



**UNIVERSITAT  
JAUME·I**

**MARKETING PLAN OF**

**GESIS**  **digital**  
**Suministro y Mantenimiento Informático**

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## INDEX

<b>1. EXECUTIVE SUMMARY</b> .....	<b>6</b>
<b>2. SITUATION ANALYSIS</b> .....	<b>7</b>
<b>2.1 Internal analysis</b> .....	<b>7</b>
<b>2.1.1. Company's presentation</b> .....	<b>7</b>
<b>2.1.2. Company resources</b> .....	<b>9</b>
2.1.2.1. Human Resources.....	9
2.1.2.2. Physical Resources .....	10
2.1.2.3. Marketing Resources.....	10
2.1.2.4. R&D.....	20
2.1.2.5. Corporate social responsibility .....	21
<b>2.1.3. Company capabilities</b> .....	<b>22</b>
2.1.3.1. Distinctive capabilities .....	22
2.1.3.2. Value chain.....	22
<b>2.2. External analysis</b> .....	<b>24</b>
<b>2.2.1. Macroenvironment (PESTEL analysis)</b> .....	<b>24</b>
2.2.1.1. Political Factors .....	24
2.2.1.2. Economic Factors.....	26
2.2.1.3. Sociocultural Factors .....	28
2.2.1.4. Technological Factors .....	29
2.2.1.5. Ecological Factors .....	32
2.2.1.6. Legal Factors.....	33
<b>2.2.2. Microenvironment</b> .....	<b>36</b>
2.2.2.1. Bargaining power of customers .....	37
2.2.2.2. Bargaining power of suppliers.....	38
2.2.2.3. Threat of new entrants.....	38
2.2.2.4. Substitute product threat.....	39
2.2.2.5. Rivalry between competitors.....	40
<b>2.2.3. Competitive analysis</b> .....	<b>41</b>
2.2.3.1. Levels of competence.....	41
2.2.3.2. Main competitors .....	42
<b>2.3. Market analysis</b> .....	<b>46</b>
<b>2.3.1. Industry analysis</b> .....	<b>46</b>
<b>2.3.2. Consumer analysis</b> .....	<b>50</b>

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<b>3. SWOT ANALYSIS</b> .....	53
<b>4. MARKET SEGMENTATION</b> .....	56
<b>4.1. Positioning</b> .....	<b>59</b>
<b>5. MARKETING OBJECTIVES</b> .....	60
<b>6. MARKETING STRATEGIES</b> .....	62
<b>6.1. Growth and diversification strategy</b> .....	<b>62</b>
<b>6.2. Competitive strategies</b> .....	<b>63</b>
<b>6.3. Strategy as a competitive advantage</b> .....	<b>63</b>
<b>7. ACTION PROGRAMS</b> .....	64
<b>7.1. Summary of action plans</b> .....	<b>64</b>
<b>7.2. Service decisions</b> .....	<b>66</b>
<b>7.3. Price decisions</b> .....	<b>66</b>
<b>7.4. Distribution decisions</b> .....	<b>67</b>
<b>7.5. Communication decisions</b> .....	<b>68</b>
<b>8. SCHEDULE</b> .....	75
<b>9. BUDGET</b> .....	76
<b>10. CONTROL</b> .....	77
<b>12. BIBLIOGRAPHY</b> .....	78

## INDEX OF FIGURES

Figure 1. Suppliers.....	8
Figure 2. Organization chart.....	9
Figure 3. Location.....	10
Figure 4. Categories and Product Lines. ....	12
Figure 5 Categories and lines of services.....	13
Figure 6. Steps to buy online. ....	17
Figure7. General service flow diagram.....	19
Figure 8. Social networks and email.....	20
Figure 9. Barcelona Cybersecurity Congress.....	21
Figure 10 Aeno, SGS, CE.....	21
Figure 11. Distinctive capabilities of Gesis Digital. ....	22
Figure 12. Value chain. ....	23
Figure 13. Number of users and global Internet penetration in the world. ....	29
Figure 14. Porter's Five Forces Model.....	37
Figure 15. Influence of Porter's Five Forces on Digital Gesis.....	40
Figure 16. Levels of competence.....	41
Figure 17. SWOT.....	53
Figure 18. Gesis Digital market-service. ....	57
Figure 19. Market segments.....	58
Figure 20. Positioning map. ....	59
Figure 21. Positioning map. ....	60
Figure 22. Ansoff matrix.....	62
Figure 23. Example of Gesis Digital account on Facebook. ....	69
Figure 24. Example of segmentation on Facebook. ....	70
Figure 25. Example of an ad campaign budget on Facebook.....	71

## **INDEX OF TABLES**

<b>Table 1. Minimum, maximum and average price of the different product categories.....</b>	<b>15</b>
<b>Table 2. Prices for computer maintenance and other services offered by Gesis Digital.....</b>	<b>16</b>
<b>Table 3. Evolution of GDP per capita Spain.....</b>	<b>28</b>
<b>Table 4. Indicators on the use of ICT 2019-2020.....</b>	<b>48</b>
<b>Table 5. Use of ICT by autonomous communities.....</b>	<b>49</b>
<b>Table 6. Number of companies per employee in the provinces of the Valencian Community. 2020.....</b>	<b>51</b>
<b>Table 7. New technologies in companies.....</b>	<b>52</b>
<b>Table 8. Forecasts of increases in service contracting.....</b>	<b>61</b>
<b>Table 9. Summary action plans.....</b>	<b>64</b>

## **INDEX OF GRAPHICS**

<b>Graph 1. Evolution of the minimum interprofessional salary in Spain. Period 2008 to 2020.....</b>	<b>25</b>
<b>Graph 2. Interannual variation of the Gross Domestic Product (GDP). Period from 2010 to 2020.....</b>	<b>26</b>
<b>Graph 3. Evolution of greenhouse gas emissions in Spain between 2008 and 2019.....</b>	<b>33</b>
<b>Graph 4. Influence of the macro environment on Gesis Digital.....</b>	<b>36</b>
<b>Graph 5. Number of people employed in the ICT sector.....</b>	<b>47</b>
<b>Graph 6. Companies that carry out electronic commerce. Percentage of total companies.....</b>	<b>50</b>
<b>Graph 7 Volume of purchases and sales made by companies through electronic commerce.....</b>	<b>50</b>

## **1. EXECUTIVE SUMMARY**

Gesis Digital is a company that sells computer products, maintenance services, backup copies and management software. Its values are what make the difference between the other companies in the sector. Its strengths are its commitment to the client to have a close relationship and as personalized as possible. Another strong point is the transparency in their work, being easily understood by anyone without the need for computer skills. As general values they emphasize equality and honesty in their relationships.

Over the years and more markedly with the pandemic generated by Covid-19, there has been a great increase in the digitization of companies and that they have a website, online store, data management, security and many other functions that companies have come to perform through computing. This has been a great opportunity for companies in the ICT sector whose annual increase is around 5% according to the NOTSI (National Observatory of Technology and Society) Report. In this sense, Gesis Digital has been adapting its product portfolio by offering a wide variety of computer products of the highest quality accompanied by a variety of services that are required in the geographical area of the provinces of Valencia and Castellón.

In view of all the above, the company sets a series of objectives such as increasing business relationships in terms of visits to the corporate website (20%), interaction with customers (10%) and achieving a rate of 90% satisfaction. The objective of managing marketing activities is to increase both online sales and the hiring of computer maintenance by 10%. And finally, they set their financial goal to increase profit by 10%.

To achieve the objectives, different marketing strategies will be used. One of them will be to carry out a market penetration strategy (Ansoff) to try to increase sales in the contracting of services, to achieve this, it will specialize in a market niche composed of companies located between the provinces of Castellón and Valencia. The dimension criterion will be between five and fifty workers whose main activity is carried out with computer equipment, trying to be the leader in that niche. The above strategies are supported by a differentiation strategy (Porter) based on providing hardware and software solutions for a fixed fee and great coverage.

These strategies will be carried out mainly with actions directed through its website and social networks, among which are to create profiles on social networks, launch online advertising campaigns, improve shipping terms in purchases made and with the creation of an application for mobile phones.

## **2. SITUATION ANALYSIS**

### **2.1 Internal analysis**

To carry out the internal analysis of Gesis Digital, what was pointed out by Navas and Guerra (2001, p.159) will be taken into account, for whom "the internal analysis seeks to identify the strengths and weaknesses that a company has to develop its competitive performance".

#### **2.1.1. Company's presentation**

Gesis Digital is a company created in Valencia on August 22, 1997, by José Tormos Doménech who plays the role of manager and Jorge Gamborino Sanchis technical chief, both share the illusion of learning and putting into practice everything that appears every day in the sector of ICT (information and communication technologies). During all these years, the company has specialized in offering its clients the difficult task of digitization in both the business and domestic fields. Its creators have endowed the company with essential values to satisfy the customer, among which creativity, passion, competitiveness, trust, and customer orientation stand out. This has earned it some consideration when it comes to business digitization.

Currently, the company provides its advisory services and solutions in Information Technology in the Valencian Community where it already has clients from different types of sectors, including shops, tile manufacturing companies, public administrations, etc.

Going a little deeper, Gesis Digital has a characteristic that distinguishes it from other IT companies and that is that it can carry out the entire digitization process from start to finish without the need to resort to other companies. For the company it is vitally important that the components it installs are of the highest quality and that they are developed by the best companies of the moment, which is why it has the alliances of the best suppliers of computer components. In addition, the company is very committed to the environment, which means that before becoming a supplier to the company, it has different certifications in the protection of the environment.

Figure 1. Suppliers.



Source: Gesis Digital website.

The starting point for the company is personalized service and customer support in order to achieve the implementation of a secure system. All this through the use of reliable, powerful and easy-to-use information technology applications. Your technicians will develop a computer system from the beginning or if you already have one they will try to take advantage of the installed base to offer you the best solution at the best price.

Finally, Gesis Digital has the certification of different recognized organizations within the ICT industry, continuous training and commitment to innovation are the keys to maintaining an adequate and quality service for our clients.

### MISSION

Gesis Digital's mission is "To provide personalized services in the IT (information technology) field - auditing, consulting, technical service, adaptation and certification - that help our clients solve their problems with agility, providing added value through high technical knowledge. "

### VISION

"To be a leading technology firm on the national scene in which the high quality of our services and professionalism of all our staff is a guarantee of the success of our clients in their objectives."



## VALUES

- Commitment to customer success: your success is our success.
- Honesty and confidentiality.
- Expertise & skills.
- Communication and teamwork.
- Orientation to results.
- Equality.

### **2.1.2. Company resources**

#### 2.1.2.1. Human Resources

Gesis Digital currently has two employees, José Tormos Doménech and Jorge Gamborino Sanchis, who are also the owners of the company. They started their proposal with little business knowledge, but with enthusiasm, enthusiasm and work, they have been gaining experience in the sector. It is a small company and as usual it is not made up of departments. The formalization is defined as follows: José is in charge of manager functions such as serving clients, administration tasks and Jorge is in charge of carrying out technical tasks such as systems development, adapting them to clients' needs.

Figure 2. Organization chart.



*Source: Own elaboration. Data: Gesis Digital website.*

### 2.1.2.2. Physical Resources

Gesis Digital has its headquarters at street Finello 47, Burriana (Castellón) where it has offices for the reception of customers.

**Figure 3. Location.**



*Source: Gesis Digital website.*

### 2.1.2.3. Marketing Resources

#### **Product and service**

Gesis Digital presents its clients with a range of tailored products and services. On one side, the products it sells on its website come from the best suppliers of technological accessories of the moment with which they have alliances to be the first to have the news that are coming out in the market. Entering the dimensions of the product portfolio, Gesis Digital has a great breadth, since each category has a good number of lines. As an example we can see the category of peripherals with 14 different lines or the category of PC / Components and POS that has 11 lines.

Regarding the depth of the lines, Gesis Digital tries to expand the lines upwards, since more and more consumers look for good benefits due to the continuous use that they are given to computer products. It could be said that Gesis Digital covers a medium-high category offering quality products and differentiation from the best brands in the computer sector, to try to become a full line distributor.

