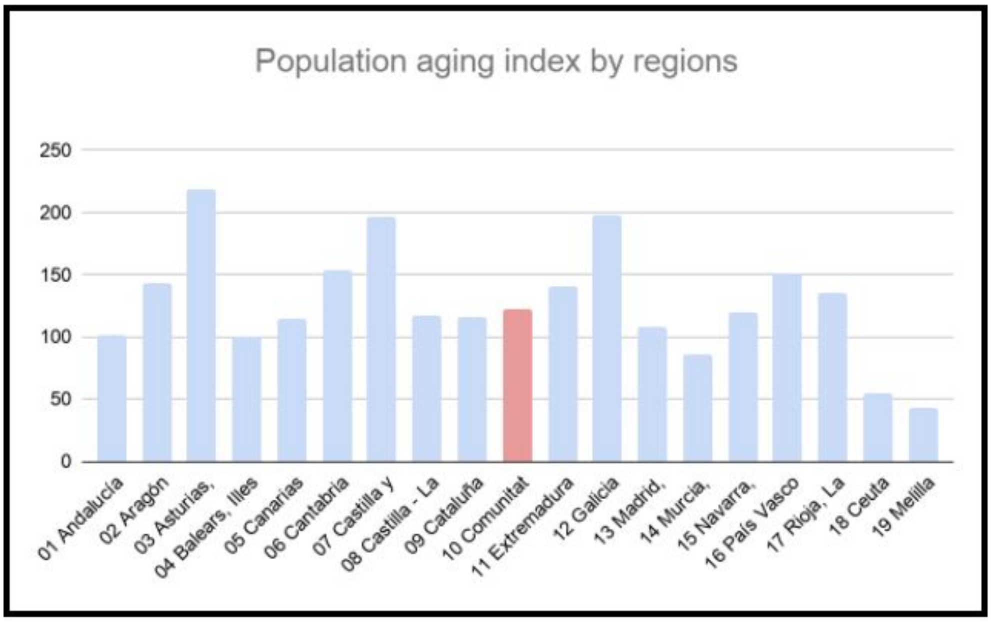


Source: PEGV(2018)

According to illustration 16, we can say that the population aging index experienced by Spain is not uniform in all regions, but is stronger in some than in others. This is due both to factors that refer to the dynamism and to the type of municipality that these communities are conformed by.

In the case of the Valencian Community, with a rate of 122.57%, it is classified more or less in the middle among all the communities. Asturias, the highest with 218.65% and Melilla the lowest with 42.6%

Illustration 16: Population aging index by regions



Source: INE (2019c)

Finally we make a small analysis on what the Spanish people do in their free time.

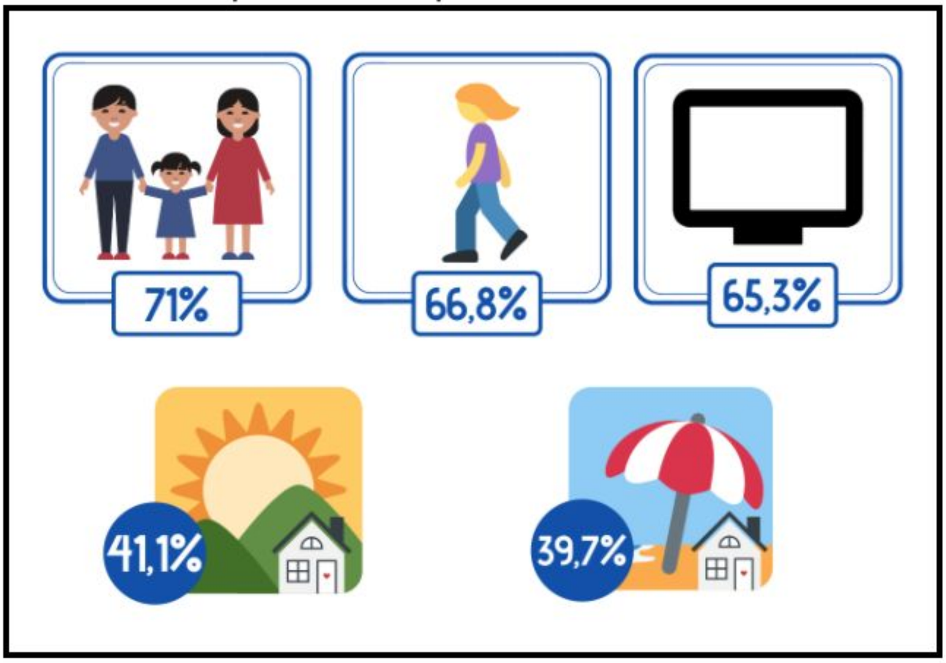
According to Vilar (2018), based on the results of Study 3201 'Spanish General Social Survey (ESGE) 2018' carried out by the Centre for Sociological Research (CIS), 71% of the population spends their free time with their family. Followed by the hobby of walking (66.8%) and watching television (65.3%). Likewise, and although the holidays have not arrived yet for everyone, when the time comes it will mostly be spent for fun.

49.9% of Spanish people claimed that they used their trips for the purpose of having fun. Although not everything is fun, 43% prefer to devote their trips to rest and 41.6% to relax.

Spaniards who are lucky enough to have a second home, which is 52%, prefer it in the mountains (41.1%) rather than on the beach (39.7%).

This last data is the most interesting for Salvia S.L. because of its proximity to the coastal area of Castellón and to the Espadán-Mijares area where there are many second homes that dwelled during the summer season. Especially for the mountain area, since our company's establishment is the closest from these points, so the residents/owners of the second homes are potential seasonal clients.

Illustration 17: Leisure time preferences of Spaniards

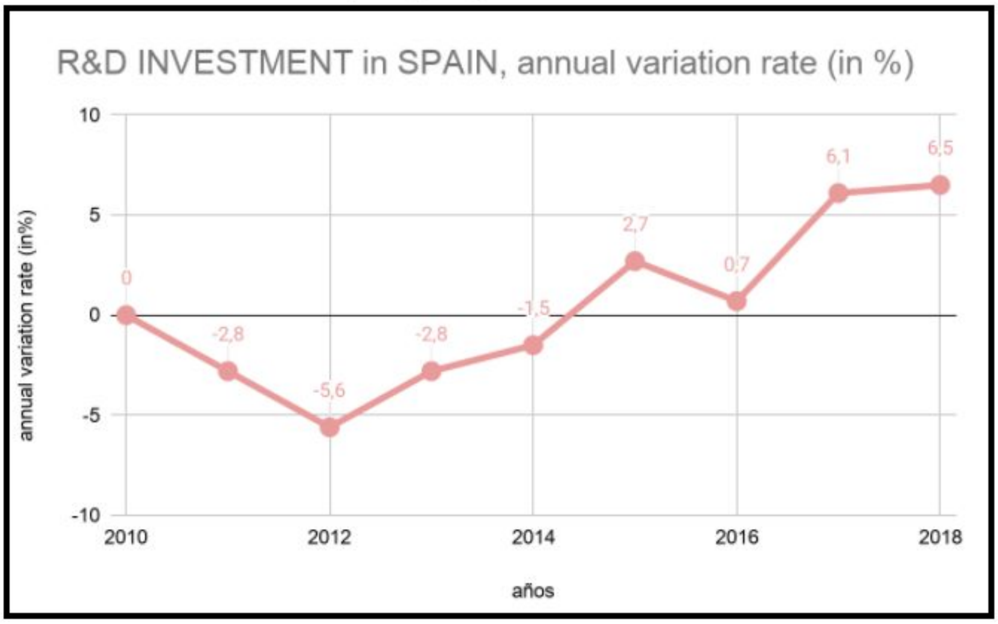


Source: Own elaboration and Vilar (2018)

D) Technological factors

According to the results reflected in illustration 18, we can say that Spanish investment in knowledge has recovered ten years later, the growth levels before the economic crisis, and in 2018 the country invested about 14,900 million euros when in 2008 it was 14,700. Starting from a rate of -5.6 in 2012 growth has been constant, except for a small fall in 2016 and reaching a value of 6.5 in 2018.

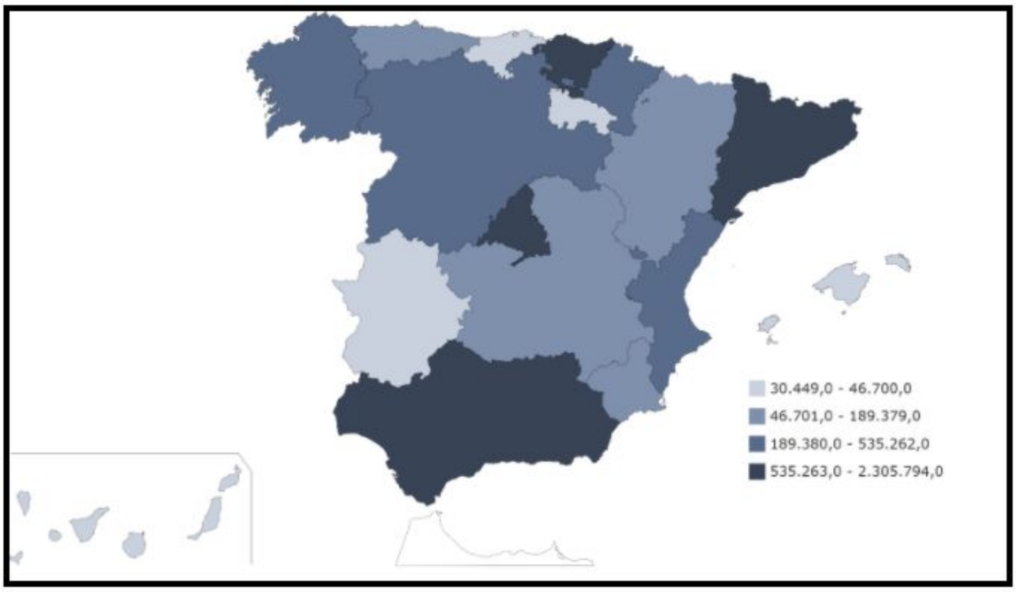
Illustration 18: R&D investment in Spain (in %)



Source: COTEC (2019)

The following illustration shows the total internal costs in Spanish companies in thousands of euros in 2018. Out of a total of 8,445,362, the Valencian Community accounts for 535,262, a value that places the region in the second group with the highest levels of R&D

Illustration 19: R&D investment by regions

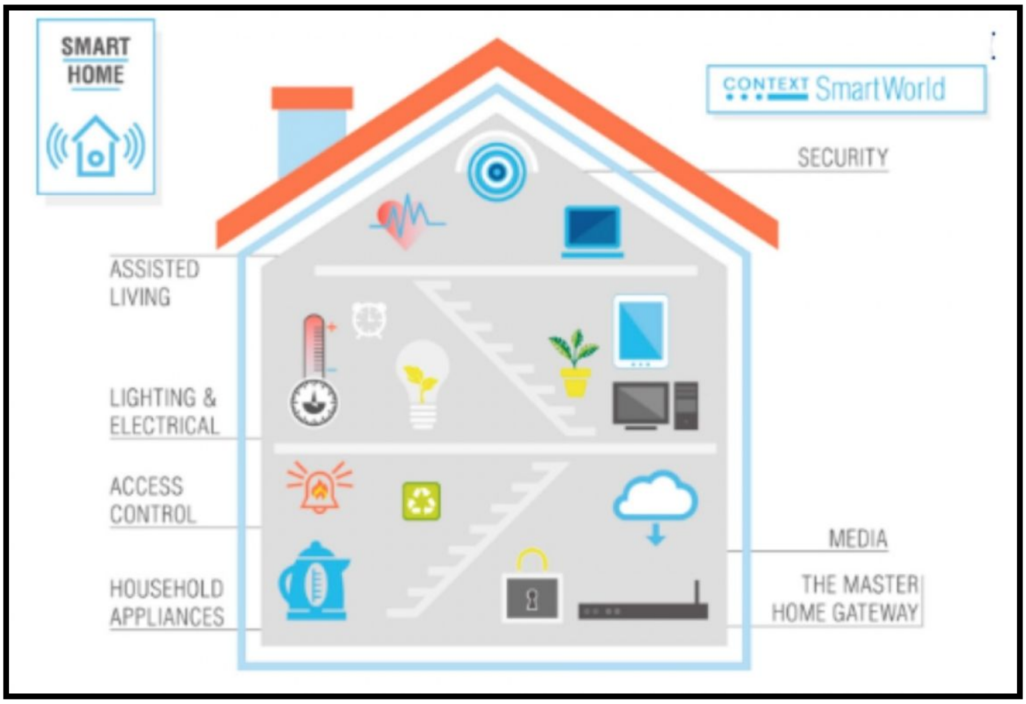


Source: INE (2018c)

Based on the statements of Alejandro Lozano (member of the AECOC foundation) there are two clear business opportunities for the coming years.On the one hand the SAP (small household appliances), a sector in constant progression that is divided into three categories: personal care, home and kitchen. Among the last two there are products such as bathroom scales, coffee machines, bakery machines and beer dispensers among others, which are presented as the greatest opportunity for the DIY sector. On the other hand, the Smarthome line, which refers to the marketing of in relation to an intelligent home that includes a communication network connected to a minimum of two electronic devices that can be accessed, controlled and monitored remotely through other devices or intelligent systems such as a smartphone. Although it could be complicated to develop such a product on your own, it is possible to develop components for it. Banus (2018)

The following image shows in a graphical way some of the two lines' components.

