

**UNIVERSITAT
JAUME I**

MARKETING PLAN OF



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1. EXECUTIVE SUMMARY

SEUR is a leading express transport company in Spain, operating in all types of companies and in all types of areas. With this marketing plan I intend to make the sector known to a worldwide audience and increase its notoriety as an express transport company. To do this, I have developed a marketing mix proposal that includes different actions to carry out a series of objectives that are raised to improve the operation of the company, based on its weaknesses and threats.

The company's main strength is the notorious brand image, which generates very high expectations in the consumer's mental image of SEUR. With this, SEUR is gradually increasing its portfolio of services to get closer to each customer based on their needs.

Throughout the Marketing Plan we will explain which strategies are used to continue being a reference in the service sector and, as a result of the objectives highlighted to improve the functionality of the company, we will set a series of actions related to the marketing mix: service, price, distribution and promotion. This will be carried out thanks to a control and budget of the objectives. In addition to offering a series of indications on how to carry out a previous follow-up of the recommended proposals.

2. SITUATION ANALYSIS

2.1. Internal Analysis

2.1.1. Company presentation

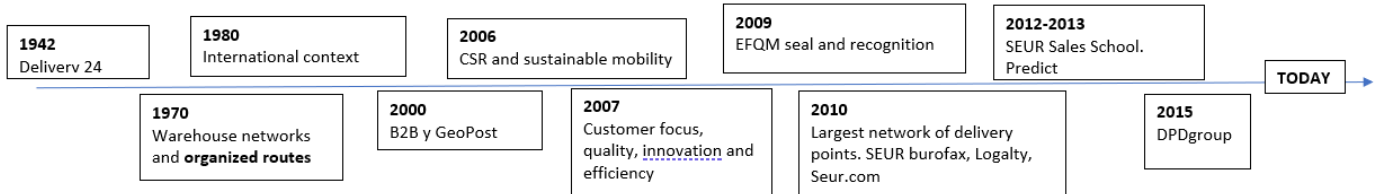
SEUR is one of the pioneering companies in express transport, leader in the sector, acting in the international, e-commerce and B2B business, in all types of companies. For the transfer of goods, employees have more than 4,000 environmentally friendly vehicles and more than 2,000 collection point stores. (SEUR, 2020a).

SEUR is part of the DPDgroup chain which, in turn, is part of GEOPOST, which is considered one of the largest international express transport networks, making deliveries all over the world. Its plan is to develop solutions with the intention of improving and satisfying customer expectations and encouraging speed of delivery through innovation. Therefore, according to the corporate report (SEUR, 2020a), the basis of this company is based on four basic principles: serving people and not just shipments, recognizing and

responding to customer needs, being proactive and acting quickly, thus offering closeness in every contact with customers.

In fact, the company offers the best customer experience in parcel delivery. This is achieved through continuous innovation.

Image 1: SEUR's history.



Source: own elaboration based on (SEUR, 2020a).

MISION

SEUR is committed to innovation, commitment, and quality in order to intensify customer relations. For this reason, it has the capacity to adapt to any change to respond to any customer need.

Therefore, its mission is "to be the leading and integral solution for the needs of urgent national and international transport guaranteed for all types of customers". (SEUR, 2015a, p. 4).

VISION

"To be the most desired company by customers and employees in our industry." (SEUR, 2015a, p. 4).

TARGET AUDIENCE

In order to determine the company's target audience, we have been able to analyze the type of strategy it develops, so that we can observe that SEUR does not present a specific type of target audience, but rather tries to focus on several.

"Our target audience will be whoever gives us an orientation of their tastes, preferences and needs". (DPDgroup, 2013).

To know it, we go into detail knowing the personalities of each customer and, therefore, the profile of the consumer. So we get 3 different types of customers:

- **Emotional audience:** this target audience is characterized by being creative, spontaneous and tends to believe in their intuition. (DPDgroup, 2013).

- **Analytical audience:** the target audience is the protagonist before the purchase, analyzing all the factors that favor the purchase or prevent it. Strategies are applied to capture the customer with clear and direct language, so that the purchase is easy. (DPDgroup, 2013).
- **Severe public:** their decisions very clear and quickly. We must have a clear strategy to demonstrate that our products have a comparative difference with the rest, since competitiveness is essential in their character. (DPDgroup, 2013).

VALUES

Within each organization, depending on its organizational structure, they may carry out a series of values or others. In SEUR, values are all those principles that relate to the conduct of employees and, therefore, the principles that are stipulated to define the corporate culture, determining the personality of the company. (SEUR, 2015a, p. 4)

The company achieves this personality by applying values such as:

Customer orientation: it is a strategy that is based on the customer, so that the company aims to meet the needs and establish the priorities of customers.

Multi-specialist: this type of strategy is based on offering a variety of products according to the customer's typology and according to the sector in which it satisfies his needs, depending on the customer's tastes. (SEUR, 2015a, p. 6).

Quality: thanks to this type of strategy, it is possible to meet market demand. It consists of planning, selecting and controlling work processes, with the intention of increasing the productivity and profitability of each company.

Innovation and continuous improvement; Innovation: with Red Hat, it is committed to innovation in each of its products. In this way, technological development processes are streamlined. With the Red Hat platform, SEUR has achieved greater agility and scalability in its processes. In this way, new services can be quickly integrated into the market, automating production processes. Continuous improvement: to obtain a higher performance in the process, increasing the quality of the service. (Roser Marquet, 1997, p. 9).

Involvement and initiative in the projects: especially in those projects capable of offering advanced solutions in all phases of the project.

Human capital development: in this way they manage to capture the talents of employees by linking it to all areas of the business.

To reflect the values mentioned above, we are going to show a picture of the SEUR work team.

Imagen 2: SEUR's values



Source: (SEUR, 2015a).

2.1.2. Company resources.

The study of the conception of the company based on resources and organizational capabilities helps to shift the focus of Strategic Management to aspects of competitive advantage, the importance of innovation and the role of internal processes in the company. (Ibarra Mirón & Suárez Hernández, 2002, p. 3).

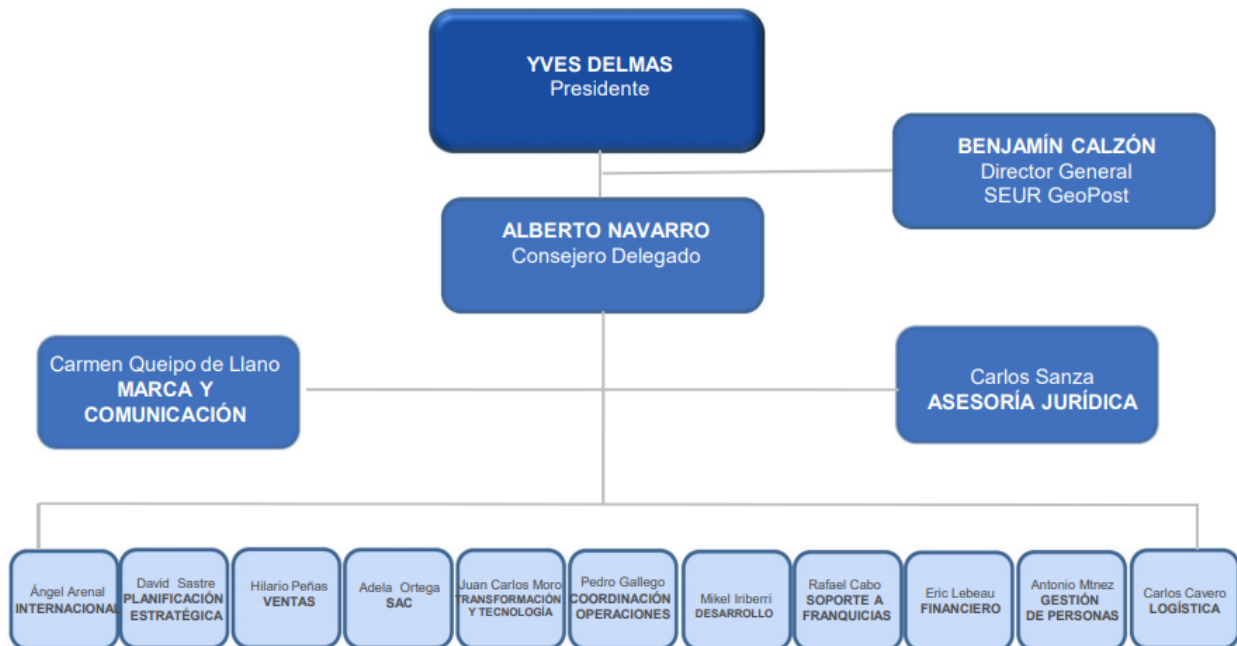
In this way, we will ensure that internal resources and capabilities provide the basic direction for SEUR's strategies and are the source of profitability.

- Human Resources

SEUR's human resources structure is organized by the different functional coordinators, which allow the messages addressed to the company to flow to the "staff" without losing feedback. Despite being an organization in which there is a central command, it is considered a decentralized organization, where everyone makes decisions and carries out actions to promote business growth. (Dpdgroup, 2018, p. 26).

Approximately 7100 employees make up the company. This is in addition to the company's various collaborators.

Imagen 3: organization.



Source: (Uribe Benninghoff et al., 2017, p. 9).

The structure is decentralized, which allows the different business units to offer a certain degree of independence when it comes to innovating to meet the needs of their customers.