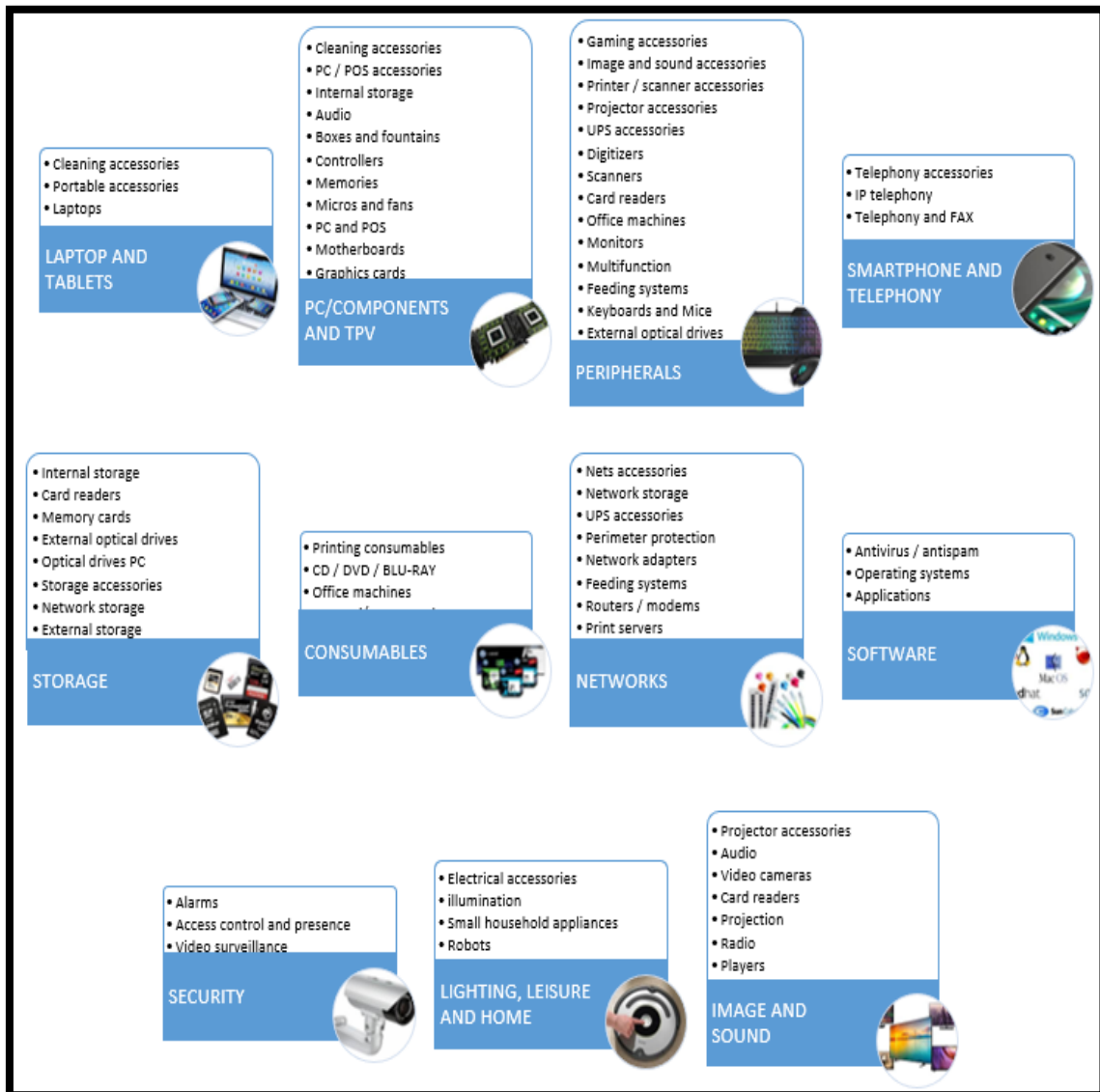
In relation to the length of the categories, the number of references of those categories that have more demand increases, such as, for example, the category laptops and tablets that has 208 references. And on the contrary, it reduces the number of references of those categories that have a lower demand, such as the security category that has 26 references.

Finally, we have to say that the consistency that exists between the different lines is high, since the products have a high relationship in their final use, and the channels used for their commercialization are identical for all. By doing this, you may be trying to build a solid reputation across different product lines.

On the other hand, the company has different services among which we highlight first the different levels of computer maintenance depending on the needs of each company. And, finally, the advice and adaptation of management software in companies. They carry it out through different collaboration agreements with the main manufacturers of ERP (Enterprise Resource Planning), CRM (Customer Relationship Manager) and mobility applications, to help in the consulting and implementation phase of the best software solution to exponentially increase both the effectiveness and efficiency of the company.

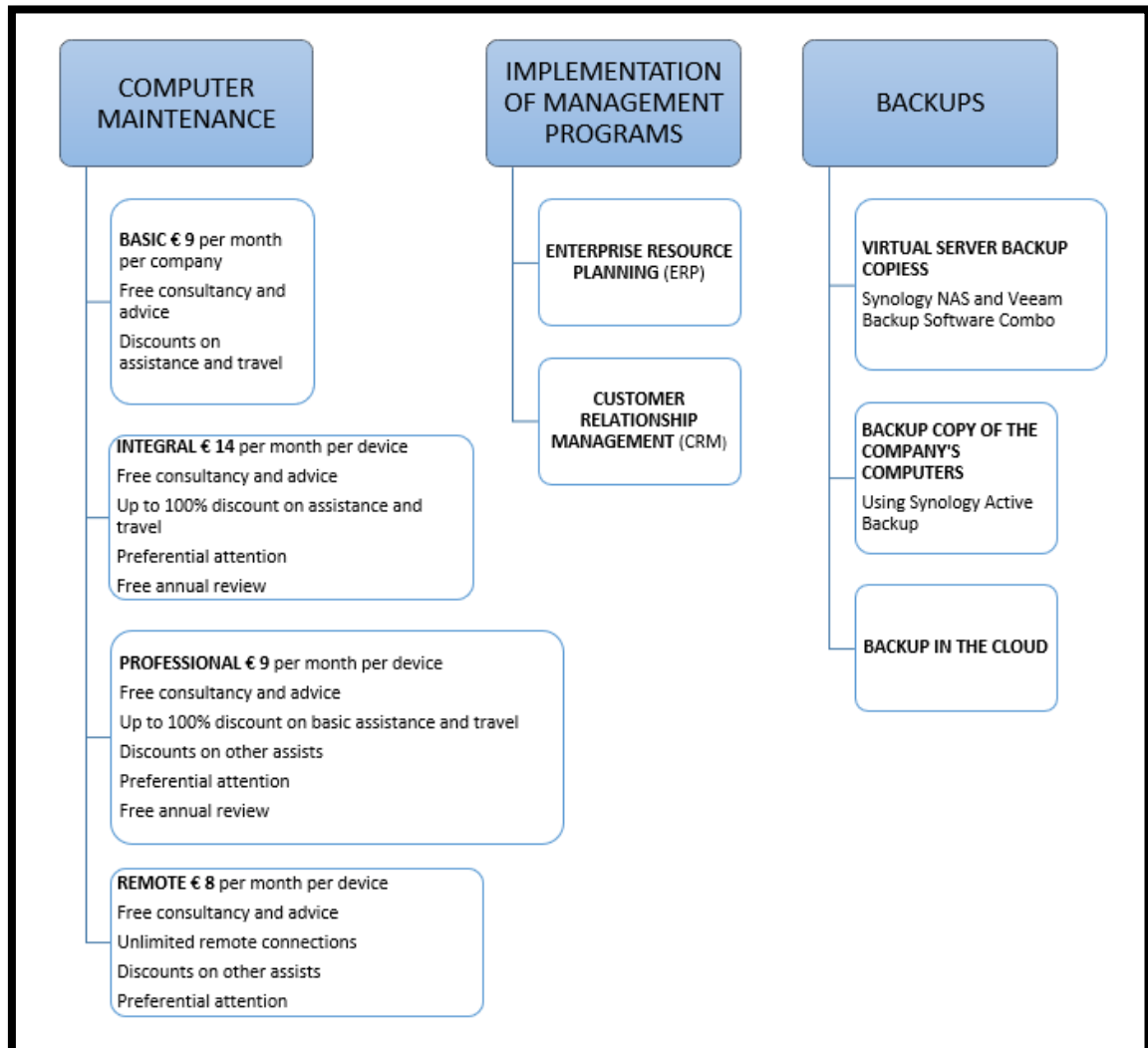
To analyze the portfolio of Gesis Digital products and services, the different product lines that the company sells will be presented (Figure 4 and Figure 5).

Figure 4. Categories and Product Lines.



Source: Own elaboration. Data: Gesis Digital website.

Figure 5 Categories and lines of services.



Source: Own elaboration. Data: Gesis Digital website.

## Price

The price is a marketing tool that has a great effect at the time of purchase, in addition the price has a high psychological component on the customer.

For Armstrong et al. (2011, p.221):

*In the strictest sense, price is the amount of money charged for a product or service. In broader terms, a price is the sum of all the values that customers give in exchange for the benefits of having or using a product or service. It is the element of the marketing mix that provides income.*

The pricing method Gesis Digital uses for its computer products is based on the balance between two variables. The first one is based on the cost of the product, once all the costs associated with the product have been determined, an adjusted profit margin is determined. The second variable is established based on the prices that the competition has, in this section the prices that Gesis Digital sets are very similar to the competition.

Regarding the setting of prices of the services offered by Gesis Digital, it establishes them on the one hand in relation to the value perceived by its clients, and it is that when we talk about the Gesis Digital service we find differences between its competitors. The services have customizable characteristics and extensions for each client, the service offers both hardware and software solutions, if desired, with a fixed fee in which it covers remote connections, travel and discounts of up to 100% on certain parts. This provides peace of mind for your customers, having the assurance that for a fixed fee their devices will work correctly without additional costs arising. Gesis Digital tries to differentiate itself from its direct competition through the personalization, reliability and trust that its service offers, for these reasons it can establish a price in relation to the perceived value. In addition, for setting the price, competition is also taken into account so that prices are not very disproportionate when compared and that characteristic can make the hiring of the service in the company be ruled out.

Due to the large number of accessories it has for sale, in the following table (Table 1) you can see the highest and lowest price, As well as the average price of each of the different product categories, the table (Table 2) of prices of the different computer maintenance offered by the company is also shown:

Table 1. Minimum, maximum and average price of the different product categories.

PRODUCT CATEGORY	MINIMUM PRICE	MAXIMUM PRICE	AVERAGE PRICE
LAPTOP AND TABLETS	2.6	4,361.2	765.2
PC/COMPONENTS AND POS	3.6	2,574.3	367.2
PERIPHERALS	5.9	1,278.9	468.5
SMARTPHONE AND TELEPHONY	1.8	1,478.7	865.6
STORAGE	8.9	669.9	413.8
CONSUMABLES	6.9	215.7	98.7
NETWORKS	1.0	4,516.3	3,259
SOFTWARE	12.4	1,203.3	863.4
SECURITY	7.9	2,396.3	1,867.8
LIGHTING, LEISURE AND HOME	4.15	566.2	479.1
IMAGE AND SOUND	12.6	1,055.9	897.7

Source: own elaboration. Data: Gesis Digital website.

Table 2. Prices for computer maintenance and other services offered by Gesis Digital.

COMPUTER MAINTENANCE	IMPLEMENTATION OF MANAGEMENT PROGRAMS	BACKUPS
<b>BASIC € 9 per month per company</b> -Free consulting and advice -Discounts on assistance and travel	<b>ENTERPRISE RESOURCE PLANNING (ERP)</b>	<b>VIRTUAL SERVER BACKUP COPIES</b> -Synology NAS and Veeam Backup Software Combo
<b>INTEGRAL € 14 per month per device</b> -Free consulting and advice -Up to 100% discount on assistance and travel -Preferential care -Free annual review	<b>CUSTOMER RELATIONSHIP MANAGEMENT (CRM)</b>	<b>BACKUP COPY OF THE COMPANY'S COMPUTERS</b> -Using Synology Active Backup
<b>PROFESSIONAL € 9 per month per device</b> -Free consulting and advice -Up to 100% discount on basic assistance and travel -Discounts on other assists -Preferential care -Free annual review		<b>BACKUP IN THE CLOUD</b>
<b>REMOTE € 8 per month per device</b> -Free consulting and advice -Unlimited remote connections -Discounts on other assists -Preferential care		

Source: Own elaboration. Data: Gesis Digital website.

### Distribution

In the distribution section we are going to analyze, on the one hand, what is the form of distribution of technological products and, on the other hand, we will also analyze the way in which the different management, maintenance and IT consulting services are delivered.