Illustration 20: Smart Home

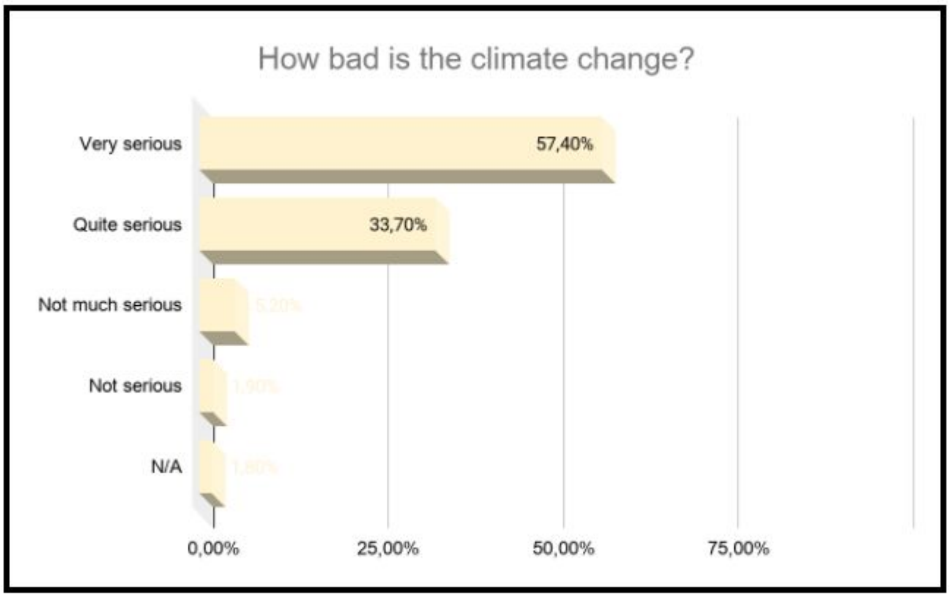


Source: Banús (2018)

E) Ecological factors

According to Sanmartín (2020) and based on the 'Encuesta dos' for the newspaper 'El Mundo' carried out shortly after the end of the last Climate Summit in Madrid in 2019, 90% of Spaniards see climate change as a serious problem, compared to only 7% who think it is not a serious problem at all.

Illustration 21: Spanish answer on climate change severity (in %)

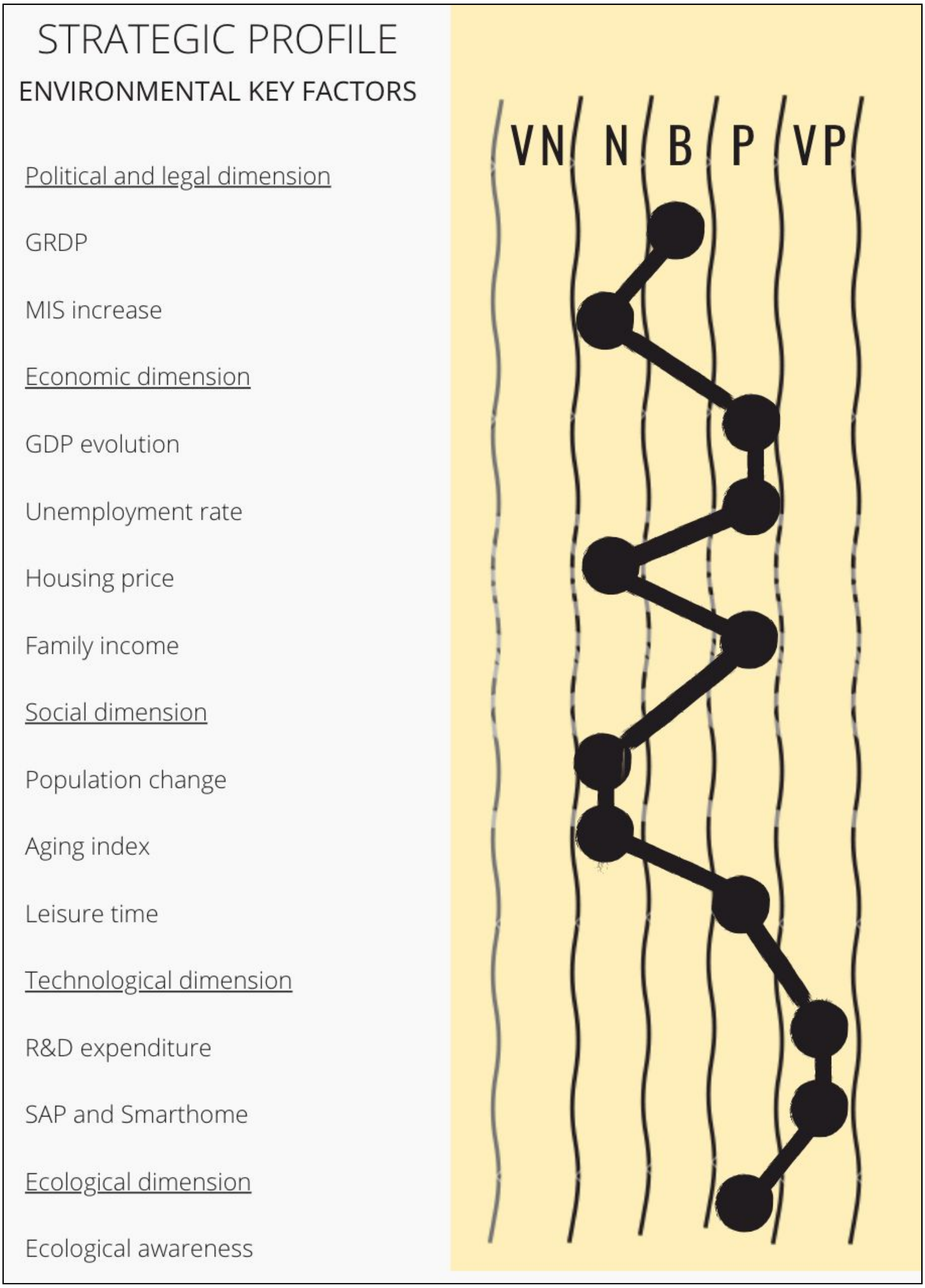


Source: Own elaboration and Sanmartín (2020)

Another interesting fact shown by the survey is that one out of five people consulted thinks that social mobilizations such as 'Fridays for Future', or other current youth movements that try to raise awareness and publicize the problem of the environment, do not serve to advance the solution to the problem of climate change.

Finally, to conclude in PESTEL analysis we will see how each dimension affects the company in its strategic dimension where VN= Very Negative, N=Negative, B=Balanced, P=Positive, VP=Very Positive.

Illustration 22: Strategic profile according to the environmental key factors



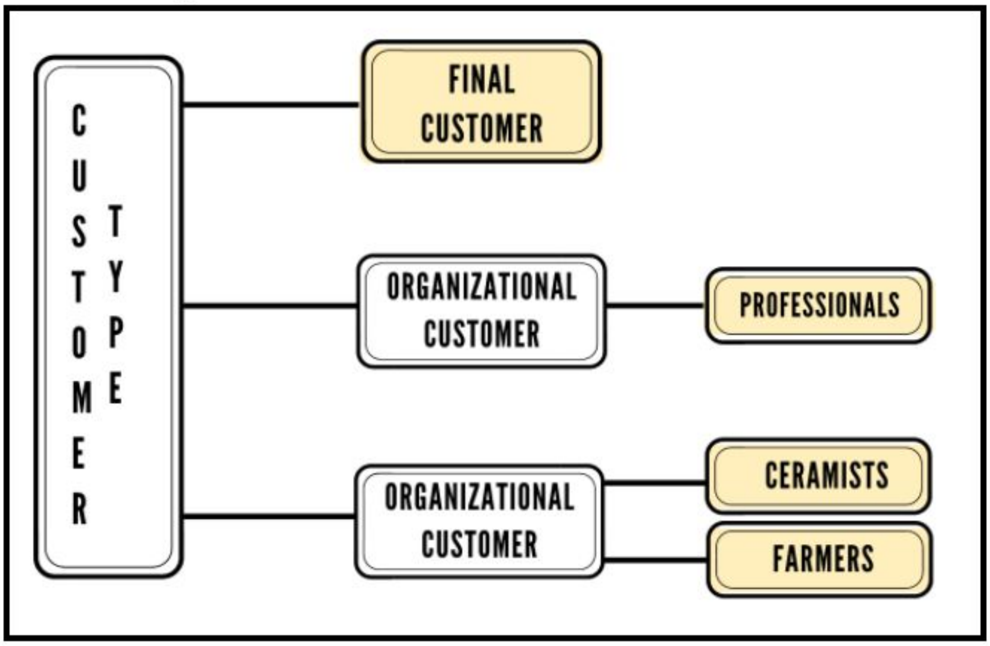
Source: Own elaboration

4.2. Market and demand analysis

As I have concluded in previous sections, the company has two client groups, organizational and final. In this section I will try to understand the relevance and behavior of both types of customers.

The agricultural and ceramic sectors are highlighted within the town where Salvia S.L. is located and the company dedicates a great part of its commercial activity to these sectors, qualified as the company's organizational customers alongside the professionals. Finally, as far as the final customer is concerned, I will carry out a more generic analysis of the ironmongery and DIY sector.

Illustration 23: The origin of Salvia S.L.'s financial resources



Source: own elaboration

4.2.1. Organizational customers, agricultural sector.

The location of the town of Onda helps to understand the relevance of this sector. As the next illustration shows, half of the localities in the next 15 km from Onda belong to the Mancomunidad Espadán-Mijares, and most of the other half are still in mountainous areas.

It should be mentioned that most of these places have less than 1,000 inhabitants, although each of them is part of a wide chain dedicated to the primary sector in which the charm of these lands is maintained. These movements help citizens to be able to live in their home villages and at the same time help the villages themselves not to get lost and maintain their natural charm, broadening their attractive and thus, attracting more visitors, owners of second homes and why not, new inhabitants against depopulation.In short, these are companies that were born with the aim of taking care of the mountain.

The activities carried out by these companies need both manual and electric tools, which Salvia S.L. has with certain exclusivity as STIHL or OUTILS WOLF, chain saws and even work clothes that comply with safety regulations.

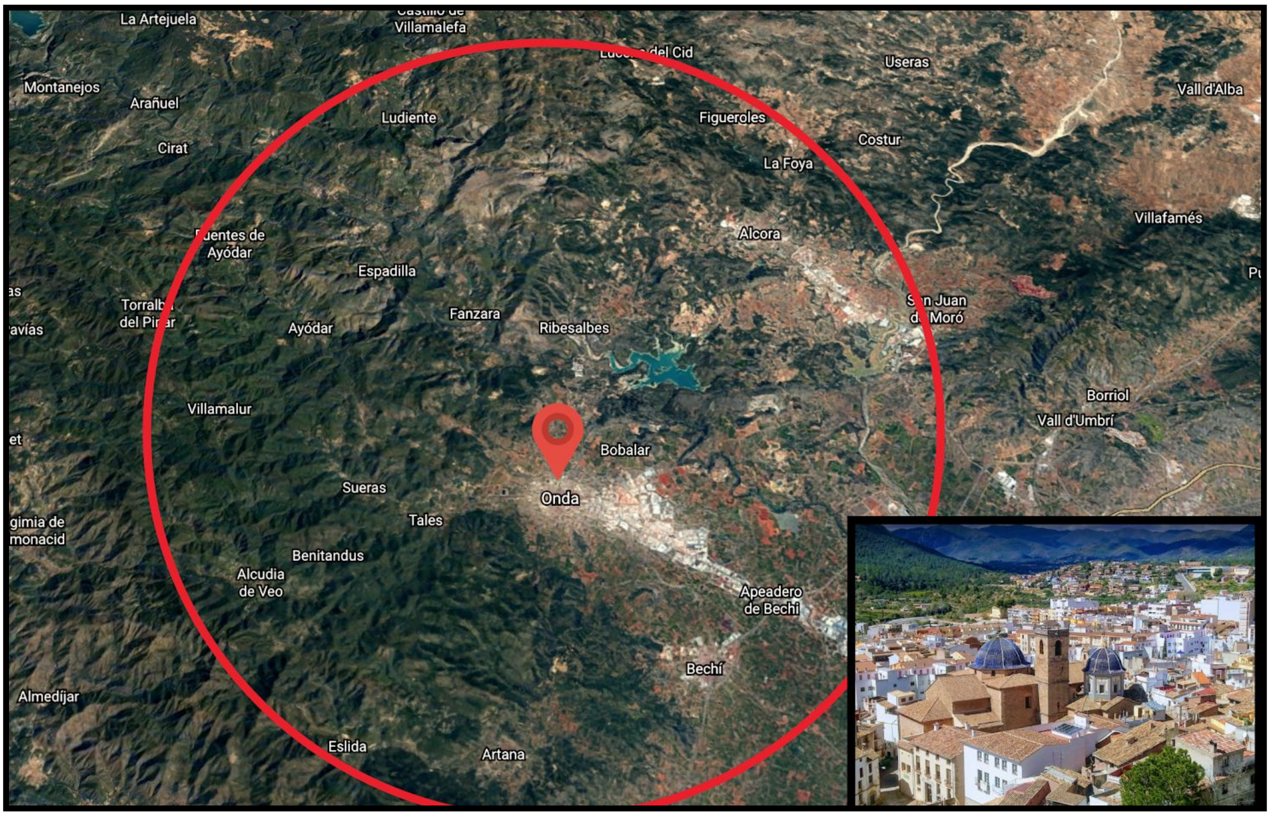
Another point to consider is the potential of the crops in the area: mainly olives and oranges but also others like almonds or cherries.

For the cultivation of these crops there are not only private farms but also localized irrigation, agricultural cooperatives, harvesting warehouses, local mills or other infrastructure related to this sector. All of them need to be supplied with products that Salvia S.L. also has, such as shading nets, hand tools or new safety clothing that complies with safety regulations.

Furthermore, according to R.D. (2020), the current mayoress of Onda, Carmina Ballester, has recently met with the rector of the Jaume I University to suggest the entity's collaboration in the research of this sector, and thus, continue to provide new opportunities hand in hand with the main source of knowledge in the province.

For all these reasons, the agricultural sector in Onda becomes a sector of potential interest in opportunities and development for Salvia S.L.

Illustration 24: Wave perimeter 15 km around



Source: Own elaboration and Google Earth

4.2.2. Organizational customers, ceramic sector

Continuing with illustration 24, this fourth part that remains in a less mountainous terrain is part of one of the biggest sectors of the industry at present, the ceramic sector.

It is well known that the main engine of the economy in the province of Castellón is governed by this sector. In fact, it is historically known as 'the ceramic triangle', the one formed by Onda, Vila Real and Alcora.