As SEUR is part of Geopost and DPDgroup, it has a decentralized structure, developing strong national brands throughout Europe based on local proximity to its customers. As the director rightly expresses in one of the interviews with the press, "We have a light and inspiring center, which does not allow us to make an absolute top-down, but we have tools and a team of highly qualified professionals in each country really committed and with a very strong involvement in the Group's projects". (Excellence, 2018).

The decentralized nature of the business gives the CEO more initiative and therefore more room for maneuver.

SEUR has a group of managers who work together constantly. According to the president of the organization in an interview with (Excellence, 2018), this decentralized model, where you have a facilitating center, which must give clear strategic orientations and prioritize where to dedicate more time, which countries need more support from headquarters or where to influence.

- **Tangible resources**

In mid-2015, SEUR strengthened the company's position by joining DPDgroup, which is part of GeoPost. By way of introduction, it should be noted that Geopost is the mother of companies and DPDgroup is part of this one. At the beginning, DPDgroup and SEUR were completely different companies, but when they joined GeoPost, DPDgroup was renamed SEUR and the latter is currently developing the business activity, due to its high brand recognition and prestige. (SEUR, 2015b).

To date, GeoPost is the first express delivery company to incorporate Ecommerce and international business in its strategic and innovative plan. Thus, it has joined forces with DPDgroup to take over the entire European market.

Tangible resources are those that are easy to detect and, therefore, to evaluate from the accounting statements, so that they can be classified as physical and financial.

Therefore, regarding the material resources, the most important ones are:

Physical: it has its headquarters in Madrid and some bonded warehouses in Barcelona, Valencia, and Madrid. It has more than 1,400 establishments in Spain and 22,000 establishments in Europe. To carry out its work, it has 4,500 vehicles. (SEUR, 2015b).

Imagen 4: map of stablishments.



Source: (SEUR, 2015b).

We can say that SEUR has an extensive infrastructure of more than 60,000 square meters distributed in different logistics centers, located in five key points in Spain. As we can see in the image, Barcelona, Illescas, Valencia, Alicante and the Canary Islands. Delivery services are managed centrally and through a single interlocutor, adapting to both national and international business.

The first Eco Industrial Park in Europe was created in Illescas. It has a Pick or Put to light system, which is a system that presents advanced solutions when preparing orders and thus reduces the error rate. In this way, orders are automatically sorted.

To address security threats to goods, SEUR is a member of the international association TAPA (Technology Asset Protection Association). In this way, the loss of goods due to crime is minimized, guaranteeing their security both in storage and in transport. It consists of temperature-controlled areas and areas where wines and spirits can be stored safely.

Imagen 5: location Illescas.

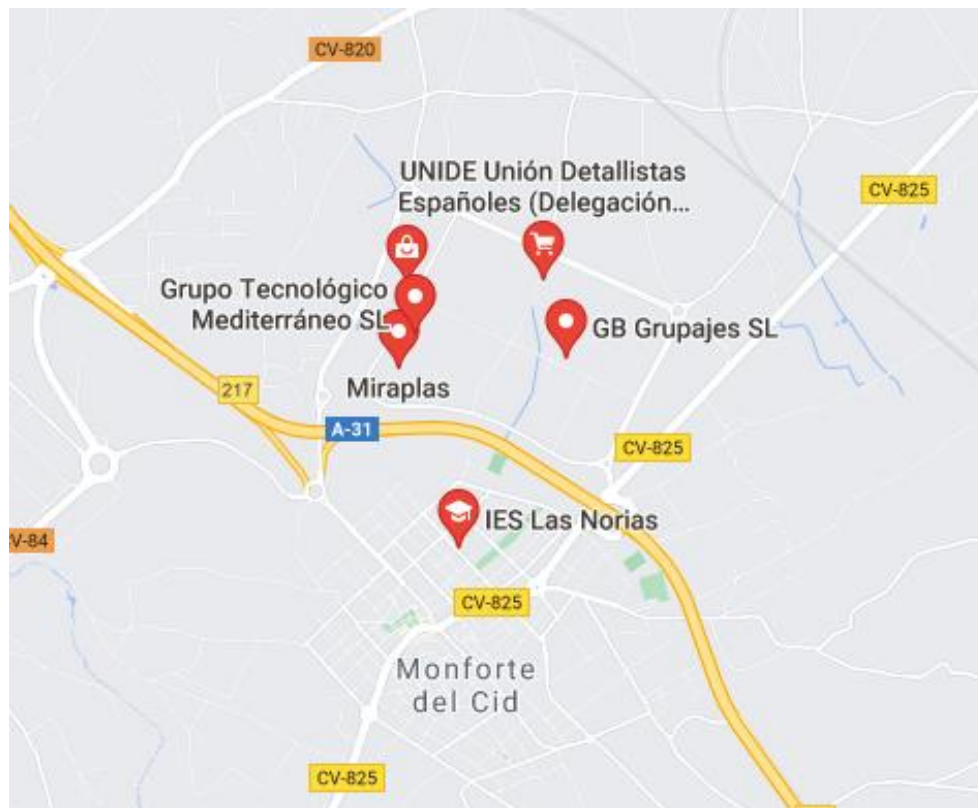


Source: (Google maps).

The headquarters in Monforte is considered the most strategic point in Spain. It has an area of 16,000 square meters of warehouse and a capacity for approximately 30,000 pallets.

It is built in a sustainable way LEED SILVER. And unlike the other Spanish headquarters, the Monforte headquarters has a specific area for unit and ecommerce Picking, where the needs of customers can be met through this sales channel. These Picking areas are storage areas for goods.

Imagen 6: ubicación Monforte del cid.



Source: (google maps).

In Barcelona, we handle the management of clients who carry out activities that require maritime transportation.

The office in Valencia is one of the most strategic points due to its proximity to the port. It does not have a head office but has 40 SEUR branch offices throughout Valencia. It has approximately 30 pickup stores. These are stores that, once the order is placed online, you can go to a Pickup store for pick up, where the customer decides to leave his package there and then come to pick it up.

The fact that there are stores of this type provides SEUR customers with security, personalized attention, proximity, and capillarity. These establishments are at least 50 square meters in size and have a warehouse acclimated to all types of products.

In the Canary Islands, customers choose this location because it offers guaranteed service to customers in the Canary Islands. Costs, returns and delivery times are minimized.

DPDgroup also carries out its main activity in Europe and this allows SEUR to reinforce its international positioning with the interaction of DPDgroup in Europe. In this way, it has become the European market leader, occupying the second position and number one in Spain, France, Ireland, Poland, Lithuania, Germany and Portugal. This has been achieved thanks to the development in B2C (business to consumer) and B2B (business to business) that allows it to be a service partner for its clients and their clients' clients.

- **Financial and economic resources**

In the last two years, SEUR has increased its turnover by almost 20%, reaching 800 million euros in 2020. This has been possible thanks to ecommerce, international business and online sales. (NOVALOGISTICA, 2020).

Thanks to ecommerce, turnover increased by 50% over the previous year, reaching almost 380 million euros, giving it 45% of the market share. This growth has been boosted by the arrival of Covid-19, during the months of March, April and May 2020. Changes in shopping habits have been altered by the pandemic, especially in e-commerce, which has been affected by increased purchases since the onset of the health crisis. (ECONOMIA, 2019).

As for the international business, in the last year it has achieved a 30% increase in turnover, which in figures would be almost 250 million euros. (SEUR, 2021g).

During the year, turnover increased by 38% to 101 million euros.

The forecast is that by 2025 we will reach more than 250 million euros of investment, in which technological developments will be carried out in those sites of daily operations and in relation to customers, in order to adapt to the growth of the business and strengthen the commitment to sustainability and the environment. (SEUR, 2020c).

Similarly, DPDgroup, together with GeoPost, occupies the second position in the express market with a turnover of 7.8 billion euros in revenue. This represented a 6.7% increase in market share over last year's figure.

DPDgroup, has been strengthened by e-commerce, which, thanks to the 2020 crisis, is growing considerably in retail sales worldwide, with a market share of about 20%. The big change was also driven by the group's B2C strategy. During the pandemic, the group maintained its delivery services, guaranteeing security measures and non-contact delivery. With the crisis, it increased the number of pickup points, which encouraged purchases.

- Intangible Resources

They belong to the group of those goods or services that cannot be seen or touched. Within this group we can find:

The SEUR school and how people outside the company see the company. That is to say, the value that SEUR has for a third person.

SEUR's well-known brand recognition in the Spanish market allows it to incorporate cobranding with DPDgroup in order to consolidate its permanence in the international group.

At the same time, SEUR has created the first operations school to train its professionals. The main objective of this project is to train personnel with business content in order to be able to perform their tasks correctly. This school has been created with the collaboration of the ICIL Foundation. (SEUR, 2020d).

The school will develop its activity both online and face-to-face, using the blended methodology and depending on each profile will manage some study methods or others, in order to make it as effective as possible. This methodology allows greater efficiency by dividing the online and classroom content.

The creation of this school is not the only thing, SEUR is committed to training and has created a school for sales, leaders and delivery drivers, with the aim of enhancing the knowledge of employees and continuing business growth.

- Marketing Resources

SERVICE

SEUR offers the best services for the different types of customers it has and its main objective is to guarantee urgent transport in a safe manner to all those who are part of SEUR.

Taking into account that SEUR offers several types of shipping:

The service within SEUR can be standard service or complementary service. Well, the standard service: with this type of service, any package is delivered anywhere in the peninsula on the same day.