Referring to Gesis Digital's distribution channels and the amount of technological accessories it has for sale, which have been chosen from among the most prominent European producers to be supplied directly to their customers, we could say that it acts as a retailer in a short indirect channel (Manufacturer, Retailer, Consumer). The distribution of its accessories to the final consumer is carried out as follows:

- **The distribution of technological items** is carried out through its website, where orders can be made from anywhere in Spain, Andorra and Portugal (orders can also be placed from other countries in the world, but the postage and shipping times will be different from for the countries named above).

In order to place the order on the website, the user must register (it is possible to place the order without having to register). Then, once the different items that the customer wants to purchase have been selected, the purchase can be carried out in three quick steps (Figure 6):

**Figure 6. Steps to buy online.**



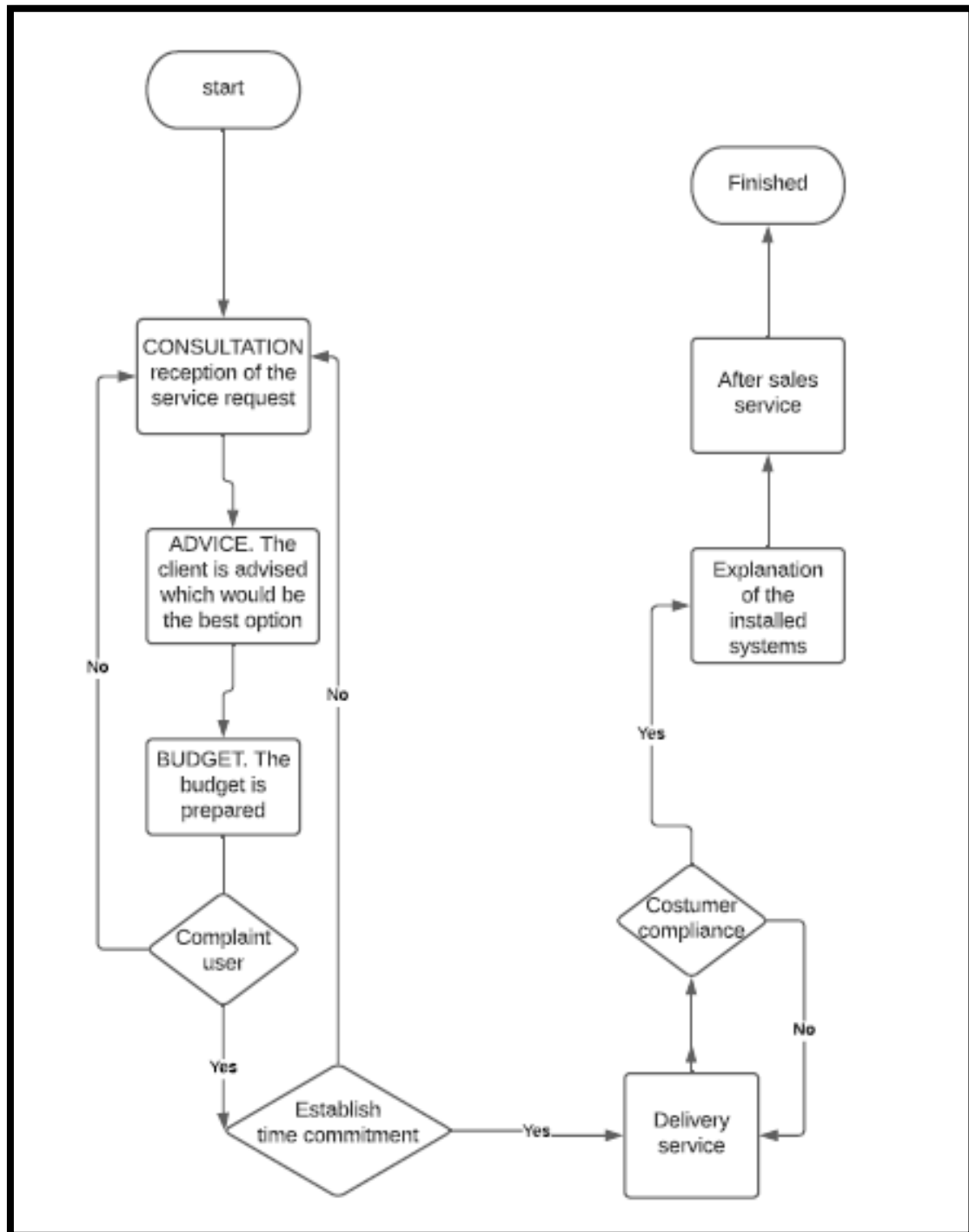
*Source: Own elaboration. Data: Gesis Digital website.*

Gesis Digital has an alliance with the transport company SEUR to carry out the shipments, the delivery times in the peninsula are between 24-48 hours while the shipping costs are around €10 depending on the shipment, €15 for the Balearic Islands and €25 for the Canary Islands (free shipping from €300). In case of error or defective products, the company is responsible for all costs and the refund of the amount or replacement of the product. On the other hand, the company has a security system on its website, in this way customers can be sure that third parties will not have access to their data. Customers also have the option of paying by bank transfer in case they do not want to enter their bank details on the web.

- Regarding the **distribution of services**, first of all, these are carried out using an ultrashort direct channel because there are no retailers, wholesalers or commission

agents involved. The process begins with a first appointment in which the client explains to the company what service they need. In this first contact, the company collects all the necessary information so that, in a second appointment, the client can be informed and advised how it is going to be carried out, be it maintenance, security solutions or management software. In this same appointment or in the next ones, if the client has any kind of doubt or question, all the steps are explained with the greatest possible transparency. As soon as the client gives his consent, the necessary facilities in the company are started and until all the customized systems are left to the needs of the company, it is not finalized. In addition, a learning service can be conducted in the first days of commissioning to familiarize employees with the new systems. One of the values of the company is to offer the necessary channels and means so that the client can resolve all their doubts and objections as they appear in the new system (the client will never be alone).

Figure7. General service flow diagram.



Source: Own elaboration. Data: Gesis Digital website.

## **Communication**

Gesis Digital has been using different means of communication throughout the life of the company:

Currently, the company uses direct marketing to establish relationships with new and potential clients, this also helps to keep track of current clients. He puts it into practice through his website, email and social networks (LinkedIn, E-mail).

**Figure 8. Social networks and email.**



*Source: Own elaboration.*

In addition, it also uses interactive marketing and events as a communication system in order to interact more closely with its present and future clients. On their website they have a blog in which all the news of the sector are published, related news, this makes people freely share their ideas and thoughts and creates a beneficial debate for all.

### **2.1.2.4. R&D**

Regarding R&D, Gesis Digital does not carry out technological developments or product innovations since these developments and innovations are left in the hands of its systems and accessories suppliers. What they do is be very attentive to fairs and web events in which the latest developments in the sector are presented, in terms of new trends, new products, manufacturers, etc. Next, a constant analysis of the available technology is carried out and trends and new technologies are evaluated to identify their true potential at the service of the client.

One of the events you want to attend is the Barcelona Cybersecurity Congress that takes place between October 5-7, 2021 (Figure 9). It is one of the most important international fairs that covers the entire field of cybersecurity on the web.

Figure 9. Barcelona Cybersecurity Congress.



Source: Website Barcelona Cybersecurity Congress.

#### 2.1.2.5. Corporate social responsibility

Corporate social responsibility in Gesis Digital not only focuses on what is strictly mandatory such as compliance with laws and regulations, but you go there attending to the impact that the company has on society and trying to generate value in the community.

Gesis Digital partners are chosen not only for their products or IT systems but also for how they are manufactured and that they comply with all regulations. In addition, they have to be companies that carry out environmental policies in their manufacturing processes and that develop responsible business strategies.

It should be noted that most of the supplier companies have certifications both nationally and internationally, which gives assurance to both the company and customers that the products have been manufactured under quality and sustainability standards.

Figure 10 Aeno, SGS, CE.



Source: Sitio web: Aenor, SGS, CE.

### 2.1.3. Company capabilities

#### 2.1.3.1. Distinctive capabilities

Gesis Digital is a website that has specialized in technological products, but it is characterized by the fact that, in addition to the sale, it installs and maintains them, always accompanying the client in any situation. For the aforementioned, the company has made a place for itself in the Valencian Community. Its alternative is novel since it is not only a store for the sale of technological products online, but it also provides a service with all the guarantees of success to its customers.

Figure 11. Distinctive capabilities of Gesis Digital.

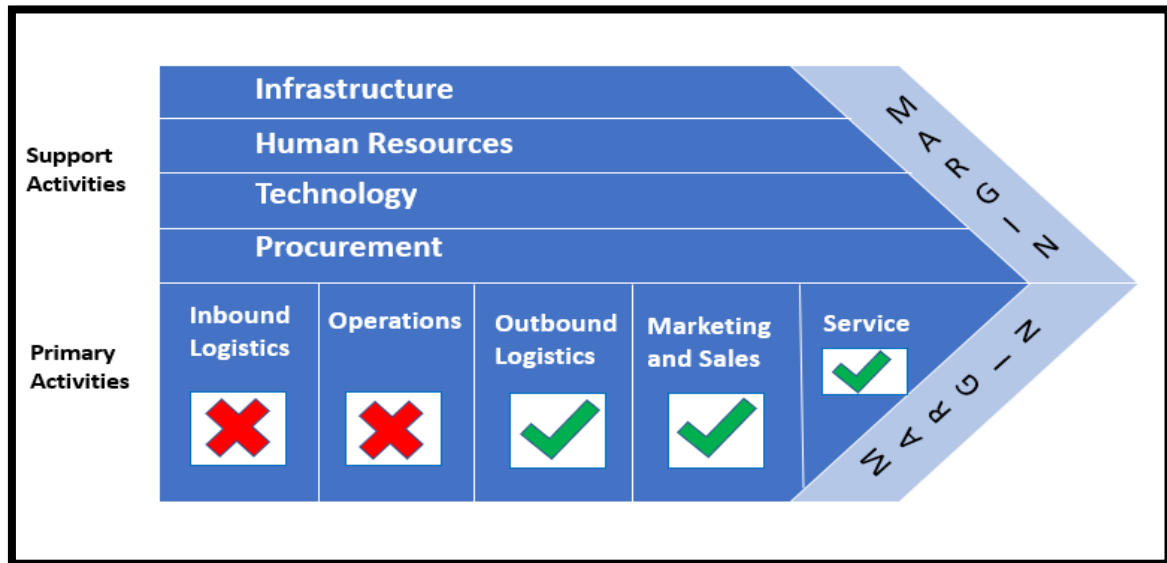


*Source. Own elaboration.*

#### 2.1.3.2. Value chain

Leaving aside internal logistics and product development operations, Gesis Digital cooperates in the different phases of the value chain.

Figure 12. Value chain.



Source. Own elaboration.

### Support activities

- **Infrastructure:** In Gesis Digital only two people work and occasionally a third giving support. So one or two employees are in charge of the administration and customer reception tasks and the other is the technical manager of the projects.
- **Human resources:** The company does not have a detailed HR plan since it carries out recruitment, selection and hiring tasks of employees occasionally.
- **Technology:** The company itself does not carry out R&D tasks, but they are always very attentive to new technologies that appear in the sector. They also have a relationship with the developers of their products, contributing to these thoughts in relation to the products. Finally, they are active in events and web fairs of the sector.
- **Purchasing:** The purchasing manager analyzes both the product and the manufacturer, to be sure that both are in line with the company's values and quality standards.

### Primary activities

Gesis digital is a retail company for this reason it does not perform functions related to inbound logistics and product development operations, so both sections will be omitted.

- **Outbound logistics:** The company is responsible for storing the products and using them in the assembly phase at the client's company. On the other hand, when it is only the sale of the product without installation, the product is not stored since it is sent directly from the supplier to the customer.
- **Marketing and sales:** Gesis Digital sells its products mainly in its web store and, on the other hand, when it comes to computer installation or maintenance, it has offices where the client is received, although most of the time the technical manager is move to where operations are to be performed. Among the marketing tools you use are advertising, sales promotion, direct marketing and interactive marketing.
- **Service:** The service is carried out in the installation and maintenance activities, it also offers customer service, advice for the choice of products, returns or processing of guarantees.

## **2.2. External analysis**

### **2.2.1. Macroenvironment (PESTEL analysis)**

To carry out the analysis of the macroenvironment, the indications of Kotler (1992, p.143) will be followed regarding the aspects to be considered in said study, since, as this author indicates, "the company operates in a wide environment of forces and megatrends "no controllable" that it must know, in order to adjust to its behavior."

Among the aspects to highlight in this section are demographic, economic, technological or political.

