



MARKETING PLAN OF



Presentation by: Daniel Guimerà Foix

Supervised by: Diego Monferrer Tirado

DEGREE IN BUSINESS ADMINISTRATION

AE1049 - FINAL GRADE WORK

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1.EXECUTIVE SUMMARY

Visiat S.L. is a family fishmonger located in the city of Benicarló for more than 60 years. Currently the business is in the hands of the second generation of parents-children, but soon it will be in the hands of the third generation, that is, in the hands of the grandson of the founder of the company. It is characterized by offering fresh fish and seafood of local origin mostly, as well as other frozen products and other foods, but in smaller size.

Nowadays, it is no secret that less and less fish and seafood are consumed, probably because of the high price it has compared to other alternatives, although anyone should include this type of food in their regular diet.

In this marketing plan I first carried out an analysis of the situation, so I took into account the conditions of the company (internal factors) and the environment (external factors), and also an analysis of the sector in which the company operates. After analyzing the company and its environment, I have proposed a series of objectives in order to improve the operation of the company, as well as a total of 15 actions to be carried out by the company to try to achieve these objectives.

Finally, I have set an approximate budget for each action, and also a timetable to guide actions along a timeline. The budget is a bit high due to the action of renewing the current transport elements, but the expenditure is monthly, so it will not be necessary to ask for a bank loan. For the objectives I have also proposed methods of control, provided that deviations which may alter their achievement.

2. SITUATION ANALYSIS

2.1. Internal analysis

2.1.1. Presentation of the company

Visiat S.L. is a company dedicated to the wholesale and retail trade of fish and other fishery and aquaculture products. The company was founded in 1966 by Agustín Llorach Beltrán and Mariana Pellicer Valles, then married, and currently the owner is José Agustín Llorach Pellicer, the only boy of the four children who had both. The company has been located in Benicarló since its beginnings, starting first with a stall in the central market of the town and then with the opening of a physical store, just 30 meters from the market stall. Its portfolio of products is concentrated in the majority in fish and seafood from the fish market of Benicarló, as well as from nearby villages such as Vinaroz, Peñíscola or San Carlos de la Rápita, the latter taking advantage of the famous "muscleres", where this precious seafood is bred.

Some interesting information about the company can be found on the Empresite website. The economic activity carried out by the company is covered by the CNAE (National Classification of Economic Activities) code 4638, that is to say, Visiat belongs to the wholesale sector of fish and seafood and other food products. On this website we can see how in 2018 the company occupied the number 1938 national ranking of the sector identified as 4638 in the CNAE. If we refer to all the companies, of any sector, of the province of Castellón is in 2667 and nationwide it is in the number 196.140. These rankings are made based on the value of the companies' sales.

Before I start talking a little more about more personal issues of the company I would like to emphasize that this company does not have a website of its own and that for the information extract I have chosen to ask directly the owner of the same.

MISSION

In the words of its owner, the company's mission is to be the local reference point for the sale of fresh and frozen fish and seafood.

VISION

To position itself as a company of reference for the people of Benicarló and nearby towns, that is to say, "that the people who have to come to the town for any reason come to see us later and we will strengthen a relationship with them".

VALUES

- Transparency, that customers know the origin of everything they buy in the store or at the stall, as well as in the delivery to companies.
- Learning, to understand that not always the product will be of the best quality and that sometimes you will have to face unsatisfied customers and that these errors will allow to improve.
- Family spirit, is one of the things that has always reigned in this company and that has allowed to work always under a great working environment.
- Professionalism, being a small business is not incompatible with being professional and offering the best possible service to the customer.
- Commitment to offer the best possible customer service.

2.1.2. Company resources

2.1.2.1. Human resources

Visiat currently has 8 employees, all with an indefinite contract and with different working hours contracts. These 8 employees include José Agustín Llorach Pellicer, who is the owner, his wife Encarnación Foix Ortiz and their two children, José Agustín Llorach Foix and Ylenia Llorach Foix. The daughter and the wife work like any other employee in terms of functions, the son is in charge of buying the fish in the fish markets of Benicarló, San Carlos de la Rápita and Ampolla de Mar and José Agustín is in charge of the more administrative issues, the distribution and sometimes also makes a little help in the store if he sees that there are many people waiting their turn. Also comment that in the summer season, where the demand in this area increases because it is a tourist population due to its proximity to Peñíscola and by the sea, always hires a person to be able to attend more quickly and efficiently to customers.

As a small company, the structure of the company is very flat and there are hardly any hierarchical levels, although it is true that the owner and his son have the most decision-making power in the company.

Image 1: Organizational chart



Source: Own elaboration

2.1.2.2. Financial resources

In image 2 we can see a summary of the economic data of the company, to emphasize for example that in 2018 it had an operating income of more than half a million euros, that is, the value of the total sales of the year exceeded that number. From 2018 until today the company has hired one more person, who also has indefinite contract with the company.

We can also see that the total value of its active is just over 136 thousand euros, and that this has not changed much over the last few years. Since 2016 it has had a positive economic viability and a negative financial return, in the period from 2012 to 2018 it has never managed to have these two positive rates of return.

Image 2: Financial information about Visiat S.L.

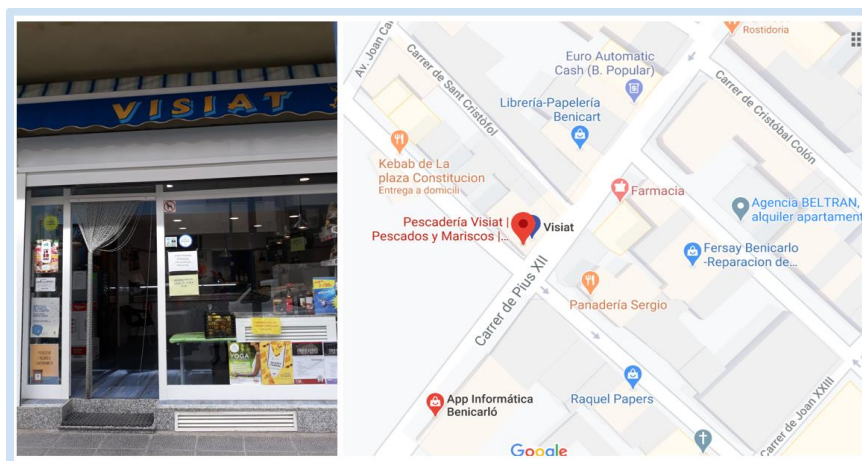
Perfil financiero & empleados							
Cuentas No Consolidadas	31/12/2018 EUR	31/12/2017 EUR	31/12/2016 EUR	31/12/2015 EUR	31/12/2014 EUR	31/12/2013 EUR	31/12/2012 EUR
	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007
Ingresos de explotación	575.746	560.915	600.817	550.579	551.358	572.480	594.391
Result. ordinarios antes Impuestos	2.457	9.791	22.123	-19.514	-23.713	11.785	392
Resultado del Ejercicio	1.843	7.303	16.592	-14.800	-17.785	9.340	172
Total Activo	136.023	136.146	131.093	144.681	139.727	130.906	138.033
Fondos propios	-144.833	-146.676	-153.979	-170.571	-155.771	-137.986	-147.326
Rentabilidad económica (%)	1,81	7,19	16,88	-13,49	-16,97	9,00	0,28
Rentabilidad financiera (%)	-1,70	-6,68	-14,37	11,44	15,22	-8,54	-0,27
Liquidez general	0,18	0,18	0,15	0,16	0,16	0,17	0,15
Endeudamiento (%)	206,48	207,73	217,46	217,89	211,48	205,41	206,73
Número empleados	7	8	7	6	5	5	6

Source: SABI

2.1.2.3. Physical resources

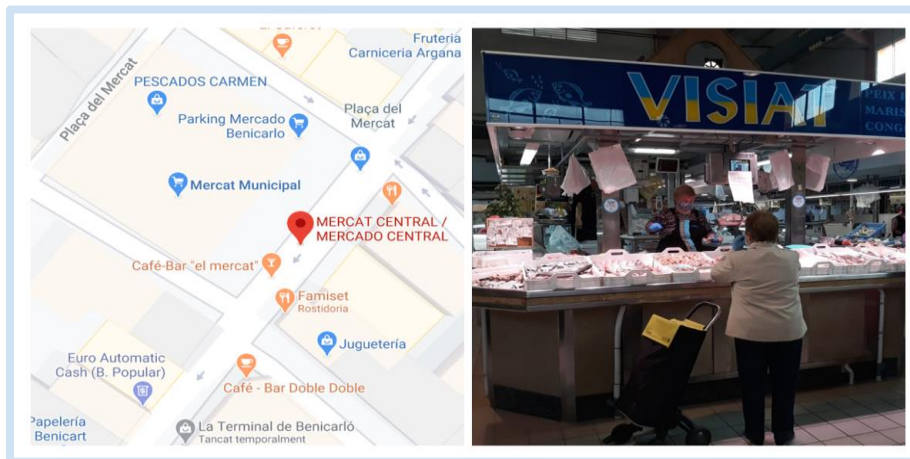
First of all, comment that the company has a stall at the central market of Benicarló, and a physical store, both are located on Pio XII Street of Benicarló, a street that is located in the center of the town and with great traffic of people throughout the day.

Image 3: Physical store and its location



Source: Own elaboration and Google Maps

Image 4: Stall in the central market and its location



Source: Own elaboration and Google Maps

Another of the company's physical resources, which is located in the physical store abroad, is a 24-hour automatic store, better known as vending. This was installed in the year 2016, relatively recently, because the part of the store that was dedicated to the sale of food was not working very well and wanted to give a new air to the store and so far the owner is very satisfied with the decision he took installing the machines.

Image 5: Vending



Source: Own elaboration.

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sale of food was not working very well and wanted to give a new air to the store and so far the owner is very satisfied with the decision he took installing the machines.

Image 6: Refrigerated vans owned by Visiat S.L.



Source: Own elaboration

Image 7: Metal cart used in the company

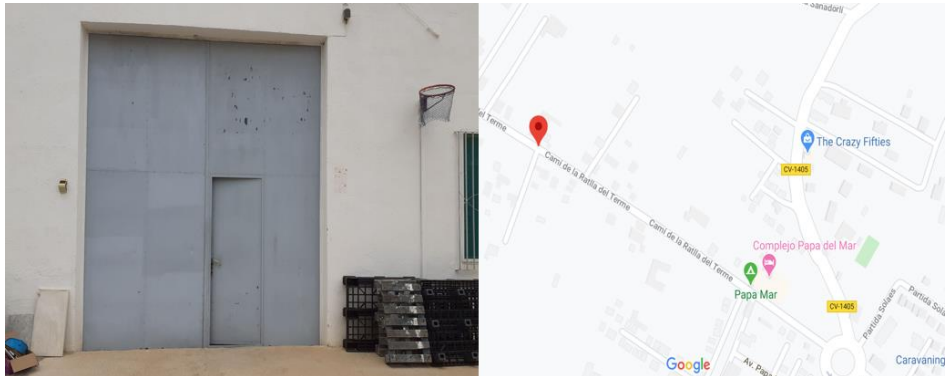


Source: Own elaboration

Finally, the company also has a warehouse located on the street that separates the towns of Benicarló and Peñíscola, where the boxes of fish that the fish market lends are kept and later have to be returned, where the company has a sink where they used to clean cuttlefish (now they do it directly in the store, unless there is a customer order),

and where they have an industrial freezer where they keep so many frozen products that they later put in the vending machines, as well as frozen fish.

Image 8: Warehouse

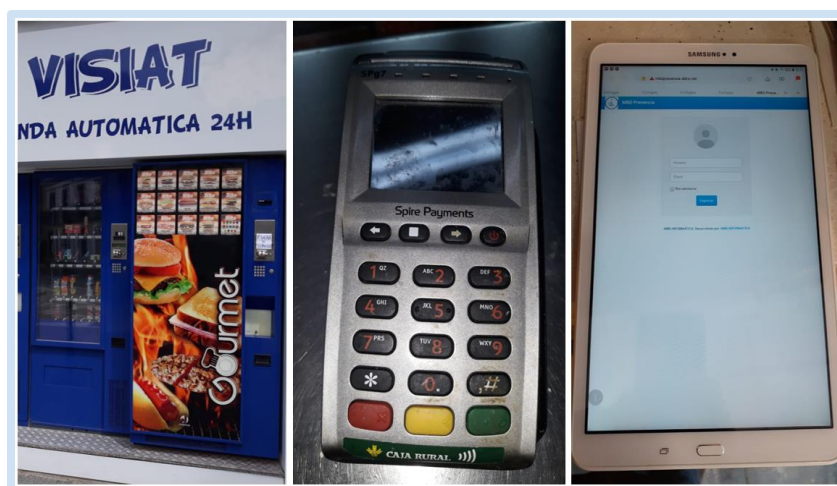


Source: Own elaboration and google maps

2.1.2.4. Technological resources

Obviously it is a fishmonger's shop and the technological resources it will have cannot be very high. Even so, since mid 2019, with the entry of the law that obliges companies to sign up their workers, the company has a tablet where each worker signs in and out. It is not a great technological resource, but since 2017, both in the physical store and in the market stop, customers began to be given the possibility of paying by bank card with the purchase of two POS (Point Of Sale), one for each place. It is already mentioned in a previous section, but another of the technological resources, and probably the most modern, are the 24-hour automatic machines, although at the moment they do not allow you to sell fish.

Image 9: Technological resources in Visiat



Source: Own elaboration

2.1.2.5. Marketing resources

PRODUCT

Visiat S.L offers its clients a wide variety of fresh fish and seafood, as well as a wider range of frozen fish and seafood. The fresh products are mostly purchased at the fish market of Benicarló, where from Monday to Thursday, one of the employees goes every day to buy at the auction and on Fridays, the fish bought comes from San Carlos de la Rápita, due to the fact that the auction offers a greater variety of seafood and in this way customers can be offered a greater variety of both fish that are not sold in Benicarló, and seafood. During the closed season in Benicarló, where sailors cannot go fishing and therefore there is no auction, Visiat chooses to travel to the auction that takes place in the town of Ampolla de Mar, being the only fishmonger in Benicarló that goes there (a large distributor from Benicarló also attends but has no shop or stop in the market, it is a large supplier, nationwide).

Image 10: Fish and seafood in Visiat S.L



Source: Own elaboration. Place: Stall in the central market

If we speak more properly of marketing, the products that Visiat offers to the market are tangible goods. As for the typology of the product, if we stick to the purpose, it is a consumer good, and it depends on the customer may be a good of convenience of current purchase, that is, those customers who follow a diet in which they eat fish more than 3 or 4 times a week or a sporadic purchase good, for those customers who consume very little fish over the course of a month or who do not like to consume as normal and

do so only at special occasions such as Christmas, when making paella with friends or at a party with acquaintances. In reference to its duration it will also have a variable factor, that is, fresh products are perishable consumer goods, since they cannot spend long days in the fridge before they get bad, although there is also the possibility of freezing them, which makes them for some customers in durable consumer goods, to which should be added all the frozen products that Visiat S.L offers to its customers, as these can be a long time in the freezer without being affected by their taste or quality.

PRICE

Price as a marketing tool is a strong competitive instrument and has its influence especially in the short term. It is the only element of marketing mix that generates revenue on its own, and for this reason, in this company and sector, it is a key tool to attract customers as it has psychological consequences on consumers. Since there is no product in this sector separate from competitors, it is necessary to fix an appropriate price in line with what consumers are prepared to pay.