On the other hand, complementary services are those shipments that are made at 8.30 in the morning. They are those that require proof of delivery, deliveries and collections

are made on Saturdays and have the option of reimbursement. Within this type of service are also those orders that are shipped before 10.00 am. And they have the same protocol as the previous ones.

We offer urgent home delivery and collection services. This type of packages does not have a maximum weight established for the shipment and has wide coverage throughout the peninsula. (DPDgroup, 2021).

Deliveries are made throughout Europe. Unlike the previous ones, it has a maximum weight of approximately 31.5 kilograms and wide service coverage.

- **National Service**

Covers the entire peninsula, the Balearic Islands and the Canary Islands.

Peninsula: Door to door services with which we offer you the best shipping options depending on the urgency, which can be express shipping, SEUR 8.30, 10.00, 13.30 or even SEUR 24 hours.

Balearic Islands: Fast and safe, whose delivery is provided in one or two working or non-business days.

Deliveries with pick up or delivery in the Balearic Islands arrive in one or two working days (except Ibiza and Menorca): Proof of delivery, refund, SEUR plus, no declared value, exchange and management.

The delivery of inter-island parcels between the Balearic and Canary Islands takes a maximum of 2 days. You can choose between the different complementary services: Proof of delivery, reimbursement, SEUR plus, without declared value, exchange and management. However, in the Canary Islands, the air shipment has been carried out with the purpose of carrying out any shipment has a term of two or three days. Having coverage in Spain, Portugal, Ceuta and Melilla, Canary Islands, Balearic Islands, Madeira and Azores, also adding extra services. SEA: From any point in Spain, Portugal, Ceuta and Melilla. (SEUR, 2019).

- **SEUR COOL**

It is one of SEUR's strategies that allows the solution to transport fresh products at temperatures between 2 and 8 degrees. It develops a IoT technology, which allows to control the temperature of the packages.

This technology allows us to offer the customer an improved and renewed service. One of the most outstanding features is that it uses real-time traceability of the cold chain, from product collection to delivery, ensuring the highest product quality. In other words, they allow the process of product evolution in each of its stages to be carried out correctly. (SEUR, 2020b).

This type of service is developed both on the mainland and on the islands offering maximum coverage and deliveries should preferably be made before 13.30 hours, to maximize performance.

- **Complementary Services**

REFUND: Maximum security in the service. The collection is managed at the destination and the payment is obtained within 24 hours. It includes the service of loss or damage of the goods up to the total amount. (Uribe Benninghoff et al., 2017, p. 12).

SATURDAY DELIVERY AND PICK-UP: allows for Saturday delivery and pick-up of shipments as if it were a business day. (DPDgroup, 2021).

SEUR EXCHANGE: new goods are replaced by the old ones, due to maintenance to avoid the customer having to worry about managing it. (DPDgroup, 2021).

PROOF OF DELIVERY: certified guarantee of the delivery of the products. With delivery notes, either by web or by hand. (DPDgroup, 2021),

SEUR PLUS: this service guarantees the transport service in a circuit, assuring 1800 euros without justification. (DPDgroup, 2021).

SEUR DECLARED VALUE: All-risk insurance for the transportation of goods of special declared value. (DPDgroup, 2021).

SEUR MANAGEMENT: Legal formalities are included in this package. The goods are picked up and the transport is carried out, resolving shipping formalities. (DPDgroup, 2021).

PRICE

Seur's rates vary depending on the service provided by the customer. As we have seen, there are national and international shipments, so their price varies according to their

origin, whether national or international. To know exactly the price, they have made possible a simulation of this according to the service we want to perform. (SEUR, 2018)

SEUR specializes mainly in domestic shipments, offering affordable prices to both companies and individuals.

Similarly, SEUR bases its prices according to the type of shipment; if it is urgent, depending on the origin of the package it may take more or less days and, therefore, the price will be one or the other. Another factor to take into account when setting the price depends on the pick-up and delivery service and also depends on its weight and size.

DISTRIBUTION

Depending on the customer's needs, the company adapts to offer its services through different distribution channels.

SEUR offers door-to-door collection or delivery of packages, but also has collection and delivery points throughout Spain.

The different collection points are part of the Pickup network. This way of getting closer to the customer allows the customer full freedom to pick up his order or deliver it when he needs it or when it is convenient for him. In Spain there are more than 1,600 points of convenience, so that nearly 80% of the population has a SEUR collection point just a few meters from their usual home. (DpdGroup, 2020).

One of the means of distribution that is currently being promoted is Ecommerce logistics, which is expected to increase its turnover in the coming years. This means is called PackLink, which is based on lowering shipping costs and, therefore, allows parcels to be sent or received online, creating greater security for the customer.

Another distribution method worth mentioning is the entry of SEUR in Wallapop, an online platform for buying and selling second-hand products. The function of SEUR in Wallapop is based on the collection of the package, which through the Wallapop payment system, you can manage the collection from home and select the option "SEUR picks up the package", during the sale. We select the desired time of collection and the seller packs and packages the item. (BESEIF, 2021).

COMUNICACION:

SEUR promotes its communication mainly through its website. In this way, it manages to disseminate all the company's information to the customer more quickly. This leads us to be able to segment communications in a precise way, providing a high added value.

For this reason, it has developed the strategy of promoting email marketing as a technique of communication with the customer, through email. With this medium, they achieve direct contact with the customer database, which in turn provides a very high ROI and conversion rates, always complying with the general data protection law (RGPD 2018). However, the key tool is undoubtedly Mailchimp. It is the most used tool, it allows the customer to become familiar with the product and that creates the need in the customer. It offers templates to make up the newsletter, so that it is possible to segment the mailings (SEUR, 2021f).

Another communication tool can be Sendiblu, in addition to being a marketing tool, it offers an SMS marketing service, so that the company's social networking needs are solved. Today, we are studying the possible development of the communication strategy through Tinkle, which will be in charge of corporate communication and social media of Seur, carrying out public relations actions, developing activities such as 360°. (Agencia 360, 2021).

The SEUR Foundation is an organization dedicated to helping the underprivileged through solidarity logistics. Through the foundation, SEUR aims to create in the customer a sense of empathy with the most disadvantaged. In this way, SEUR obtains a value generated by the customer, which gives them a certain security. They have developed projects such as "Caps for a new life", which consists of collecting plastic caps with the aim of converting them into medical or orthopedic treatments for those who cannot afford these treatments. (SEUR, 2021f).

Thanks to the SEUR foundation, the company is able to offer donations from its customers to health personnel and these in turn to foundations throughout Spain. With the appearance of Covid-19, SEUR wanted to help by transporting masks, screens, hydroalcoholic gels and sanitary material donated by other companies. In fact, SEUR has delivered 450 kilos of sanitary footwear and hygiene products. During these critical months, transport played a fundamental role, and thanks to SEUR's commitment, many advances were made possible to stop the pandemic.

Por último, SEUR cuenta con “el blog SEUR”, que permite al cliente conocer la amplia gama de servicios de las que dispone la empresa y, además, permite mostrar quejas y sugerencias de los clientes para el progreso de la empresa. (SEUR, 2021f).

2.2. External analysis

2.2.1. Macroenvironment

The PEST analysis identifies the environmental factors that affect the company. In this way, we can group them into 5 blocks:

- POLITICAL AND LEGAL FACTORS:

A series of laws are introduced that act antitrust, laws in favor of the environment and health, regulation of foreign trade, on employment....

The political-legal factors affect the development of the company and, therefore, influence the policy that is developed in the country. Spain is part of a government with a democratic parliamentary monarchy. The executive power is formed by the Council of Ministers, chaired by Pedro Sánchez, who is the head of government. The set of institutions that influence the operation of the company at the local, regional and national levels: Castellón City Council, the Valencia Provincial Council, the Generalitat Valenciana, the Central Government and the European Union.

Spain currently has a mixed economy, in which the aim is to maintain political and economic stability. Currently, following the pandemic caused by COVID-19, both the political and economic sides have been destabilized.

According to the BOE, the service sector is regulated in different areas, both at European and national level. "Law 17/2009, of November 23, on free access to service activities and their exercise". (BOE, 2021, p. 1).

Retail Trade Law. Which regulates for-profit sales and activities. (BOE, 1996).

LOPD Law (Organic Law on Data Protection). It focuses on protecting the customer's personal data. (Gobierno de España, 2018).

Law on Information Society Services and Electronic Commerce in Spain. It allows the intensification of electronic commerce to contract a service online. (Jefatura del Estado, 2002).

- ECONOMIC FACTORS

One of the most important factors to take into account today is the crisis that has been generated after the development of the COVID-19 pandemic. . (ECONOMIA, 2021).

Considering that, the 2008 crisis already caused many deficiencies in the service sector, which has generated an economic recession that has lasted until the coronavirus crisis.

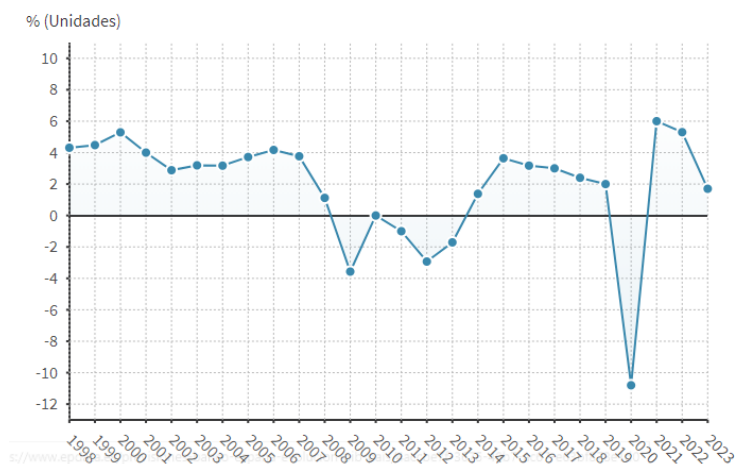
In 2020, the new economic recession begins, affecting the most vulnerable sectors, including the service sector. According to INE data, GDP has fallen by 18.5% since the third quarter of 2013 and the evolution of the economic recession, will depend on how COVID-19 evolves.