As the national and even global core of the tile industry, large multinationals such as Pamesa Ceramica S.L., Argenta Cerámica S.L., Porcelanosa S.A., etc... are based in Castellón and have been listed by 'El Economista' at the top of its Business Ranking.

Many of the companies that appear in this ranking are located in the perimeter indicated above, because both the town of Alcora and Onda have large industrial estates with an immense number of companies whose main activity revolves around this sector. That is why supplying this sector is of vital importance.

Focusing on the service provided by Salvia S.L., it tries to supply material that goes from cutting discs, netting or manual cutters to other daily use materials such as silicone or toilet paper rolls.

4.2.3. Organizational customer, professionals.

These are those who carry out maintenance and repair work such as painters, plumbers, electricians, carpenters, etc. They need products to carry out their own customers' orders.

Such customers have the experience, knowledge and qualifications to make their own decisions from an expert point of view in their field. That is why at the time of purchase they are demanding in quality and service and not so much in price as they are looking for a specific product of which they already know perfectly all its uses and characteristics.

Whoever is a supplier to this type of client must know his products very well in all their senses, whether they are all their characteristics or the jargons that the guilds themselves use. In addition, the supplier must be prepared to supply the greatest quantity and variety of products that the professional needs, since this group of clients usually establishes a relationship of loyalty with those suppliers with those who know that their needs are always covered.

Only in the municipality of Onda there are 10 companies with CNAE 4332- Carpentry installation; approximately 5 with CNAE 1623 - Manufacture of other wooden structures and carpentry and joinery pieces for construction; 14 with CNAE 4322 - Plumbing, heating and air conditioning system installations; another 14 with CNAE 4321 - Electrical installations; 3 for CNAE 4399 - Other specialized construction activities n. c.o.p.; approximately 10 with CNAE 2512- Manufacture of metal carpentry; and approximately 60 for CNAE 4121 - Construction of residential buildings.

4.2.4. Final DIY customer.

According to Sectorial (2018), after years of decline since the end of 2014, the DIY market is in a process of recovery due to new consumer behavior translated into an increase in spending per household in the sector. Decoration and renovations and reforms are the driving force behind the current market growth.

According to the report obtained from the 'Txema Elorza Foundation', consumption in Spain in this sector is 12,200 million euros, 1.2 percent of GDP, a percentage far removed from the European average, which shows the future direction it has in the medium term.

The expenditure per person in this sector is 276 euros, compared to 616 in Germany, 549 in France or 375 in Italy. More precisely, the average purchase expenditure of Spaniards in this sector is lower than the average, 28 euros.

Spaniards like small domestic repairs, and the sector's companies are aware of it. This is what the conclusions of the study 'Radiografía del Comprador de Ferretería y Bricolaje'', carried out by the 'Asociación española de Empresas de Gran Consumo' (AECOC) after conducting 2,024 online surveys of users between 25 and 75 years of age in October 2017, state.

Perhaps it is because of the economic improvement experienced in recent years, but consumers no longer choose where to buy their DIY tools depending only on the price of the product. As drivers for choosing the establishment where to buy the subcategory stands out, the **proximity** (43%) and the **staff's attention (**15%), as well as the **variety** when choosing a product.

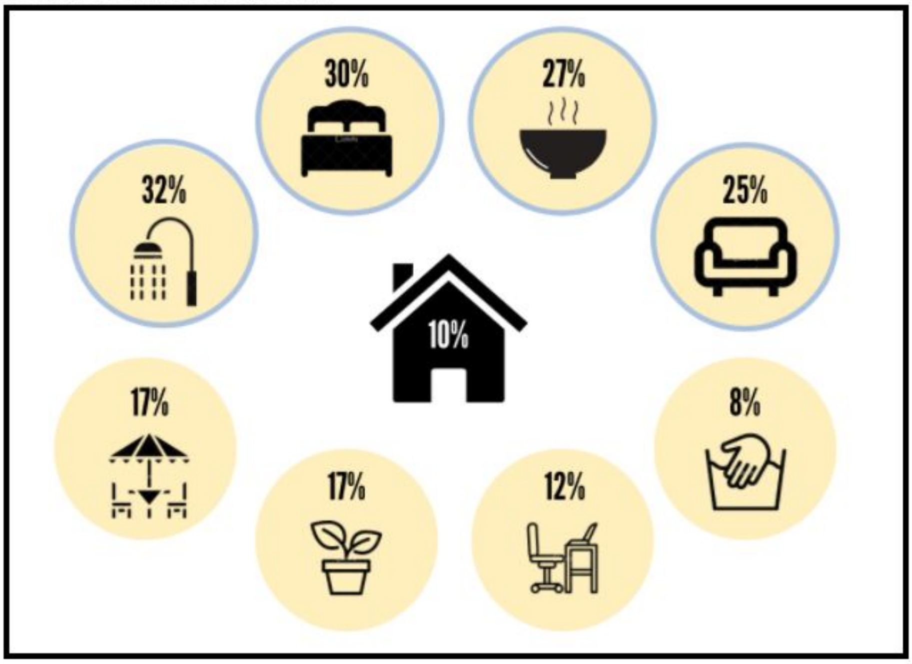
However, consumers have not failed to take into account the price when choosing a shop but they take into account the conditioning of the home, where you buy what is attractive, independently of the price, as valuable goods: kitchen robberies, autonomous vacuum cleaners ... And a **beautiful and attractive design and presentation** is valued. There is also a clear trend towards blister packs with screws or adhesive strips, which, even though the price is higher, are better packaged and ready to use.

Mention that the stores where the products are purchased are better valued for their **knowledge/experience** of the product (61%) and the **recommendations for use** given by the store staff (52%). (A. Lozano, head of the DIY Sector of AECOC, April 15, 2020)

According to this study, during the last year 68% of the population has carried out some improvement work in their home or plans to do so during the next year.Of these reforms, 10% represents an integral home reform.

The rooms of the home that have been most reformed are the bathroom, the bedroom, the kitchen and the living room. Among these, the reforms of the bathroom kitchen are usually carried out by a professional, while when it comes to reforming other rooms, the consumer dares to do them more, claiming to find them fun and entertaining activities.

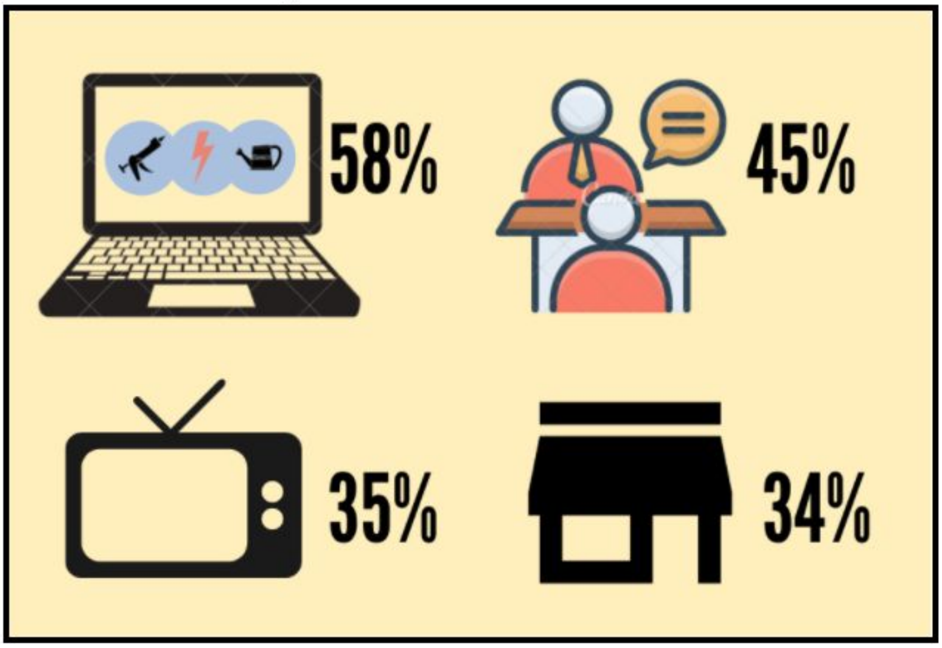
Illustration 25: More renovated rooms



Source: Own elaboration and Sectoriales (2018a)

In this sense, the study reflects a growing consumer interest in the sector. In fact, 48% of those interviewed are very or fairly interested in learning skills and techniques related to DIY, especially in general maintenance and decoration. Tutorial videos or face-to-face courses are the preferred methods for learning.

Illustration 26: Preferred learning channels

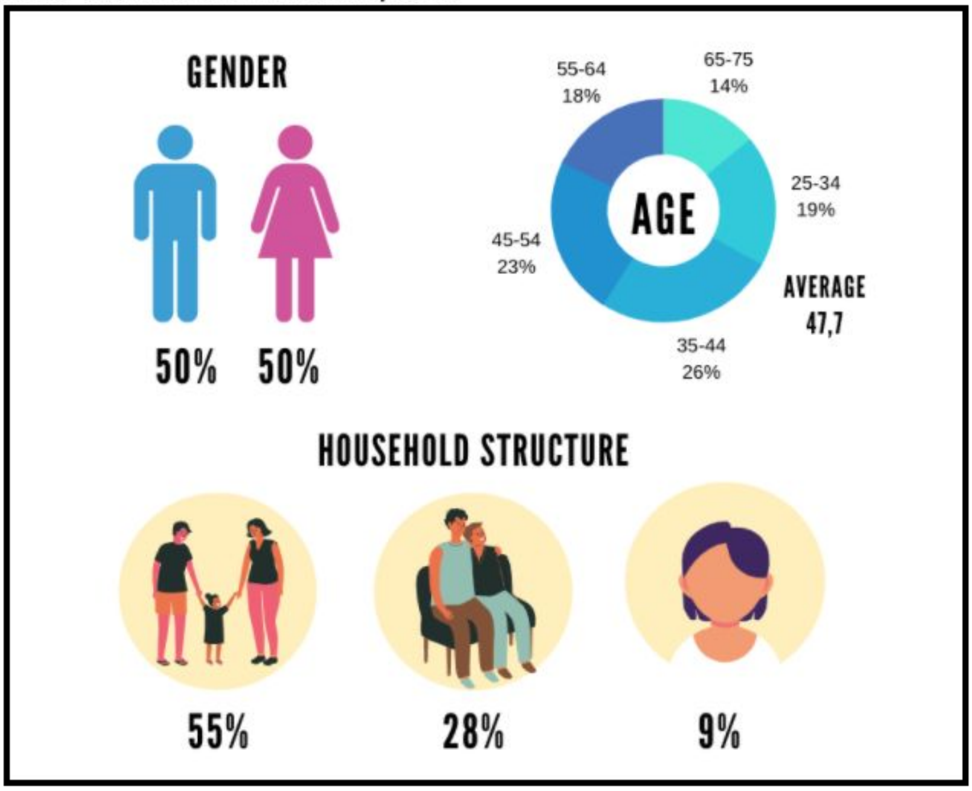


Source: Own elaboration and Sectoriales (2018a)

The data shows that in the last six months, 83% of the population has bought some product from the DIY sector. Among these products, those that have been most in demand have been those related to hardware, electricity and adhesives, while wood and cabinets, construction and air conditioning, present lower penetrations. For this reason, the courses to be given should focus mainly on general maintenance issues (adhesives, electricity or garden), followed by decoration/interior design, crafts and furniture restoration. Everything that implies having greater skills (construction, use of tools) obtains less interest.

There is an increase in purchases for households of more than 120 m2 that use the products in spaces such as: terrace, backyard and garden. More than half of the purchases (55%) are made by family home structures, with an average age of 47.7 years, for both men and women, with customers between 35 and 44 years old being the most frequent purchasers with 26% of the total.

Illustration 27: The DIY final customer profile



Source: Own elaboration and Sectoriales (2018a)

On the other hand, the AECOC report shows that age is a determining factor when it comes to choosing where and what to buy: the youngest people go to large DIY stores or hyper markets, and mainly purchase tools, decorative products, furniture, tidy items and, in general, products related to moving processes, typical of these ages. On the other hand, the 55-64 year-old segment of the population prefers the hardware stores in their neighbourhood, due to their proximity, personalised service and advice, and stands out for their purchase of electricity products.

As for the preferred channel for consumers, the large specialised chains are the ones preferred by consumers in more than half of the purchases, followed by the traditional shops which present 28% of the purchases. In turn, spending is usually higher in large stores than in traditional stores.

Illustration 28: Favourite purchase channel (in%)

Source: Own elaboration and Sectoriales (2018b)

However, **e-commerce** is here to stay. It is a fully established business model in society and according to PA digital (2020), based on Forrester's statements, in 2020 45% of purchases in Europe will be marked in one way or another by some interaction on the network. Enhancing online channels to influence users to purchase is a must for companies in the sector.

For the second consecutive year, in 2018, **MARKETPLACE** overtakes store and manufacturer websites as the preferred channel for online purchases of durable goods, with a spending on this kind of commerce of 1,903 euros, a slight decrease of 3% over the previous year. This is stated in the latest edition of 'El Observatorio Cetelem e-Commerce', where 2,200 interviews were conducted, in which marketplaces are consolidated as a preferred online channel.

Table 5: Evolution of different products according to the favourite online shopping channel

	MARKETPLACE	SHOP WEBSITE	MANUFACTURER'S WEBSITE
Appliances/Technology	55% (+3)	34% (-2)	14% (-1)
Mobile devices and accessories	59% (+5)	28% (-5)	15% (-1)
Household	41% (+3)	36% (-5)	17% (-3)
Sports	40% (+15)	46% (-14)	21% (-4)
Cycle and accessories	42% (+2)	32% (-5)	17% (-3)

Source: Sectoriales (2018b) and AECOC

Continuing with online commerce, despite the fact that older people are less familiar with buying digital products, the online sale of household appliances and products in digital stores is increasing considerably year on year. The possibility of buying products online and receiving them at home without having to invest a lot of time in it, is an absolute point in favour of digital sales. Returning to the data provided by the AECOC, it is stated that 13% of the participants make purchases through this channel, especially young consumers between 35 and 44 years old. Specifically, exclusive internet platforms are used by 6% of participants, with Amazon being the most important player.