In Visiat, and in all its competitors due to the characteristics of the sector, the price of fish and seafood offered to customers is very variable, in the sense that it is difficult to find two days in a row for example a kilo of trash fish at the same price, although it varies slightly (10.20 or 30 cents more expensive, or cheaper, per kilo). This is because the price of fishmongers is determined by the price they have bought the product at the auction, to which must be added a part that is paid in taxes. Apart from VAT, which for example in San Carlos de la Rápita is 17.33%, a tax is also levied on services provided by the auction such as the cashier's service, auction packages or for example if some products go with a mesh bag, and these services some apply VAT of 21% and others of 1.12%.

Once the amount has been obtained, it is already the decision of the owner to establish a greater or lesser margin for the sale of the product. In the case of Visiat, the price target that follows is to maximise market share, as it tries to put up not very high margins (around 30%), in order to try to increase the number of sales and try to increase profits in the long term, and thus ensure the long-term well-being of the company. The general method for fix prices, as I have already commented, is through margins, but it is not always possible, therefore, as its owner told me on many occasions you have to give up lowering margins and therefore decreasing the price and profits, because competition has the same cheaper product, so the price should be lowered as long as the other fishmonger does not take all the demand for that product. Different case are the products

purchased from a supplier and the frozen products, the prices do not vary so much, but they are also set by margins.

To make it clearer about the margins, I asked José Agustín for a sheet to know the prices at which he had purchased, the price once the tax charged to them when they buy at the fish market, and finally the final price. These fish and seafood were purchased at the San Carlos fish market on 6 March 2020. In table 1 you can see the goods acquired that day, as well as the different prices that the products were bought. In the table appears three times snail, this is because it is from different boats and that bought that Friday three boxes of snails at auction.

Table 1: Price difference in €

PRODUCT	AUCTION PRICE	PRICE WITH VAT	RETAIL PRICES
Mantis shrimp	6,90	8,10	10,50
White prawn	7,90	9,27	11,95
Winkle	4,75	5,57	7,50
Dorado	0,65	0,76	2,50
Blue crab	3,05	3,58	4,50
Clam	10,50	12,32	16,00
Capet	2,45	2,88	3,70
Winkle	4,15	4,87	7,50
Marbre	1,55	1,82	2,40
White prawn	7,65	8,98	12,00
Red mullet	5,90	6,92	9,00
Winkle	4,35	5,10	7,50
Teleostean fish	3,00	3,52	4,60

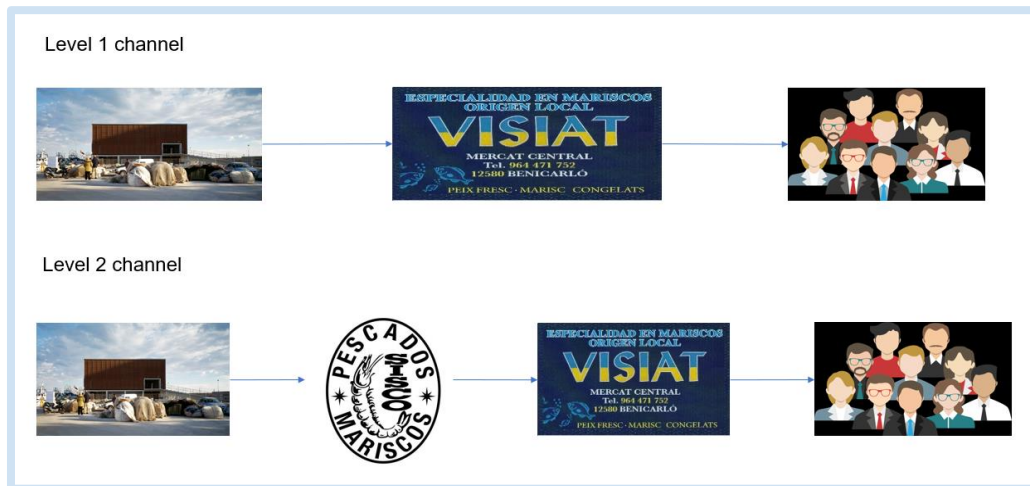
Source: Own elaboration

DISTRIBUTION

First of all, comment that Visiat follows two types of marketing channels. As we can see in image 11, on the one hand, a level 1 channel, that is, the company buys the fish or

seafood at the fish auction and then sells it in the shop to the final consumer. And on the other hand, if the product comes from a supplier (in the image I wanted to put a locally known supplier like Pescados y Mariscos Sisco), the channel is a bit longer and it is a level 2 channel. All suppliers with which Visiat has relations are of intensive distribution, that is, they also sell products to their competitors and to fishmongers from other stocks.

Image 11: Marketing channels



Source: Own elaboration

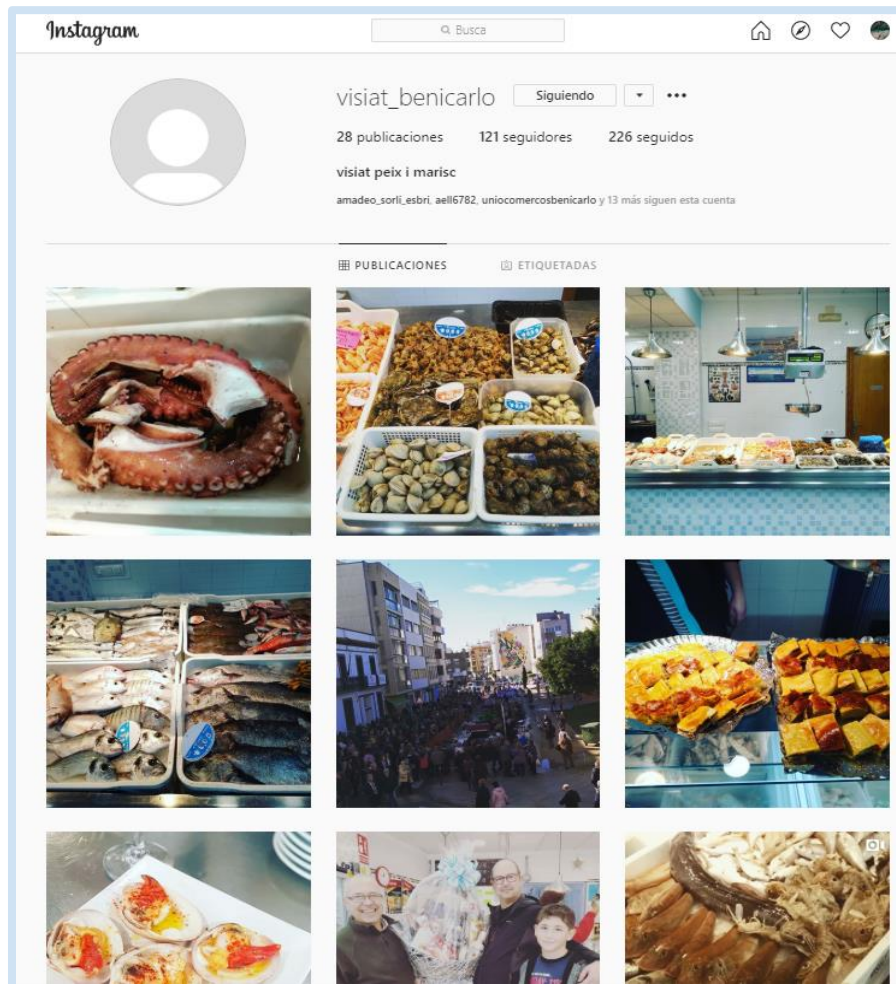
Currently they do not have a website nor is it something that José Agustín believes they will have in a short time, so all sales are done either in the physical store, which is open every day of the week, opening Saturdays and Sundays only in morning hours (except for some regional, local or national public holiday) or the central market stall, which is open from Monday to Friday morning and in the afternoon, and on Saturday mornings. On many occasions, especially when the clients are bars or restaurants, the customers do not go to the physical store, but they do it by telephone, and the products are delivered to them in the local.

COMMUNICATION

Visiat S.L's communication, despite being a small company, manifests itself in three ways. On the one hand, direct marketing, more specifically by telephone, since on some occasions through the criterion of the owner, he calls some customers who think they might be interested if there is a product that is cheaper than normal for some reason at the time. Previously, the company also used fax to communicate the existence of some products in the shop, but they no longer have that service.

Another way, and which has recently started using Visiat S.L, is social media marketing, by creating a facebook account and an instagram account, where daily they share the look of the stop and the fish that customers can buy at that time. Also in the accounts are shown things related to the company, as for example, in the image 12 is observed as below the image in the center is delivered to two customers the Christmas hamper that was raffled among Visiat customers.

Image 12: Instagram profile of the company



Source: Instagram

Finally, another form of communication used by the company is communication through events and experiences. The company is a sponsor of the village football team that plays in the Preferential Regional, it also collaborates financially with a "peña" of the village during the week of town festivals and during this period of festivities is also one of the companies that sponsors the "Bous a la mar", normally celebrated in the penultimate week of the August. In addition, in the typical summer tournaments of the villages it also sponsors a team of futsal and another one of basketball, together with other companies.

Image 13: Sponsorship



Source: Own elaboration

2.1.2.6. R&D

It is difficult in this sector to find a company that exclusively sells or distributes fish and seafood and has an R&D department or that presents innovations over a certain period. For this reason, I am going to approach innovation in this section as products offered by Visiat and which does not offer any more fishmongers in the whole town. These products derive from suggestions that customers had been making over the years and that José Agustín finally decided to put up for sale. On the one hand, they are dishes that could be considered cover, anchovies with vinegar seasoned with garlic and parsley and cooked octopus, both sold in plastic tupperware. Finally, and in the words of the owner, what the customers had asked for most, fish broth, made with the company's own genre.

Image 14: Home-cooked meal in Visiat



Source: Own elaboration

2.1.2.7. Corporate social responsibility

No measures can be taken with regard to the product, as no organic and recycled fish or seafood is marketed at the moment. One of the measures used in Visiat to respect the environment is the use of biodegradable bags to dispose of the waste produced by the activity. One trash can is used for the leftovers of a fish, such as guts or head, and another for cardboard, since the frozen product is mostly in cardboard boxes. The plastic that can be generated some days, are the employees themselves who are in charge of throwing it to one of the underground municipal containers in the square where the central market is located, in this way the company recycles as much as possible. One of the challenges that José Agustín told me is that he is looking to exchange plastic bags for another more ecological element, since it is an element that plays against his own interests (pollutes the sea) and that it is an element that they will probably ban in the future.

2.1.3. Capabilities of the company

2.1.3.1. Organizational capabilities

Being a small company and still being a considerable number given the size of employees, this allows a lot of flexibility among the employees themselves. For example, on Sundays, which are only open in the morning, employees hand them out so that everyone can make plans on Sundays without having to think about whether or not I will be working on Sunday.

Another organizational capacity of the company is the planning carried out by the owner himself, as this makes it daily, think about what to buy at the auction for orders that have made bars and restaurants, think about what to buy so as not to overload the freezer with fish and seafood that they already have in quantity, think that if there comes a major party it is still necessary to ask the vending supplier for more products, plan delivery routes to waste as little time as possible, plan the purchase of fish and seafood if special dates come where demand increases...

2.1.3.2. Distinctive capabilities

How can you offer something different than the competition in a fish shop? This is what the owner of Visiat asked himself years ago, and from there, attending to the needs that some of his clients had had, he decided to offer new products. In this way, and conversing with his employees (it was to them that the suggestions of clients came) he came up the idea of starting to cook/prepare some 'dishes' themselves. For this reason, as a cover for his clients, and so that they did not have to take care of it, he began to

offer anchovies with vinegar and seasoned with garlic and parsley and another product that he began to market was cooked octopus.

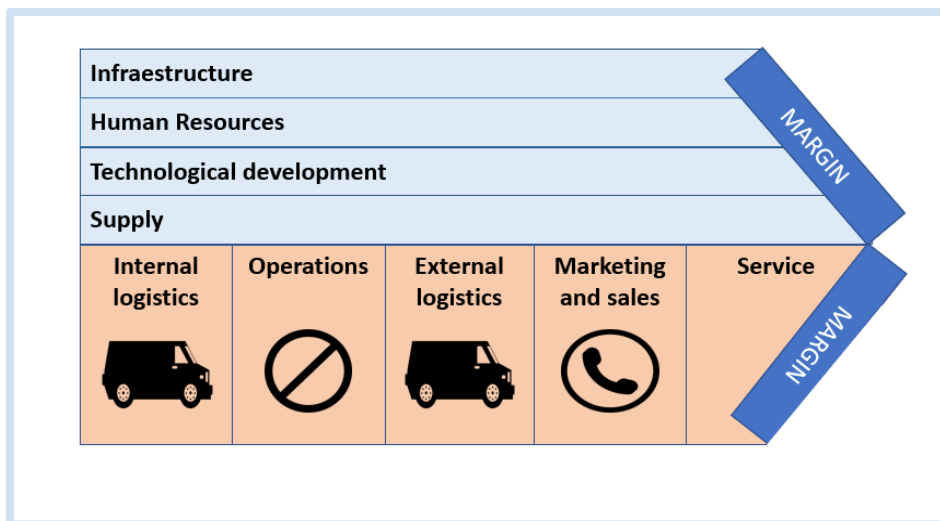
Another product he started cooking is fish broth made with the same fish he buys at the fish auction, in order to remove the heavy burden of buying fish just to make broth. Nowadays in Benicarló there is no other fishmonger that it makes something similar, not only of these same dishes, but also do not prepare any other type of dish.

Finally, another capability of the company and that distinguishes it from the other fishmongers of the village, even from the supermarkets, is that it opens every Sunday of the year, unless it is a festive Sunday (depending on the holiday). Obviously it could not do this if I did not have the physical store in addition to the stall, as the central market is closed every Sunday, without exception. Supermarkets are open on Sundays, but only during the summer and at a specified date.

2.1.3.3. Value chain

For the realization of this section I will focus on the value chain model of Michael Porter. Activities that appear in light blue in image 15 refer to support activities, and those that appear in light orange refer to primary activities.

Image 15: Value chain



Source: Own elaboration

On the one hand, with reference to primary activities:

- ❖ Internal logistics: The internal logistics are carried out with the refrigerated vans that the company owns, in which the goods purchased by auction are loaded at the fish market and transported to the physical store. Then a cart is used to transport part of the purchased fish to the market.

- ❖ Operations: There is no need to process the product for further sale in this type of company.
- ❖ External logistics: Through the two refrigerated vans that it has, it is responsible for the entire distribution of the orders it has from customers such as bars or restaurants, but not to private individuals, because with some very exceptional case it does not deliver at home.
- ❖ Marketing and sales: Everything the company sells is in its physical store or the central market stall, as at the moment it does not have a website. The most common marketing technique used by the company is telemarketing, that is, calling customers to let them know if any product is cheaper than normal or if there is any special offer or any new fish.
- ❖ Service: Some of the services offered to the customer are advice on how to buy and how to cook, being able to store the purchase in a fridge while they finish shopping at other market stops, and a suggestion box.