The activity of the service sector recorded a drastic drop due to the containment measures to contain COVID-19. According to studies, the PMI index, this activity decreased up to 23 points, with the destruction of employment. Faced with the drop-in activity and new orders, companies that are part of the service sector, changed drastically. Long-term concerns about how to keep service companies afloat for the next 12 months intensified. What was intended was to "try to quantify the magnitude and duration of the pandemic in terms of declines in GDP" but it is extremely difficult and there is a high probability that in the second quarter it will pick up". (Smith, 2020).

During the month of June 2020, service sector turnover was down almost 5%, year-on-year. Thus, unemployment also increased by -0.1% of employed personnel according to the statistics. (ECONOMIA, 2021).

As we can see in the following table, in the year 2020 we could observe the fall of the GDP in Spain after the Covid-19 crisis, however, a forthcoming recovery of the economy is expected, although with ups and downs (epdata, 2020).

Graph 1: Bank of Spain forecast of GDP evolution 2011, 2022, 2013.



Source: (epdata, 2020)

- TECHNOLOGICAL FACTORS

One of the most important technological factors for SEUR is the use of the latest technology. For this reason, resources such as transport used to carry out the commercial activity must be taken into account. SEUR's delivery drivers carry out their work through the Predict service, which allows the customer to know the estimated time of delivery and the delivery driver to be organized more effectively. In addition, it is worth highlighting the design of transport elements that are increasingly faster, more aerodynamic and with lower CO2 emissions. This is a great advantage for the company, as it allows them to be more efficient. (SEUR, 2021e).

However, the technology has also been disrupted during the pandemic, as it has been altered in such a way that 21 new facilities have been opened. In the wake of the Covid-19 pandemic, DPDgroup has demonstrated speed in non-contact deliveries. This has been thanks to technological developments in the infrastructure network. More than 100 new centers have been introduced.

In fact, the most used system has undoubtedly been E-commerce, which corresponds to the purchase and sale of services through electronic means.

With the aim of increasing its delivery capacity, SEUR has joined e-commerce, so that it carries out approximately 26,000 daily shipments per autonomous community. Thanks to the integration of e-commerce, the company increases its turnover by 4% per year, which has favored the increase in activity, thus meeting the investment plan. However, the technology has also suffered alterations during the pandemic, as it has been altered in such a way that 21 new facilities have been opened. In the wake of the Covid-19 pandemic, DPDgroup has demonstrated speed in non-contact deliveries. This has been thanks to technological developments in the infrastructure network. More than 100 new centers have been introduced.

With the aim of increasing its delivery capacity, SEUR has joined e-commerce, so that it carries out approximately 26,000 daily shipments per autonomous community. Thanks to the integration of e-commerce, the company increases its turnover by 4% per year, which has favored the increase according to the data obtained (INE), SEUR is one of the transport companies that can help you offer these advantages to your customers. As part of SEUR's services for E-commerce, the transport company lets buyers decide when, where and how they want to receive their package. Something that very few companies offer in activity, thus meeting the investment plan.

According to the data obtained (INE), SEUR is one of the transport companies that can help you offer these advantages to your customers. As part of SEUR's services for E-commerce, the transport company lets buyers decide when, where and how they want to receive their package. Something that very few companies offer.

- ECOLOGICAL FACTORS

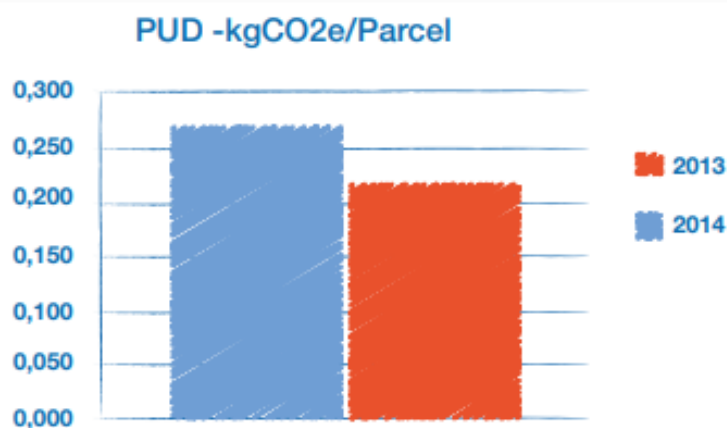
SEUR joins the initiative of the emerging circular economy. The aim is to give life to those products that have ceased to be useful by "sending them for repair", trying to break with programmed obsolescence.

In this way, it uses platforms such as sharing systems, which include transportation services such as cars or bicycles for rent by the hour, as well as exchanges of tools or specialized work equipment, passing from one person to another, making the circular economy effective.

A factor to be taken into account is that it is part of the responsible business strategy, so that it is responsible for reducing the impact on the environment. Since 2006, in its Corporate Social Responsibility policy, introducing the scorecard in order to increase the indicators of environmental impact reduction. Therefore, in order to reduce Greenhouse Gas emissions, international shipments are promoted so that they are CO2 neutral and at no additional cost to the customer. (SEUR, 2021a).

This new way of working has allowed seur to offset more than 65,000 tons of CO2 and reduce its emissions by almost 6%, which allows for a 99% reduction in the harmful particles that cause pollution in cities. (SEUR, 2021a), Since 2014, CO2 emissions associated with transportation per transported package have been reduced by almost 12%.

Graph 2: CO2 transportation emissions



Source: (SEUR, 2021a).

Seur is part of the SMILE project (Smart Green Innovate Urban Logistics for Energy efficient MEditerranean citis). This aims to contribute to the development of cities where the use of energy and, therefore, the distribution of goods is efficiently managed.

Since 2012, SEUR has been committed to a 30% reduction in the emissions generated per product package. The goal is to be the most sustainable company in the sector by 2025, generating 100% ecological deliveries, incorporating electric or natural gas vehicles and reducing the kilometers of routes by creating PickUp points. In this way we will be able to reduce carbon dioxide emissions by 51%. (SEUR, 2021a).

- **SOCIO-CULTURAL FACTORS**

One of the predominant factors in society are the shopping habits and the change in lifestyle of younger customers. Thanks to the study conducted by "e-shopper", we can differentiate the profile of customers and through what medium they purchase. This study certifies that approximately 17% of European shoppers shop online. The shopping habits are made in footwear, fashion, books and health and beauty products. (SEUR, 2021b).

Taking into account that the number of orders has increased by 9% compared to the previous year, the average expenditure of purchases made online at SEUR amounts to approximately €117.

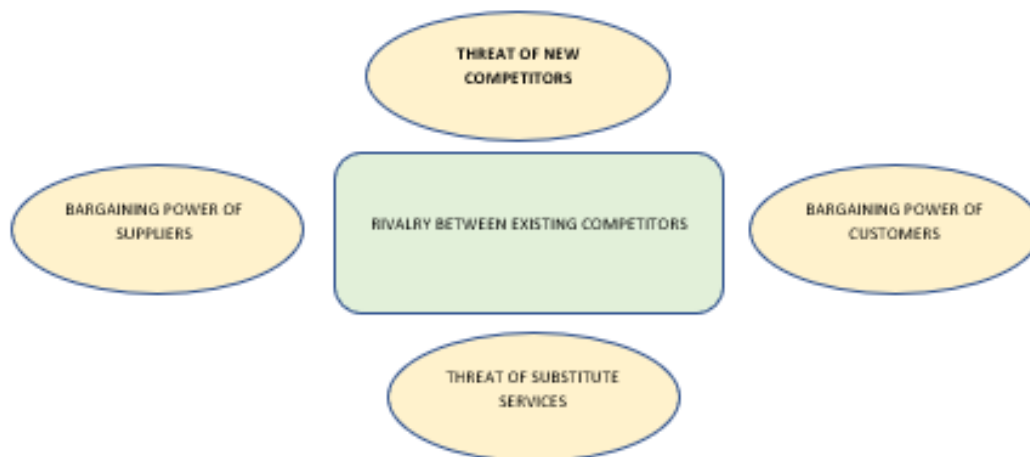
In conclusion, the study argues that the increase in average spending per family and individuals has increased in recent years due to the power of mobile shopping. Mobile commerce in Europe reached 17,000 million euros, which corresponds to an increase of 5.5% of total sales for the year. (epdata, 2021).

2.2.2. Microenthorn

In this section, we will analyze the strategic model introduced in business development by Michael Porter.

We will use the five competitive forces to analyze the sector and its degree of competition. In this way, we will be able to formulate strategies to take advantage of market opportunities and face threats.

Image 7: Porter's competitive forces.



Source: own elaboration from (Porter, 2008)

- **BARGAINING POWER OF CUSTOMERS**

In the case of SEUR, customers can be private or business customers. This type of customer is the one which has the greatest strength in the company. First of all, it is important to point out that there are more than 1,200,000 million customers, among which there are private and business customers.