Illustration 29: Industry categories most and least purchased online

Source: Sectoriales (2018b) and AECOC

A noteworthy fact is that m-commerce (online purchases through mobile phones), have been "stepping hard", and is that 63% of Spanish Internet users have made some of their purchases through their mobile device.

In addition, 68% of online shoppers make purchases any day of the week, 17% from Monday to Friday and 15% only at weekends. All users have observed an improvement in the delivery of their purchases, mainly in terms of the time and digital tracking of their order.

On the other hand, 90% of the buyers are willing to leave the shopping cart if the deadlines are too long or the delivery is not free and will not repeat a purchase if the experience is not positive.

4.3. Analysis of the competition

4.3.1. DIY sector in Spain

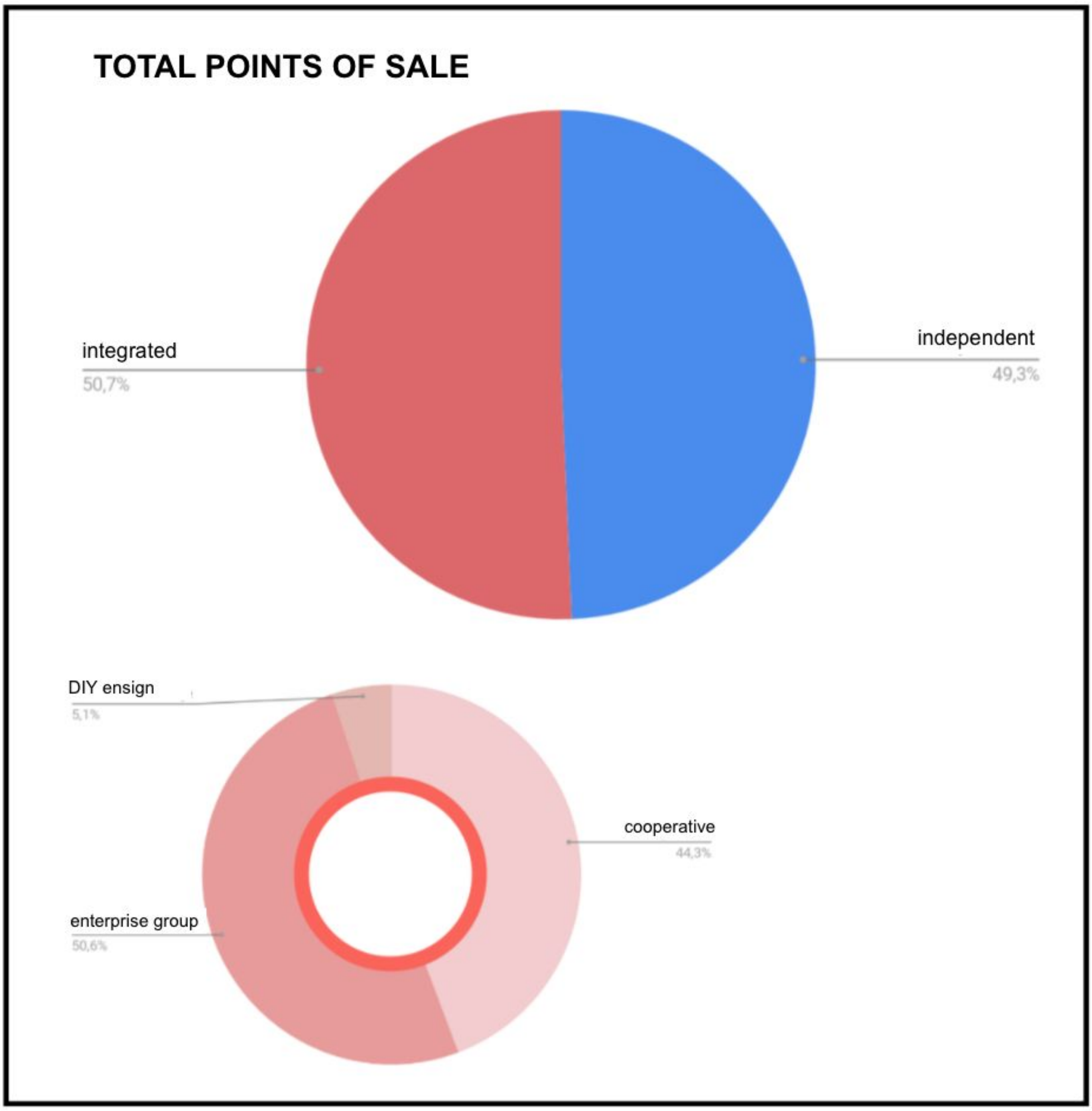
For this analysis I will rely on the data obtained from different associations of the DIY sector. It should be mentioned that the industrial supply part is also included in this sector.

It is worth mentioning that the DIY sector includes different companies and institutions among which are small family businesses (like the company we are analyzing in this paper), distribution chains, large manufacturers, purchasing centers and large hardware groups. According to the Txema Elorza Foundation, there are over 1,000 suppliers and 10,000 points of sale in Spain.

Whether they are manufacturers or importers or marketers, suppliers work with a wide range of product families, including power tools, hand tools, adhesives, fasteners, gardening and irrigation equipment, ironwork, household items, electrical material, measuring tools, wire drawing, work protection, locksmithing, safety, cutting tools, etc.

10,000 points of sale are divided into hardware stores, industrial supplies and DIY centers. As we can see below, 49.33 percent of the points of sale are independent, while the remaining 50.67 percent belong to or are integrated within a cooperative (44.26 percent), a purchasing group (50.64 percent) or a DIY store (5.10 percent).

Illustration 30: Point of Sale Grouping



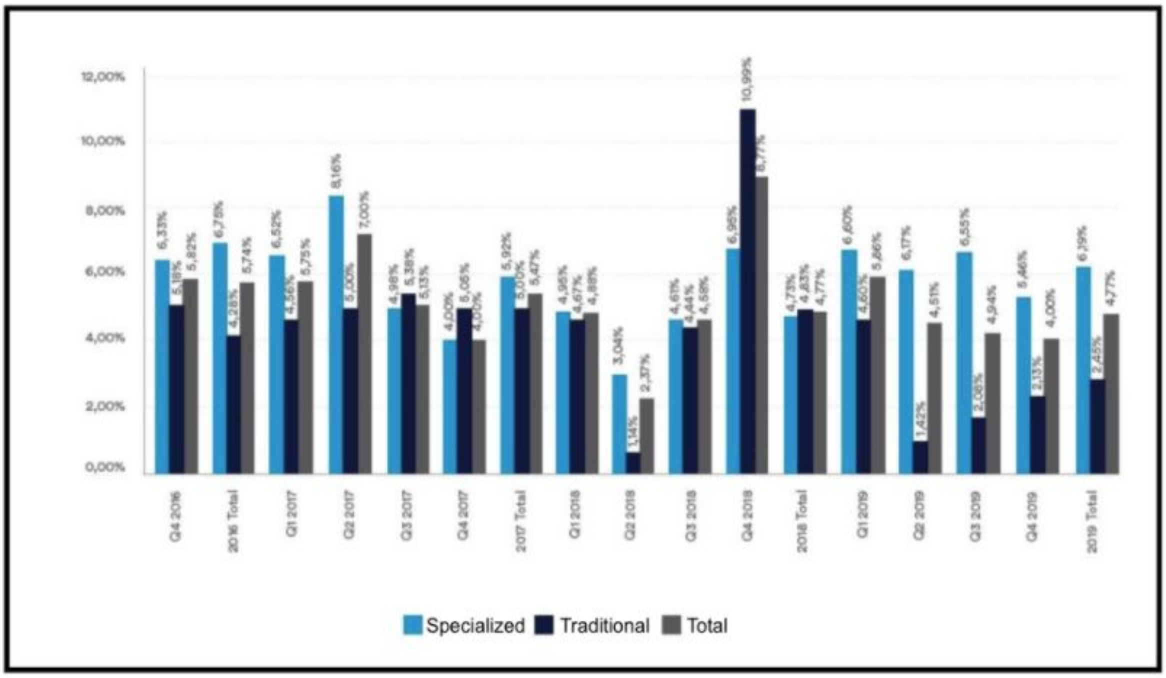
Source: Own elaboration and Interempresas (2008)

In terms of points of sale per thousand inhabitants, Ourense, Lugo, A Coruña, Palencia and León are the provinces with the largest distribution centres. In contrast, Granada, Cadiz, Seville, Castellon and Zaragoza are the areas with the lowest density of points of sale in relation to the population.

Focusing on the Valencian Community, as we have already mentioned before Salvia SL, belongs to the cooperative group of local hardware stores Coinfer and according to its web page it has 14 associates in the province of Castellón, 16 in the province of Alicante and approximately 75 in the capital of the region.

On the other hand, according to Interempresas (2019) the distribution of the DIY sector has closed 2019 with an increase in turnover of 4.77%, continuing on the growth path of the last five years.

Illustration 31 : Sector barometer 4Q 2019. Distributors: growth rate



Source: Interempresas (2019) and AECOC

According to Garcia, D. (2008) specialized suppliers are those focused on a specific field, with great knowledge of a particular area and therefore with great advantages. On the other hand, general distributors are those present throughout the territory and have a large sales force and resources.

The indicator we see in the image above shows how the specialized distributors are the ones that maintain a better performance, with a growth of 6.19%, while the traditional operators improve their data by 2.45%.

The data obtained is conditioned by the process of changes and acquisitions in which the large chains in the sector are involved. This transformation of the offer "affects operations, but it is a winning bet, since the stores that have undertaken redesigns and changes in their business model are obtaining satisfactory results," says the spokesman for the Aecoc association in its reports.

4.3.1.1. Online channel

The trend towards the increase of the online channel is clear, in fact it is estimated that the penetration weight in the sector is 8% (6-10%). That is why crossing from offline to online (and vice-versa) should come naturally, offering those products that customers demand through an almost forced multi-channel approach adapting to an increasingly connected environment. In other words, we have to be where our customer is.

However, it's important to know that to be present does not mean being forced to have e-commerce, you can also have web and / or be in social networks such as instagram or facebook. The reason is that this participation requires many resources (branded content, SEO, logistics, prices ...), and is that "to sell online you have to be very good at selling offline". In fact, very few make money in this channel because of the great amount of competitiveness and the little margin they face.

Being present 100% in all channels requires perseverance to, on the one hand, guarantee the content and, on the other hand, fundamentally offer quality information, since the online channel is the place where the customer looks for the technical characteristics and the ratings of each product.

In order to address all these aspects in a better way and avoid the saturation of companies' resources and capacities, the option of working with content platforms is considered. This saves a lot of time, allows the company to be more efficient, and above all facilitates access to potential customers in order to segment them by interest. (A. Lozano, head of the DIY sector of AECOC, 15 April 2020).

Focusing on E-commerce (internet commerce), different groups of AFEB met to qualify the panorama of electronic commerce of DIY. They analyzed which operators currently have more prominence, classifying them according to whether they are 'PURE PLAYERS' (companies that are only engaged in online trade without having a physical store), 'MARKETPLACE' (sites on the Internet where commercial interactions take place between different companies, as in the conventional marketplace but on the Internet, Amazon would be an example), a combination of both or private sale as well as all-channel (is a communication model used by companies to improve the experience of their customers, allowing them to be in constant contact with the company through multiple channels at the same time: physical locations, websites, customer service...)

We therefore conclude this section with the following data: during the third quarter of 2018, manufacturers and distributors in the DIY sector grew by more than 4% compared to the same period in 2017. Specifically, distribution increased its sales by 4.5% and manufacturers by 4.4%, according to data from the barometer prepared by AECOC and AFEB to measure the evolution of the sector.

"The data confirms the positive trend in distribution, with daily sales that continue to evolve upward after closing the second quarter of the year with a growth rate of 2.37%," explain from both associations.

4.3.2. Specific competition of Salvia S.L.

As an advance to the analysis, I would like to mention that there are four levels of competition from the consumer's perspective, that is, decisions that a consumer will make at the time of purchase:

- First we have **competition in the product form**, where products and brands cover the same need in the same segments. Within this sector we find: Salvia SL, Salandelues SL and Suminstros Vives SL as companies that supply products in the same way and to the same segments.

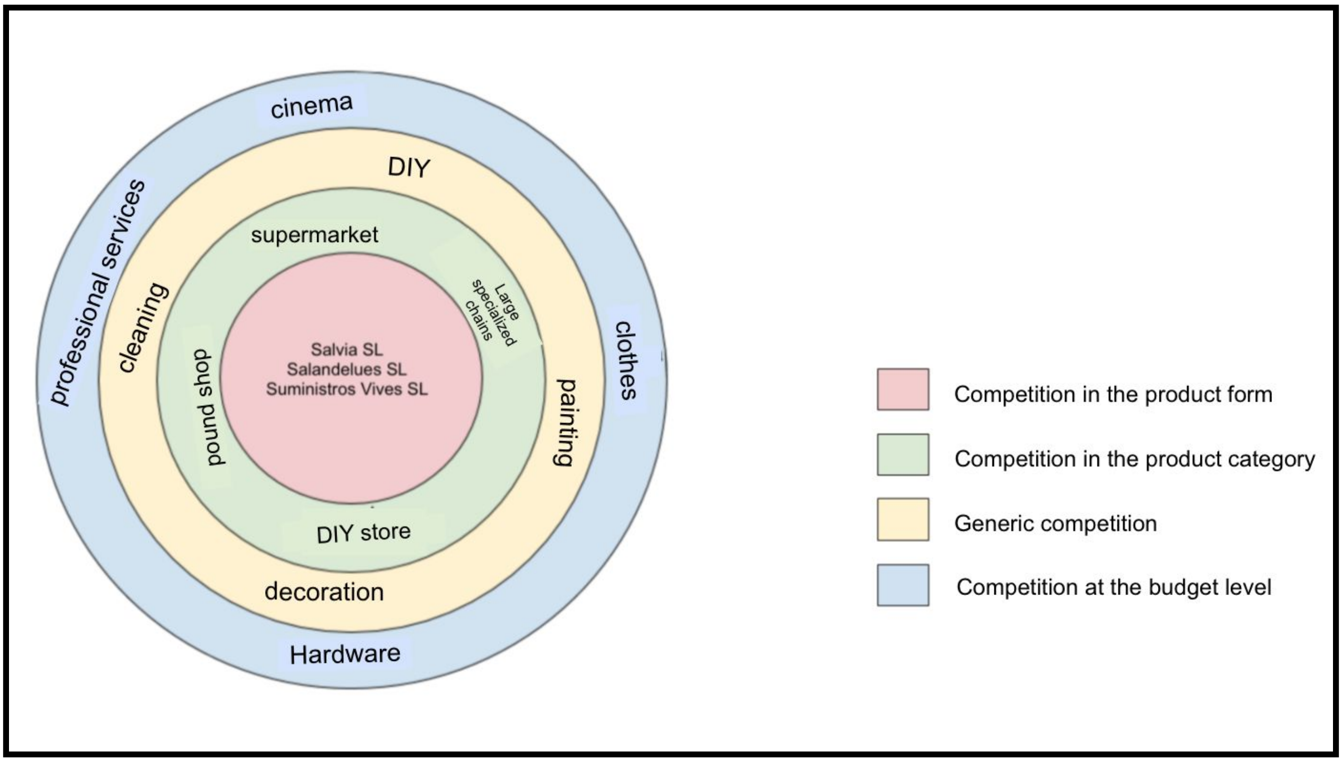
- Often we have **competition in the product category**, where the products and brands have the same attributes but different presence. At this level we find: hypermarkets, large specialized chains, conventional hardware stores, Chinese/bazaar, among others, which would mean competition in this category.