On the other hand, with regard to support activities:

- ❖ Infrastructure: The legal issues and the accounting of the company are carried out by a agency external to the company, but the owner takes care of the administrative issues and the rest of the employees of what is exclusively the customer service.
- ❖ Human Resources: It is a family business and therefore the working climate is unbeatable. Of all the workers only 3 are not part of the family but have been working for the company for many years. As a small company none of the employees went through a recruitment, selection and training process.
- ❖ Technological development: Obviously the company does not have any department or any person dedicated to R&D, but by interacting with people in the sector in the fish markets and with suppliers, so it is updated at the last innovations.
- ❖ Supply: It uses the just in time method in order to always try to offer fresh seafood of the day or as much of the day before and comply with its values of always offering the product with the highest quality possible.

2.2. External analysis

2.2.1. Macroenvironment (PESTEL)

2.2.1.1. Political factors

First of all, comment that after the last elections held in Spain on 10 November 2019, the country is still in a somewhat transitional situation due to the plurality of the vote produced by the Spanish citizens. Therefore, both Spanish society, companies and investors are still a little waiting for the measures that will be approved in the coming months.

It is well known that the welfare of the environment and therefore of the seas and oceans is very important for the fishing sector. For this reason, in 1996 the Spanish government created the Ministry for the Ecological Transition and the Demographic Challenge (MITECO), which, among other functions, is in charge of promoting the necessary marine policies to ensure the future of the fishing activity.

One of the political decisions that can affect all companies, and more generally those autonomous communities where mass events have been suspended is the case of COVID 19 or better known as coronavirus. Fallas, Magdalena, concerts, sport events, the Mobile World Congress were going to attract a multitude of people to our country. This sector has not been affected as much as others because it is a food sector, yet the impact is on the whole economy.

2.2.1.2. Economic factors

One of the most important economic factors is GDP, which measures the total production of goods and services in a country over a given period. After the fall that occurred with the crisis from 2008, we can observe how from 2014 a progressive annual increase is taking place, in which the Spanish sectors are contributing, including the wholesale sector of fresh and frozen fish and seafood.

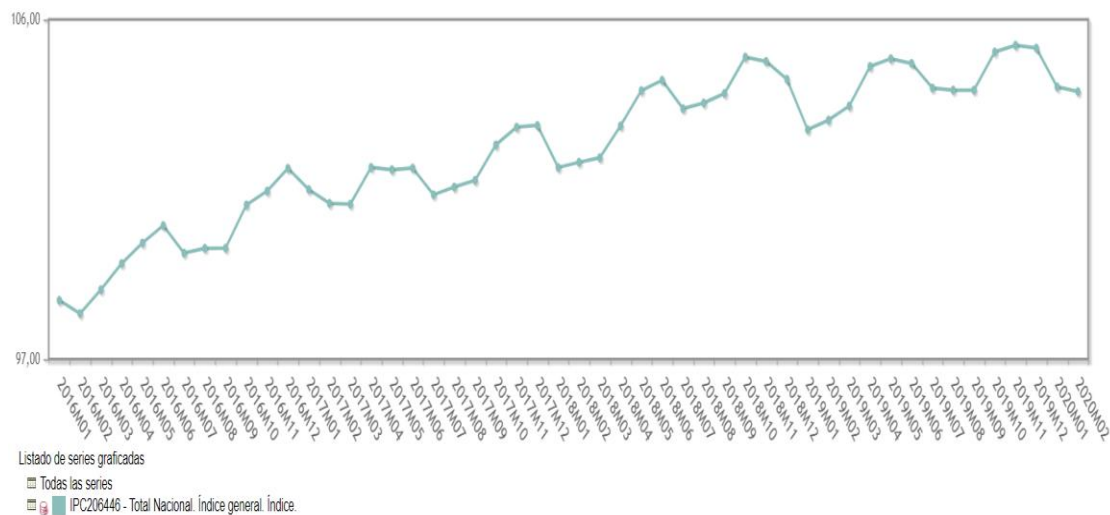
Graph 1: Evolution of Gross Domestic Products (GDP) in Spain

DATE	Annual GDP	GDP change
2019	1.244.757 M.€	2,0%
2018	1.202.193 M.€	2,4%
2017	1.161.878 M.€	2,9%
2016	1.113.840 M.€	3,0%
2015	1.077.590 M.€	3,8%
2014	1.032.158 M.€	1,4%
2013	1.020.348 M.€	-1,4%
2012	1.031.099 M.€	-3,0%
2011	1.063.763 M.€	-0,8%
2010	1.072.709 M.€	0,2%
2009	1.069.323 M.€	-3,8%
2008	1.109.541 M.€	0,9%
2007	1.075.539 M.€	3,6%
2006	1.003.823 M.€	4,1%
2005	927.357 M.€	3,7%

Source: Own elaboration. Data: <https://datosmacro.expansion.com/>

Another important economic factor in an economy is the CPI, the Consumer Price Index, and serves to calculate the inflation experienced by a country's products and services over a period of time. As we can see in graph 2, this index has been increasing since 2016 when it was in values of 98,556 until February 2020, the last value calculated in the INE, which has a value of 104,078. The highest value it has reached during these four years has been 105,304, in November 2019.

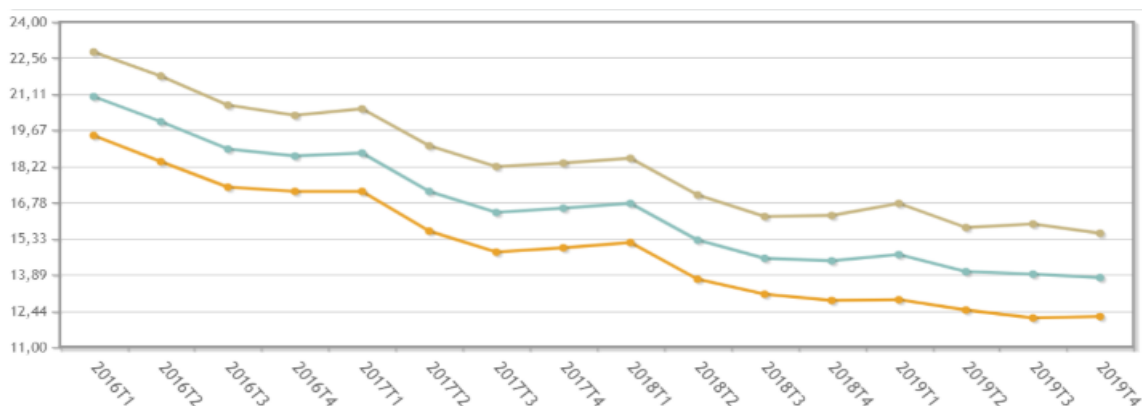
Graph 2: Evolution of Consumer Price Index (CPI) between 2016 and 2020.



Source: Instituto Nacional de Estadística (INE).

To conclude with this paragraph, another very important economic factor in an economy is unemployment. In this case we are going to use the unemployment rate, which represents the number of unemployed people out of the total number of active people. It should be borne in mind that a person who has no job and is not actively seeking it is understood as unemployed. Before commenting on anything in the table, say that the first line (the brown) represents the unemployment rate in women, the blue line the general unemployment rate in the population and the orange line the unemployment rate in men. As can be seen from graph 3, this rate has been gradually declining from the beginning of 2016 to the last quarter of 2019, although there are still significant differences between men and women. There are also marked differences between rates between age ranges, young people tend to have the highest unemployment values in general terms.

Graph 3: Evolution of unemployment rate between 2016 and 2019.

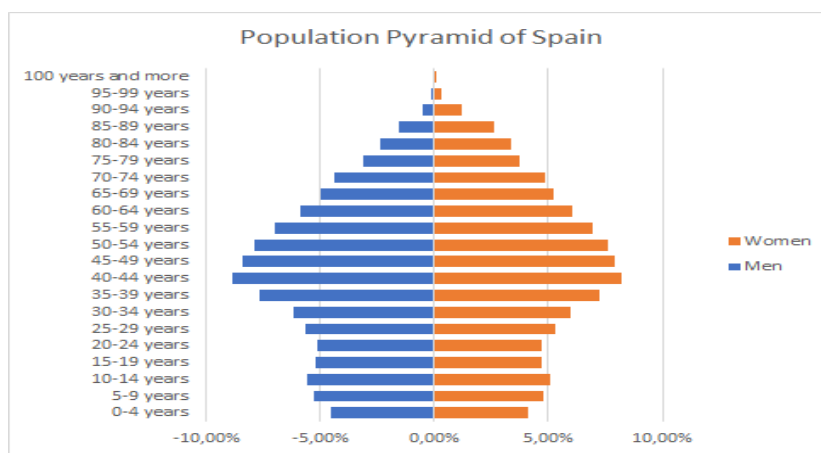


Source: Instituto Nacional de Estadística (INE).

2.2.1.3. Sociocultural factors

To begin this section I will speak first of the total population in Spain and for this, from the INE I have extracted information about the population by age range and gender. The total population of Spain in 2019 was 47,026,208 million, of whom 23,042,428 were men and 23,983,780 were women. In the pyramid it can be seen how up to the age of 50 the number of men is higher than the number of women, from that point the number of women begins to be higher than that of men. This has on many occasions been related to the lifestyle of some compared to others and also to different jobs that are equally more harmful in the long term than are usually performed by men.

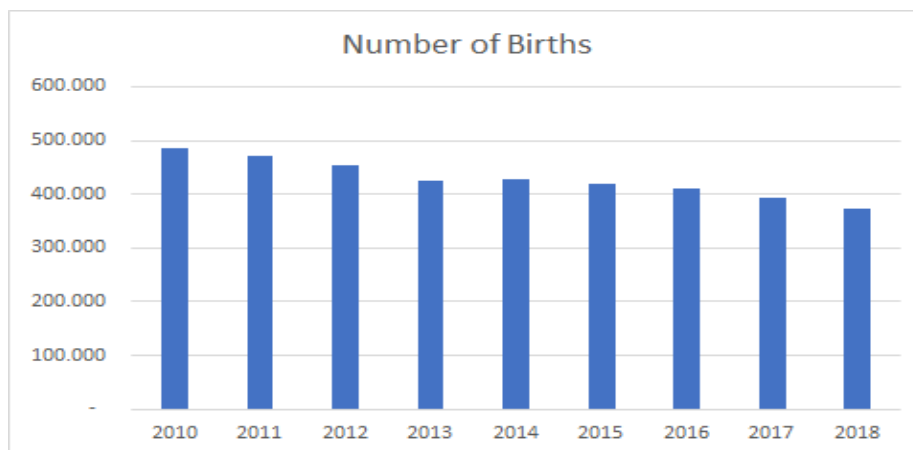
Graph 4: Population Pyramid of Spain in 2019



Source: Own elaboration. Data: Instituto Nacional de Estadística (INE).

Another factor to be taken into account is the birth rate, that is, the number of people born in Spain in a calendar year. As we can see in graph 5, the number of births is decreasing over the years in general terms, this is probably due to the job instability and consequently the economic instability that exists in our country.

Graph 5: Evolution of number of births in Spain (2010-2018)

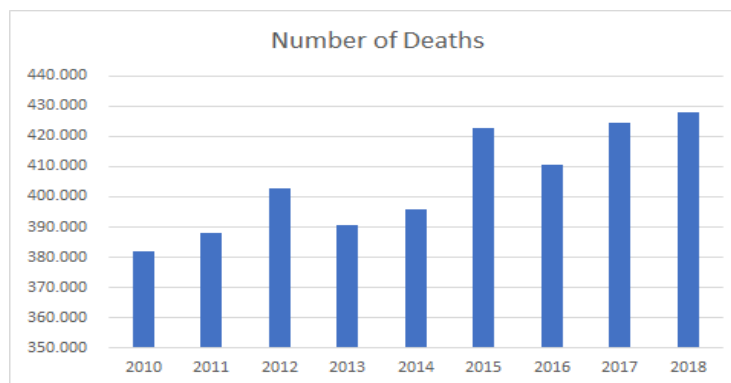


Source: Own elaboration. Data: datosmacro.expansion.com

Another important factor to be determined is the number of deaths, which, compared to the number of births, will provide us with a more accurate measure of population growth or decline in a given year. As we can see the number of deaths in Spain has increased by a considerable number from 2010 to 2018. Many people believe that this is due not only to the lifestyle that prevails today, but also to the variety of foods that we now consume and that did not exist years ago and that this causes an increase in the number of heart attacks, ictus, stroke, illnesses...

In 2020, with the coronavirus pandemic a peak in mortality is likely to be expected, since on 15 April at 18:30 the number of deaths due to this disease rises to more than 18000 people, a figure that keeps growing by leaps and bounds every day.

Graph 6: Evolution of number of deaths in Spain (2010-2018)



Source: Own elaboration. Data: Instituto Nacional de Estadística (INE)

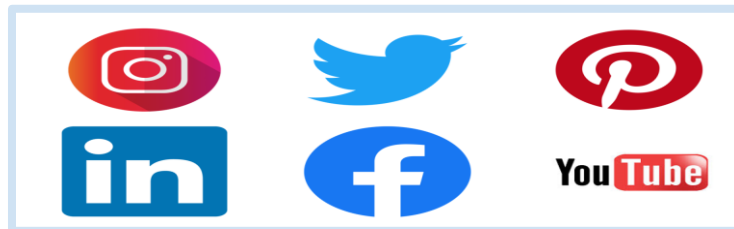
In conclusion, we can observe that the population is likely to decline in the future because the number of births in recent years has been lower than the number of deaths. According to fishmongers, the age range currently that consumes this type of food in local stores are people from about 30 years old, generalizing. As we have seen in the population pyramid the majority of the population is in this age range, and professionals in the fisheries sector have work ahead to try to make the new generations who are accustomed to another type of consumption (more related to hypermarkets, supermarkets...) continue to go to local shops for the consumption of these products.

2.2.1.4. Technological factors

Technology has become a key element for every company and almost every sector. If it is true that for a small company it is perhaps more difficult to detect what aspects could affect it of the technological environment, the truth is that for example the use of social networks has given a great boost to companies that have known how to use them correctly. Do you have an offer for a few days? Social media allows you to reach many

more people and increase the demand for that product, and no longer only with the company's own followers, but many more people. Have you brought a new product to market and want to show off its benefits? Just a simple video on youtube and if the product is exploitable many people will find it looking for one thing or another. Here lies the importance of social networks, to be able to reach not only customers or followers of the account or channel, but many more people, even at the best of times being able to go viral.

Image 16: Social media most used in the world



Source: Own elaboration

In recent years, and taking advantage of what we have seen in this course, we also highlight the importance of CRM (Customer Relationship Management), that is, customer database that allows, among other things, to adapt products to customers' needs or customize offers, among many other benefits. For example, a fishmonger has as client a bar that 80% of the orders to the companies are mussels and prawns to make tapas to their customers, well, with this tool you could customize some offer to make this type of orders more economical and to be able to establish a long-term relationship.

To highlight some last benefit of the importance of technology today, in recent years the number of users enrolled in job portals has increased, allowing a company to offer a job offer and find the ideal candidate in a short time. It is even companies that can contact a certain person in these portals and that are increasingly used by both companies and individuals.

2.2.1.5. Ecological factors

Everyone is aware of the growing concern that exists today about climate change and concern for the environment, which requires companies to change their actions to the needs of their customers.