The bargaining power of customers is high when the company's partners can develop new strategies to intensify shipments and this leads to an increase in the supply of this type of service. In this sense, the bargaining power for the private customer type is very low, as there is less and less demand for postal delivery. However, the business customer type gives a higher level of bargaining power, since the level of delivery is higher. This is due to the prestige and image of the company and the existence of similar services offered by other companies. (Economipedia, 2021).

The sector in which SEUR operates is considered easy to enter, since any individual or company that feels the need to provide this type of service can do so, and the company is also able to compete with the competition.

However, we can highlight a possible threat and that is that the services offered are very similar to those of the competition, which would generate that customer are constantly comparing prices and the value for money of the service offered. However, if we focus on services such as SEUR Clinic Frío, the customer's bargaining power decreases, since this type of service is considered special, and the company offers it for a specific use and requires the consent of DPDgroup and Geopost.

All those online sales platforms that integrate their Ecommerce with SEUR can also be considered customers.

In conclusion, since there are quite a few express delivery companies all over the country, we can say that the bargaining power of customers is high.

- **BARGAINING POWER OF SUPPLIERS**

It is generally said that the bargaining power of suppliers increases when there are few suppliers in the market. That is to say, if the supplier has more bargaining power than its customers, it will take actions that benefit it, such as price increases, favorable delivery times.

Focusing on the bargaining power of suppliers, SEUR depends on suppliers such as, for example, freelancers working for SEUR. These are the delivery drivers who carry out delivery and collection services. So, the more they work, the more income they get. In fact, they receive subsidies for the vehicle with which they make the deliveries. (SEUR, 2021d).

Another of the suppliers on which SEUR depends are those trucks that make deliveries between the larger cities, for example, Barcelona-Valencia, Valencia-Madrid... These trucks correspond to Habitrans and Volvo natural gas trucks, with the aim of promoting sustainability, so that approximately 50,000 liters of fuel can be avoided in a year. (IRU, 2021).

Finally, suppliers are considered to be those who provide the necessary office material for the development of the activity of each department. That is to say, the sub-supply of material for packaging.

In this case, the bargaining power is very low or even non-existent, since there is a wide variety of suppliers for SEUR. In other words, there is no specific supplier for the company.

- **THREAT OF NEW COMPETITORS**

In order for a new competitor to enter the sector, it must know the benefits available to companies in the sector and thus know whether entry into the sector would be profitable or not.

SEUR is one of the best-known express transport companies at national and even international level. As innovations and strategies have been introduced in the business, it has become more difficult to enter the sector, since a very high initial investment is needed to create a new transport network and the technological elements required for

its development. However, this sector has almost no barriers to entry. (SEUR, 2021c, p. 153).

In general, and by way of conclusion, the entry of new competitors is easy because the barriers to entry in the sector are very easy to overcome. This means that the entry of new competitors into the market is very easy.

- **THREAT OF SUBSTITUTE PRODUCTS AND SERVICES**

We talk about substitute services to those products that satisfy the same customer needs as SEUR.

There are countless similar services that substitute express delivery or shipping. However, one of the most threatening is email or Ecommerce, followed by instant messaging and social networks.

However, for SEUR it does not represent a very high threat as it does not represent more than 50% of turnover.

- **RIVALRY AMONG COMPETITORS**

There is rivalry among competitors when there are companies in the same sector which offer the same service. The greater the rivalry between companies, the greater the limitation of the sector's profitability, and depending on the intensity with which the companies compete and on what they compete, the rivalry will reduce the sector's profits. (Porter, 2008).

In SEUR there are a large number of competitors in the market and slow growth in the industry. This is because some companies in the industry only grow if they take market share from other companies and this is what increases rivalry among competitors.

2.3. Competitive Analysis

2.3.1. Levels of competence

When several companies compete with each other, it means that they satisfy customer needs better than the competition. For this reason, companies compare their products and services, price, communication and distribution channels with respect to those of their competitors. (Economipedia, 2020).

For this reason, in order to carry out a correct analysis of the competition, first of all, we will identify SEUR's main competitors. Secondly, we will evaluate the objectives,

strategies, weaknesses and strengths. And, thirdly, we will select those competitors that SEUR must avoid or confront.

SEUR's competitors will be those companies which develop their activity in the express delivery sector. There may be, therefore, direct competitors, which offer similar services to ours and are in the same geographical area. And indirect competitors, which will be those that offer similar services, but, in addition, offer different ones.

However, there are 4 levels of competition according to the consumer:

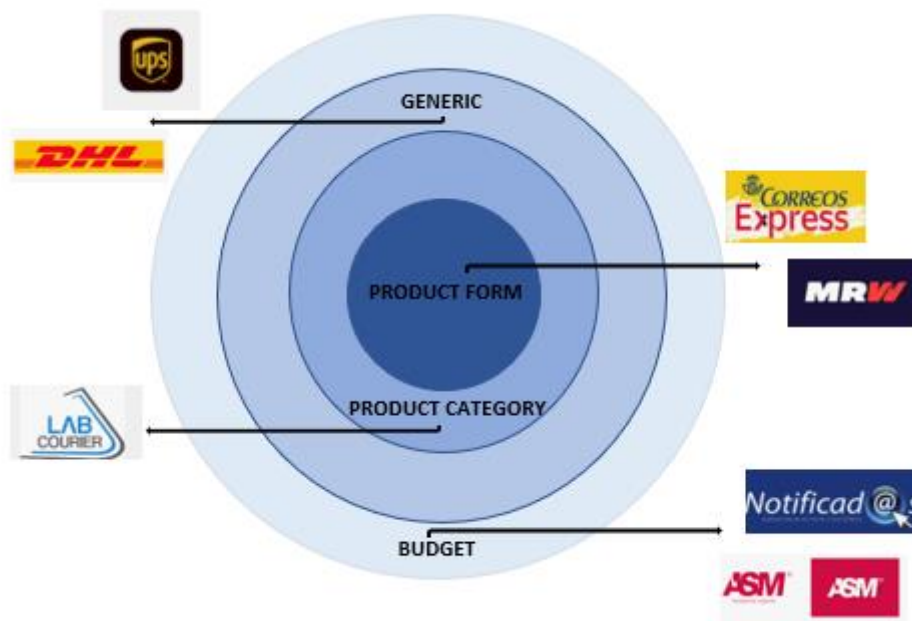
PRODUCT FORM: within the first level of competition are those companies that offer the same products and services. Therefore, their direct competitors would be: MRW AND CORREOS EXPRESS. Both groups specialize in express delivery and e-commerce. MRW maintains the balance between quality-price.

PRODUCT CATEGORY: indirect competitors are placed in the second level of competition. They are those companies that offer services with identical characteristics, but in a different way. In addition to offering activities related to express delivery, they carry out other deliveries. Among them is LAB COURRIER, a company which, in addition to goods, transports urgent biological and laboratory samples.

GENERIC: the third category is made up of competitors that satisfy the same need. The closest are TIPSA, which deals with direct parcels, and UPS, which transports parcels from all over the world and is not only focused on the national territory.

BUDGET: the last level is made up of those competitors who are fighting for the same budget. That is, companies that have the same expenditure, but performing another type of activity. These could be the burofax notifiers and ASM, which is being acquired by GLS.

Image 8: Levels of competence



Source: Own elaboration

2.3.2. Some competitors

According to (FANDOS AND ESTRADA 2019), "from a marketing point of view, the main competitors are those that satisfy the same need as the company, that is, those that have the same reference market as the company".

In SEUR's sector, there are many companies that offer the same service. Analyzing SEUR's competitors, we see that they are all those companies dedicated to the transport of parcels and courier services that have a direct influence. In the case of SEUR, it is affected by those companies with a similar turnover, logistics and size. Therefore, they would be those companies that are part of the express transport network, but as the competition covers more ground than just those that belong to the same transport network, we will mention those competitors from the public sector and those that belong to the type of integrating company. That is, MRW, Correos express, UPS, DHL express and GLS, so that we will focus on the competition in the courier and parcel market.

However, in the following, we will analyze those competitors that are in the first level of competition, since they are the ones that offer similar services, billing, logistics and prices to SEUR.

As direct competitors, we find MRW, GLS, DHL and Correos Express.

In the first place, MRW is dedicated to the transport of courier and parcels, whether by land, air or sea, and, like SEUR, it offers a wide range of timetables for shipments, including in this type of shipments the transport of animals, which differentiates it from the rest. It is the leading company in the express transport sector in terms of establishments and the second in terms of turnover, below DHL.

Its main feature is its rapid growth in direct marketing campaigns, where its strategy is based on speed and good service. It has a wide variety of product lines, all of which guarantee the highest quality of service. It is characterized by its responsibility with the environment, reducing CO2 emissions in its transportation. The average price is very varied, depending on the type of delivery, the most economical, which are usually shipments of individuals and the higher priced, corporate and international, standing above the average. (OCU, 2021)

Another factor to take into account is distribution and communication. On the one hand, distribution is done through physical stores or online. With the Covid-19 crisis, e-commerce shipping has been boosted and has had a greater boom than shipping or delivery through physical stores. On the other hand, it carries out different communication tools with commercial discounts and advertising, through all kinds of media.

Secondly, DHL is the company that stands out because it personalizes the delivery of parcels and courier services according to the customer's preferences. It focuses mainly on small and medium-sized companies. For its part, DHL increased its success based on the innovative idea of sending the documentation related to the order, before the order itself, committing to the customer to make a secure shipment.