#### **2.2.1.1. Political Factors**

As indicated by Armstrong et al. (2011, p. 78), "marketing decisions are strongly affected by the political environment", for the study of which, according to these authors, aspects such as laws, public institutions or interest groups must be taken into account.

The political landscape this last year is full of confusion, in addition to what the Covid-19 pandemic has meant.

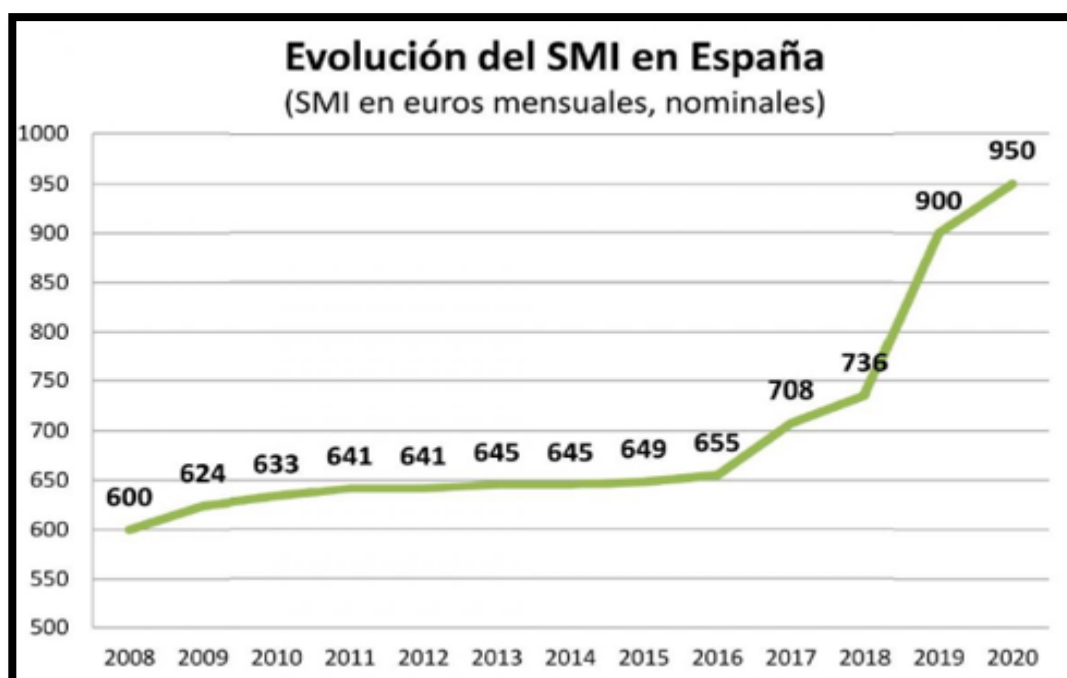
One of the aspects to take into account is that companies and investors have reduced their actions as a result of political uncertainties.

In the first place, the new laws in relation to the increase in the minimum interprofessional wage, which will be the highest in the entire historical series. However, this news has a drawback and that is that it negatively affects the self-employed and SAMB (small and



medium businesses), which in our country represent 80% of the business tissue. Among the most affected sectors are those more intensive in labor such as construction, hospitality and agriculture. This impact is greater in companies that compete internationally, especially when the company's competitive strategy is costs. In recent years we have been seeing a relocation of those companies that had gone to produce abroad, and that were returning to produce in Spain to have greater control of production, but these new laws may slow down the return to Spain of These companies.

**Graph 1. Evolution of the minimum interprofessional salary in Spain. Period 2008 to 2020.**



*Source: Economic Cabinet of CCOO. Data: INE.*

In addition to what it means in a situation of economic crisis due to the Covid-19 pandemic.

Another of the political issues that is affecting has been Brexit, the latest news undoubtedly gives some peace of mind knowing that the entry of community goods to the United Kingdom will not be taxed with tariffs, a relief for companies. What it will mean will be bureaucratic procedures and customs payments, all kinds of permits and authorizations, controls and changes in taxation, especially on VAT (Value Added Tax). This makes the flows of Spanish companies less fluid than before.

Finally, what has meant the state of alarm and the restrictions imposed by the central government and by the different autonomous communities depending on the incidence of the virus.

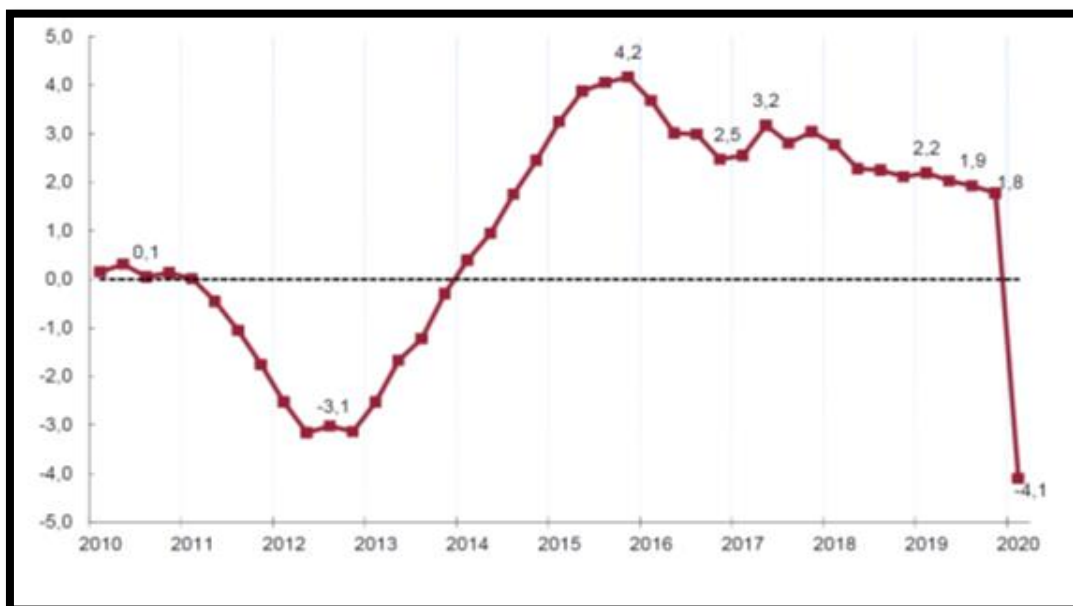
This situation has meant business closures, restoration, suspension of events, etc. It is a difficult situation and one that has caught everyone by surprise, so looking for laws and mechanisms to find the balance between reducing the virus and continuing with business activity is not an easy task.

### 2.2.1.2. Economic Factors

The economic crisis caused by the Covid-19 pandemic has affected all sectors, it has also caused a decrease in economic activity in companies, which leads to the extinction of jobs. The ICT sector to which our company belongs has also not been spared a fall.

Next, we will analyze the Gross Domestic Product (GDP). In Graph 2 (base year 2010) we observe that the crisis of 2009 lasted until 2013 and from that year the GDP has increased exponentially until 2016, a period in which the ICT sector has also been increasing as it is a sector in growth and because the economy had a stable growth rate. The drop in GDP in 2020 is unprecedented and, as it cannot be otherwise, it is due to the global pandemic produced by Covid-19.

**Graph 2. Interannual variation of the Gross Domestic Product (GDP). Period from 2010 to 2020.**



*Source: Statistics National Institute (INE).*

Another important economic factor is the average expenditure of companies on ICT (Information and Communication Technologies), which has been increasing year after year. It is a sector that is growing since more and more companies have to digitize if they want to be competitive in the market. The year 2020 has been a turning point due to the pandemic, which has meant a slowdown in all sectors. But according to the data, ICT must continue to increase in companies to make them increasingly efficient in their processes. If we compare ourselves with the countries of the European Union, our companies have a low level of technological intensity, in particular we are ranked fifth in the Union. Companies know the situation and know that their permanence in the market is at stake is in making an adequate transformation of their processes to the digital world.

Another data that we are going to comment on is the GDP (Gross Domestic Product) per capita in Spain.

Both the Spanish population and the rest of the European Union countries have a good level of education, therefore, they have high expectations about the quality of the products they purchase and consume, This fact has led to the creation of various bodies that monitor compliance with consumer rights and the existence of fair trade and exchange, due to the exponential increase in the use of the Internet to purchase such products and services.

A factor that determines the predisposition of a population to acquire goods and services is the level of income or alternatively the GDP per capita, Regarding the Spanish population, we can observe that during the period from 2010 to 2013, This value has been continuously decreasing to €22,518, as a result of the austerity measures imposed by the Government to try to clean up the country's economic situation due to the crisis.

The measures imposed and some that were carried out later took effect and from 2014 to 2019, GDP per capita has been increasing slowly but steadily, reaching €26,430 in 2019. On the contrary, this last year, as a result of the fearsome global pandemic, GDP per capita has had a decrease of 10.6% compared to 2019, standing at €23,640 in 2020.

As we can see, there is a strong relationship between the GDP and GDP per capita values, because since 2014 both have been increasing, we can affirm that the Spanish population has increased its income each year, which means that they can spend them on acquiring more products and services.

**Table 3. Evolution of GDP per capita Spain.**

Date	GDP Per Capita	Annual variation GDP per capita
<b>2020</b>	€23,640	-10.6%
<b>2019</b>	€26,430	2.6%
<b>2018</b>	€25,770	3.2%
<b>2017</b>	€24,970	4.1%
<b>2016</b>	€23,980	3.3%
<b>2015</b>	€23,220	1.9%
<b>2014</b>	€22,780	1.2%
<b>2013</b>	€22,518	-0.2%
<b>2012</b>	€22,562	-0.9%
<b>2011</b>	€22,760	-1.2%
<b>2010</b>	€23,040	-0.1%

*Source: Own elaboration. Data: Datosmacro.*

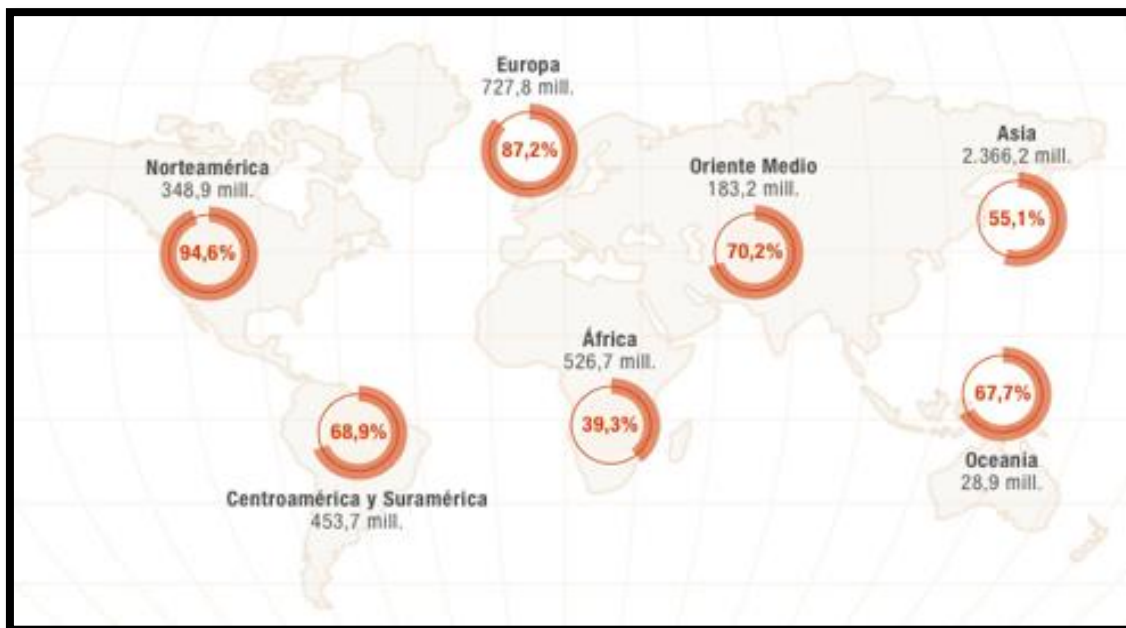
### 2.2.1.3. Sociocultural Factors

The digital divide still affects 4.5 billion people, which means that two thirds of the world's population still do not have access to the largest source of information, the Internet, according to official data from the ITU (International Telecommunication Union). There is still a large difference between fixed broadband Internet access subscriptions in the developing world compared to the more industrialized countries, where fixed broadband penetration is 87%, compared to 39% of the population of the African continent.