In fact, in a report made by Clickoala, in collaboration with the company Empirica Influentials and Research, a company specialized in social research, it is possible to extract a lot of interesting data about Spanish society's concern for the environment. Some of the data that I would like to highlight are the following:

- Climate change is a very worrying issue for 67% of the Spanish population and 93% think it is a topic to be taken into account, to varying degrees.
- People between 16 and 30 years showed the greatest concern for the environment.
- 65% of the population believe that the government should be more aware and support more sustainable actions, at any price.
- 61% of the Spanish population say that they move on foot whenever they can to promote sustainable mobility.
- Only 39% of Spaniards consider sustainability and environmental respect as part of their lifestyle.

Finally, it should also be noted that Spain is the leading European country in terms of area dedicated to organic products, and is also among the five most European producing countries, however, it is ranked 10th in the ranking of countries with the best market for organic products. Andalusia is the main reason for these results, since almost 50% of the area destined in Spain for the production of organic products is concentrated in this autonomous community. It was estimated that in Spain in 2017 a total of 42.19€ was spent on consumption of organic products on average per person.

2.2.1.6. Legal factors

All companies are affected by legal aspects related to their activity, but also those related to their employees and their employment contracts. For example, at present, the minimum inter-occupational wage in our country is set at €13.300 per year for full-time contract workers, which is the same as €950 per month with 14 pay or €1108.33 in 12 pay. It should also be borne in mind that each worker is entitled to 2.5 days' leave per month worked, in example, 30 calendar days or 24 working days.

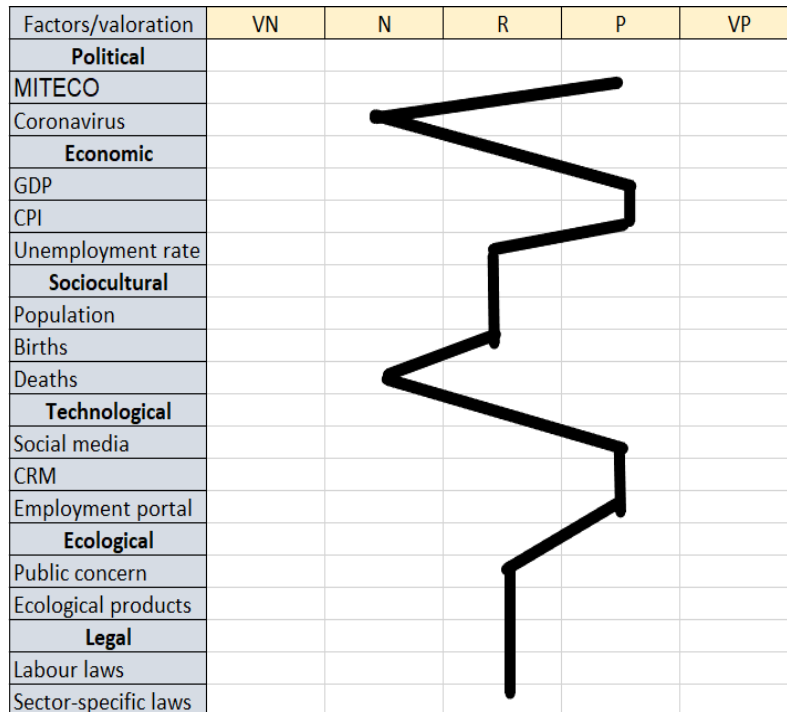
Then there are also mandatory measures for all companies, for instance in 2018 passed a law that obliges to charge plastic bags that are delivered to customers with their products, unless they have a thickness of 50 microns or more or a percentage of 70% or more of recycled material.

It is also important to highlight legal measures that directly affect the sale of fresh fish and shellfish, in Royal Order 1521/1984 of the BOE the measures that have to be taken into account by companies engaged in fishing or selling fish. For example, they should take into account the degree to which fish is frozen and depending on the type of fish or seafood, certain sizes in some fish species are prohibited from both fishing and selling, certain fishing techniques which harm the habitat of fish are prohibited and must appear on the packaging and labels of products on sale...

To know in more detail some of these laws that have to follow both in Visiat and in all the fishmongers, I asked the owner of the company to see if he had any information about

As it is in very small print, it is not appreciated very well, and that is why I would like to highlight some of these regulations. For example, in the image we can see where we can find some regulations like: "Order of October 1996: by which the capture of octopus in the Gulf of Cadiz is regulated"

Graph 7: Influence of macro-environment in Visiat



Source: Own elaboration

2.2.2. Microenvironment

2.2.2.1. Bargaining power of customers

It is understood as the influence that customers can have in the setting of prices in products and services and in the conditions in them. One of the most determining factors is the size of the market. In this case, since the customer can choose between different fishmongers or supermarkets, he will have greater bargaining power than in other sectors. To this we must add that the Visiat S.L. product is not a differentiated product as the majority is acquired in the Benicarló fish market by auction.

On the other hand, something that is going to diminish a little this power of negotiation is that the clients are not characterized by buying in great amounts, except for some exceptional case. Another factor that will diminish this power is that the customer cannot produce the product offered in the fishmonger, that is, unless he goes fishing (with great

limitations if he is an individual) he cannot consume these products, he cannot manufacture or make a fish or seafood.

2.2.2.2. Bargaining power of suppliers

In this particular sector the bargaining power of suppliers will be high due to the fact that there is not a large number of companies engaged in the exclusive distribution of fish and seafood purchased at auctions. Maybe there's more to it if we talk about frozen products. Of course, in Visiat there is also a part of the store that is dedicated to displaying typical items of a small food store such as potatoes, rice, drinks, vegetables..., in that case the power of the suppliers is very reduced. In addition to the small number of suppliers, there is the 'threat' that the suppliers themselves may become a competitor in the market only by opening their doors to individuals and reorganising the company a little, or by opening a physical store.

On the other hand, one of the points that perhaps reduces this power a little, although not too much, is that the products that the suppliers sell are not differentiated, that is to say, in most cases the suppliers also acquire the products in the auctions just like any other small local fishmonger, but they have a much greater economic power and can acquire much more goods and even buy them at auction at a higher price than small traders.

2.2.2.3. Threat of new entrants

The threat of new competitors will depend very much on the barriers to entry that will be encountered when the business is opened. In favor of competitors who want to enter this market of fish shops is the concentration of strategic assets, for example the access to products they know the population likes, ease of access to the markets where they get products, as well as access for example to the 'muscleres' of San Carlos, which in the words of the owner of Visiat is the most sold product every Sunday by number of kilos sold.

In this case the economic barriers without being a great obstacle can be decisive, because if you want to go shopping at the fish market, apart from the physical store with its corresponding payments of supplies and probably rent you would also have to buy a refrigerated van in order to transport the fish from the fish market to the store and from the store to a customer who wants to place an order for delivery to his place (almost certainly bars or restaurants). Another factor that may diminish this threat of new competitors is that they will hardly offer a fish or a fishmonger's service differentiated

from those that exist today, so that the fishmongers that exist today play with a certain advantage in terms of prestige and popularity.

2.2.2.4. Threat of substitute products

This is a very important point not only for Visiat, but for all the fish shops in the area, since the substitute products are those that satisfy the same need. After all, the products acquired in the fishmongers are to satisfy the need for food, and there are many foods that can satisfy that need. If the price of the products offered in a fishmonger increases a lot, customers will perhaps change their diet in the sense that either they will stop eating fish because of the price because they will prefer to stop eating fish to the detriment of meat, vegetables, fruit... or they will consume less fish so as not to spend so much money on the consumption of this type of product.

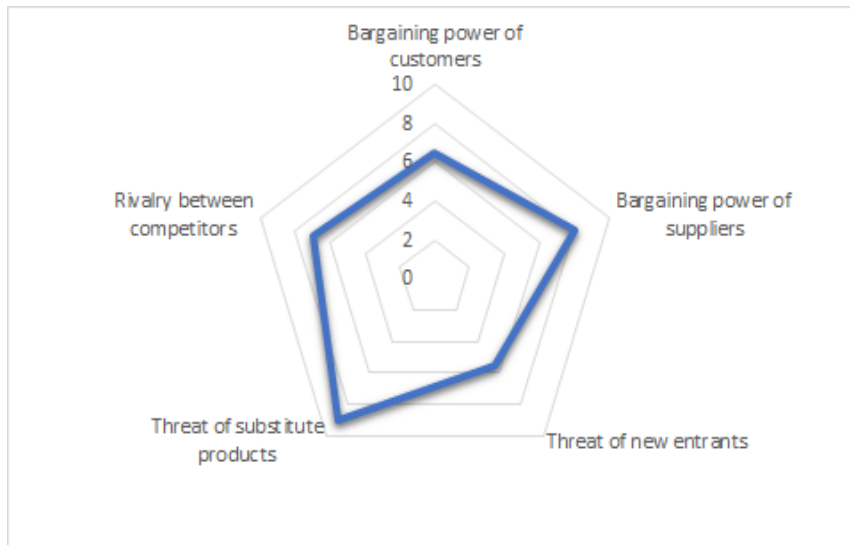
2.2.2.5. Rivalry between competitors

Despite the fact that Visiat is a company that has been operating in the city since 1966 and therefore is more than consolidated and known in the town and its surroundings, the truth is that it is not the only fishmonger even in the market, where there are 4 more fishmongers, to which we must add the supermarkets that have a fishmonger service. The truth is that even so, the rivalry between competitors is not very high because there are still few companies, especially if we talk exclusively about selling fresh fish and seafood, and furthermore they all share the market. It should also be added, as I have already mentioned in some section of the analysis of the microenvironment, that none of the fishmongers offer a differentiated product that makes them unique with respect to their competitors. For example, Visiat cook the anchovies themselves with vinegar, cooked octopus or make fish broth themselves so that people buy the product directly without having to cook it themselves, but even so it is not something that people cannot buy from another fishmonger and cook it themselves.

In conclusion, and as we can see in graph 8, I have considered after analyzing the microenvironment that the force of Porter that Visiat must take into account the most is the threat of substitute products, since the main need that this company covers is the need for food, and there are many products capable of satisfying this need. At the other extreme, the force that I believe has less weight, given the characteristics of the sector in which Visiat operates, is the threat of new competitors, at least at local level, since the fishmongers here in the town already have a certain prestige and are recognised by the whole population, to which we have to add the supermarkets, which although the price is similar to the fishmongers' one, also offer the possibility of buying many more products

and doing all the shopping in just one trip, so if a person decides to open a fishmonger in Benicarló, I am sure that it would be difficult for him to take a part of the market. Obviously all of Porter's forces are very important and they have to be constantly aware of them.

Graph 8: Porter's 5 forces in Visiat



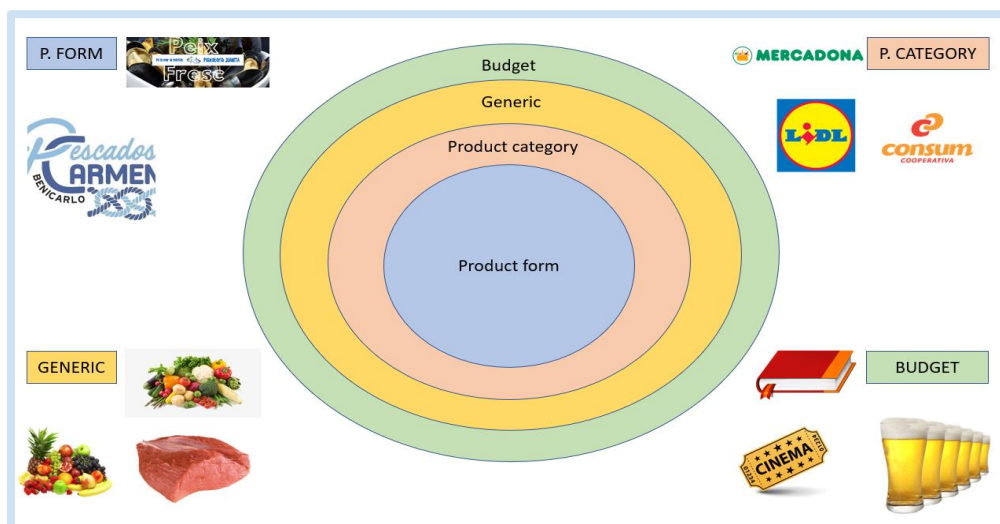
Source: Own elaboration

2.2.3. Competitive Analysis

2.2.3.1. Levels of competence

Before starting this section, I would like to comment that I will do it from the consumer's perspective, as we saw during the degree. For this reason it is important to determine the need that Visiat covers to its customers, so I have considered that the need is food.

Image 19: Levels of competence



Source: Own elaboration

- **Product form:** Here are the companies that cover the same need to the same market segments, so we can find the other fishmongers that are located in the central market. Thus we find 4 fishmongers, Peixateria Juanita, Framar Pescados y Mariscos, Peixos i Mariscos Rosi y Pescados Carmen.
- **Product category:** They are those companies that have products with the same attributes but have a different market presence. This is the case of the large supermarkets that have a fish market, such as Consum, Mercadona or Lidl, among others, and that all of them are located in the city of Benicarló.
- **Generic product:** They are all those products that satisfy the same need (food). Here we find foods like chicken, lamb, pork, nuts, fruits, vegetables, vegetables...
- **Consumer budget:** Here there are products and brands that can be bought with the same consumer budget. We will put that the budget is about 10€, so we find alternative plans like going to the cinema, a train ticket, going to take some rods with friends, buy a book...

2.2.3.2. Main competitors

To do this section I will rely on companies that I have found information in the SABI database, as none of the local fishmongers in Benicarló have a website, and therefore it has been impossible for me to make an analysis of the marketing mix. The only fishmonger in the central market that I have found information in the database is Framar Pescados y Mariscos, which in my opinion is the main competitor due to the size of the stall and the number of customers. From my perspective, the other competitors in the central market, in order, would be Pescados Carmen, Peixos y Mariscos Rosi and finally, Peixateria Juanita, since it is the one with the smallest stall and almost everything it sells is fresh, it has almost no frozen products.

In this way, in image 20 can be observed information about Framar from 2008 to 2015. It can be seen how from 2012 the company suffered a very notable decrease in operating income, although this, taking into account the number of employees, continues to be high, as in 2015 it had a turnover of almost 470 thousand euros. As a result of this reduction in operating revenues, the company was also forced to reduce the number of employees, which in 2015 will be three employees less than in 2011. Unlike Visiat, the company has never had a positive economic or financial return in recent years and the value of its active is more than 50 thousand euros lower.

Image 20: Financial information about Framar

Cuentas No Consolidadas	31/12/2015 EUR	31/12/2014 EUR	31/12/2013 EUR	31/12/2012 EUR	31/12/2011 EUR	31/12/2010 EUR	31/12/2009 EUR	31/12/2008 EUR
	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007
Ingresos de explotación	468.148	548.193	618.767	703.966	715.032	679.502	540.060	414.686
Result. ordinarios antes Impuestos	-7.989	-24.593	-53.930	-28.041	-3.864	-28.704	19.222	-36.043
Resultado del Ejercicio	-5.992	-18.445	-40.448	-21.031	-2.898	-21.528	14.416	-27.032
Total Activo	79.957	113.794	113.753	103.210	98.611	97.670	72.181	41.018
Fondos propios	78.211	79.342	65.093	61.870	46.901	56.604	46.931	20.959
Rentabilidad económica (%)	-9,99	-21,61	-47,41	-27,17	-3,92	-29,39	26,63	-87,87
Rentabilidad financiera (%)	-10,21	-31,00	-82,85	-45,32	-8,24	-50,71	40,96	-171,97
Liquidez general	10,75	1,58	1,25	1,95	1,56	2,82	2,63	1,54
Endeudamiento (%)	2,18	30,28	42,78	40,05	52,44	42,05	34,98	48,90
Número empleados	4	6	6	6	7	7	4	4

Source: SABI

On the other hand, and in view of the impossibility of finding information about the main competitors, I am going to talk about two other companies that do appear in the database and despite not having a fish shop, they are distributors of fish and seafood. Apart from competitors from the point of view that they also buy at the fish market and buy in greater quantities and therefore can pay a higher price, the reality is that they are also Visiat suppliers, as they distribute goods to the company.