Like its competitors, DHL has a wide range of product lines, made up of the different services the company offers, with the aim of providing peace of mind and security to the customer during shipment. Prices vary according to the type of delivery, whether domestic or international, and depend on the size of the package.

According to studies realized about shipping delays in (OCU, 2021), shipping delays are longer and prices are higher than the competition.

In this context, another factor is the distribution and communication carried out by the company. On the one hand, the means of distribution are through a physical store and an online store, with extensive development of e-commerce, which allows orders to be placed anywhere in the world due to its large international extension. On the other hand,

in terms of communication, it develops commercial promotions through social networks, interactive marketing and all kinds of advertising.

Thirdly, GLS is the company that is dedicated to logistics and distribution throughout Europe and around the world, which makes it different from the rest. (Comisión Nacional de los Mercados y la Competencia., 2015).

Unlike the rest, it presents great development in corporate social responsibility and leaves no one behind, providing employment to anyone who needs it, ensuring the safety of all employees, and, above all, with the environment, since among its objectives is sustainable development.

It stands out mainly for offering very affordable transportation services for the consumer, but with ample delivery time in most of its shipments, whether domestic or international. (GLS, 2021).

As for distribution, it has several companies that are delivery points, where the customer can pick up or deposit the package for shipment. As well as online. On the other hand, it is characterized by sustainable and effective communication practices, offering customers discounts and promotions on its services, as well as information on its extensive catalog.

Finally, it is worth mentioning competitors that are part of the public administration, as is the case of Correos Express, which is dedicated to parcel delivery and express courier services of the Correos Group. Unlike the rest, it has two methods for sending packages: Correos Paq 72, are those shipments that are made in 24 hours and home delivery, nationwide and Correos DropOff, are those shipments and collection that are made in post offices nationwide, between 48/72 working hours. (Correos, 2021).

In comparison with other companies, Correos Express is the most economical and has the shortest delivery time. This makes the customer more interested in making both the shipment and the collection through the company.

As for distribution, it can be done through local offices and shipments can also be managed online, but normally the customer chooses to go to the office. As it is part of the public administration, it does not need to carry out promotion and advertising campaigns as massive as the rest of the companies.

Table 1: Competitive comparison

COMPETITORS	PRODUCT LINE AVERAGE	PRICE	DISTRIBUTION	COMUNICACION
MRW	Envelopes and bubble bag	Envelope (free)	National (Canarias and Baleares islands)	Commercial promotion (discounts in physical store and website)
	BIG-BAG	0,40€	National, 24 hour delivery	
	Corporate boxes	0,80€		
	Bottle boxes	1,50€		
	Pet transport	14€	National and International (supplement)	Direct marketing (use of social networks) and advertising (TV commercials, radio, magazines...)
GLS	Business Small Parcel	12€	National	Interactive marketing
	Parcel shop	11€, 17€ and 13€ - depending on the country. Europe 25-40€	Peninsula, Baleares and Portugal. Europe	Commercial promotion in e-commerce
	Economy Parcel	17€	International, 24 hour delivery	
DHL	Worldwide exportation	>300€	National and international	Interactive Marketing
	Packaging	3€	National 24 hours delivery	Commercial promotion in e-commerce
	Dangerous goods	20-80€		

	Economy Select	>100€		Direct marketing
CORREOS EXPRESS	Paq 24	13€	Nacioal 24 h	Direct marketing
	DropOff	12€	Nacional 48-72h	
	Paqe 10 y 14	12€	National and island	Email marketing

Source: own elaboration

3. SWOT ANALYSIS

Once we have carried out the internal and external analysis, we can present the possible threats and opportunities that exist in SEUR's market, which would form part of the company's external analysis, as well as its weaknesses and strengths, which would form part of the internal analysis. In other words, the SWOT analysis, which is a business strategy tool from which we can learn about the internal and external vision of the company.

Image 9: swot analysis



Source: own elaboration

- WAKNESSES

LITTLE DIFFERENTIATION: SEUR offers a very little differentiated service from the competition, since within the sector transport companies carry out the same activities and usually provide very similar services.

NO BARRIERS TO ENTRY: in this sector there are few barriers to entry for new competitors, which has a negative effect on price as it makes it difficult for a business to enter the market and therefore reduces the possibility of competition.

REDUCED NUMBER OF PHYSICAL STORES: the limited development of physical stores is also a weakness for the company, since the customer is more limited and, therefore, the number of sales is reduced and with it the number of total annual revenues.

NO SAME-DAY DELIVERY: another negative factor is delivery times. As we can see, SEUR delivers in at least 48 hours, which means some delay for the customer and, in some cases, can lead to the purchase of these services from the competition.

LITTLE TRAINING IN TIC: to these, we could add the lack of training in ICT applied to logistics and transport, so that different technologies can be adopted that allow us to know how it works, where it is applied and why.

- STRENGTHS:

ELEVATED BRAND IMAGE: SEUR has, since its beginnings, a good brand image, due to its high quality in the services it provides. This allows it to "leave a mark" on each of the customers who request its services so that, in the future or not, they will request them again. This brand image carries with it the needs and desires of customers, which promotes customer loyalty.

NATIONAL AND INTERNATIONAL NETWORK POINTS: guarantees very wide sales network points both nationally and internationally. In this way, it is possible to locate and enhance the points of connection across borders, which intensifies the company's revenues.

QUALIFIED PROFESSIONALS: as the company grows, employees take more training courses, which allows them to be more experienced and more qualified. The company needs to differentiate itself from the competition.

HIGH LOGISTICS INVESTMENT: this means that the company grows as investment increases. For SEUR, investment in logistics leads to an increase in the strategic value of the company and creates advantages that competitors do not have. This change starts within the supply chain and allows the company to serve all markets and customers.

E-STAMP: at the same time, the company has been awarded the E-STAMP for Business Excellence in logistics and transport for the B2C sector, which allows the company to be recognized as the best partner for e-commerce and is committed to e-commerce and quality of service.

- THREATS:

FUEL PRICE AND ENVIRONMENTAL LAWS: we could highlight as threats the high price of fuel and the introduction of environmental laws, which are increasingly aggressive and penalize for the emission of polluting gases, which implies the replacement of all means of transport that emit such gases.

GDP INDICATIVE FACTORS: these economic factors, such as GDP, are a threat to the company, since due to the Covid-19 crisis, its indicators have been altered. This has caused the level of sales to decrease despite the high demand for these services during the months of confinement.

INCREASE IN COMPETITION: Finally, the requirement of the low level of investment causes the introduction of new companies in the sector and therefore, greater competition for SEUR. The great majority of the companies which carry out the same type of activity have the same know-how and capabilities which SEUR has for attracting customers and offering similar services at reduced prices.

LACK OF TECHNOLOGICAL DIFFUSION: In fact, another of the threats to be highlighted is the lack of technological diffusion centers. That is to say, those centers that support and help the fabric for the knowledge of the ICT.

- OPPORTUNITIES:

TECHNOLOGICAL DEVELOPMENT: highlights the application of technology for logistics. That is to say, the increase in technological development when developing business activity, so that the service process is monitored.

INVESTMENT IN INFRASTRUCTURE: this involves an increase in investment in infrastructure, in order to guarantee the strategy of differentiation from the competition.

PRODUCT LINE DEVELOPMENT: Another great opportunity for the company would be the development of new product lines. This would increase the company's total profits and therefore improve profitability.

INVESTMENT IN E-COMMERCE: it would be a great opportunity, the strong investment in e-commerce, since e-commerce would be enhanced, assuming an upward trend in factors such as transportation and logistics.

4. SEGMENTATION, OBJETIVES AND POSITIONING

4.1. Segmentation

Segmentation is the process aimed at identifying consumers with grouped preferences with the purpose of establishing for each selected group an offer, or differentiated marketing program (Vallet, 2015:104). Therefore, it is time to identify the target market. With this, after analyzing the various factors, which directly affect the company, we know that the market is composed of several segments.

By analyzing the segmentation of SEUR, we can see that, depending on the type of service purchased, we will talk about one customer or another, with different characteristics. We can develop the segmentation analysis thanks to SEUR's e-commerce and use of social networks, since in this way we can segment each visitor according to what they are looking for.

Therefore, the company needs to develop the necessary resources effectively in each segment, responding to the needs of customers and the company. Although SEUR is dedicated solely to express delivery, it is important to take into account the different types of service that attract customers.

Within SEUR's target public, similar characteristics stand out, such as the search for standardized prices and a personalized service for each customer. This type of target audience is made up of customers who are looking for a unique service that meets their expectations and customers who have the same preferences.

With this, based on economic, demographic, and sociocultural data, we will be able to relate the results obtained in the external analysis to consumer behavior, and thus know the specific characteristics of our target audience.

In the socioeconomic context, being a company that is very well recognized by society, it has medium-high prices, but it can target groups with medium purchasing power, as opposed to competitors, which, as we have seen previously in the SWOT analysis, can be a threat and an opportunity.

In the demographic context, the target public can be in a wide age range, divided by population segments and both sexes, without distinctions.

Finally, it could be said that, those people who have a job or the busiest days are those people who make use of this type of service, since they do not have, in most cases, almost no time to go to physical stores and shipments are made through these means.

In this sense, we can divide the segmentation criteria into three different groups:

Market Segment 1 (MS1), Market Segment 2 (MS2) and Market Segment 3 (MS3).