The North American population is the most connected in the world with 94%. The second place is occupied by the European population with 87% penetration. They are followed by Central and South America 69%, the Middle East with 70%, with 55% Asia, 67% Oceania and, finally, Africa where it does not exceed 39%.

The great challenge of making this gap disappear and creating a globally connected world must be faced at the same time as that of improving a technology that must progressively accommodate a greater volume of information.

**Figure 13. Number of users and global Internet penetration in the world.**



*Source: Internet world stats.*

Another aspect to take into account is the age range, 63.3% of Spaniards between 65 and 74 years old have used the Internet in the last month, according to data from the National Institute of Statistics. The figures show that it is from the age of 74 that we find the true digital divide. The report highlights that 69.3% of people between 75 and 84 years old have never accessed the Internet, a figure that rises to 87.8% in those over 85 years of age. This digital ignorance makes it extremely difficult to be connected in circumstances as exceptional as the ones we are experiencing.

New technologies contribute to active aging and empower older people in different areas, since they favor and are a means to improve their social life and avoid isolation; They allow all procedures and services to be available; they encourage the participation of these people in public life; and finally, they have beneficial effects on your self-esteem.

#### 2.2.1.4. Technological Factors

Regarding technological factors, we are going to summarize three trends that have had and will continue to have an impact on companies in the coming years.

## Artificial intelligence (AI)

There have been a lot of rumors surrounding artificial intelligence and its development. While some fear its negative implications and the chances of a doomsday, others are quite excited about its benefits. It goes without saying that artificial intelligence is still in its early stages of development and humanity is nowhere near developing true artificial intelligence. However, what has been done so far has already made its way into industries and companies.

Today, artificial intelligence (AI) is present in almost every field of business, from chatbot functions to AI-powered legal transcription services used by law firms to practical uses in industries such as healthcare, manufacturing, education and others. Artificial intelligence (AI) is arguably the most rapidly adopted technology due to its machine learning, deep learning and natural recognition capabilities that can be used by various companies large and small. Due to its seemingly limitless potential, the trend of artificial intelligence (AI) will continue to affect businesses and drive innovation across industries for years to come.

## Internet of Things (IoT)

Today, there is a growing need for more devices and more connectivity in the world. This trend has already started to affect modern businesses and will continue to do so in the future. This demand created the need for more IoT devices. Today, smart gadgets and devices are slowly becoming a standard not only for consumers but also for businesses. Devices such as Alexa, Amazon, Google Assistant, and others from Amazon are very popular with consumers these days.

For businesses, IoT devices present a unique opportunity to collect relevant information about customers, in order to improve the overall experience, as well as improve business efficiency and reduce costs along the way. This trend will likely encourage the production and use of more IoT devices. Both consumers and businesses can benefit from the implementation of IoT, which means that this trend is likely to continue.

### Cybersecurity awareness

As the digital world continues to grow, so do the threats lurking online. Today, the risks of cyberattacks are greater than ever and cybercriminals are targeting everyone they can get their hands on. This issue has led to increased awareness about cybersecurity and appropriate security measures for businesses and individuals alike.

The cybersecurity trend will affect everyone in the future. The main reason is that companies that operate online must adequately protect both themselves and their customers. Not only that, but consumers will be more careful when dealing with companies and will most likely avoid companies without adequate security.

### Cloud integration

Cloud computing has already affected numerous companies, being an upward trend. Today, more and more companies are opting for cloud-based solutions. We can ensure that cloud integrations will become a standard for modern organizations in the near future. The cloud offers businesses unique opportunities to store files, leverage external resources such as hardware and software, as well as scale opportunities based on current needs, among other things.

Cloud solutions help improve business efficiency, performance, scalability, and effectiveness, while helping make your business more profitable. Not only that, but the cloud provides more security and reliability to companies than other solutions, which makes it highly sought after. Cloud-based technology trends are likely to continue to affect businesses, as their benefits are too good to ignore.

Technology continues to advance and industries continue to adapt to modern trends. Whenever there is a new technology on the market, companies are quick to integrate it into their operations to improve their efficiency before competitors catch up. As technology will surely continue to evolve, businesses will continue to be affected by the latest technological innovations.

#### 2.2.1.5. Ecological Factors

In recent years there has been a constant year after year increase in ICT. There are many studies that state that these types of technologies are not as clean as we might suppose. In fact, numerous reports from the sector coincide in pointing out that ICTs already account for 2% of CO2 and greenhouse gas emissions that are released into the atmosphere daily.

But all the experts assure that ICTs have helped reduce emissions and if, on the contrary, we did not have this type of technology, polluting emissions would be higher. On the other hand, there are more and more innovations that make these technologies more respectful with the environment. And among these, it should be noted that the cloud is increasingly positioned as one of the most sustainable and efficient ICT from an environmental point of view.

Therefore, this type of cloud infrastructures are, to start with, more efficient, since they allow reducing costs while helping to reduce energy consumption and emissions caused by classic management methods.

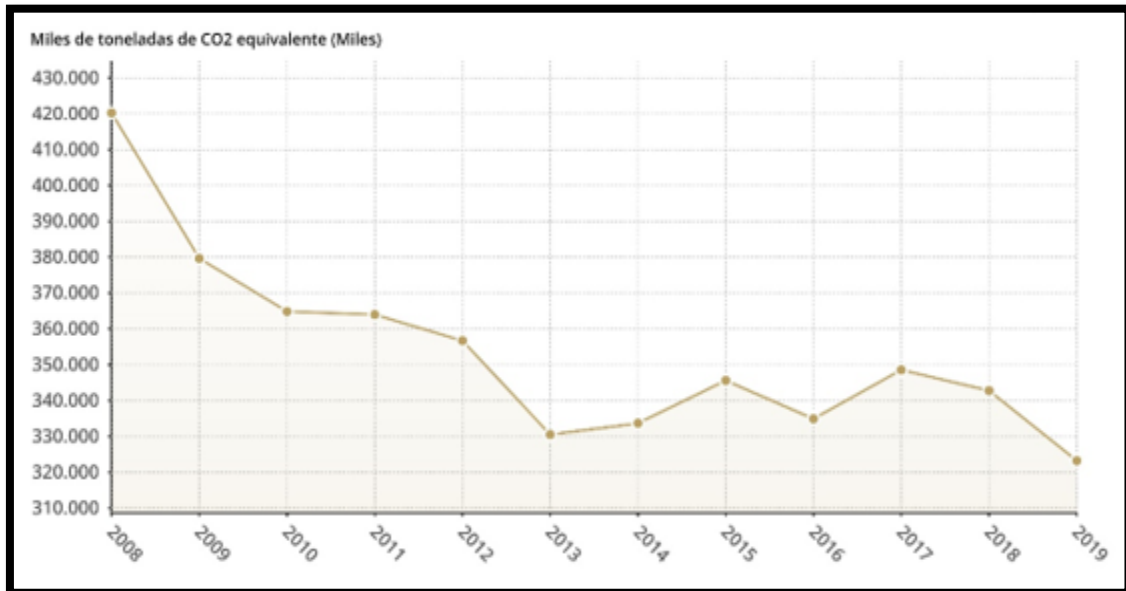
The cloud contributes to improving communications and allows companies to work in a more productive and efficient way, positioning itself as an economic and sustainable alternative in the management of resources and offering significant advantages, to be highlighted:

- A significant energy saving potential, since the cloud helps companies reduce their energy consumption, which, in addition to reducing emissions to the environment, means additional savings and a significant impact on their income statement.
- The cloud allows remote and centralized management of all offices or logistics centers located at different sites. In addition, the cloud allows its use through laptops, mobile devices, smartphones, etc., by accessing the services hosted in the cloud from anywhere, thereby minimizing the need for resources.
- The cloud allows the design and implementation of advanced energy saving policies based on reducing the consumption of machinery and / or computer equipment.



The cloud is a great ally when it comes to talking about sustainability, presenting itself as a practical, efficient and viable alternative when it comes to contributing to sustainable development.

**Graph 3. Evolution of greenhouse gas emissions in Spain between 2008 and 2019.**



*Source: Statistics National Institute (INE).*

In the previous graph we observe the greenhouse gas emissions emitted by Spain between the years 2008-2019. These gases are the most common that are emitted by the activity of companies and people. As we can see from 2008 to 2013 the decline is clear, in these years the economic crisis has a special relationship and that together thousands of companies disappeared, but a special sensitivity for the environment was already permeating among people, we also have to add that digitization was also helping to reduce gas. Starting in 2013, we can observe a slight worsening attributed to the economic improvement and the creation of companies. Later in 2017 we see a clear decrease due to new innovations in the technologies you use that make them more efficient and cleaner with the environment, which is why they are helping to reduce pollution levels.

#### 2.2.1.6. Legal Factors

Computer legislation is especially important for companies in the field of cybersecurity and data protection. They have to offer guarantees in the treatment

of the personal information of their clients, it is essential, and the laws must protect the consumer against possible abuses of the market.

Spain is part of the European Union, whose objective is to build a digital and secure single market, and for this reason these companies are affected by both Spanish laws and those that the European Union designs for its member states.

On the website of the National Cybersecurity Institute, the most relevant aspects of computer legality to take into account are presented:

#### LSIS-EC (Law of Services of the Information Society and Electronic Commerce)

It is the Law of Services of the Information Society and Electronic Commerce. Its objective is to regulate services related to the Internet and electronic contracting, such as telephone calls and SMS. The law applies in the fields of electronic commerce, online contracting, intermediation and information services and advertising.

If a company is a provider of the aforementioned services, the company is obliged to include a series of information such as whether it is registered in the Commercial Registry, activity, company name, tax identification number, etc. This information should normally appear in the "Legal Notice" section of the web.

#### GDPR (General Data Protection Regulation)

The General Data Protection Regulation together with the Organic Law on Data Protection and Guarantee of Digital Rights (OLDPGDR) is a very important computer security regulation. It is responsible for ensuring the protection of users' personal data and their privacy. Many companies handle personal information of their customers, suppliers and employees and must do so with great care. The GPRD is the common framework for the entire European Union and the OLDPGDR is the regulation that the Spanish state has developed in coordination with the EU guidelines.

## IPL (Intellectual Property Law)

The main objective of the Intellectual Property Law is to protect artistic, literary and scientific works and safeguard the rights of the authors of that work. Companies should know in relation to this law that protected works cannot be used without paying copyright. These rights affect images, videos, texts and even software. And the rights of the company's own creations or those of its employees must also be protected and the author of the work must be recognized.

## Cookies

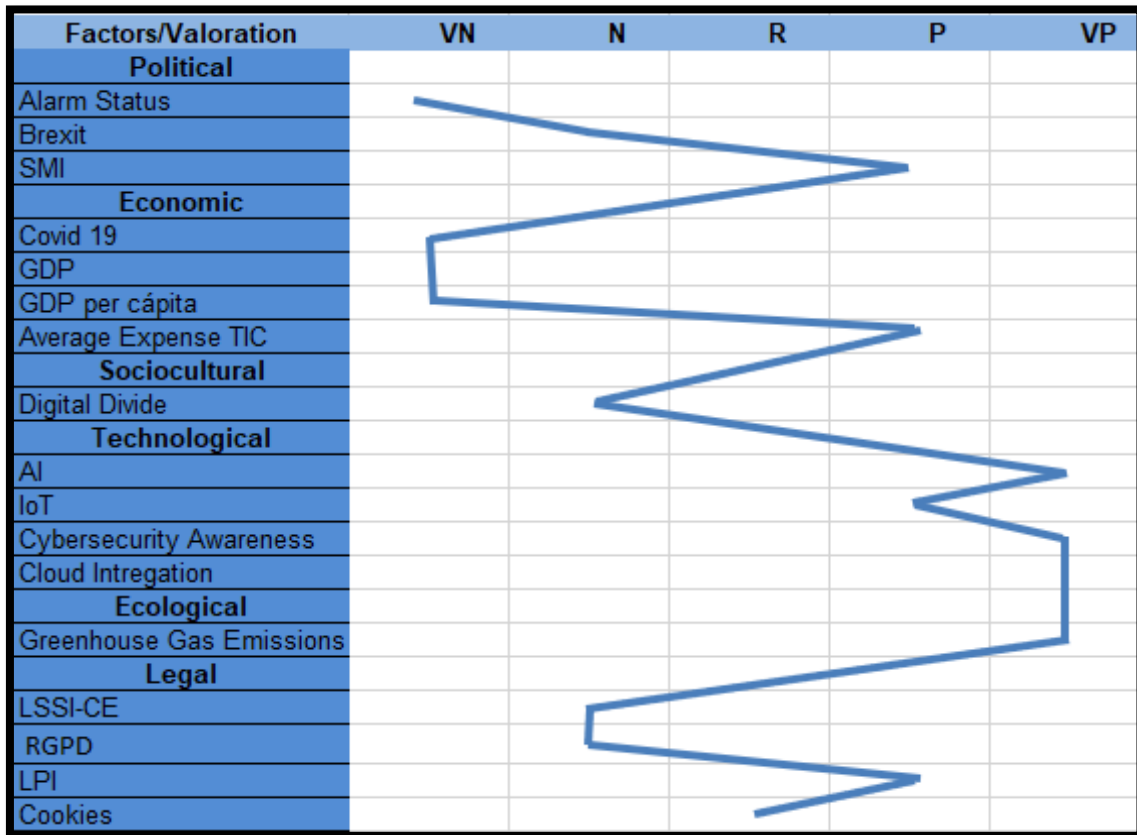
The famous cookies help to store information about users who visit web pages. Before installing cookies on the user's device, their consent must be obtained, which is usually requested with a banner or pop up that asks if you accept the cookies used by the website, own and third-party.