The first of these is the company José Antonio Simó S.L., the largest local seafood company, both fresh and frozen. As we can see in image 20, its turnover is over 23 million euros, an outrage if we compare it with any other fish shop or distributor locally. In spite of this turnover, it is surprising how few employees the company has, I understand that it must be because they work with external companies to guarantee their service, as it is a distribution company. The total value of the active of this company is over 15 million euros, and this also shows a year-on-year increase. In the period from 2010 to 2018, as expected, the company presented an economic and financial profitability that was always positive.

Image 21: Financial information about José Antonio Simó SL

Cuentas No Consolidadas	31/12/2018 EUR	31/12/2017 EUR	31/12/2016 EUR	31/12/2015 EUR	31/12/2014 EUR	31/12/2013 EUR	31/12/2012 EUR	31/12/2011 EUR	31/12/2010 EUR
	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007	12 meses Aprobado Mixto PGC 2007
Ingresos de explotación	23.461.193	21.850.696	21.341.132	18.960.896	21.543.504	20.898.252	22.163.031	24.300.253	21.957.243
Result. ordinarios antes Impuestos	1.253.943	913.244	1.541.648	584.793	1.047.974	538.536	904.196	1.720.149	887.793
Resultado del Ejercicio	962.851	703.273	1.180.410	434.095	731.022	371.469	629.327	1.192.775	620.439
Total Activo	15.468.789	15.106.106	14.358.976	12.914.336	12.746.472	12.031.267	12.183.925	11.270.969	10.032.254
Fondos propios	13.304.771	12.354.680	11.664.167	10.498.511	10.079.170	9.362.902	9.007.879	8.393.306	7.215.285
Rentabilidad económica (%)	8,11	6,05	10,74	4,53	8,22	4,48	7,42	15,26	8,85
Rentabilidad financiera (%)	9,42	7,39	13,22	5,57	10,40	5,75	10,04	20,49	12,30
Liquidez general	8,21	7,09	4,21	4,37	2,87	2,77	2,75	2,81	2,35
Endeudamiento (%)	13,99	18,21	18,77	18,71	20,93	22,18	26,07	25,53	28,08
Número empleados	27	22	26	26	27	26	25	22	21

Source: SABI

The other major local seafood distributor is Pescados y Mariscos Sisco. As we can see in image 21, its operating income exceeded 10 million euros for the first time in 2018, although it is still a little far from Simó. Despite producing less turnover than Simó, the company has one more employee for the development of its activity, perhaps because all its employees are own. The value of its active is more than one and a half million euros and it has increased in value by more than one million euros from 2010 to 2018. With the exception of 2011 and 2013, the company's economic and financial profitability has always been positive.

Image 22: Financial information about Pescados y Mariscos Sisco

Cuentas No Consolidadas	31/12/2018 EUR	31/12/2017 EUR	31/12/2016 EUR	31/12/2015 EUR	31/12/2014 EUR	31/12/2013 EUR	31/12/2012 EUR	31/12/2011 EUR	31/12/2010 EUR
3	12 meses Pendiente de tratamiento Abreviado PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007	12 meses PYME PGC 2007	12 meses Pendiente de tratamiento PYME PGC 2007
Ingresos de explotación	10.939.091	7.858.072	7.313.617	5.129.809	4.961.605	4.474.693	3.634.752	3.207.659	2.685.863
Result. ordinarios antes Impuestos	124.233	67.471	90.644	3.340	18.516	-28.931	37.280	-45.490	17.833
Resultado del Ejercicio	96.236	51.157	90.644	3.340	18.516	-28.931	37.280	-45.490	14.013
Total Activo	1.551.168	1.180.583	918.852	823.443	701.382	667.717	569.081	486.679	513.669
Fondos propios	400.037	303.801	277.212	160.892	167.161	148.645	177.576	160.279	247.322
Rentabilidad económica (%)	8,01	5,72	9,86	0,41	2,64	-4,33	6,55	-9,35	3,47
Rentabilidad financiera (%)	31,06	22,21	32,70	2,08	11,08	-19,46	20,99	-28,38	7,21
Liquidez general	1,61	1,61	1,83	1,79	2,19	1,50	1,41	1,49	2,01
Endeudamiento (%)	74,21	74,27	69,83	80,46	76,17	77,74	68,80	67,07	51,85
Número empleados	28	19	16	12	11	10	6	9	6

Source: Own elaboration

2.3. Market analysis

First of all I would like to talk about the seafood exports that are produced in our territory. Spain is a fishing country and where a lot of fish and seafood is consumed and exported, both fresh, frozen or canned. In fact, according to a study by the National Association of Canned and Fish Manufacturers (ANFACO), in the first quarter of 2019, Spain further increased its exports of canned fish, reaching figures of 50,450 tonnes, which meant a turnover of nearly 240 million euros. The fish that were exported most during this period of time were tuna, cuttlefish and squid, followed by different types of seafood and other fish. If we talk about the countries receiving our exports, we can highlight Italy above all, followed by France, Portugal, the Netherlands, Germany and the United Kingdom, in that order.

On the other hand, according to some data extracted from the Solunion website, if we refer to the Spanish fishing sector, it is the leading sector in all of Europe, since only Spain generates 20% of the total European production. This production meant in terms

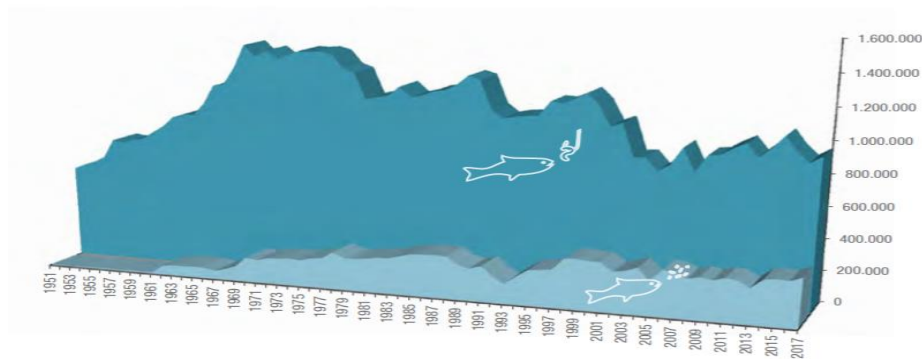
of sales volume a total of 2,043 million euros. It is also worth noting that the activity of the Spanish fishing fleet represents more than 23% of the total fishing fleet in Europe.

This same study also includes expert opinions, which refer to the trend that the sector is experiencing and should continue in the future if nothing strange happens. For example, since 2017 there has been an increase in the income of companies working in this sector, with an increase of 11% over the previous year, which also meant an increase in the salaries of people linked to the sector. There is also a decrease in the fuel used by the fishing fleets, this is due to a better optimization of the processes, a renewed fleet and technological efficiency.

Another factor that experts observe is the increase in consumption of fish and seafood in emerging countries, which could change different fishing policies in order to supply all the demand. One of the emerging countries highlighted in this text is China, due to the economic growth it has experienced in recent years and the change in lifestyle. However, this increase in demand for products also brings with it two great challenges, on the one hand, having to explore new areas where a greater variety of fish and seafood can be caught, so as not to overload the current fishing areas, and on the other hand, this increase in demand also leads to an increase in the volume of sales and therefore an increase in the workload, which will further alter the marine ecosystem, with the negative consequences that can result from this, so the sector must be attentive to this demand and seek some solution to these “problems”.

At a global level, it can be seen that in recent years there has been a great boom in fish farms, that is, those companies that breed fish and seafood for commercial purposes. In fact, aquaculture accounts for 30% of total fish production worldwide. For this reason, I would like to comment a little on aquaculture in Spain. According to a study by the Spanish Aquaculture Business Association (APROMAR), in 2018 aquaculture had a turnover of 472.3 million euros in our territory, with a total of 348,395 tonnes. As we can see in image 23, the sum of aquaculture and fishing is not currently at its highest peaks since in the 1960s and 1970s it had much more quantity in terms of production. Even so, a growth trend can be observed in recent years, despite some setbacks.

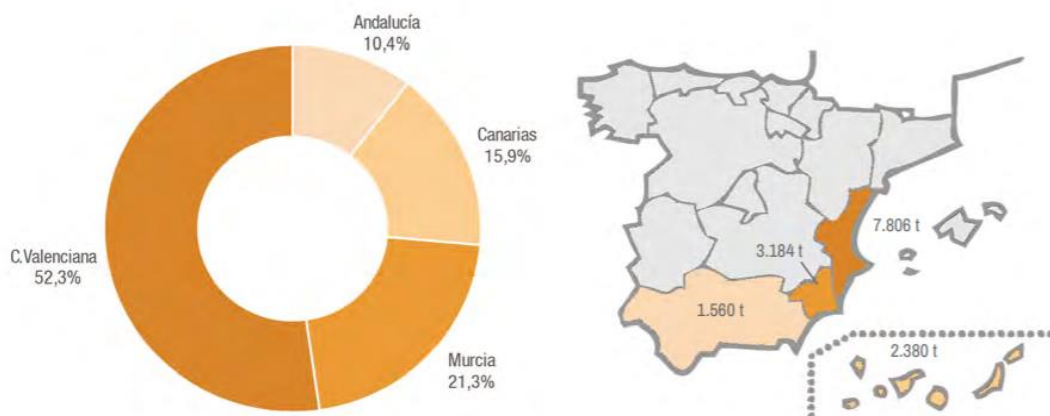
Image 23: Evolution of the production of aquaculture and fishery (together) in Spain



Source: APROMAR

In this Apromar report, reference is also made to the most farmed fish species in Spain, where I would like to highlight the sea bream. I wanted to highlight this species because, as we can see in image 24, more than half of the total production of sea bream in aquaculture in Spain is produced in the Community of Valencia, that is to say, it carries great weight in our community. Other species referred to in this report are sea bass, turbot, corvina, sole, bluefin tuna, eel, sea bream and yellowtail, among others.

Image 24: Production of aquaculture of sea bream in Spain



Source: APROMAR

Aquaculture in Spain is presented in 4 different ways, 5 if we differentiate between the two forms of land:





- ❖ In the sea in hatcheries
- ❖ At sea in rafts

- ❖ On land (fresh and salt water)
- ❖ On the beach and intertidal zone

Finally, focusing more on fishmongers and fish consumption, one of the issues of concern to the sector, according to a study by the Spanish Fishing Confederation (CEPESCA), reported in the newspaper ABC, is the decline in fish consumption by Spanish families. This decrease is very remarkable if we set the interval of the study (2007-2017), since in 10 years this consumption has been reduced by 19%, that is, the Spanish do not see as necessary the consumption of fish and seafood for their diet. On average, during this time, a Spaniard consumed 6.2 kilos of fish less in 2017 (23.7 kilos) than in 2007 (29.9 kilos). By the end of 2018, although the data for December were still not known, which is presumably a month when more is consumed due to the arrival of the Christmas season, another decrease was also observed with respect to the previous year, with consumption set at 23.4 kilos per person, in other words, 0.3 less than in 2017. Despite the fact that fresh produce continues to be consumed more than frozen produce, both have experienced a progressive decline, and this is largely due to the increase in price. For this reason, according to the news, CEPESCA suggests reducing the tax charged to fishermen from the current 10% to 4%, in order to reduce the selling prices of fish and seafood and thus stimulate demand in the sector.

3. SWOT ANALYSIS

Table 2: SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> - Flexibility - Homecooked meal - Variety of products - Experience - Vending 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> - Budget - Ancient transport elements - Lack of web page - Workload 
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> - Coronavirus - Characteristics of central market - “Dimecres” - Artichoke Fair - Summer season 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> - Coronavirus - Decrease in fish consumption - Legal measures - Supermarkets 

Source: Own elaboration

Strengths

- Flexibility: The flexibility that it offers to its employees, since in spite of being a small company it has enough employees to be able to continue with the commercial activity if some day they cannot come for a certain reason.
- Homecooked meal: Something different from the main competition, many customers like to buy the dish already prepared so they do not have to cook it at home. It also has homemade fish broth made with fish from Benicarló.
- Variety of products: Many times consumers prefer to go to a supermarket because they can buy meat, fish, fruits, vegetables... In the Visiat store, apart from fish and seafood,

there is also a section where customers can buy pasta, vegetables, drinks, local fruits such as oranges or cherries (when in season), artichoke liqueurs made in Benicarló...

- Experience: They have been operating for 54 years now in the city of Benicarló, which allows them to have a local knowledge of their clients' tastes and preferences, as well as a knowledge of the sector that allows them to know which suppliers to go to in case of emergency and which ones to buy certain products.

- Vending: Perfect example of seeing a market opportunity and exploiting it. Today, Jose Agustin told me that this is probably one of the best decisions he has made because of the economic returns he is getting. Its great location and very competitive prices are its great endorsement, apart from being one of the pioneers in the city to install these machines.

Weaknesses

- Budget: This is a small family business, with income adjusted to its staff, so for example often has to give up buying at the auction certain fish because a large supplier such as Simó or Sisco if they can afford to pay at least 1 euro more per kilo. He has certain financial restrictions.

- Ancient transport elements: It currently has two refrigerated delivery vans, but both are over 10 years old and both have travelled over 220,000 kilometres.

- Lack of web page: Currently the company does not have a website where customers can check the stock of products, the 'Click and Collect' or simply make the purchase directly from the website.

- Workload: It can be tiresome to work in a company like Visiat, since they don't even close for 10 days throughout the year. Moreover, in summer the company does not close on any day, not even during the village festivals in August, although they only work during those days in the morning.

Opportunities

- Coronavirus: Seen from the point of view that it is within a food sector and that it sells products that customers can have frozen at home without having to leave the house again in a few days.

- Characteristics of central market: There are two bars in the central market and both buy all the products they offer in the form of cover at the different market stalls. On the other hand, they also offer customers the possibility to bring for example 6 prawns bought at the Visiat and they cook it and can eat it almost instantly.

- “Dimecres”: Every Wednesday in Benicarló there is a typical food market around the market, as well as a non-food market in the Plaza Constitución (next to the Visiat S.L. store).
- Artichoke Fair: This fair has been taking place in the city for years, but in the last three years it has been taken advantage of on a regional level and for two weekends establishments such as bars and restaurants offer homemade artichoke skewers for 2.5 or 3 euros. In recent years it has attracted a lot of people from outside the city who come by bus and strange is the bar that does not have a terrace full of people during this period.
- Summer season: Just as people flee Castellón in the summer, Benicarló fills up with people during this time, among other reasons because of its beaches and its proximity to Peñíscola.