(MS1). People between 25 and 40 years old with a medium-high purchasing power:

This is the largest group, due to the wide age range. In this group we find different people with different tastes and needs, which can be combined with the rest of the segments that we will see below. This group of people have in common the frequency of purchase or demand for express home delivery. It is a group of people who, due to different routine behaviors, do not have much time for leisure and do it online.

(MS2). People from 41 years old with less leisure time:

Today this is one of the main segments of express customers. Their purchases tend to be stable and with a high purchase frequency due to their income level. The purchasing behavior of this type of customer is usually based on the experience of previous purchases and they put their full confidence in the success or failure of these purchases.

The level of purchase of women predominates over the level of purchase of men, since they tend to be more innovative for leisure and tend to have a greater capacity to organize their time, while men have a more varied leisure and do not stick to this type of purchase.

(MS3) Retired and elderly people with little access to the Internet:

The most common purchase made by this type of customer within the sector is through physical stores. For this reason, the incidence is lower and so is the level of purchases. This is largely due to the low incidence rate on the Internet and social networks. It would be advisable to increase the number of physical stores and set balanced prices so that this group of customers can increase the incidence of purchase. In this way, we would motivate the purchase and we could even motivate the learning, by this type of customers, of online shopping. Since the frequency of purchase by this means is lower and the purchase of substitute products available from the competition is being encouraged.

In short, as we have seen in this section, the age range covers almost the entire population sector, but each segment has different characteristics that are useful for developing key elements for SEUR when it comes to addressing all customers.

4.2. Positioning

Once SEUR's target segments have been identified, we will go into detail by analyzing the positioning maps, based on the previous analysis and placing them next to the competition, according to the flexibility of the service provided, price and depth of the portfolio of services offered.

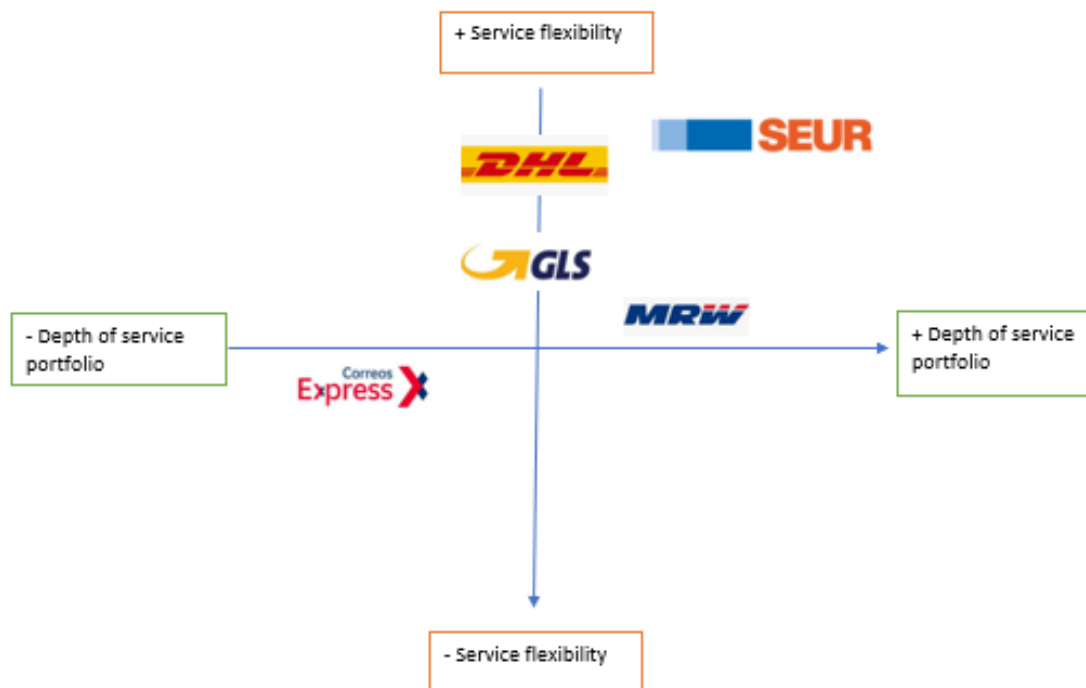
The positioning map allows us to know where SEUR is positioned as an express transport company in terms of the flexibility of the service provided with respect to price. That is, the flexibility of the service in the face of the different changes that may arise in the event that the customer is unable to pick up the package and the flexibility to offer the customer the tracking of the package they are waiting for and where to pick it up. As for the price and the depth of the service provided, we can see that depending on the company, it can be in direct competition with SEUR since they have the same relationship.

Graph 3: service flexibility with price



Source: own elaboration

Graph 4: service flexibility with dept of service portlio



Source: own elaboration

4.3. Objectives

As we have seen, SEUR focuses its activity basically on express delivery, considering that customer preferences are homogeneous. Even so, there are different preferences among consumers, according to different lifestyles. The objectives are intended to be achieved within one year, and once this period is over, they are reviewed and updated for the following period.

We can group the objectives with the purpose of:

Increase business relationships:

5. Increase visits in physical stores by 20% in one year.
6. Improve phone applications by more than 50% in the short term.
7. Customer satisfaction in the short term.
8. Increase customer loyalty in the first year.

Intensify marketing activities:

- Increase the level of shipment and pick-up in the next 12 months in physical and online stores.
- Expand networks into new geographic markets in the short term.

Financial objectives:

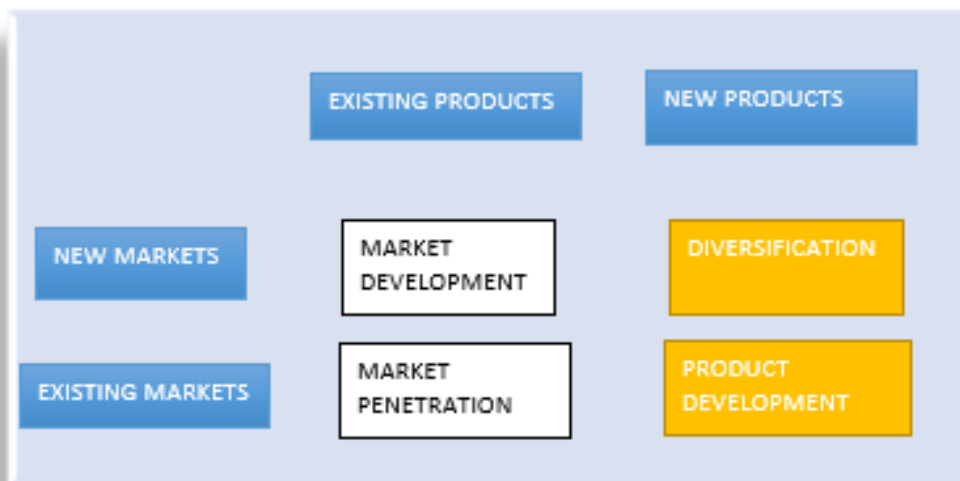
- Increase profits by 10% over the next 12 months.
- Grow sales by 20% in the short term.

5. STRATEGIES

5.1. Marketing strategies (diversification and growth)

To determine the growth strategy that SEUR needs to employ for its development, we will use the Ansoff growth matrix.

Image 10: Ansoff growth matrix



Source: own elaboration.

According to the different strategies of the parent company, it would be advisable for SEUR to introduce the development of the company's activities in its market. As a general rule, there are two types of growth strategy; diversification strategy, which focuses on the development of new activities which are not related to those existing

within the company, and expansion strategy, which refers to the strategies of product development, market development and market penetration.

Going into detail, from SEUR's corporate point of view, we need to develop markets with current products, that is to say, to make SEUR's services available to the whole world and to promote it through the positive effect it can have on third parties.

As part of the DPD group, they are able to offer their services to more than 91 countries around the world, facilitating access to new markets and distribution channels. Thanks to Predict and Pickup, this strategy is possible, as it favors the consumer's purchasing vision and gives them peace of mind when they see the status of their order.

5.2. Competitive strategy in relation to the competitors' environment

SEUR has the competitive advantage of customer exclusivity, so it is considered that the competitive strategy that corresponds to it is that of differentiation.

For this reason, it emphasizes each characteristic of its services, which makes them stand out from the competition. It does this in different ways: in terms of differentiation with its customers, it intensifies this through marketing and the image that SEUR has as an express transport company. In this way, it is also able to differentiate itself by creating links between companies, within its own company and with its customers or with other companies, together with its distribution channels.

It carries out a horizontal differentiation, since the service is practically the same as that of its competitors and it is the customers who choose according to their preferences.

The strategies it has carried out could be the differentiation of its services, considering itself the best in terms of speed, quality and safety. Also, the development of Just-in-time follow-up techniques, together with the development of new points of sale and logistics network and, finally, its intention to intensify international alliances. (PDCV, 2015)

In view of this, SEUR is committed to improving the quality of service. This could lead to an increase in prices compared to the competition and, therefore, to develop a joint strategy of cost leadership and product differentiation.

In addition, by joining DPDgroup, they have developed a Corporate Social Responsibility strategy, so that the SEUR team reinforces its commitment to socio-environmental aspects. Thus, they are responsible for reducing carbon use, increasing entrepreneurship and innovation for new companies.

Finally, as stated in the Commercial and Sales Management Program, given by SEUR's corporate director in 2015: "we are the differentiating element in our market, SEUR's strategy is based on five pillars with the customer as the epicenter: growth, innovation and service vocation, competitiveness, talent management and commitment to society". (PDCV, 2015)

6. ACTION PROGRAMS

In order to achieve the objectives described in the previous sections, it is necessary to establish a series of marketing action plans. One factor to take into account is that it is necessary to hire a person to carry out some of the actions detailed below.