## Time Control Law

It is necessary to highlight the law of workers' time control and that it will be kept for four years. This law has made companies have to install new systems so that the hours that each worker spends in the company are recorded.

These are the most important laws that a company must comply with regarding computer legislation and that are necessary for the proper functioning today.

Graph 4. Influence of the macro environment on Gesis Digital.



Source: Own elaboration.

### 2.2.2. Microenvironment

As has been done with the analysis of the macroenvironment, in the case of the analysis of the microenvironment, the considerations of Kotler and Armstrong (2003, p.118) will also be taken into account, "The microenvironment is the forces close to the company that affect its ability to serve its customers such as: the company, suppliers, marketing channel companies, customer markets, competitors and audiences."

To carry out the analysis of the microenvironment, the model of Porter's five forces will be used in this way, the ICT industry and the degree of competition in it will be studied. Therefore, this model will help us develop both commercial and corporate strategies to take advantage of market opportunities and address existing threats (Figure 14).

Figure 14. Porter's Five Forces Model.



*Source: Own elaboration.*

### 2.2.2.1. Bargaining power of customers

The bargaining power of clients is the degree to which they can obtain good terms and prices. In this sense, if the number of clients in the market is small, their bargaining power increases due to low demand. On the other hand, if there are many competitors in a market or substitute products, the bargaining power of customers also increases, as they have more options to choose from.

We can say that the ICT sector is a growing sector since in recent years it has grown in both the number of customers and competitors. About 10 years ago, the ICT market began to appear in Spain, so supply and demand was relatively low, but in the last five years electronic commerce has exploded on the one hand, a significant amount of the population buys online this means that companies have to digitize if they want to be competitive, on the other hand, this digitization makes companies improve their processes and be more efficient when using their resources. Due to these elements

many maintenance companies, and / or software management have emerged in the market, which has allowed the client to have more possibilities when deciding who will take care of their digitization or computer maintenance. An important fact for companies in the sector is that once the maintenance or software installation is carried out, it increases the cost of change for customers since the other company that takes charge should study all the systems and programs that the company has, which would considerably increase the cost of changing companies. Finally, it should be noted that despite the fact that there are other software maintenance and installation companies within the autonomous framework, Gesis Digital continues to differ from these, so that the bargaining power of customers is somewhat lower.

#### 2.2.2.2. Bargaining power of suppliers

Concerning the power of suppliers, when the total number of suppliers in the market is low, the bargaining power of suppliers increases. In addition, other factors can also influence such as having easy access to raw materials, exclusivity of a product or the volume of purchase.

Gesis Digital provides on its website more than 75 brands from different providers (D-Link, Canon, Alcatel, Acer, Huawei ...), so the number of providers with which it is related is quite large. In addition, Gesis Digital has achieved long-term alliances with some of them, so the bargaining power of the suppliers is medium-low. However, since Gesis Digital is a small company, its purchase volumes are not large enough to be able to develop economies of scale, so the bargaining power of suppliers in this regard is greater.

#### 2.2.2.3. Threat of new entrants

The threat levels of new entrants may vary depending on the barriers to entry that exist in a sector (these entry barriers may change).

Specifically, new entrepreneurs entering the ICT market should be aware of the following entry barriers:

- Lack of experience and know-how, this means an inferiority when it comes to competing with the other companies already established, particularly at the beginning, because the company has not acquired the skills and knowledge necessary to be able to carry out the different tasks (choice of suppliers, promotion, laws, government policies, prices, etc.).

- Loyal customer with existing companies. Most of the clients will contract their services or buy their computer accessories in the company that does the computer maintenance, for this reason new companies will find it difficult in the beginning. A competitive strategy to overcome this barrier would be to bet on differentiation, but it is currently complicated in the ICT sector, it would depend on whether this differentiation will be very profitable for the client.
- Initial Investment. New entrepreneurs who decide to create an information and communication technology company will have an important disadvantage, which would be the initial costs such as: office rental (it could be avoided, but gives a better appearance towards the client), work team, negotiated with suppliers, advice, etc.

Since these entry barriers can be considered as important, the threat of new participants decreases, since newly created companies will have a significant disadvantage in relation to those already established, so we can consider new companies that enter a low threat to the sector.

#### 2.2.2.4. Substitute product threat

Substitute products are those that meet the same need, but have different characteristics or properties.

In this case, the substitute services that exist in the ICT sector may come because the company that wants to digitize builds a section in the same company and carries out the entire process by hiring staff and creating an IT department so that the company can develop your online business. If it is true that this can happen in companies that have many resources and that are sure that to continue competing in their respective market they have to carry out the transition to digital, in addition to maintaining a part of the business permanently online. One way that Gesis Digital has of being able to counteract this threat is that in addition to maintenance or installation, training can be contracted so that the employees in charge of the systems are qualified for their proper use.

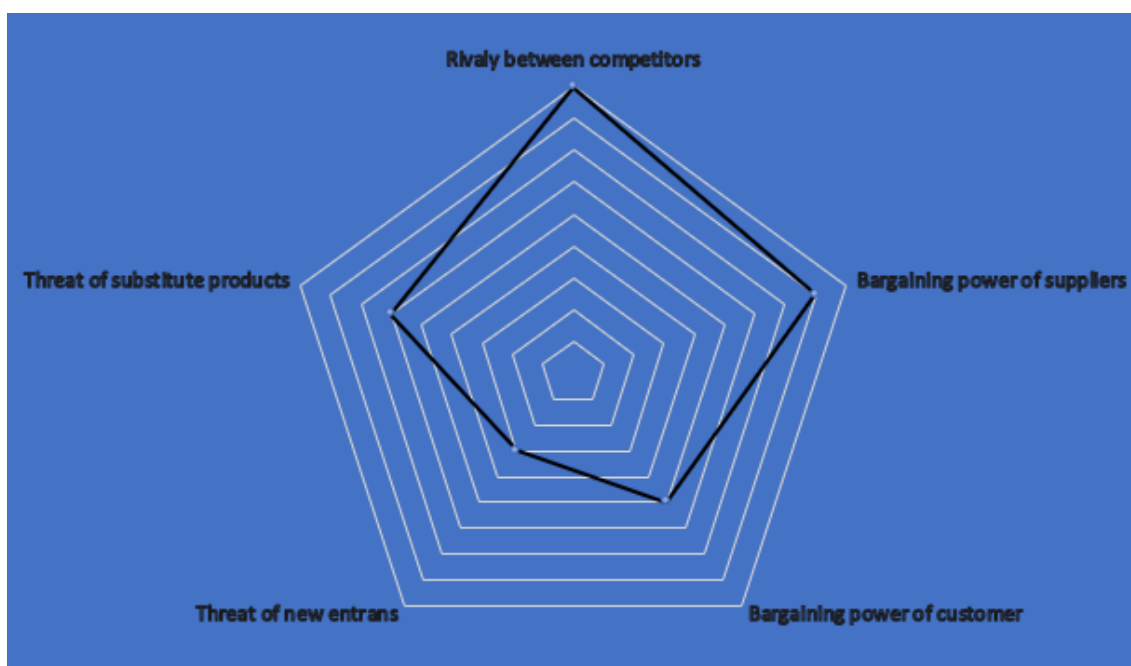
Consequently, we can say that the threat of locating the service in the same company is medium-high since in recent years it is betting on digital and everything indicates that it will continue to increase in proportion in companies.

### 2.2.2.5. Rivalry between competitors

In this section we are going to focus on the competitors that are in the Valencian Community. As for rivalry, it is very high since there are many number of companies that offer their services in the ICT sector. It should also be said that if we focus on those that offer the full range of services that Gesis Digital offers, the rivalry is reduced a bit. For example, in Castellón we can find 720Tec, in Segorbe Soma informatics, others can be Disproin and Nunsys S.L. There are many other IT service companies, but the ones named could be your immediate competitors.

On the other hand, that current computer companies can do without a physical establishment, due to the arrival of e-Commerce, since on the one hand the sale of computer accessories can be done through their website and on the other hand the service maintenance or development of systems is carried out at the customer's premises or even remotely. These characteristics have made the rivalry between competitors very high, one of the options with which rivalry is reduced is through the provision of service and after-sales service, where we try to retain the customer by offering them a treatment that is as personalized as possible. Finally, it should be noted that according to the OCU (Organization of Consumers and Users) that there may be price differences close to 20% between different specialized websites, thus increasing the price rivalry between competitors.

**Figure 15. Influence of Porter's Five Forces on Digital Gesis.**



*Source: Own elaboration.*



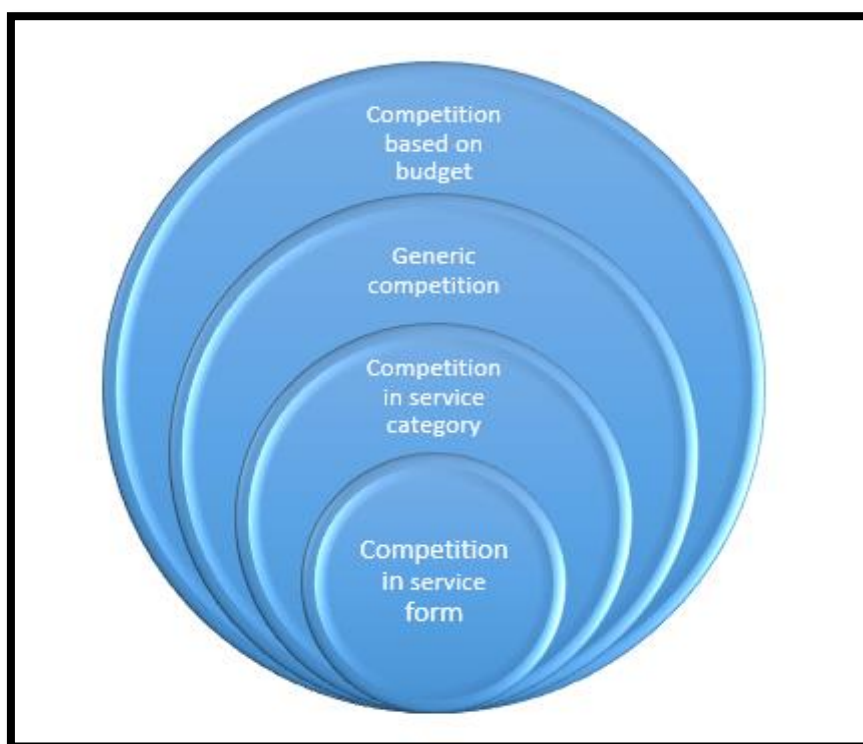
## 2.2.3. Competitive analysis

### 2.2.3.1. Levels of competence

The analysis of the competition, as indicated by Cravens (1994) "takes on special importance since evaluating the strategies, strengths, limitations and plans of the competitors is a key aspect of the analysis of the situation". This author indicates that it is important to identify both current and potential competitors.

In a competitive market, companies not only have to satisfy the needs of customers, they must also do it better than other competitors. Gesis Digital's competence are all companies that offer maintenance and management of software in the ICT sector.

Figure 16. Levels of competence.



*Source: Own elaboration.*

- *Form of service:* In this first level of competence we can find all the direct competitors of Gesis Digital because they perform the same service and in a very similar way: supply service, installation and maintenance service. The competitors that we can highlight in the level of service form are: Soma informatics, 720TEC, Disproin and Planatec Software.