- In third place is the level of **generic competition**, in which products and brands solve the same need, in this case that of solving household problems. The technologies that involve competition at this level are the following: DIY and hardware, decoration, painting, cleaning.

- And finally the level of **competition at the budget level**, in this one, products and brands fight for the consumer to invest their budget: hardware store, cinema, clothes, pay for professional services... Vallet-Bellmunt et al (2015).

In the following graph and following the index located on the right, we will be able to observe in a more analytical way each one of the established levels:

Illustration 32: Levels of competence in the DIY sector



Source: Own elaboration and Vallet-Bellmunt et al (2015)

4.3.2.1. Competence by customer type

In the analysis of the competition we will begin by first defining some of the companies that address the same type of customers as SALVIA S.L. For this first cataloguing I have based myself on the National Classification of Economic Activities (CNAE).

In this classification, Salvia S.L. is catalogued as 'Wholesale trade of hardware, plumbing and heating'. In this area the type of clients to which the company is directed is of organizational type. Therefore, according to the directory of companies (2020a) with the CNAE 4674 at provincial level there are 73 companies of which 8, including Salvia S.L., belong to the town of Onda.

Illustration 33: CNAE 4676 to organizational customers

CNAE 4674.- WHOLESALE TRADE OF HARDWARE, PLUMBING AND HEATING

CASTELLÓN: 73

- AMAREAS-CONSTRUCT 2005 SRL
- APPARATE SUSTEME WOLF SL
- AQUAKIT SL
- AANZ. FORMAS DE ENERGIA SLAVILA BOSCH SL
- AZURE INVESTMENTS SLBAZAR AUTOAGRICOLA SL
- BRICOCENTER DEL MEDITERRANEO 2009 SL
- CALOGAR CHIMENEAS SL
- CARFRANC-1 SL
- CASTELLO FERRETERS SL
- CASTELLON SEGURIDAD Y CONTROL SL
- COMERCIAL ANTAI SL
- COMERCIAL DE FONTANERIA BBC SLL
- COMERCIAL I B A CASTELLON SL
- COMERCIAL SANGRIBA SL
- CONSTRUCCIONES MAIDERS 2005 SRL
- CONTROL Y PROTECCION DE BOMBAS SRL
- CONTURSA CARIBE SL
- COYLACK SL
- DISTRUB-CONS SLD
- OMOSLER SL
- DOSOPY SL
- EJR LIGHTING SL
- ELECTRONICA CONSUMO LEON SL
- EMPORIO CERAMICO SRL
- ES-VLA PROYECTOS Y SOLUCIONES SL
- ESTANQUEIDAD VILLARREAL SL
- FABRICACION Y ESTUDIOS ELECTRONICOS SL
- FERRETERIA SALVIA SL
- FERVI-2000 SL
- G.B. IMPORT EXPORT SL
- GENERAL DE FERRETERIA CASTELLONENSE SL
- GRIOSCOM SLHIERROS Y METALES CASTELLON SL
- INGETECNIA 2001 SLINSTALACIONES JOYSA ELECTRICAS SL
- LARNIC CONSTRUCCIONES SRL
- MICRONEXES SLOSMOHIDRO SL
- PALOMARES PUERTAS AUTOMATICAS SL
- PERFIL IBERIA SLPERUGA FERRETEROS SL
- POWERCOGOLLO SLPROJARDIN OBRAS Y SERVICIOS SL
- RECAMBIOS ALCORA SLRENAU NATURSOL SL
- ROMERO-AZNAR SUMINISTROS INDUSTRIALES SL
- SALANDELUES SL
- SEVENTHGARDEN SL
- SOLUCIONES INTEGRALES DEL AIRE SL
- SUMIFONSA SASUMINISTRES SEQUIOL SLL
- SUMINISTROS CERRAJEROS CASTALIA SL
- SUMINISTROS DE FONTANERIA Y CLIMATIZACION VILA REAL SL
- SUMINISTROS HIDRAULICOS Y NEUGAMTICOS ALBA SL
- SUMINISTROS HOSTELOROS SORPRESA SL
- SUMINISTROS INDUSTRIALES ALEGRE SL
- SUMINISTROS INDUSTRIALES ALTO PALANCIA SL
- SUMINISTROS INDUSTRIALES TODOMADERA SL
- SUMINISTROS VIVES SL
- SUMINISTROS Y DISTRIBUCIONES ESTRADA SL
- SUMINISTROS Y FERRETERIA IGLESIAS 2006 SL
- SUPAMA SLTALLERES FOLIA Y PEIXO SL
- TANCAMENTS VINAMAR SL
- TECFRI CLIMATIZACION SL
- UTILLAJES LA PLANA SL
- V. CASTELL SLVAE VICTIS SL
- VICENTE ALMELA SAVILLAPLANA Y MATEU 2003 SL
- ZARACCESOROIOS SL

ONDA: 8

- CONTROL Y PROTECCIÓN DE BOMBAS SRL
- DISTRIBU-CONS SL
- DOMOSLER SLEMPORIO CERAMICO SRL
- FERRETERIA SALVIA SL
- SALANDELUES SL
- SUMINISTROS HIDRÁULICOS Y NEUMÁTICOS ALBA SL
- SUMINISTROS VIVES SL

CO

Source: Own elaboration and Directorio de empresas (2020a)

However, as some previous sections explain, the company under study is also aimed at final customers, so I have chosen the CNAE 4752 'retail trade of hardware, paint and glass in specialized establishments' for the representation of competitors in terms of final customers because it includes both multinational companies such as 'Bricodepot SL' (currently based in Barcelona, which is why it does not appear in the list below) and companies in the same town as Ferreteria Falagan. The result of this search, according to the Directory of companies (2020b) has been 125 companies in the province of Castellón whose registered office is in Onda for 11 of them.

Illustration 34: CNAE 4752 to final customers

Source: Own elaboration and Directorio de empresas (2020b)

Finally, also aimed at end customers, CNAE 4615 'Intermediaries of the furniture, home articles and hardware trade' represents that part of Salvia S.L. that is aimed at selling articles included in this CNAE, including small domestic appliances, furniture and home utensils.

In this case, the search has resulted according to the Directory of Companies (2020c) with 15 companies domiciled in Castellón and none in the town of Onda, a positive figure as it means that there is no competition in this area at a local level.

Illustration 35: CNAE 4615 to final customers

CNAE 4615: INTERMEDIARIES OF THE FURNITURE, HOME ARTICLES AND HARDWARE TRADE

CASTELLÓN: 15

- AMPARO FUERTES ALCON SL
- CORTINAJES Y TAPICERÍAS FEBRER PASCUAL SL
- DISEÑO EN MADERA FABREGAT SL
- DRON GRUP ONLINE SL
- FORES DISEÑO SL
- GRUPO HABITAT MEDITERRANEO 2006 SL
- HERRAJES TECNICOS DE LEVANTE SL
- MARIANARELA Y JULIO 63 SL
- MOBILIARIO E INTERIORISMO A.G SL
- NICOLA FACTORY SL
- OFICINA LA PLANA SL
- SERGIO LAGUNA SA
- STAR MARKETING LEVANTE SL
- TECNILUZ SL
- TOP COSMOS SL

ONDA: 0

Source: Own elaboration and Directorio de empresas (2020c)

4.3.2.2. Competence by location

Due to the location of Salvia S.L., I have selected different organizations that act as competitors. For an easy comparison, the following table shows the most representative features of each of them:

Table 6: Comparative between the organizations classified as Salvia SL competition

	SIZE	RESOURCES	STRATEGIES	SALES LEVEL	COMPETITIVE ADVANTAGES
SALVIA SL	PYME, 12 employees	Innovation resources	Quality/price ratio and customer proximity	16%	- Proximity to the customer - Sales in two directions: wholesale and retail - Wide variety of products - High quality
OTHER HARDWARE AND TRADITIONAL SUPPLIES (Salandelues SL, Suministros Vives SL)	SMES. Up to 49 employees	Innovation resources	Quality/price ratio and customer proximity	16%	- Proximity to the customer - High quality

SPECIALIZED HARDWARE CHAINS (Chain 88)	integration of more than 1400 SMEs	Innovation resources	Competitive strategy in differentiation, and customer proximity	16%	- proximity and proximity to the customer - Wide range of products - Medium-high quality at an accessible price
BIG SPECIALIZED CHAINS (Leroy Merlin)	French multination al. 74 points of sale in Spain and +10,000 employees	Innovation resources	Full coverage. It is aimed at all products-mark ets	L.M. in 2017 2.653 millions of € 51%	- Differentiation in costs. - Ability to buy in large quantities to sell at an affordable price (although not the cheapest) - Wide variety of the same products - Medium-high quality
BIG GENERALIST CHAINS (El Corte Inglés)	MULTINAT IONAL +10.000 employees	Innovation resources	Cost Competitive Strategy	15%	- Differentiation in costs. - Ability to buy in large quantities to sell at an affordable price (although not the cheapest)
EXCLUSIVE INTERNET PLATFORMS (Amazon)	US multination al +10,000 employees	Innovation resources	Cost competitive strategy and differentiation	6%	- Cost leadership
POUND SHOPS	SMES. Up to 49 employees	Innovation resources	Cost Competitive Strategy	5%	- Cost differentiation

Source: Vallet-Bellmunt et al (2015) and own elaboration

4.3.2.3. Positioning

For the choice of the most important attributes that the customer looks for at the time of purchase, I have considered those that as a consumer I consider to be of most value within the DIY sector: quality, price, warranty, customer service, after-sales service and visibility of the company. The following is an evaluation according to my own criteria to determine in which areas the competitors exposed are more or less competent.

Table 7: Competitors' analysis of various relevant factors

	Higher quality	Lower price	Customer service	Warranty and after-sales service	Company Visibility
SALVIA SL	9	8	10	10	7
OTHER HARDWARE AND TRADITIONAL SUPPLIES (Salandelues SL, Suministros Vives SL)	8.5	7.5	10	9	6
SPECIALIZED HARDWARE CHAINS (Chain 88)	8	8	9.5	9	8.5
BIG SPECIALIZED CHAINS (Leroy Merlin)	8	8.5	8	8.5	9.5
BIG GENERALIST CHAINS (El Corte Inglés)	7	8.5	8	8	9
EXCLUSIVE INTERNET PLATFORMS (Amazon)	8	9	6	7	10
POUND SHOPS	5	10	6	1	1

Source: Vallet-Bellmunt et al (2015) and own elaboration

To determine the strengths and weakness for each group I have done the following table in which I have considered a score equal to or less than 8 as a weak point and greater than 8 as a strong point.