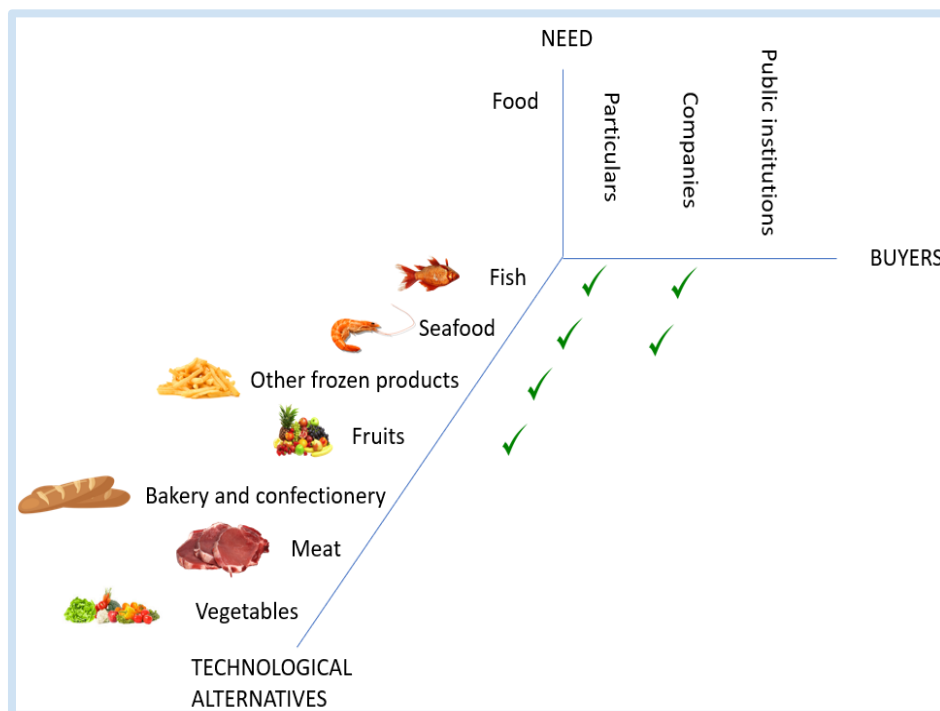
Threats

- Coronavirus: Vending can be very affected by this situation, since the transit of people is much lower, as well as the fact that Fallas have stopped being celebrated, the time of the year when vending generated more income. On the other hand, the state of alarm has reduced the number of customers in almost all companies.
- Decrease in fish consumption: This is something I have talked about in the analysis of the market. According to a study, there has been a decline in the amount of fish consumed by Spanish families over the course of a year, a trend that seems set to continue.
- Legal measures: Every company is always subject to legal changes that can be approved by the government. For example, the Minimum Professional Wage is something that is continuously being modified and affects all companies. Another measure that will probably be adopted in the near future is the elimination of plastic bags, an element that is very present in Visiat.
- Supermarkets: Now they have settled down, but José Agustín told me about the drop in sales he noticed when supermarkets like Consum or Mercadona started to be set up in Benicarló. This effect is especially noticeable on Sundays, as it is the only fish shop that opens on Sundays, however, at certain times of the year the supermarkets also open on Sundays and take away part of the demand.

4. DEFINITION OF PRODUCT-MARKET

Before knowing the company's product market, it is necessary to make an analysis of the relevant market. This shows a set of substitute products that satisfy the same need, in this case for food. As we can see in image 25, the alternatives offered by Visiat to satisfy this need are fish and seafood (both fresh and frozen), other frozen foods such as pizzas, beans, three delights rice and finally, some fruit, especially that which abounds in the Benicarló area at different times of the year, such as tangerines, cherries or oranges. The Visiat market products are the green ticks that appear in image 25, and the set of all of them form the relevant market.

Image 25: Reference market



Source: Own elaboration

Once the relevant market and the product market have been defined, I will focus on the target audience. The Visiat's target audience is anyone over the age of one, which I imagine must be about the time a baby should start eating this type of food. Within the target audience we find 4 different types of target audience:

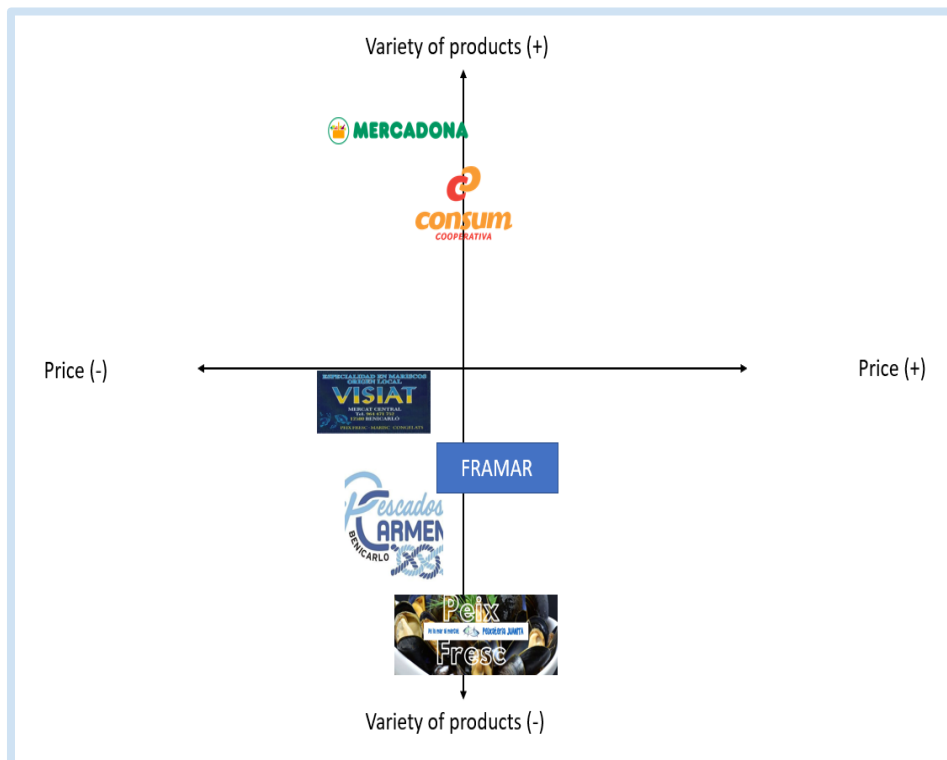
- ❖ **Traditional public**: Those people, usually but not necessarily older, who have been raised all their lives with local products, usually bought in the market, and continue with the same philosophy instilled in them by their parents. They are very regular customers.

- ❖ **Adult public:** All adults who buy fish on a regular basis, that is, they understand that fish and/or seafood must be part of their diet. It is perhaps the public where we could place more people.
- ❖ **Teenage public:** They are those who usually buy in small quantities, at most twice a week, although they also usually buy at the typical meals they have with other friends. This is a public that likes seafood more and often chooses to buy prepared food.
- ❖ **Family public:** These are people who have children, so the purchases are usually higher since they buy for more than two people as usual. This is an audience to be taken into account.

Positioning

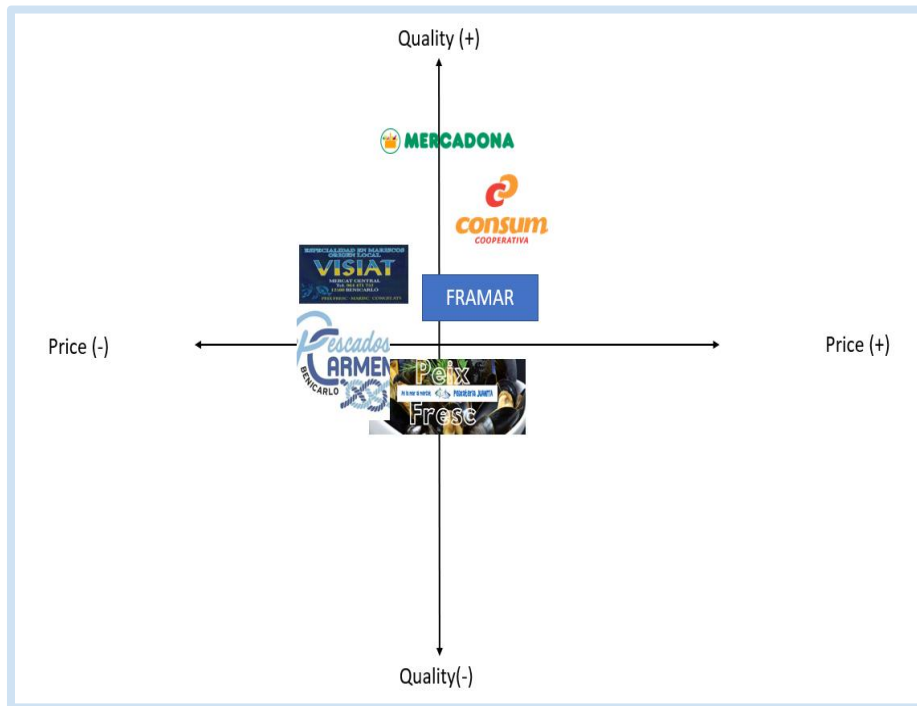
For the realization of this section I will focus on three fishmongers in the central market, one of which I could not find the logo on the internet and I have chosen to write their name, and two supermarkets, the Consum and the Mercadona, the two largest in Benicarló. The positioning maps are made with the variable product variety of products - price (Image 26), where we can see the two supermarkets that stand out for their product variety (not only fish and seafood), and among the fishmongers Visiat also stands out for its product variety, and the other quality - price (image 22), where we can see all the companies with a similar position.

Image 26: Positioning map 1



Source: Own elaboration

Image 27: Positioning map 2



Source: Own elaboration

5. MARKETING OBJECTIVES

Objectives of commercial relationships:

1. Create a company website within the next 6 months.
2. Make online sales represent 20% of total sales by 2021.
3. Create a new company logo in the next 6 months.
4. Purchase two new refrigeration vans by 2020.
5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.
6. Replace plastic bags with raffia bags within 8 months and gradually.
7. Increase the number of new clients of the company by 10% before the end of 2020.

Management objectives of marketing activities:

8. Increase total sales by 15% in 2020 compared to the previous year.

Business financial objectives:

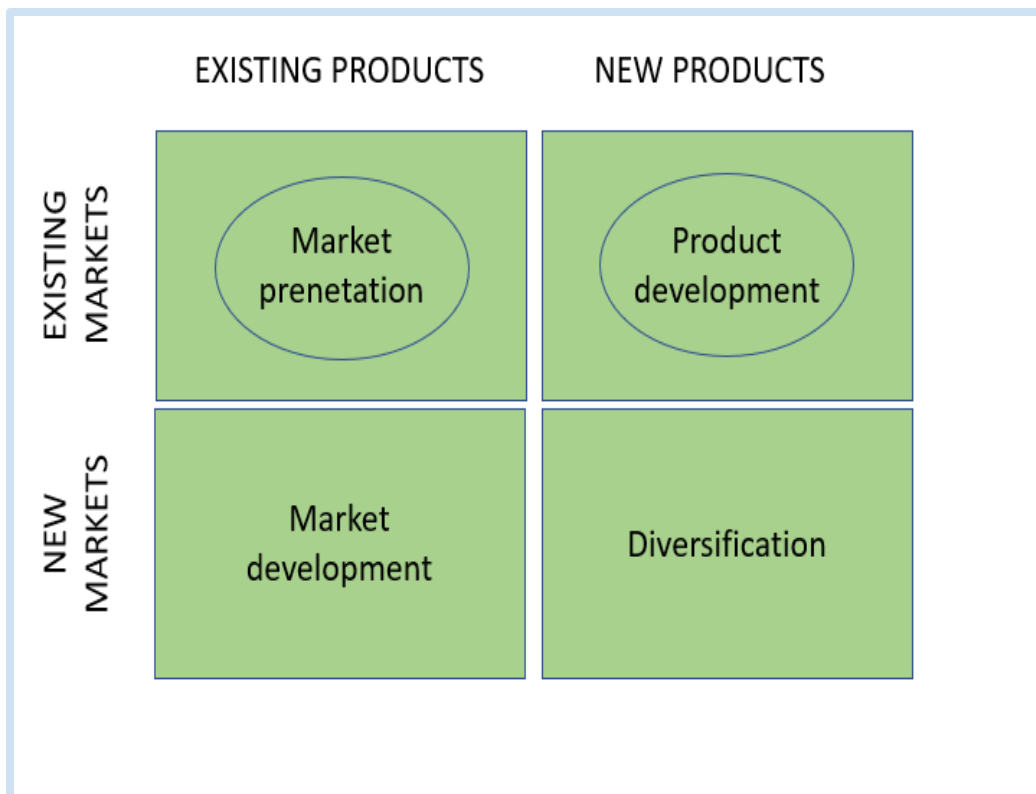
9. Increase total company profits by 10% by 2020.

6. MARKETING ESTRATEGIES

6.1. Growth and diversification strategy

For the realization of this section I will rely on Ansoff's matrix. The strategies to be followed by Visiat in order to achieve the proposed objectives would be market penetration and product development, as we can see in image 28. This is due to the fact that the objective is to increase the company's market share by using existing products and going to the same market, since going to new markets being such a small company as this entails too high a risk. On the other hand, the new products would be the acquisition of the refrigerated vans, but they would be to change them for the current ones, which are old and sometimes give problems.

Image 28: Ansoff's Matrix



Source: Own elaboration

6.2. Competitive strategies

Based on the book 'Principios de marketing estratégico', written by several university professors, competitive strategies are carried out in relation to the environment and in relation to competitors. On the one hand, with respect to the environment, the strategy

to be used will be an analytical strategy, since Visiat is clear about what its fundamental business is and what to do to protect it, all without ruling out any innovation, as it was decided to implement vending in its day.

On the other hand, in reference to the competitors, if we speak only of fishmongers as such, with these objectives and the actions that it would carry out, it would be the strategy of leader, since among all the stalls in the central market it is the one that has the greatest income from sales. More specifically, what we are going to look for is the expansion of the market share, and consequently, to increase the profitability of the company.

6.3. Strategy as competitive advantage

As it is well known, it is very complicated to differentiate one fish from another, but if you can differentiate the company by the quality of its service and by the activities or actions it will perform, there will be the source of competitive advantage of Visiat.

Therefore, one of the strong points of the quality of the service will be the human quality of its workers, and to try to increase it, surveys will be made to the clients to know in what to improve. Another of the bets for which it will be differentiated will be by an action of offer discounts to customer and that will be an innovation up to the date in Benicarló inside the fishmongers (I do not know if in another company of another sector yes). Finally, also, unlike all the fishmongers in the market and therefore in the city, will have a website.

7. ACTION PROGRAMS

Table 3 is a summary of the actions that will be carried out to achieve the marketing objectives proposed in point 5, emphasizing for each of them the main strategy that is carried out with each action. All these actions will be explained in more detail below.