- *Service category:* In this second level of competence we can find companies that provide the same service, but in different forms and attributes, that is, they perform the service with other different programs, other devices, different technology. For example, that all software is established in the cloud or on the premises of the company.
- *Generic service:* In this third level of competence we find all those services that satisfy the same need, but without the need for the service to be carried out by means of a computer. In this case we find smartphones and tablets.
- *Consumer budget:* Finally, in terms of budget level, there are all the services to which consumers could dedicate the same budget instead of dedicating it to our service for the benefit of their efficiency. Here we can find advice, marketing, staff, furniture, infrastructures ...

#### 2.2.3.2. Main competitors

In the ICT sector there are numerous companies that offer a wide range of computer services, so competition is quite high. If it is true that Gesis has been specializing in a type of client such as public administrations and that they carry a series of peculiarities with respect to private companies. This has made it different from its competitors, but in any case it is important to analyze the main competitors that are at the “product form” level of competition, since they offer a service with the same characteristics. In this way, we will learn more about Gesis Digital's direct competitors and thus analyze their strengths and weaknesses. The biggest competitors are:



Soma Informática is located in Segorbe, offers advisory services for the installation and repair of equipment, implementation and configuration of programs, web page design, supply of consumables...

Analyzing your web store, you have a wide variety of products. As for CPU computers, they start from a base model that can be customized in terms of memory, operating system, graphics card, hard disk... In the line of laptops it has few models relying on the

brands Asus, Lenovo, Hp. It also has Brother brand laser printers with 14 models and maintenance of 3 to 5 years. If you look at the management programs they are from the Sage company that ranges from ERP to more particular programs such as accounting or production. Finally, we come to computer consumables and accessories where we find a wide range of products with around 30 different brands that have been selected to guarantee the highest quality in addition to the fact that their products have been produced in a sustainable way, a priority to be a supplier of Soma. If you look at the price, Soma's product lines have very different prices depending on the type of product. It has a category of products called opportunities that is the cheapest to find accessories at low prices.

Regarding its distribution, Soma uses two ways to sell its products and services: the first way is through its physical store which is located at Avda. España, 78 Segorbe (Castellón), and the second way is through its website, where people can place their order from anywhere in Spain. Promotions are carried out on the website and delivery times may vary between 24 and 72 hours depending on the shipping method and the company that makes the shipment (Seur, DHL). Finally, the cost of shipping for the peninsula is €8.95, although shipping may be free if the cost of the order is greater than €60 in Spain.

Regarding communication, Soma informatics uses various communication tools such as commercial promotion (offers and discounts in the same store and on its website) and direct marketing (Facebook, Twitter).



Fadrell GT is a company belonging to the Aitana Group formed by the companies Aitana, Opentix and Fadrell itself. It is a company dedicated to the development, implementation and maintenance of Information and Communication Technologies. The services that we can hire in Fadrell GT range from Software for companies, Office 365 Solutions, cybersecurity in the cloud and both commercial and production management. The company focuses mainly on SAMB (small and medium businesses) in the province of Castellón to provide them with a service that improves their efficiency and productivity.

It has been in the city of Castellón for more than 20 years, which is why it has a wide portfolio of clients and a good reputation among SAMB and micro SAMB in Castellón. This company does not sell computer equipment separately, it performs the service and installs the hardware and software necessary for its operation. For this reason, it does not have a product catalog like its previous competitors.

Fadrell GT uses two ways to distribute its services: the first is through its physical offices located in Castellón, at Casalduch Avenue nº 39, and the second way is through its corporate website, where you can make a first appointment (if you want online) to find out what the client's needs are and the cost they may have.

Finally, Fadrell GT uses different communication tools, such as commercial promotion (discounts and offers both in its store and on its website), direct marketing (Facebook, Twitter, LinkedIn and You Tube), interactive marketing (blogs on your website) and advertising (events and conferences) such as the second edition of the Technological Solutions event on February 19, 2019, at the Castellón Chamber of Commerce.



Planatec Software is a company located in Castellón and Founded in 2007, so it has more than 13 years of experience in the sector. The company intends that any type of company can access ICT solutions, that these adapt perfectly to their needs and allow them to obtain competitive advantages. They make this possible by studying the particular needs of each client and that they feel that they are provided with a high added value service that ensures the correct operation in their organization and simplifies the daily work of their users. In addition to having competitive prices in all its services.

The range of solutions for SAMB that offer on their website is quite extensive, among which we can highlight: electronic signature, presence control, ERP, corporate websites, computer maintenance, Cybersecurity... It has different renowned providers in the sector, such as Windows Server, Hp, Kiocera, Google Apps ... Planatec Software does not sell IT products independently, it carries out the service and that is where it installs

the hardware and software necessary for its correct operation. Due to this, it does not have a product catalog like other companies.

As for the distribution of its services, Planatec Software does so in two different ways: one of them is through its physical store, which is located at street Tarragona 10, Castellón. The other way is through its website, where interested companies can make an appointment either in person or online to be advised on what service they need and what its approximate cost would be.

Finally, the communication strategies used by the company are: commercial promotion (discounts and offers on the website and physical store), interactive marketing (blogs on the website), direct marketing (LinkedIn, Twitter, Facebook) and advertising (performances at technology conferences and events).



Disproin is a company located in Valencia that has been in the ICT sector for more than 25 years. Due to its high level of experience and efficiency in IT solutions, it offers a wide variety of services such as: auditing, network management, engineering and security projects, design solutions, development and implementation of corporate networks...

Its objective is to help its clients improve and to achieve this, it focuses on providing the service in addition to having the most innovative technology on the market and a technical service that provides transparency, trust, empathy and ethics.

Viewing its website, in addition to the offer of its services, the company has a catalog of computer products in which they offer 4 categories of products:

Computing: this category has around 20 lines in which we can find from laptops, tablets, TV, sound, etc.

Office supplies: this category consists of a line that is office machines in which we find faxes, printers, binders, etc.

Leisure / Gadgets: in this category we find 3 product lines in which they offer drones, activity bracelets, electric scooters, etc.

Stationery: this category is made up of 2 product lines in which we find classifiers, notebooks, books, etc.

Regarding the price, the lines have very different prices, but it can be seen that they are similar to those of the competition.

For the distribution of services and products, it uses two ways: the first is through the physical store in Poet Vicente Gaos Square 4, from Valencia, and the second way is from its website, where customers can make their purchases, which can only be carried out from Spain. The website has an express courier service but shipping costs are not available or if it is free for orders over a certain amount.

Finally, it is necessary to highlight the various communication actions that it carries out such as commercial promotion (offers and discounts both in its physical store and on the web), direct marketing (Pinterest, Twitter, Facebook, LinkedIn), interactive marketing (blogs on the web).

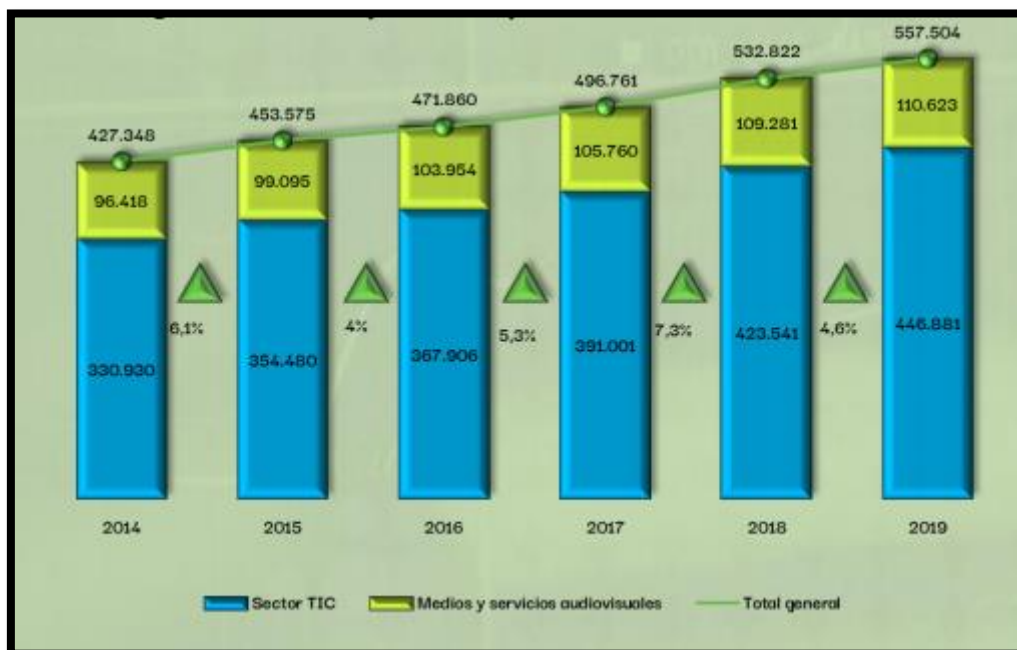
## **2.3. Market analysis**

### **2.3.1. Industry analysis**

The first variable to consider in the sector is that its annual growth was 3.5% in 2018, we can say that the figures are lower than the European average, but maintaining the favorable trend. The evolution and forecasts are positive, almost 94% of Spanish companies value positively the contribution of information technologies to the development of their activity and express the need for them.

The strength and cutting-edge character of the sector can be seen in its turnover, which grew by 5% in 2018 and in the number of workers in the sector, also increasing, and which was around 423,541 people employed in 2018.

Graph 5. Number of people employed in the ICT sector.



Source: Annual report of the ICT sector 2020. Made by ONTSI.

In addition, the administration, through Public Policies, works on the implementation and dissemination of new technologies in society, through promotional campaigns and creating new infrastructures to make their use possible.

These actions translate into an increase in the demand for these products and services that will be accompanied by maintenance of all these new computer equipment.

The annual reports of the National Institute of Statistics (INE), allow to know the behavior of the ICT sector and extract the main indicators that affect our company.

- Use of computer equipment by Spanish companies.

The stagnation that characterized this variable in the crisis years 2008 and 2009, with very low growth until 2012, disappeared in 2013. Currently, 98% of companies with ten or more employees have computers.

The average number of computer equipment per company is around nine, this figure is lower than that registered in 2016 (twelve computers) this fact is due to the generalization

of the use of information technology by smaller companies (less than ten employees), who buy less equipment, but are joining the use of ICT, this being the data of interest for Gesis Digital.

- Use of the Internet by Spanish companies.

The use of the Internet was maintained in Spanish companies with more than ten employees, with 98.2% using this tool. Within the company, the staff who use computers for business purposes increased from 60.4% in 2019 to 64.7% in 2020 and, of these, 57.1% are connected to the Internet in 2020. The companies that employed ICT specialists in 2020 was 18.4% and, finally, a fact that stands out is the reduced percentage of companies with a corporate website, only 78.1% and that everything indicates that it will continue to grow.

**Table 4. Indicators on the use of ICT 2019-2020.**

Indicator	2020	2019
Personnel using computers for business purposes	64.7	60.4
Personnel using computers connected to the internet for business purposes	57.1	53.5
Companies that employed ICT specialists	18.4	17.4
Companies with an Internet connection, of which:	98.2	98.4
Internet connection and website / page	78.1	78.2
They use digital signature	84.3	80.6
They use social media	63	52.9
They buy cloud services	28.2	28.1

*Source: Own elaboration. Data: National Institute of Statistics (INE).*

The use of ICT by autonomous communities in companies with 10 or more employees whose headquarters are located in the Community of Madrid, Catalonia and the Foral Community of Navarra present the highest intensities in the use of ICT in the first quarter of 2020. For their part, companies in the autonomous city of Melilla and the autonomous communities of the Canary Islands and Andalusia have the lowest percentages.

The data that interests Gesis Digital is that of the Valencian Community, which continues to rise and is specifically ranked ninth among the 17 autonomous communities. We are facing a market opportunity that offers growth possibilities in many of the ICT.