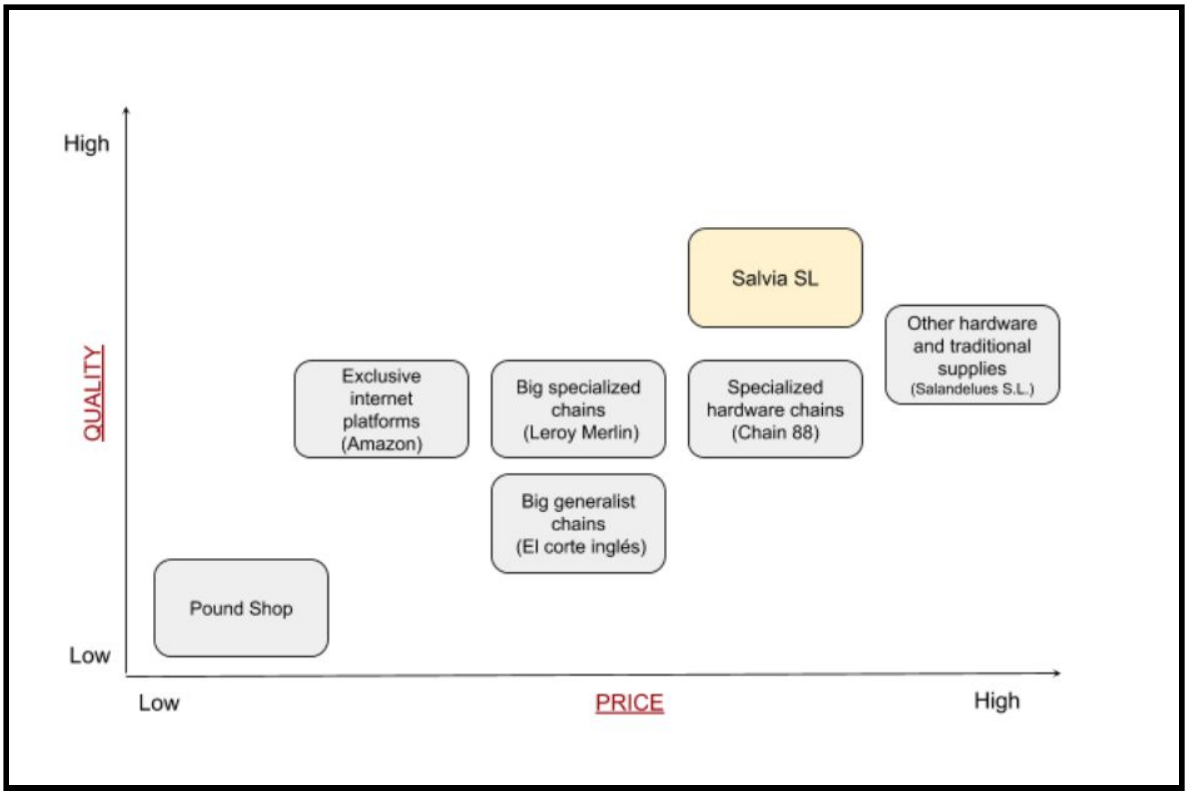
Table 8: Strengths and weaknesses of Salvia SL in relation to its competitors

	STRENGTHS	WEAKNESS
SALVIA SL	- Customer Service - Quality - Price - Warranty and after-sales service	- Company Visibility - Price
OTHER HARDWARE AND TRADITIONAL SUPPLIES (Salandelues SL, Suministros Vives SL)	- Customer Service - Quality - Warranty and after-sales service	- Price - Company Visibility
SPECIALIZED HARDWARE CHAINS (Chain 88)	- Customer Service - Warranty and after-sales service - Company Visibility	- Quality - Price
BIG SPECIALIZED CHAINS (Leroy Merlin)	- Company Visibility - Price - Warranty and after-sales service	- Quality - Customer Service
BIG GENERALIST CHAINS (El Corte Inglés)	- Company Visibility - Price	- Quality - Customer Service - Warranty and after-sales service
EXCLUSIVE INTERNET PLATFORMS (Amazon)	- Company Visibility - Price	- Quality - Customer Service - Warranty and after-sales service
POUND SHOPS	- Price	- Quality - Customer Service - Warranty and after-sales service - Company Visibility

Source: Vallet-Bellmunt et al (2015) and own elaboration

I have made a positioning map to observe the position of each one of the selected competitors **in relation to the final consumer** of Ferreteria Salvia Sl in relation to Quality-Price:

Illustration 36: Positioning in relation to the final consumer.



Source: own elaboration

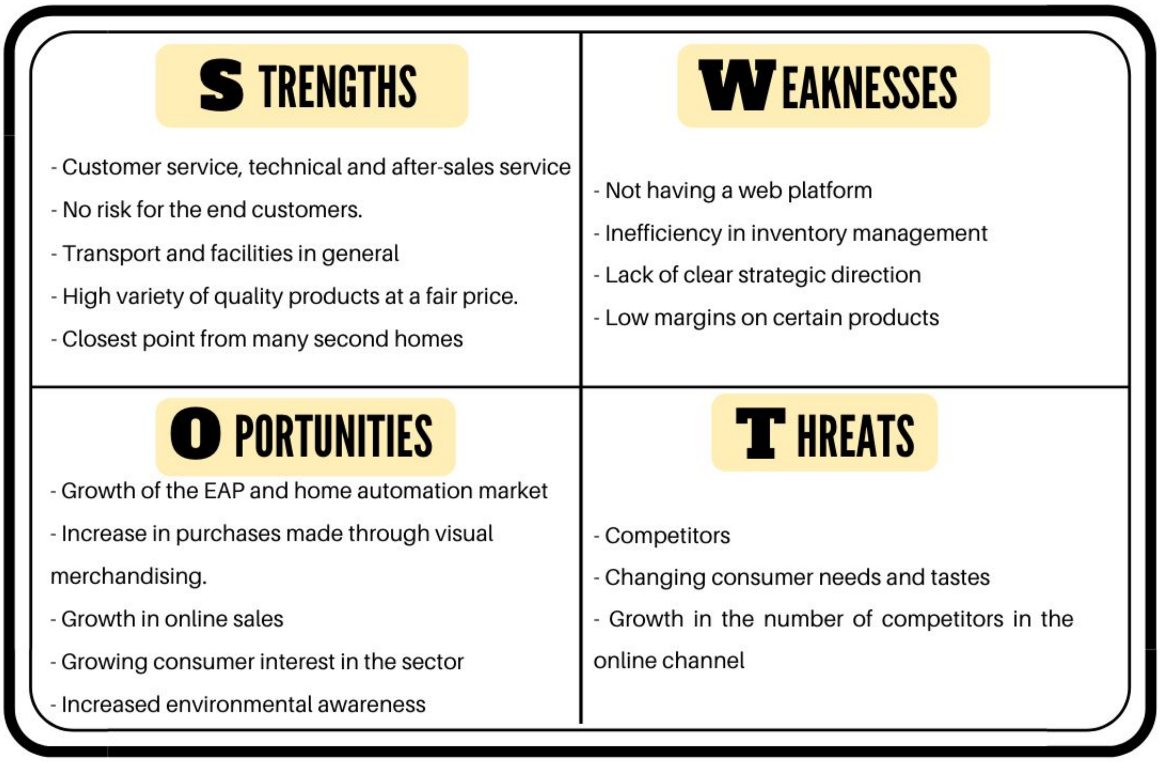
Among the organizations I have selected, the major specialized chains and Internet platforms stand out as **key competitors**.

The main reasons for choosing large specialised chains are the wide range of products offered at an affordable price and, above all, the availability of all their products on the Internet, which makes it easier for consumers to reach them. These characteristics help consumers to choose this type of establishment as their favourite place to shop. On the other hand the next big competitor, internet platforms such as Amazon, which although they do not have a guarantee on most of their products or a great after-sales service due to the slowness of the processes, allows the consumer not only to speed up the purchase process with the ability to do it from anywhere (Mobile, computer), but above all to buy at the lowest price products of optimum quality.

5. DIAGNOSIS: DAFO

Once the competition analysis is done and the strengths and weaknesses of Salvia SL with respect to its competitors are determined, the SWOT analysis (strengths, weaknesses, opportunities and threats) can be performed

Illustration 37: SWOT analysis



Source: Vallet-Bellmunt et al (2015) and own elaboration

STRENGTHS

- Customer service, technical and after-sales service: The image of closeness and proximity brings great value to the company and manages to distinguish it from many of its competitors. It offers a personalized experience and attention making the difference and thus getting the preference and loyalty of many of its customers.

- No risk for the final customers: The fact of paying cash at the time they make the purchase becomes a strength for the company in the sense that the risk of non-payment becomes non-existent.

- Transport and facilities in general: Tangible resources such as the provision of a car park for customers in a location that is difficult to park, the provision of an own workshop or a personalised space for the wedding list and home delivery can be a reason for the company to choose its favourite place of purchase.

- High variety of quality products at a fair price: Having a high and varied quantity of products is important in the consumer's shopping choice, as they can make all their purchases in the same establishment. Optimal quality and value for money are really important factors.

- Closest point from many second homes: 43% of the population is lucky enough to have a second home, and because of its location, Salvia S.L. is the first point of sale in the sector from second homes located between a large area formed by part of the Sierra Espadán and the Mijares River.

WEAKNESSES

- Not having a platform on the web: The absence of an own space for online sales implies the invisibility of the company in times of high technological potential as in which we are currently involved. This weakness can be turned into an opportunity with the creation of an online sales website (marketplace).

- Stock accumulation: The inventory is part of the company's assets, therefore, the possession of them increases the value of the company. But these assets are there for what they were acquired, their quick exit to the markets and if this does not happen, the financial balance of the company deteriorates. In short, accumulating products in our merchandise warehouse entails a series of costs, which, depending on their magnitude, can lead to major financial problems.

- Lack of a clear strategic direction: It is essential to know where the company should go. To mark objectives and goals to achieve, to study the processes, to establish a direction and to follow it of the most suitable form possible, to arrive at them. Over the years, used to be directed from generation to generation, Salvia SL after a great period of growth suffers a stop since 2007, when the real estate crisis explodes and the company struggles to survive reaching a situation of slowdown in its growth due to lack of a clear strategic direction.

- Low margins on certain products: The constant downward pressure on prices from competitors has led to a reduction in the company's profit margin, which can be very low.

OPPORTUNITIES

- Growth of the SAP market (small household appliances) and home automation (connected home): As we have already mentioned, knowing the preferences of consumers is paramount. Products such as vacuum cleaners, bakers, fryers, hair dryers and espresso machines experienced a positive evolution in 2018 compared to the previous year, both in terms of sales and turnover. Banús, L. (2018)

  On the other hand, the growing popularity of the 'smarthome', a new approach to everyday life, is a clear opportunity for Salvia SI, since it could also be introduced in this new sector of advanced technology, the intelligent and connected home. It covers aspects such as: energy, security and access control, home automation, lighting and electricity, household appliances, etc.

- Increase in purchases made through visual merchandising: As we have mentioned before, there is a clear trend towards purchases related to the conditioning of the home, where one buys what attracts, valuing a beautiful and attractive design and presentation.

- Growth of online sales: It is a challenge for the hardware and DIY sector to combine the online (on the internet) and offline (in store) channels. Tackling new sales spaces implies implementing new knowledge about these markets and adapting sales strategies to them. To do this, according to the President of COFAN, it is essential to draw up strategies for collaboration with hardware stores that act as prescribers for purchases that end up being made in the online channel.

  Currently the company is visible in different social networks. But to create its own space in the network allows to be visible from any part of the world and to obtain a positioning to the height of the present highly technological society.

- Growth of consumer interest in the sector: The data confirms that 83% of the population has bought hardware products in the last 6 months and that 43% are very or fairly interested in learning skills and techniques related to DIY, especially in general maintenance and decoration. Video tutorials or face-to-face courses claim to be the preferred methods for learning.

- Increased environmental awareness: The population is concerned about the environment and therefore increases interest in ecological and planet care related products.

THREATS

- Competitors: The market in which the company operates is highly competitive, marked by price reductions and continuous downward pressure on margins. We are talking about competitors like Leroy Merlin and Amazon, among others. As mentioned in previous sections, the company is already part of the latter platform, but not with sufficient fluidity because it is a project of the most recent.

- Changes in the needs and tastes of consumers: The continuous change in demand means that we have to repeatedly investigate what to offer, where to invest, to whom and how to direct our products, etc.

- Growth in the number of competitors in the online channel: The growing trend in online sales leads to a relocation of customers, who have an increasing variety of suppliers to choose from for their purchases.

6. SEGMENTATION AND TARGET STRATEGY

6.1. Segmentation strategy

Taking into account the characteristics of the products and services of Salvia SL and the preferences of the established client segments, we can affirm that the company is currently following a strategy of **differentiation,** where the offer of products is distinguished with the objective of satisfying the desires of two or more client segments of the market with two or more products.

Each segment is totally different and requires specific requirements. That is why even if it is the same product, for each segment the company must be directed with a differentiated offer. In the following table we see defined the strategy of segmentation that follows the company.

Table 9: Strategy of differentiation

Need: Problem solving	PARTICULARS	PROFESSIONALS	INDUSTRIALS
precarious (axe, hammer, fork)	X	X	
conventional (saw, hand blender)	X	X	
technology (chainsaw, electric screwdriver, electric mixer)	X	X	X

Source: Vallet-Bellmunt et al (2015) and own elaboration

6.2. Target

Once the segmentation strategy has been defined and taking into account the different aspects studied throughout the work, I will detail the target audience in more detail. In reference to **organizational customers,** as we have mentioned before, they will not be used for the establishment of objectives and actions in this marketing plan. Bearing in mind that it is very complicated to establish a specific profile for each of the end customers, I have detailed the company's target in relation to the age range:

Final customers:

- Couples and young people: this group includes those between 18 and 30 years old. They want products related to moving, especially decoration and tools. They are usually students or do not have enough resources, so the company tries to attract them through seasonal offers to fit their pockets. For the same reason, they choose large specialized chains such as Leroy Merlin as their main supplier. We must find a way to attract them to the neighborhood hardware store where they can find higher quality service, or reach them through e-commerce.
- Singles or mature couples: here you will find men and women between 30 and 65 years old. Unlike the previous group, most of them have a stable economy and

have formed a family. They are the group that most want to make reforms and value quality and after-sales service above price.

- Pensioners: this group is made up of people over 65. They value above all else the facilities, the good treatment offered by the employee and the nearby location of the store. Most of the time they come for spontaneous repairs or spare parts.

7. MISION AND VISION

Salvia SL, through the quality products and services offered wants to achieve a personal experience unmatched in the purchasing process, covering the needs of its customers and being an image of trust and closeness, advising the best possible way in everything related to the sector of hardware and DIY.

As for its vision, it wants to be considered by its customers as a viable option that offers solutions and services based mainly on closeness and innovation, a service and quality superior to their expectations and, in short, to create and maintain in the customers the confidence for leaving in the hands of the company the difficulties that may arise in their day to day.

8. OBJECTIVES AND STRATEGIES

8.1. Objectives

In this case the main objective of the company coincides with the recently mentioned mission. In order to meet this objective, I have listed a number of more specific objectives.

In order to achieve the long-term objectives, the company must first set more specific objectives, to be achieved in less than 12 months. In the following table we see the commercial, relational and financial objectives classified:

Table 10: Objectives

LONG-TERM GOALS	Become a reference DIY store at regional and provincial level		
SHORT-TERM GOALS	O1	Relational (objective: consumer satisfaction)	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months
	O2	Relational (objective: to attract new consumers)	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.
	O3	Commercial (objective: to increase the number of sales)	Increase in-store customer traffic by at least 15% in the next 6 months
	O4	Commercial (target: product line)	Offer Smart Home related products and environmentally friendly products within the next 3 months
	O5	Commercial (objective: to increase brand recognition)	To make known to 100% of the target the seasonal offers in the next month.
	O6	Commercial (target: service line)	Offer greater facilities in terms of services offered by workshop and wedding lists in the next 12 months
	O7	Relational (objective: to increase brand recognition)	Establish new agreements with at least 2 new recognized brands in the next year.