Table 3: Summary of action plans

ACTION	OBJECTIVE	STRATEGY
Action 1. Looking for new suppliers	8. Increase total sales by 15% in 2020 compared to the previous year. 9. Increase total company profits by 10% by 2020.	Analytical
Action 2. Updating the company logo	2. Make online sales represent 20% of total sales by 2021. 3. Create a new company logo in the next 6 months.	Analytical
Action 3. Paella on Sunday	7. Increase the number of new clients of the company by 10% before the end of 2020. 8. Increase total sales by 15% in 2020 compared to the previous year. 9. Increase total company profits by 10% by 2020.	Product development
Action 4. Implant raffia bags	5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them. 6. Replace plastic bags with raffia bags within 8 months and gradually	Product development
Action 5. Offer a quantity discount	5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them. 7. Increase the number of new clients of	Differentiation

	<p>the company by 10% before the end of 2020.</p> <p>8. Increase total sales by 15% in 2020 compared to the previous year.</p> <p>9. Increase total company profits by 10% by 2020.</p>	
Action 6. Discounts for large families	<p>5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.</p> <p>7. Increase the number of new clients of the company by 10% before the end of 2020.</p> <p>8. Increase total sales by 15% in 2020 compared to the previous year.</p> <p>9. Increase total company profits by 10% by 2020.</p>	Market penetration
Action 7. Customer's Day	<p>5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.</p> <p>7. Increase the number of new clients of the company by 10% before the end of 2020.</p> <p>8. Increase total sales by 15% in 2020 compared to the previous year.</p>	Expansion of market share
Action 8. Purchase two refrigerated vans	<p>2. Make online sales represent 20% of total sales by 2021.</p> <p>4. Purchase two new refrigeration vans by 2020</p>	Product development
Action 9. Home delivery	<p>2. Make online sales represent 20% of total sales by 2021.</p> <p>7. Increase the number of new clients of the company by 10% before the end of 2020.</p>	Expansion of market share

	<p>8. Increase total sales by 15% in 2020 compared to the previous year.</p> <p>9. Increase total company profits by 10% by 2020.</p>	
Action 10. Fish and Seafood Fair	<p>8. Increase total sales by 15% in 2020 compared to the previous year.</p> <p>9. Increase total company profits by 10% by 2020.</p>	Product development
Action 11. Create a website	<p>1. Create a company website within the next 6 months.</p> <p>2. Make online sales represent 20% of total sales by 2021.</p> <p>7. Increase the number of new clients of the company by 10% before the end of 2020.</p> <p>8. Increase total sales by 15% in 2020 compared to the previous year.</p> <p>9. Increase total company profits by 10% by 2020.</p>	Differentiation
Action 12. Enable a forum on the website that allows interaction	<p>2. Make online sales represent 20% of total sales by 2021.</p> <p>5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.</p>	Differentiation
Action 13. Promote the use of social media	<p>5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.</p> <p>7. Increase the number of new clients of the company by 10% before the end of 2020.</p> <p>8. Increase total sales by 15% in 2020 compared to the previous year.</p> <p>9. Increase total company profits by 10%</p>	Expansion of market share

	by 2020.	
Action 14. Creative contest with IES Leopoldo Querol and merchandising	2. Make online sales represent 20% of total sales by 2021. 3. Create a new company logo in the next 6 months.	Product development
Action 15. Charitable campaign in website	5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them. 7. Increase the number of new clients of the company by 10% before the end of 2020.	Differentiation

Source: Own elaboration

7.2. Product decisions

Action 1: Looking for new suppliers

Objectives involved:

- 8. Increase total sales by 15% in 2020 compared to the previous year.
- 9. Increase total company profits by 10% by 2020.

Implementation period: Depends on acceptance, at least 3 weeks

Budget: Free

After being a regular customer in the central market, one realizes that perhaps one of the problems with stalls is that they hardly offer anything different that they cannot buy at another stall. For example, if a person wants to buy a monkfish, they can do so at Pescados Carmen, Framar or Visiat.

For this reason, one of my proposals is to look for suppliers from outside the Valencian Community, possibly from the north, because their products probably do not come from the Mediterranean Sea, and that they distribute in this area, in order to increase the variety of fish and seafood offered to clients, and to innovate with new products both in the physical store and in the central market stall. For example, in the Cantabrian Sea there is a variety of fish that is rarely seen here, such as sea bream or edible fish. Also

if we look more at the Galician coast, here in Benicarló, finding certain species of seafood such as barnacles is almost impossible, as they are only sold on special dates.

Moreover, the cost of looking for new suppliers hardly means a cost for the company, only the hours that the person in charge of establishing relationships with suppliers will be looking for. The risk does not seem high to me, the product is tested during two or three weeks and if the acceptance is not good it is not put on sale. The idea would be to first offer a product during two or three days and observe the reception it is having, then another one and repeat the process, thus with the products that have better reception by the clients, that is to say, those fish and seafood that are going to generate a greater profitability in the company.

Action 2. Updating the company logo

Objectives involved:

2. Make online sales represent 20% of total sales by 2021.
3. Create a new company logo in the next 6 months.

Implementation period: 3 months (second semester of the academic year)

Budget: 40€

The company logo is something that I think can be improved, the current one seems very simple and in my opinion it is not too nice. Besides, not having it in digital format complicates its placement in the profile photos of social networks. In addition, with a new logo, company merchandising could be personalized for employees and for the business.

The idea I have had with the proposal of my logo (image 29), is to illustrate with the color blue the color of the sea, mainly. It is also a color that personally inspires me to be calm and free, as it is the color that has always carried the logo of the company. Another idea I have had is to create a slogan that reflects the main activity of the company. In this way, and rhyming with the company's name, I have come up with "Visiat, de la mar al mercat", which in English would be "Visiat, from the sea to the market", a slogan with which to be recognized locally. In my opinion, the logos should be minimalist, not overloaded with drawings, colours or information.

The budget of the action is included together with the action 14 in communication, since it has occurred to me that this logo is designed by students of a school in Vinaroz where

one of the educational modalities is the art baccaureate. And although it is not a priority action, I would like it to be implemented at the beginning of the second school term, that is, at the beginning of the year, so that some of the other actions such as the website or the refrigerated vans can be customized with the new logo and give a breath of fresh air to the company.

Image 29: Logo proposal



Source: Own elaboration in studio.tailorbrands.com

Action 3. Paella on Sunday

Objectives involved:

- 7. Increase the number of new clients of the company by 10% before the end of 2020.
- 8. Increase total sales by 15% in 2020 compared to the previous year.
- 9. Increase total company profits by 10% by 2020.

Implementation period: 4 months

Budget: 260€

It's an idea that comes to my mind because it's the only fishmonger in the village that opens every Sunday of the year (except some Sundays if it's a holiday), since the rest of the fishmongers, since the market is closed, can't open their stalls and the supermarkets are only open on Sundays in the summer and some other dates. Also in Benicarló, and I imagine in many other cities, it is very typical to eat paella with the family on Sundays.

The first Sunday that the paella was made, I would put a poster the week before like the one in image 30 in the store to announce it, as well as insisting all week through social networks to try to reach the maximum number of people. The first paella of all would be

designed for about 60 people, reducing or increasing the amount depending on demand, and with a ration price of 5 euros, as including seafood will be a little more expensive.

Image 30: Billboard



Source: Own elaboration

The budget must first include the paella pan, which will cost around 160 euros, to which must be added the price of the products, which being at the market or supplier's price, will be cheaper. In table 4 we can see a breakdown of what it would cost more or less for Visiat to make a paella for 60 people.

Table 4: Ingredients for the paella

INGREDIENTS	PRICE
6 kilos of rice	10€
2 kilos of mussels	5€
5 kilos of cuttlefish	38€
4 kilos of trash fish (for the broth)	19€
2 kilos of prawn	16€
1 litre and a half of oil	6€
TOTAL	94€

Source: Own elaboration

Action 4: Implant raffia bags

Objectives involved:

- 5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.
- 6. Replace plastic bags with raffia bags within 8 months and gradually.

Implementation period: 12 months

Budget: 200€

It is one of the main concerns of the company as Jose Agustin told me, so it is necessary to stop at this point and find something that is beneficial to both the company and the customers.

For this reason, I have been looking for alternatives to the traditional plastic bags and what has caught my attention is the raffia bags, because although there are still cheaper alternatives, you have to take into account the product sold by the company, and I think it is the best option, because they are waterproof bags and can be reused without any problem. Anyway, at Visiat they always use sheets of newspaper to try to avoid the product leaking and leaving a bad smell in the bag or in other products that may be in the same bag. In addition, these bags would also be used for home delivery (action 9).

The price varies between websites, it would also be interesting to go to an advertising company to be able to customize them and have the new company logo appear. The first consignment would be 300 bags, as it would be to introduce them little by little, and not to change the plastic bags for the raffia ones overnight, so I calculate that the price would be around 200 euros. In the image 31, although it is true that it is not a raffia bag, you can see how this bag would look with the new image of the company.

Image 31: Raffia bag of Visiat



Source: Own elaboration in [studio.tailorbrands.com](https://www.studio.tailorbrands.com)

7.3. Price decisions

Action 5: Offer a quantity discount

Objectives involved:

- 5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.
- 7. Increase the number of new clients of the company by 10% before the end of 2020.
- 8. Increase total sales by 15% in 2020 compared to the previous year.
- 9. Increase total company profits by 10% by 2020.

Implementation period: 12 months

Budget: 80€

At present neither Visiat nor any of the fishmongers in the central market, not even in the supermarkets, offer any kind of discount to the most loyal customers. For this reason, I believe it is necessary to reward those customers who continually leave money at the company.

In this way, and it will also serve to attract new clients to the company, my proposal is to apply a 15% discount on the sixth purchase by the client. In the image 32 I have tried to make an idea of how this idea could be carried out, where the employees would mark with some stickers (with the purpose of avoiding possible deceptions) the number of the purchase of the client, until this one arrived at the sixth and this discount was applied to him.

The implementation time would be for all year, I think customers will appreciate this initiative. To be able to do it of quality, I would make a first shipment of 1000 units, 500 for the physical store and 500 for the central market, and as there are few left to make a new order of copies. I would put the design in the hands of an advertising company, which has the creativity and the tools necessary to make it quality and look good. The cost I calculate that it would be for these first 1000 units of about 80 €.

Image 32: Idea of the discount



Source: Own elaboration

Action 6: Discount for large families

Objectives involved:

5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.
7. Increase the number of new clients of the company by 10% before the end of 2020.
8. Increase total sales by 15% in 2020 compared to the previous year.
9. Increase total company profits by 10% by 2020.

Implementation period: 12 months

Budget: Free

I spoke a little about the importance of families in defining the company's product market. This is due, for example, to the difference between a customer who is going to buy fish for himself or for his partner, or that customer who buys to feed four or more people.

In Spain, I am not aware of the data in other countries, the condition of large family is obtained when a couple has 3 children in the same house, whether they are common among them or not, although there are exceptions even for those families that have two children. If we look only at the ones that are not special, we see the importance of this audience for almost any business, feeding 5 mouths means leaving a considerable amount of money in the fish stall.

For this reason, I think it is appropriate to offer a discount to this segment of the market, as fish and seafood is not a particularly cheap product and must be consumed in order to have a balanced diet. The proposal would be to give them a discount of 20% for purchases under 50 euros and 10% for the rest, and this would be compatible with the another discount (action 5), so this would greatly increase the attraction for consumers who are large families.

Action 7. Dia del cliente

Objectives involved:

- 5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.
- 7. Increase the number of new clients of the company by 10% before the end of 2020.
- 8. Increase total sales by 15% in 2020 compared to the previous year.
- 9. Increase total company profits by 10% by 2020.

Implementation period: 12 months

Budget: Free

The idea of this day is that customers can celebrate their birthday with the company. To this end, any customer who proves by means of their ID card that the day they are going to buy is their birthday will be able to buy at the auction price, that is to say, the 30% margin applied to products would be eliminated, with a maximum purchase of 50 euros.

So that customers know that there is such a day in the company I would hang a poster like the one in image 33 on the glass of the shop, as well as leave a distinguished storie in instagram, and that anyone who enters the profile of Visiat S.L can see the image and know that this day exists.

The budget for this is practically free if you decide to make a poster as simple as the one I made, after all what interests me about this action is the message and not so much the design, that is, that the clients know that there is a day like this in the company and take advantage of the opportunity.

Image 33: Costumer's day



Source: Own elaboration

7.4. Distribution decisions

Action 8: Purchase two refrigerated vans

Objectives involved:

- 2. Make online sales represent 20% of total sales by 2021.
- 4. Purchase two new refrigeration vans by 2020.

Implementation period: 1 month

Budget: 8500€

It is no secret, and can only be appreciated by looking at the current ones, the Visiat's refrigerated vans, although they fulfill their function, are old and they are near to reach the end of their useful life. It is also true that both give problems from time to time, which requires the company to take them to the mechanical workshop and face that period of time with only one van.

For this reason, and because of the facilities offered by this market, what I propose is to sell the current vans to a dealer before they are worthless, and to purchase two new refrigerated vans on a lease basis, because although the cost is higher, the company can buy these goods at the end of the purchase, or after the contract is over if they are

not convinced. In addition, this would improve the company's image with the outside world and would allow it to make delivery routes more efficient, since the current ones are a little smaller than some of the vans of the competitor's fishmongers.

The budget is high for this action, about 700 euros per month between the two vans, which means an expense of about 8500 euros per year, an important amount but I think affordable for the company, in addition I have understood by an acquaintance who has a company, that this rental scheme has certain tax benefits. Also comment that should be compared prices between different dealers in the area that offer refrigerated vans on a leasing basis.

Image 34: New refrigerated vans



Source: Own elaboration

Action 9: Home delivery

Objectives involved:

- 2. Make online sales represent 20% of total sales by 2021.
- 7. Increase the number of new clients of the company by 10% before the end of 2020.
- 8. Increase total sales by 15% in 2020 compared to the previous year.
- 9. Increase total company profits by 10% by 2020.

Implementation period: Right after website.

Budget: Free

Nowadays, it is not so common in small companies, but almost all companies that have a website (usually medium or large) also offer their customers the possibility of taking the product directly to their home.

For this reason, and as a result of creating the website, which will already be personalized with the new company logo, it will be possible for customers to make home

deliveries, as well as with the boost of social networks, customers will be able to place orders by direct message. In this way, the delivery to individuals will be introduced in the company (already done to bars and restaurants) through Instagram, Facebook, the website itself or by phone. As we can see in the image 35, I have made an image to hang in the store and in the market as a poster, as well as in social networks, so that customers know this new possibility.

The budget for this action is zero because it will not involve any extra costs (in principle it will be carried out by a current employee) and the implementation of home delivery will be inaugurated along with the website, being on social networks and by phone the same day.

Image 35: Promotional image



Source: Own elaboration

7.5. Communication decisions

Action 10: Fish and Seafood Fair

Objectives involved:

- 8. Increase total sales by 15% in 2020 compared to the previous year.
- 9. Increase total company profits by 10% by 2020.

Implementation period: 3 days

Budget: Free

In Benicarló, for the last two or three years, what is known as the artichoke festival has been very successful, where those who benefit most are the farmers, as it is a very abundant product in this area, even having the denomination of origin in international markets.

The idea that comes to my mind is to negotiate with the city council to organize a Fish and Seafood Fair, thus rewarding the effort of the sailors and personnel related in one way or another to this sector. At first, the idea would be to hold it during a weekend (including Friday), in the annex of the municipal pavilion, which is an open area that would not leave a smell just by cleaning it a little, and it is roofed, so in time it would not be an impediment and in the summer season, taking advantage of the increase in people who come to the coast for the summer. In addition it is a zone that usually has sufficient parking due to the proximity of two great open spaces and is a place well communicated and near the center of the town. As we can see in the image 36, the idea would be to place the fish shops on both sides where the baskets are and in the middle the three bar services, with the rest of the centre occupied by tables and chairs so that people could take their time to eat the bought product and drink beer or another beverage.