ACTIONS FOR EACH OF THE OBJECTIVES

- **Restructuring of the product lines in the physical store.**

In this way, we could increase the number of visits in physical stores and thus, we could increase profits and, therefore, 20% of sales. In this way we would achieve objectives 1 and 7.

For this purpose, a budget of €100 has been allocated and it is planned to be carried out within 12 months.

We could say that all marketing activities are interconnected, but this one could influence the rest, since the fact that visits to the physical store are boosted could increase sales and therefore profits for the company. This means that, indirectly, it is interrelated with the activities of the marketing mix. That is, with sales promotion, enriching the role of salespeople and their ability to detect customer needs. This would create the need for customers to visit physical stores, increase demand, which would generate a restructuring of physical stores. In addition, it would allow new changes to be made to existing products based on customer needs.

In SEUR's physical stores there are different sections from which the different types of service are differentiated, as described at the beginning of the project.

In fact, the aim is to implement new controls and productivity standards, correcting possible deviations. This will increase productivity by 10% and facilitate the achievement of these objectives.

- **Improve delivery and merchandising conditions.**

What we really aim to achieve is, that customers leave satisfied after their purchase and, therefore, increase the levels of shipping and collection. In the same way, we could reach new geographic markets, both national and international, and improve phone applications by more than 50%. This would involve achieving objectives 2, 3 and 6.

To achieve these objectives, we would need a budget of approximately 1400€ and we could achieve it in half a year.

In order for us to have the different services offered by SEUR, several changes and modifications are recommended at the time of sale, that is, in the shipping conditions and the commercialization of the services. In this way we will be able to increase the level of sales of the services and get new customers to feel the need to buy the SEUR service.

Therefore, we could develop a merchandising strategy. Through television channels, radio, social networks or through the use of sponsored posts on websites. For this, we need to generate a special experience in the customer, where he himself can try each of our services and stay calm after making shipments or receiving their products.

Going into detail, this type of action could be related to the marketing mix activities that are part of distribution. That is, the means by which packages reach the consumer and vice versa. In this way, costs would be reduced and the level of customer satisfaction would increase, and with it, the need to demand these services again.

In conclusion, this type of strategy should focus on attracting customers to the service and making it easy for them to understand. Therefore, it is important to improve the shipping conditions of the products. For this we will have different shipping options for the customer, so that he can go to a physical store or pick up at home. This means convenience for the customer and reliability at the time of delivery, which will generate future sales.

- **Create a price search filter on the website.**

This would allow us to achieve the objective of improving the applications of the website and even enhance the applications of social networks and therefore, increase customer loyalty in the first year. That is to say, to achieve objectives 2 and 4.

The aim is to achieve this in September in order to boost the campaign at the beginning of the academic year. The expected expenditure for this purpose is close to 300€.

We could say that one of the most used filters to see the products on the website is the price, together with the additional shipping costs and delivery conditions. Since it is one

of the most used tools by consumers in Spain, we have proposed the action of creating a service search filter according to the affordable price for the customer.

This action is closely related to the price strategy, within the marketing mix of the company. As we know, price is one of the variables that most affect the decision to purchase or not a service, although it is not always the relevant factor. The fact of establishing a price filter for the search of the different services allows the customer to know each service based on the price, compare them and decide, based on the characteristics, which one he would acquire.

With this, we would also intensify the E-COMMERCE strategy and get the users who visit our website to feel the need for the service after knowing the price of what they need, thus improving the company's profits.

- **Temporary sales promotion.**

Thanks to this action plan we would achieve objectives such as an increase in the number of shipments and collection of packages and, therefore, an increase in sales. In other words, we would achieve objectives 5 and 8 of our plan.

It would not involve any additional cost and is expected to be carried out in a maximum of two months. The interesting thing would be to carry it out during the months prior to Christmas and special dates, since during these dates are usually made both national and international shipments to family and friends.

Since there is a lot of competition, it is important to create a temporary sales promotion at least once a year. In this way, we will get the customer to notice and want to buy our products at a lower cost and not those of the competition and thus increase purchases in the short term.

This action is closely related to the promotional tool of the marketing mix. That is, communication by the company about the services it provides, with the sole purpose of informing, persuading and reminding the target public that it needs this service. Therefore, the promotion interferes in the behavior and activities of each of the customers before the service provided.

With this, we would be able to make known the new products, as well as those that already exist or the changes in price, size... With the purpose of encouraging the purchase, through the stimulation and increase of the demand. In this context, it could be carried out without any inconvenience, although it depends on variables such as price and production.

- **Customer Loyalty program.**

With this action we would manage to increase visits to the physical stores and the company's profits. Building customer loyalty is very important for the company because, in this way, we would prevent the growing competition from taking away our customers. It is planned to carry out this type of action at the beginning of January and thus intensify purchases on special dates. In other words, we would achieve objectives 1 and 8.

So, the idea is to create a card to link customers to the company by making them members of the SEUR club. In this way they will be able to benefit from discounts in which, depending on the day of the week, they will be able to obtain one discount or another. That is, from Monday to Friday there will be a 7% discount on subsequent purchases, and on Saturdays and Sundays there will be a 5% discount. They will also be able to redeem points that will be converted into euros for subsequent purchases.

The card allows SEUR to know the tastes and preferences of each customer and with this we could offer the customer what they need in the shortest possible time. For this type of action, a budget of 50€ would be enough to manufacture all the cards.

We could ensure that this type of action is linked to the tool of communication. Communication allows to build positive relationships between the company and the customer. This type of action is very well linked to this tool because it offers the customer precise information on what he needs and on the advantages of the service that can be provided.

- **Optimization of distribution channels.**

After carrying out this action, we intend to guarantee the success of the services provided. With this, we would be able to optimize commercial relations and therefore, sales would grow considerably. This leads to achieving objectives 3 and 6.

It is advisable to carry out this action during the fourth quarter of the year, since the results could be ready by the beginning of the year, and we could start the year with an increase in sales compared to previous years.

The optimization of the different distribution channels at SEUR refers to managing the channels efficiently, optimizing bookings for revenue management. In this way, we can control the demands and needs of individual customers. This will be done by adapting the channels towards B2C and B2B. This allows both the customer and the company to have greater control over the purchasing process, from the comparison of services to

the mode of shipment. This would be thanks to the creation of service information management, so that the efficiency of the distribution channels could be controlled.

This type of action is closely related to the distribution tool within the marketing mix of the company. In which we could establish level 1 distribution channels, i.e. there is only one intermediary who has a direct relationship with the consumer.

- **Execution of campaigns for APP downloading.**

We can develop this action in order to achieve the goal of improving the use of applications by 50%. We could improve it by obtaining them through QR code downloads and offering discounts for registering at the time of downloading.

This would lead to a massive download of the APP and customers could become familiar with the services provided by SEUR. These campaigns would provide some discount code that the user would have to integrate when registering as a user, which is what will help us to measure a new download. In addition, the app reminds the user that he/she has a discount pending to be used and that the shipments on this occasion, we could get them through push from the app itself.

This type of action would be interesting to carry out during the summer months, as these are the months when the vacations begin, and customers tend to place orders through the APP. This action would not involve a high cost for the company, only the discount percentages and coupons that are offered to the customer after installing the new APP.

This action is perfectly related to the promotional marketing mix tool. In fact, thanks to the promotion, we could even increase sales since it is developed for a limited time, so we could get an immediate measurement of the results in that short period of time.

7. SCHEDULE AND BUDGET

In this section, we will keep in detail the action programs where we will be able to see the total budget of the objectives and actions we intend to achieve. Through a table we will be able to distinguish the calendar with the different actions. In yellow, the month of execution is marked and in green, it indicates that it is still in execution.

Table 2: schedule and budget.

ACTION DESCRIPTION	Budget	Aug	S	O	N	D	Jan	F	Mar	Apr	M	Jun	Jul
Restructuring of product lines in physical stores.	100€												
Improve shipping and merchandising conditions.	1400€												
Create a Price filter and offers on the website.	300€												
Temporary sales promotion.	-												
Customer loyalty program.	50€												
Optimization of distribution channels.	-												
Execution of APP download campaigns..	20€												

Source: own elaboration.

Fixed budget: 100€+ 1400€ + 300€ + 50€ +20= 1870€ total.

8. CONTROL

In order to carry out the marketing activities developed above and ensure the achievement of the detailed objectives it is important to establish the different control guidelines. In this way, we will achieve the expected success, once we have established indicators and tools to control it objectively. In the following table, we will see the objectives and actions, the type of control to be carried out and the periodicity These could be:

Table 3: control

Objectives	Control	Frequency
Increase visits to physical stores by approximately 20% in one year.	People control device at the physical store entrance	Monthly
Improve website applications to 50% in the next 12 months.	Send website subscriptions by e-mail.	Quarterly
To achieve customer satisfaction after sending or receiving their package, within one year.	Average rate of satisfaction surveys	Semiannually
Increase the level of shipping and collection in the next 12 months, both in physical and online stores.	Measuring the time between order and shipment	Monthly
Expanding networks in new geographic markets in the short term	Promoting applications for existing services and approaching new segments	Quarterly
To increase SEUR's profits by 10% over the next 12 months	Evolution of turnover data and review revenue per year and compare it with the previous year's sales.	Annual
Sales growth of 20% in the short term	Promoting the use of new technologies.	Annual

Source: own elaboration

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