LONG-TERM GOALS	Improve the economic capacity of the company		
SHORT-TERM GOALS	O8	Financial (objective: to increase market share)	Increase profit margins by 10% on average
	09	Commercial (objective: to increase market share)	Increase the total number of annual sales by 15% over the previous year
	O10	Commercial (objective: to reduce breakage of stock)	Achieve 99% control over inventory in the next 6 months

Source: own elaboration

8.2. <u>Strategies</u>

In this section I will analyze the strategy followed by the company from the point of view of different authors according to Munuera and Rodríguez (2012). In order to achieve the objectives set, the company will continue with the following strategies:

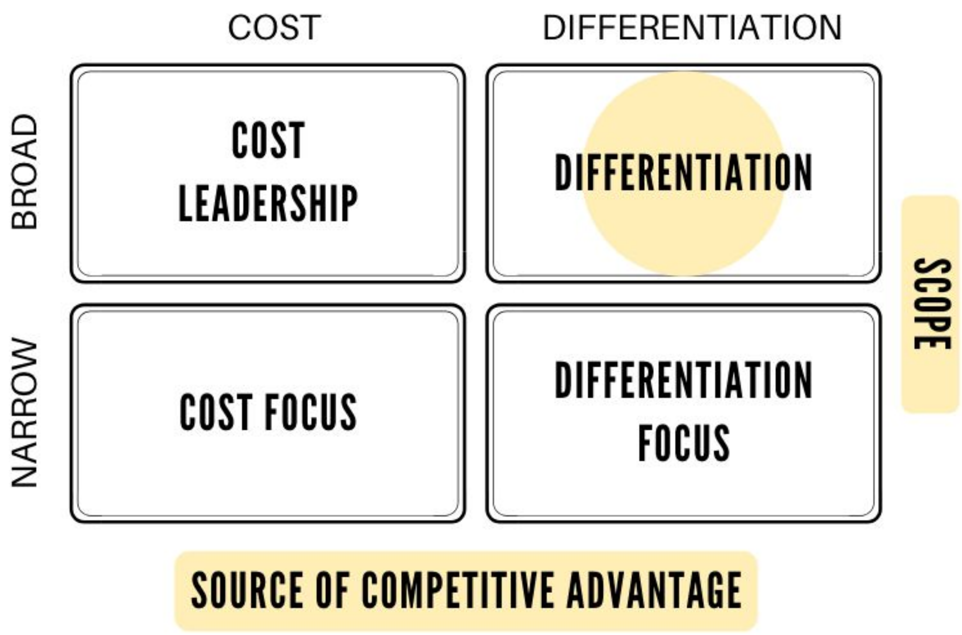
Based on **Ansoff's Matrix,** the company wants to carry out a growth strategy combining market penetration as it wants to strengthen its presence in current markets, and product development in order to adapt to the needs of its customers by adding new products to the product categories distributed so far, which will increase brand awareness.

Illustration 38: Ansoff's Matrix

Source: own elaboration

In terms of competitive advantage, according to **Porter**, Salvia S.L. follows a market segmentation of differentiation through services, offering extensive guarantees, repairs and in short, a close and attentive relationship. These aspects allow the products and services offered by the company to be perceived by the customers in an exclusive and different way from the competitors

Illustration 39: Porter's Matrix

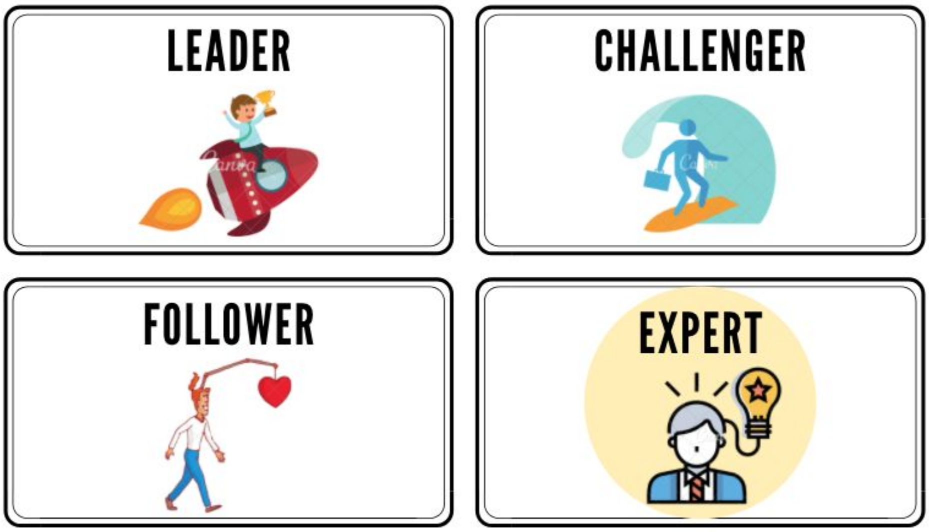


Source: own elaboration

In relation to the competitors and the environment, there are two groups of authors with different points of view.

First, according to **Kotler and Singh**, the company intends to maintain a specialist strategy. Although its intention is to enter the online channel, it understands that it will be difficult to gain advantages from the large volumes of purchases available to leaders such as large specialist chains (Leroy Merlin) or exclusive Internet platforms (Amazon) that allow them to sell at the same low price, so it is targeting markets that require fewer resources but can be as profitable as the wider markets.

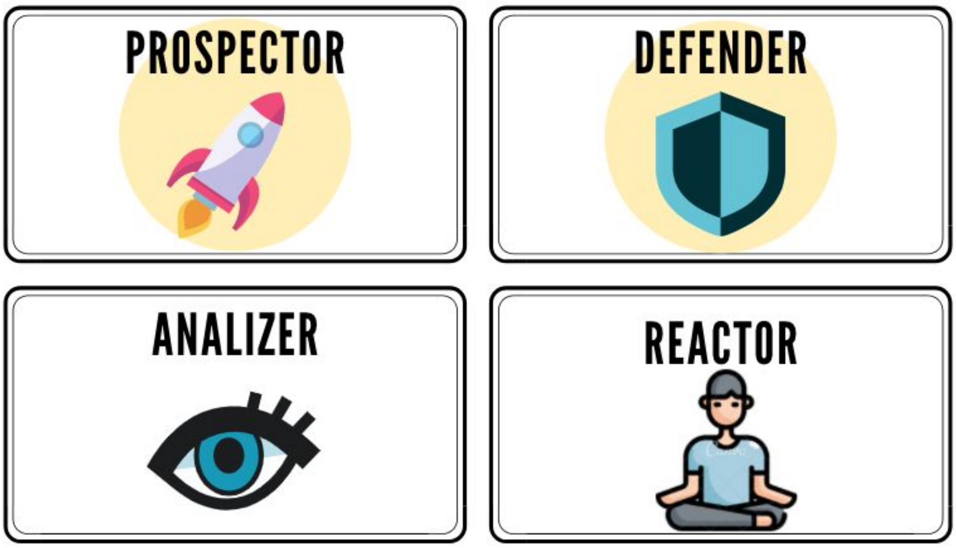
Illustration 40: Kotler and Singh's strategies



Source: own elaboration

On the other hand, according to **Miles y Snow's theories**, Salvia S.L. will carry out a business strategy mixing the explorer strategy and the defense strategy. Through this combination, it tries not to abandon the search for information, to innovate and find new opportunities that will not lose advantage over its closest competitors, combined with the search for internal efficiency and control in order to generate reliable and high quality products for its clients.

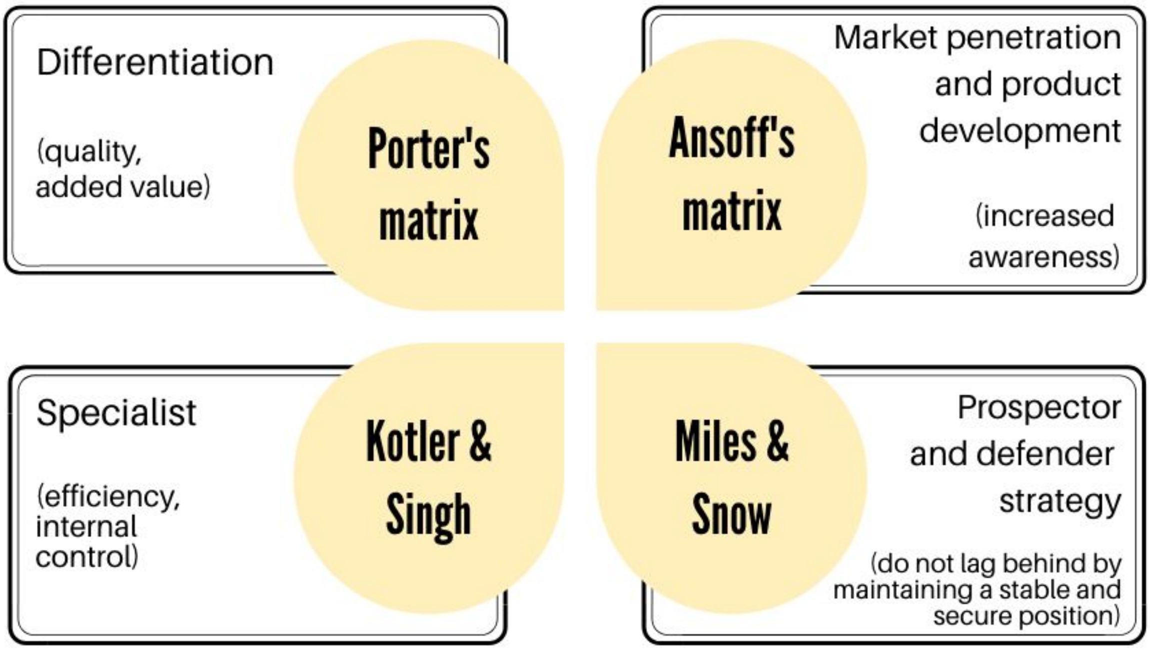
Illustration 41: Miles and Snow's strategies



Source: own elaboration

The following image summarizes the set of strategies:

Illustration 42: Strategies



Source: Own elaboration

9. ACTIONS: PROPOSALS FOR THE MARKETING MIX

In this section I will evaluate the marketing mix previously carried out together with the objectives and strategies established to propose different decisions about the elements that make up the marketing mix.

Before starting, I would like to emphasize that most of these actions have been designed to be carried out by the current staff during their current working hours. Furthermore, none of the actions would initially cause alterations in the current payroll, whose values are reserved at the discretion of the company. Therefore, in the detailed description of the actions I have reflected the added costs without taking into account the current ones, among which are the personnel costs.

Table 11: Actions

ACTION		OBJECTIVES	
1	Buy a PDA terminal	O1	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months
		O10	Achieve 99% control over inventory in the next 6 months
2	Search for new suppliers	O4	Offer Smart Home related products and environmentally friendly products within the next 3 months
		O7	Establish new agreements with at least 2 new recognized brands in the next year.
3	Agree new purchasing conditions with current suppliers	O8	Increase profit margins by 10% on average
		O9	Increase the total number of annual sales by 15% over the previous year
4	Update seasonal offers on all digital platforms	O5	To make known to 100% of the target the seasonal offers in the next month.
		O3	Increase in-store customer traffic by at least 15% in the next 6 months
5	Develop a website with an online purchase option and a customer access tool	O1	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months
		O2	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.

		O6	Offer more facilities in the services offered by workshop and wedding lists in the next 12 months
		O9	Increase the total number of annual sales by 15% over the previous year
6	Make at least 3 weekly publications on social networks	O2	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.
		O3	Increase in-store customer traffic by at least 15% in the next 6 months
		O9	Increase the total number of annual sales by 15% over the previous year
7	Conduct at least one drawing per month through social networks	O2	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.
		O3	Increase in-store customer traffic by at least 15% in the next 6 months
8	Organize specific learning activities on the use and maintenance of electrical machinery as well as DIY activities	O1	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months
		O3	Increase in-store customer traffic by at least 15% in the next 6 months
		O9	Increase the total number of annual sales by 15% over the previous year

Source: own elaboration

A) PRODUCT DECISIONS

Table 12: Action 1 → Buy a PDA terminal

O1	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months
O10	Achieve 99% control over inventory in the next 6 months
Implementation time: August	
Budget: approximately 500 euros	

Source: own elaboration

My first proposal revolves around the optimisation of storage procedures. PDA terminals are a relatively new tool, in line with new technologies. Adding this tool to warehouse processes involves reading a barcode label in two seconds on average. Moreover, it is a very accurate technology that has hardly any errors and learning how to use it is very simple. Given the size and number of employees in the company, I would bet on testing the results by purchasing just one unit. With an average cost of 500 euros, this device is not particularly high since it is expected to be used on a daily basis so it will be quickly amortized.

Illustration 43: PDA

Source: own elaboration

Through this tool the inventory count could be done in a much more agile way since the reader would introduce all the data in the program used, from where the real units would be compared with the theoretical ones. The company could link this tool to the Kronos program, the management system used so far. On the other hand, the service of consultation on units and price in the store would be improved, since after having passed the reader through any product, in just two seconds the operator could know its status in terms of price and stock. This speed of response would be perceived by the customer with a high level of satisfaction for the service received.

For a quick optimization of the services related to the inventory, my proposal is to start in August.

Table 13: Action 2 → Search for new suppliers

O4	Offer Smart Home related products and environmentally friendly products within the next 3 months
O7	Establish new agreements with at least 2 new recognized brands in the next year.
Implementation time: September	
Budget: 0€	

Source: own elaboration

In order to increase the company's image as a green point with the added bonus of betting on local trade, my short-term proposal is to establish strong ties with Jabones Beltrán, a so4ap brand that is well known both regionally and nationally. Currently located in Almazora, less than 30 km from Onda, this century-old soap factory is committed to sustainability at all levels, putting a lot of effort into the development and production of ecological products in a traditional way. They have certifications such as Ecocert, BioVidaSana and Sohicert. Guaranteeing the quality, the ecological origin and the respect for the environment of their soaps turns out to be a more than viable option to become suppliers of this company.

Illustration 44: 'Jabones Beltrán' products

Source: Jabones Beltrán (n.d.)