To be able to do this, it would be necessary that town council give the fishmongers counters where they could show the fish and seafood to the customers, and to offer three bar service posts, with drinks, some food for people who do not like fish but are accompanied by friends or family, and all the necessary material to be able to cook the fish or seafood covers. In this way, people who have acquired some product would be cooked right there and it could be taken with a beer or any other soft drink and the atmosphere it provides to gather so many people.

Image 36: Annex pavilion of Benicarló



Source: <http://www.alquilerdepistas.com/>

Action 11: Create a website

Objectives involved:

1. Create a company website within the next 6 months.
2. Make online sales represent 20% of total sales by 2021.
7. Increase the number of new clients of the company by 10% before the end of 2020.
8. Increase total sales by 15% in 2020 compared to the previous year.
9. Increase total company profits by 10% by 2020.

Implementation period: 1 month

Budget: 1200€

Currently, with consumers so informed and accustomed to technology and the advantages of buying from the Internet, many companies have been adding this mode of sale to their businesses in recent years, and I see it as a necessary step for Visiat for the future.

One of the most important reasons why I see the creation of the web page as necessary, is because many times customers go to the fish shop in search of some product and when they arrive they realize that on that day it has not been auctioned or bought. Therefore, it is an important tool for customers to see the stock, as well as the possibility of 'Click and Collect'. In addition, having a website offers you many more possibilities to reach more people.

On the other hand, it would not be a cheap change for the company, because it would be necessary to contact an IT specialist to create the website and give it a more professional touch, train the employees and buy two computers and monitors, so that the stock would be updated on the website as it was sold in the store. It would also be important to train at least two employees to update the prices of products and seafood daily. In total, counting the costs of the computer technician and the training he should give to the employees and computers, I estimate that it would cost about 1200 euros.

Action 12. Enable a forum on the website that allows interaction

Objectives involved:

2. Make online sales represent 20% of total sales by 2021.
5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.

Implementation period: 1 month

Budget: Free

A forum with which to talk to customers about doubts they may have, problems they have had with the web, problems they have had in the store, problems when buying on the web, problems with any product...

It is very important for Visiat the personalized attention to almost every client, since it is a small company and its scope of action is basically reduced to a local level (with some exceptions). The idea would be to incorporate a section on the website to help the company interact with customers, as well as a 'Frequently Asked Questions' section to try to solve even more quickly any doubts or problems that a customer may have had.

The forum will be asked to the computer specialist with the creation of the web, so the budget without being free, is already included in action 11, and therefore I do not see the need to count it again. It will also be important to have an employee who receives alerts on his mobile phone to respond as soon as possible to customer comments.

Action 13. Promote the use of social media

Objectives involved:

- 5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.
- 7. Increase the number of new clients of the company by 10% before the end of 2020.
- 8. Increase total sales by 15% in 2020 compared to the previous year.
- 9. Increase total company profits by 10% by 2020.

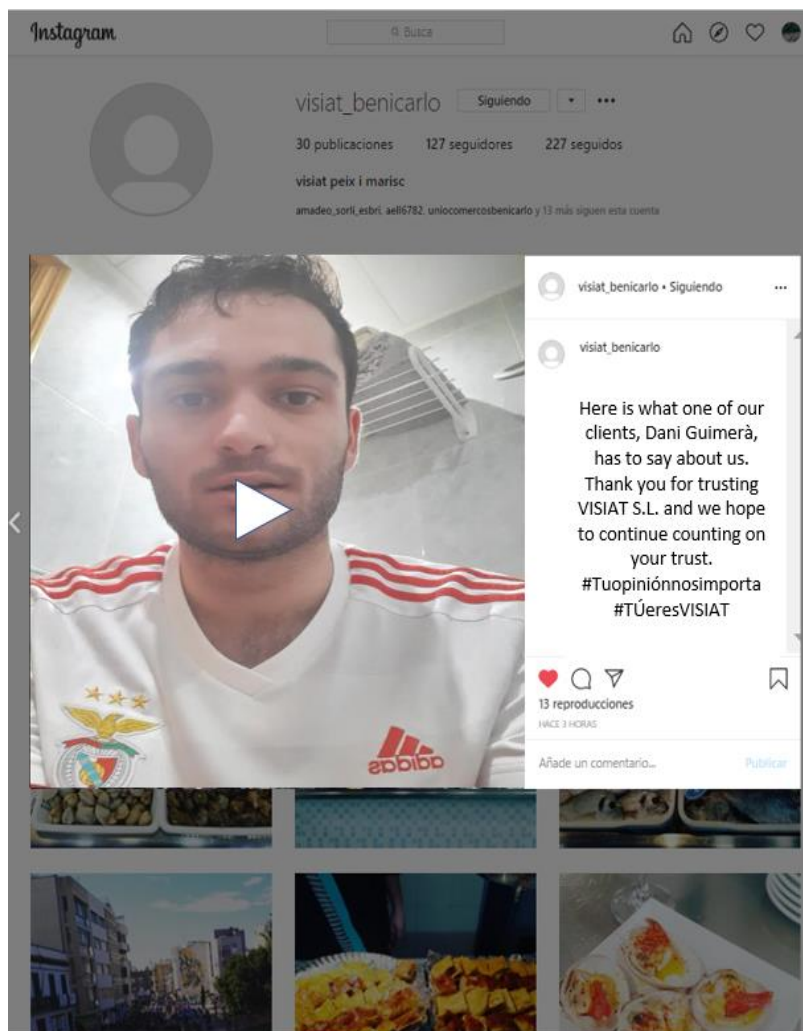
Implementation period: 1 week

Budget: Free

Everyone knows the impact of a good use of social networks by a company, the visibility it gives you respect to many people, the ability to promote publications, are a tool used by most of the population, allows effective customer service, allows collaboration with influential people in the sector (for example, in Benicarlo there is a restaurant of Raul Resino, Michelin Star)...

For all these reasons, I believe that it is necessary for the company to make a change in the way it is currently used. At the moment it does not have a Twitter account, so it would be necessary to create an account, in Instagram it has a little more than 100 followers and in Facebook it does not even reach that figure. While it is true that almost every day the company hangs in stories (lasting 24 hours) the aspect of the stall, it should start making publications at least weekly. As we can see in image 37, one of my proposals is to highlight a client every week, and ask him why he chooses Visiat and not another fishmonger, with short videos of about a minute and with the hashtags #tuopiniónnosimporta and #TÚeresVISIAT. In this way, in one year we would have 52 customer reviews. And another important thing would be to upload all the publications to the three accounts, the 3 social networks are important because not everyone has all 3. The use of social networks is currently free for companies, unless they want to carry out promotional activities. Therefore, it is an element to be exploited and can help a lot to attract new consumers if it is used in an efficient way.

Image 37: Example of the customers opinions in the official profile of Instagram



Source: Own elaboration

Action 14: Creative contest with IES Leopoldo Querol and merchandising

Objectives involved:

2. Make online sales represent 20% of total sales by 2021.
3. Create a new company logo in the next 6 months.

Implementation period: 3 months (second semester of the academic year)

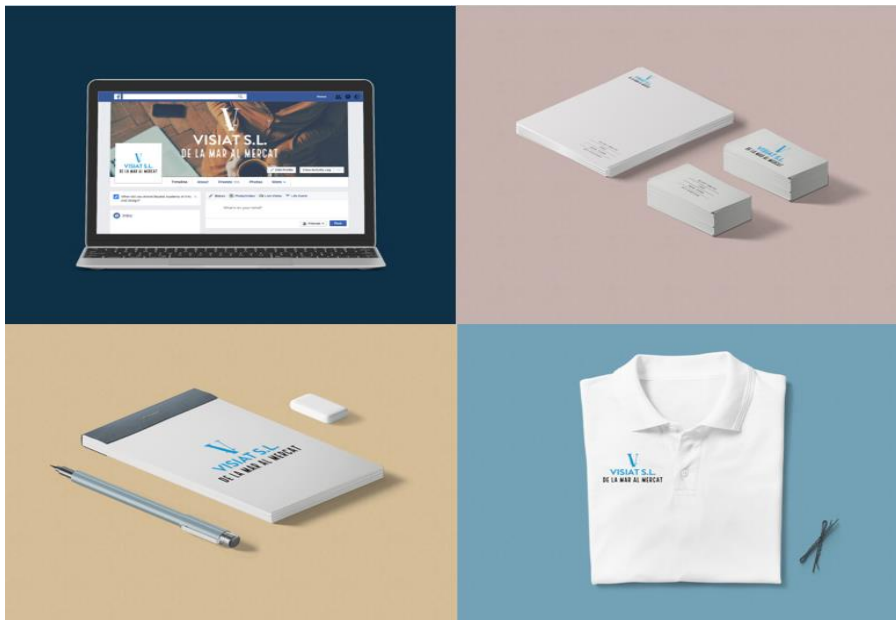
Budget: 300€

There is a lot of talent in imagination and creativity, so one proposal I have is that the new company logo be made by students of the artistic high school modality of the IES Leopoldo Querol in Vinaroz.

The idea is to contact this institute to organize a contest among all the students of this educational modality. The rules of the contest would be to create a logo that would include the new slogan of the company and that, as I said in action 2, would stand out for its minimalism. Moreover, with this campaign we will approach both teachers and students who probably do not know about the existence of this fishmonger. Once the students had drawn the new logo, a vote would be held among all the company's staff to decide on the final design, and the person who drew the new logo would be contacted to give them a 40€ voucher to spend on school materials at the Mulet bookshop in Benicarló.

In addition, with the new company logo, there would be merchandising for the employees and for the business, which I estimate to be about 260 euros. In the image 38, we can see how the polo of the company with the new logo would look like, a simple notebook to make notes or the social networks.

Image 38: New logo in practice



Source: Own elaboration in studio.tailorbrands.com

Action 15: Charitable campaign in website

Objectives involved:

- 5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.
- 7. Increase the number of new clients of the company by 10% before the end of 2020.

Implementation period: After inauguration of website

Budget: 100€

One of the major concerns for any company in this sector should be the conservation of the environment, especially the sea, since its activity depends on the health of marine ecosystems.

For this reason, one of the ideas I have had is to offer a section on the website dedicated to a charity campaign, where all the benefits obtained from it will go to the ONG called WWF, which is very conscious of ensuring the long-term welfare of both oceans and seas. To do this, my proposal is to reserve on the website in the products tab, a subsection called WWF Campaign, where people can buy teddies, related to the film Finding Nemo. As we can see in image 39, a poster would be made to be uploaded to social networks and a poster would be hung both in the store and in the central market stall.

In addition, the budget would be minimal for the teddies, as the teddies costs will be recovered from the sale of the own teddy, and the profit is what will go to WWF. The teddies have to be small in order to be cheap and 100 euros will be used to promote this action by instagram, in order to reach the greatest number of people, even from other towns. Also to emphasize that this campaign would be made all the year to see its acceptance and the results, extending it if positive results are found the following year.

Image 39: Charitable campaign



Source: Own elaboration

8. TIMELINE

After analyzing the actions that will be taken to try to achieve the proposed objectives, in table 5 we can see when they will be carried out. In the first row the numbers represent the months of the year, so that the 1st is January and the 2nd is February... To do this section we are going to imagine that the objectives and actions are set for the beginning of the year, in this case, 2020.

Table 5. Timeline

ACTION	1	2	3	4	5	6	7	8	9	10	11	12
1. Looking for new suppliers	■	■	■	■	■	■	■	■	■	■	■	■
2. Updating the company logo	■	■	■									
3. Paella on Sunday						■	■	■	■			
4. Implant raffia bags						■	■	■	■	■	■	■
5. Offer a quantity discount	■	■	■	■	■	■	■	■	■	■	■	■
6. Discounts for large families	■	■	■	■	■	■	■	■	■	■	■	■
7. Costumer's Day	■	■	■	■	■	■	■	■	■	■	■	■
8. Purchase two refrigerated vans					■							
9. Home delivery				■	■	■	■	■	■	■	■	■
10. Fish and Seafood Fair						■						
11. Create a website				■								
12. Enable a forum on the website that allows interaction				■	■	■	■	■	■	■	■	■
13. Promote the use of social media	■	■	■	■	■	■	■	■	■	■	■	■
14: Creative contest with IES Leopoldo Querol and merchandising	■	■	■									
15. Charitable campaign in website				■	■	■	■	■	■	■	■	■

Source:Own elaboration

9. BUDGET

Table 6 shows a summary of the budget that will be required for each action. The budget for actions 3, 4, 5 and 14 is only for the amount of the first time they are to be carried out, but will increase over the months.

Table 6: Budget

ACTION	¿WHO DOES THE ACTION?	BUDGET
1. Looking for new suppliers	Own development	Free
2. Updating the company logo	High school students	40€ (included in action 14)
3. Paella on Sunday	Own development	260€(first time)
4. Implant raffia bags	Marketing company	200€(First time)
5. Offer a quantity discount	Marketing company	80€(First time)
6. Discounts for large families	Own development	Free
7. Customer's Day	Own development	Free
8. Purchase two refrigerated vans	Own development	8500€ (annual)
9. Home delivery	Own development	Free
10. Fish and Seafood Fair	City hall	Free
11. Create a website	Computer engineer	1200€
12. Enable a forum on the website that allows interaction	Computer engineer	Free
13. Promote the use of social media	Own development	Free
14: Creative contest with IES Leopoldo Querol and merchandising	High school students and marketing company	300€(first time)
15. Charitable campaign in website	Own development and WWF	100€

Source: Own elaboration

10. CONTROL

In order to see how compliance with the objectives is progressing, I have proposed some control measures, and the frequency with which I would review the objectives, in order to be able to correct deviations before the end of the deadline set for the objectives.

Table 7. Control mechanisms and frequency

OBJECTIVES	FREQUENCY	CONTROL METHOD
1. Create a company website within the next 6 months.	Bi-monthly	Just look at whether a web has been created in the company
2. Make online sales represent 20% of total sales by 2021.	Quarterly	Compare the number of online sales with those made in the physical store, and try to correct deviations
3. Create a new company logo in the next 6 months.	Bi-monthly	Just look at whether a new logo has been introduced in the company
4. Purchase two new refrigeration vans by 2020.	Monthly	Look if transport elements have been already purchased on the scheduled dates.
5. Improve customer satisfaction with a 9 on a scale from 1 to 10 by 2020, as well as interaction with them.	Annualy	Satisfaction surveys on the website and see if customers opinions have increased both on the web and on social networks
6. Replace plastic bags with raffia bags within 8 months and gradually.	Quarterly	Review whether the raffia bags have been introduced gradually and on the scheduled dates
7. Increase the number of new clients of the company by 10% before the end of 2020.	Bi-monthly	With the use of the discount on the sixth purchase and with the help of employees
8. Increase total sales by 15% in 2020 compared to the previous year.	Annualy	Review the total annual income for the previous year and compare it with the present total number

9. Increase total company profits by 10% by 2020.	Annually	Review the total annual results for the previous year and compare it with the present total number
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Source: Own elaboration

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