To continue with my proposal, contact representatives of the world famous brand PHILIPS to know the budget for the LED lighting tools through wifi as we see in the image below. Apparently the brand is betting heavily on artificial intelligence and from what I have been able to observe through the comments of different online shopping platforms, this brand is currently among the pioneers in terms of the quality/price ratio offered in this type of products related to the Smart Home.

Illustration 45: Hue articles of PHILIPS

Source: Philips (n.d.)

Basing my proposal on the implementation of future business transactions and due to the holiday schedules that companies may have in summer times and with a cost equal to zero euros, I propose to make this first contact in the month of September.

B) PRICE DECISIONS

Table 14: Action 3 → Agree new purchasing conditions with current suppliers

O8	Increase profit margins by 10% on average
O9	Increase the total number of annual sales by 15% over the previous year
Implementation time: September	
Budget: 0 euros	

Source: own elaboration

Based on the differentiation strategy followed, the company does not necessarily need to lower prices. This reasoning is based on the fact that high quality products require higher prices. On the other hand, lowering prices too much could cause consumers to think that they have been paying higher prices in relation to product quality in the past and create a bad reputation for the company. We cannot ignore the fact that the shopping experience through quality service such as that offered also adds value to the product. Finally, it is worth noting that the company has enough variety of product lines to offer different prices, resulting in an optimal price-quality ratio for each product.

However, my proposal in relation to the price is related in the sense of increasing the profit margins. To this end, I propose to agree new purchase conditions with at least 10 of the main suppliers whose name is reserved for the privacy of the company. This proposal could be carried out, due to the possible summer holidays, between the months of September and January, resulting in 2 suppliers per month. The new conditions, either by reducing the volume of purchase required to reach carriage paid, or by lowering the purchase price, would affect the increase in profit margins. These modifications would affect a possible decrease in some of these prices, causing a greater rotation and the consequent increase in the number of sales, thus covering the two objectives set with this action.

C) DISTRIBUTION DECISIONS

Table 15: Action 4 → Update seasonal offers on all digital platforms

O5	To make known to 100% of the target the seasonal offers in the next month.
O3	Increase in-store customer traffic by at least 15% in the next 6 months
Implementation time: August, October, December, March	
Budget: 0 euros	

Source: own elaboration

To assure customers that their needs are always covered, add a section in all the platforms the company is part of with the different product catalogues in PDF format. This ensures that the youngest and most connected customers have the offers at their disposal. Also those customers in the later age range, although more likely to have purchased a unit after making their purchases in the establishment, as they will have done the part of the older target audience. Therefore, by communicating "out loud" through all media (online and offline) the offers/prices, the main drivers for choosing the establishment, 100% of the target will be aware of the offers in an updated way.

With a cost of 0 euros and taking advantage of the Garden 2020 offer of COINFER, I propose to make this action in August, October for the spring, December for the Christmas and March for the autumn.

Illustration 46: COINFER and STIHL season brochures

Source: own elaboration

Table 16: Action 5 → Develop a website with an online purchase option and a customer access tool

O1	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months
O2	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.
O6	Offer more facilities in the services offered by workshop and wedding lists in the next 12 months
O9	Increase the total number of annual sales by 15% over the previous year
Tiempo de implementación: From January to August 2021	
Budget: Approximately 8.000 euros	

Source: own elaboration

With regard to distribution, I see the creation of a market place as fundamental. Firstly, establishing an online database combined with the offline one would allow all kinds of clients to access Salvia S.L. products at all times. In addition, the marketplace would allow its customers to see in one place all its products, through quality information updated daily. Following with the last argument, a new place where to offer products implies, although this time online, a second point of sale, which implies in its totality a greater number of sales.

On the other hand, in its small experience with Amazon, the company began to integrate resources such as packaging boxes as well as some transactions with different carriers in relation to e-commerce service. These resources could be further developed through the above proposal.

With the intention of increasing the quality of the service offered in workshop and wedding list to their current clients, to my proposal is added the creation of a personalized space for each client in each of the sections with the following characteristics:

1 - WEDDING LISTS: To enable a space on the web from which our clients can register and manage the status of their list:

1º Once the list is made in the store, the personalized space is created for the clients in the Web and each product code is uploaded (the one of the hardware store) along with the description and image.

2º Once this "personalized space" is ready, a user code is given to the customers, who, when entering it in "MY LIST", will be able to see the list of codes previously entered with information capable of answering the following questions:

- Is my gift already wrapped? Yes(+date)/No
- Who bought it?
- What's left to buy?

3º Once the sale of the products on your list has been completed, the code will be used to find out the following information:

- What is my credit once some gifts have been exchanged in the store?
- How much credit do I have left?

2 - WORKSHOP: A good idea where the mechanic will give the telematic notification in each step of your repairs, mechanizing the process and avoiding the constant "comings and goings" of customers asking how their machines are:

1º Establish for each machine that enters the workshop and is given the OK to enter the warehouse and be repaired, a code XXXX that the company will introduce in the list of repairs of the web.

2º The customer, when entering YOUR code XXXX, will be taken to a list in which the repair status will appear:

1 - IN QUEUE, PENDING REPAIR

2 - BEING REPAIRED

3 - PENDING COLLECTION

NOTE: To avoid abandonment and consequent accumulation of broken machines, once X days have passed from the notification "3-Pending collection" remarking the indisposition of the machine to be repaired and with previous notice to the customer, the use of this machine should be left to the company (to take advantage of parts, to take to the scrap yard, etc.)

At the same time, customers, who have previously provided the company with their telephone number, will automatically receive an SMS notifying them of the change from one status to another in the case of both machines and gifts.

Illustration 47: Home of the marketplace model for Salvia S.L.

Source: own elaboration

The cost to carry out a proposal of such magnitude, including the costs of subcontracting, is approximately 7,000 euros plus the hosting, domain and positioning, the total cost would be approximately 8,000 euros.

Carrying out all these actions involves an extensive process, so that from the search and choice of suppliers to the platform finally put into operation through the possible reviews and changes that may arise, can be covered 6 months with a start date in January, after the accounting close of the previous year. The choice of this date is due to the fact that, given the amount needed to be able to carry it out, the company can ensure that it has correctly closed the previous financial year, thus being able to start the new financial year by focusing its economic efforts on this action.

D) COMMUNICATION DECISIONS

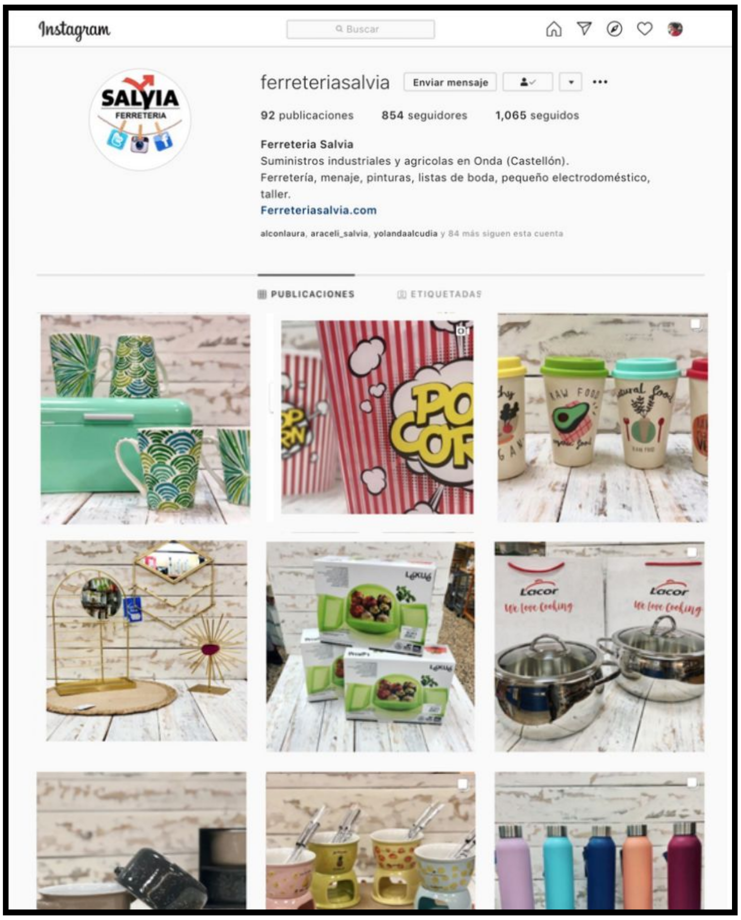
Table 17: Action 6 → Make at least 3 weekly publications on social networks

O2	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.
O3	Increase in-store customer traffic by at least 15% in the next 6 months
O9	Increase the total number of annual sales by 15% over the previous year
Implementation time: August	
Budget: 0 euros	

Source: own elaboration

Whether they are new products in the store or aspects of learning related to the sector both hardware and DIY as well as gardening, maintenance of power tools or appliances, etc ... The proposal in this case is to maintain consistency in social networks, thus making the customer feel the closeness of the company. On the other hand, I propose the company to make an effort to maintain a nice and elegant "feed" (the first thing that users see when they enter your profile), using fresh and happy colors that attract the attention of customers and encourage them to make their purchases through the company. This action as a whole will increase customer traffic in the store and the consequent number of sales.

Illustration 48: Salvia S.L. account feed on instagram



Source: own elaboration

With no cost and taking advantage of the move in the summer season to the second homes near the establishment, the greatest effort will be made in the first 6 months starting in August with the aim of achieving 250 new followers in this period. In relation to its evolution, new goals will be set to achieve in terms of number of followers.

Table 18: Action 7 → Conduct at least one drawing per month through social networks

O2	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.
O3	Increase in-store customer traffic by at least 15% in the next 6 months
Implementation time: August	
Budget: 180 euros	

Source: own elaboration

This action is directly related to the previous action. As an addition to the previous specifications, in this case I propose the company to hold a draw every month through social networks.

This action would cause a greater interaction with customers through the screens. Taking into account that giving away a product with no perceived value will not cause a good effect on the customer, I propose that the products to be raffled are related to the season of the moment in order to take advantage of them as a "hook" towards the seasonal products. For example, in spring a thermic bottle, in summer a cooler bag, in autumn a chestnut pan and in winter a pastry kit.

Illustration 49: Publication of the last draw made by @ferreteriasalvia on Instagram

Source: own elaboration

In order for the company not to make a great economic effort, the cost of each of the products raffled must not exceed 15 euros. This action will start at the same time as the previous one and its total cost will be 180 ? per year.

Table 19: Action 8 → Organize specific learning activities on the use and maintenance of electrical machinery as well as DIY activities

O1	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months
O3	Increase in-store customer traffic by at least 15% in the next 6 months
O9	Increase the total number of annual sales by 15% over the previous year
Implementation time: August, September, February and March	
Budget: 0 euros	

Source: own elaboration

In relation to the potential of the store, I propose to take advantage of the location in the center of the town, with special traffic of families in the weekend and the extensive opening hours including Saturday mornings, to give some kind of specific course with focus on maintenance in general, decoration and crafts with demonstrations that bring the DIY and gardening to the attraction of doing it with the family, or taking advantage of the space of the courtyard to give courses and / or demonstrations to customers on the use and maintenance of power tools that the company distributes.

This type of activity would increase the company's image and would take advantage of the interaction between customer and employee to inquire about their needs or doubts that may arise.

The dates could be determined after large seasons, in order to encourage purchasing again during these periods of recession.

For activities to be carried out with the family, for example, at the end of September after the 'return to school' or in February after Christmas and the sales period.

As for the courses on the use and maintenance of power tools, I would do them alternatively to the previous ones, for example in August for the summer and autumn, with a break in the winter season to be resumed in March in view of the spring.

In terms of cost, advertising of this type of activity would be carried out through social networks and by means of printed advertising posters in the store at a minimal cost. It would be carried out by the company's own staff under the guidelines received from the management, so that there would be no cost added to the worker's already current salary. In addition, through the establishment of a registration price, any of the possible material costs would be covered. Below an example in Spanish, for a better comprehension of the spanish customer.

Illustration 50: Advertising example about a family gardening workshop for Salvia S.L.

Source: own elaboration

10. TIMELINE AND BUDGET

Table 20: Timeline and budget

Start	2020					2021						
Actions	August	Septe mber	Octob er	Nove mber	Dece mber	Janua ry	Febr uary	March	April	May	June	July
A1	X											
A2		X										
A3		X										
A4	X		X		X			X				
A5						X	X	X	X	X	X	X
A6	X	X	X	X	X	X	X	X	X	X	X	X
A7	X	X	X	X	X	X	X	X	X	X	X	X
A8	X	X					X	X				

A1	500,00€
A2	- €
A3	- €
A4	- €
A5	8.000,00€
A6	- €
A7	180,00€
A8	- €
Total	8.580,00€

Source: own elaboration

11. CONTROL

Table 21: Control

Objectives		Measuring frequency	Control method
O1	Obtain 95% of satisfied customers for all types of services offered (online sales, offline sales, workshop and wedding lists) in the next 12 months	Every six months	Through satisfaction surveys and number of complaints
O2	Increase the company's presence with at least 250 new followers in all social networks in the next 6 months.	Every month	Through the number of followers on social networks
O3	Increase in-store customer traffic by at least 15% in the next 6 months	Every month	With the number of sales made in the store
O4	Offer Smart Home related products and environmentally friendly products within the next 3 months	Every three months	By the number of customers who have asked about this type of product
O5	To make known to 100% of the target the seasonal offers in the next month.	Every month	By the number of sales of the products offered
O6	Offer greater facilities in terms of services offered by workshop and wedding lists in the next 12 months	Every six months	Through satisfaction surveys and number of complaints
O7	Establish new agreements with at least 2 new recognized brands in the next year.	Every three months	By the number of customers who have asked about the brands
O8	Increase profit margins by 10% on average	Every two months	In the difference between Sales Revenue and Purchasing Expenses
O9	Increase the total number of annual sales by 15% over the previous year	Every six months	Through the number of sales made through the online and offline channel
O10	Achieve 99% control over inventory in the next 6 months	Every six months	Through the inventory count, through the difference between theoretical and real units.

Source: own elaboration

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