**Table 5. Use of ICT by autonomous communities.**

First quarter of 2020	Internet and Web (1)	Digital Signature (1)	Social Media (1)	Cloud Services (1)	Big Data	IoT	3D print	Robots
<b>TOTAL</b>	78.1	84.3	63.0	28.2	8.5	16.8	5.0	8.9
Andalucía	71.5	82.3	54.3	19.6	7.4	14.8	3.1	8.5
Aragón	85.4	83.3	64.7	22.5	7.9	15.9	5.2	11.3
Asturias, Principado de	81.6	85.4	61.3	24.4	5.8	14.4	6.3	7.8
Balears, Illes	81.4	76.1	73.0	23.3	9.3	14.0	1.9	5.0
Canarias	67.8	82.0	62.8	25.3	5.0	12.1	1.4	3.3
Cantabria	72.7	77.0	65.9	20.0	4.6	19.7	5.1	10.2
Castilla y León	73.2	85.2	61.3	23.1	6.2	18.3	4.7	8.8
Castilla-La Mancha	68.2	85.8	58.1	19.5	9.6	17.9	3.3	11.5
Cataluña	85.7	83.7	66.4	35.1	7.6	18.4	6.8	8.6
Comunitat Valenciana	77.4	86.5	65.2	28.0	9.2	17.3	4.9	10.1
Extremadura	68.8	83.3	59.5	15.4	7.6	21.6	4.0	10.1
Galicia	80.9	84.8	60.9	21.0	9.2	16.7	4.5	9.1
Madrid, Comunidad de	79.1	86.9	67.8	38.5	12.1	17.4	6.0	8.4
Murcia, Región de	70.0	86.1	56.3	16.0	6.4	16.2	3.7	10.5
Navarra, Comunidad Foral de	82.2	85.2	62.0	28.7	8.1	23.3	6.6	15.0
País Vasco	81.0	81.9	58.3	31.0	7.5	15.7	5.6	10.4
Rioja, La	74.6	88.2	63.1	17.1	5.8	10.0	4.0	9.8
Ceuta	74.2	99.2	58.3	31.0	3.5	15.0	6.5	4.2
Melilla	56.2	86.2	33.7	7.1	7.6	12.9	0.7	2.2

Percentage of the total number of companies with an Internet connection

*Source: Own elaboration. Data: National Institute of Statistics (INE).*

The National Institute of Statistics (INE) also offers data of interest in its report of October 21, 2020 on the evolution of electronic commerce in companies.

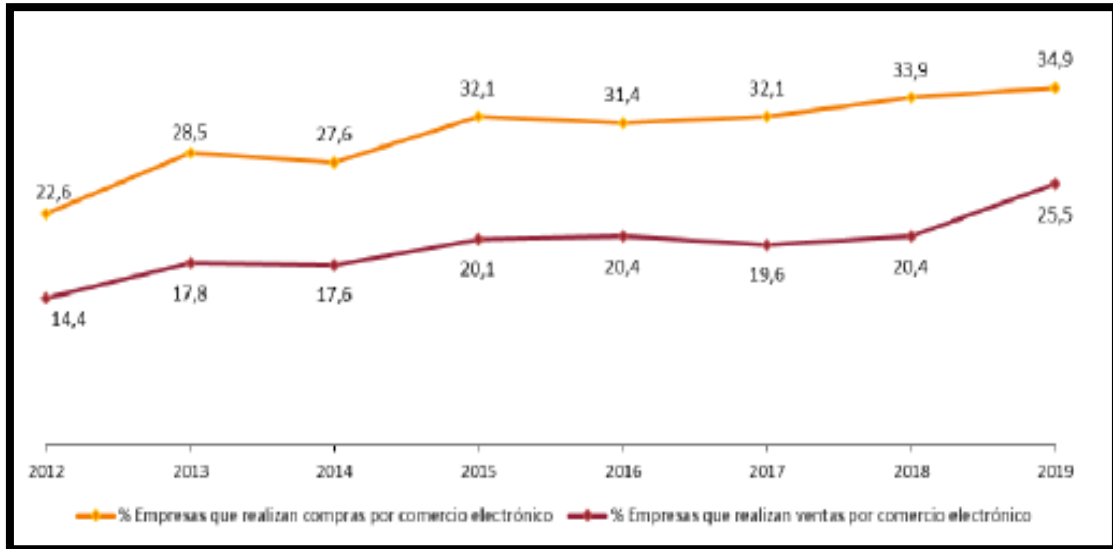
The business sectors that appear at the forefront of electronic commerce are IT, R&D, financial and insurance and business services.

25.5% of companies with ten or more employees made sales through electronic commerce in 2019. The business volume generated by these sales reached 307,425 million euros, an increase of 9.2% compared to 2018. Sales through electronic commerce represented 19.3% of the total sales made by companies with 10 or more employees, two points more than the previous year.

Regarding purchases through electronic commerce, 34.9% of companies with 10 or more employees made purchases through electronic commerce in 2019. The total volume of orders for goods and services was 260,301 million euros, with an increase of 8.7%.

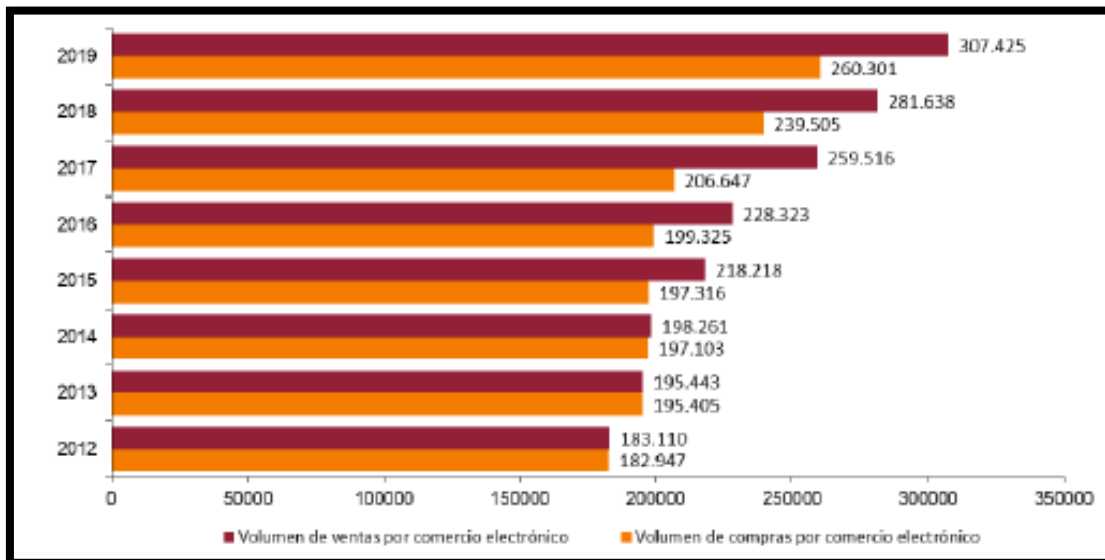
Purchases through electronic commerce represented 23.5% of total purchases by companies with 10 or more employees, compared to 21.3% the previous year.

Graph 6. Companies that carry out electronic commerce. Percentage of total companies.



Source: National Institute of Statistics (INE).

Graph 7 Volume of purchases and sales made by companies through electronic commerce.



Source: National Institute of Statistics (INE).

### 2.3.2. Consumer analysis

Gesis Digital's offer of computer services and products are aimed at companies with less than one hundred workers, with a computer team made up of several PCs, servers, with access to the Internet or with access in the near future. Client companies use ICT in

many phases of their business, but mainly to manage warehouses, accounting, production ... although potentially all companies may need our services or be users of our products. Within its scope of action (Castellón-Valencia) we find a total of 40,597 companies in Castellón and 183,697 companies in Valencia, all of them with less than 100 workers.<sup>1</sup>

Another potential demanding of our services is the public administration, It is true that in most cases the administration has a computer scientist on staff, but it is also a potential client since the part of repairs of all types of hardware is usually contracted externally, so it could be a long-term client term. Among the public entities where services can be provided are different departments of universities, town halls, libraries, minor registers, teaching spaces ...

Regarding private customers, they can also purchase our products, although the number and amount of sales is very small, therefore, private customers have not been taken into account when developing the economic plan. The explanation for this is that Gesis Digital cannot compete in prices with large companies such as Media Markt, Amazon, PC components ... that is why what is sought in Gesis Digital is to achieve differentiation through perceived value, establish a relationship as similar to that of being partners in the client companies that hire the different services of the company. The profile of the private client would be a person between 45 and 55 years old who buy their computer equipment from Gesis Digital to have the peace of mind of an installation with all the guarantees and a personalized treatment. The price variable is not decisive, since what they are looking for is to have a fast and reliable service to solve any problem that may arise in their devices.

**Table 6. Number of companies per employee in the provinces of the Valencian Community. 2020.**

	Without employees	1 to 2	From 3 to 5	From 6 to 9	From 10 to 19	From 20 to 49	From 50 to 99
	2020	2020	2020	2020	2020	2020	2020
<b>Alicante</b>	80,824	39,457	13,516	5,418	3,568	1,845	480
<b>Castellón</b>	20,890	12,138	4,082	1,645	1,066	619	157
<b>Valencia</b>	101,759	50,202	16,741	7,020	4,568	2,598	809

*Source: Own elaboration. Data: National Institute of Statistics (INE).*

<sup>1</sup> Data obtained from the National Institute of Statistics (INE).

Among the new technologies that companies use, the one that has the most confidence is the Internet of Things (IoT). Specifically, by 16.8% of companies.

Behind are industrial or service robots, used by 8.9% of companies, and the analysis of large data sources (Big Data), by 8.5%.

By sectors, the new technology most used in the Industry are robots (19.3% of companies in this sector use them). In Construction and Services the Internet of Things (IoT) predominates, with 11.8% and 18.4% of companies, respectively.

**Table 7. New technologies in companies.**

<u>New technologies. Percentage</u>				
	Total	Industry	Construction	Services
<b>Companies that used IoT technology</b>	16.8	16.2	11.8	18.4
<b>Companies that used industrial or service robots</b>	8.9	19.3	4.6	5.5
<b>Companies that performed Big Data analysis</b>	8.5	6.4	4.3	10.4
<b>Companies that used 3D printing</b>	5.0	8.2	1.8	4.4
<b>Companies that used chat bots <sup>(1)</sup></b>	1.8	1.1	0.3	2.5
<b>(1) Percentage of the total number of companies with an Internet connection</b>				

*Source: Own elaboration. Data: National Institute of Statistics (INE).*

### **3. SWOT ANALYSIS**

The different possible weaknesses, strengths, threats and opportunities will be shown below through a SWOT analysis.

**Figure 17. SWOT.**

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Experience in the sector and reputation</li> <li>• Personalized treatment for clients, guidance and advice</li> <li>• Competitive maintenance prices</li> <li>• Integration of services and products seeking synergies between them</li> <li>• Technicians with extensive experience and knowledge in computer maintenance</li> </ul>	<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Costs are increasingly lower for organizations when applying ICT</li> <li>• Many companies are not yet facing the digital transformation</li> <li>• Administration support for the implementation of ICT in SMEs</li> <li>• More demanding clients</li> </ul>
<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Low presence in social networks</li> <li>• Little presence in the ceramic sector</li> <li>• No physical store</li> <li>• Prices of products on the web above large companies</li> <li>• There is no specialized staff in the marketing area to adequately promote the services offered.</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Little bargaining power with suppliers</li> <li>• Intrusion in the sector</li> <li>• Pandemic</li> <li>• Aging of the population</li> <li>• High competition.</li> </ul>

*Source: Own elaboration.*

## **STRENGTHS:**

- **Industry experience and reputation:** Gesis Digital has extensive experience of more than 20 years, in which it has made a niche in the sector at the regional level. In addition, it has managed to establish a large portfolio of clients between the provinces of Castellón and Valencia, where it has a good reputation.
- **Personalized treatment for clients, guidance and advice:** The services offered by Gesis Digital are totally personalized, adapting to the characteristics of each sector or company that requests its services. Gesis Digital technicians advise on which ICT technologies can be implemented to improve both the efficiency and the effectiveness of the company-client.
- **Competitive maintenance prices:** Regarding the prices of computer maintenance Gesis Digital has very adjusted prices among the entire offer of companies that perform it, an important fact about this strength is that it is the only company that offers a catalog of models on its website computer maintenance with their respective prices.
- **Integration of services and products seeking synergies between them:** Gesis Digital's strategy is to seek synergies between its services and the products that it also has for sale on its website. It is carried out in the replacement or repair of equipment when it performs maintenance or, also, when a new project has been commissioned with the installation of the new equipment.
- **Technicians who have extensive experience and knowledge in computer maintenance services, both in hardware and software:** The competitive advantage that stands out in Gesis is that they have a technical team capable of repairing both the hardware and the software. This feature is difficult to find since maintenance usually takes care of the software, having to go to different professionals if there are problems with the hardware.

## **WEAKNESSES:**

- **Social networks:** a weakness has been detected with respect to social networks since nowadays, they play a very important role in both attracting and maintaining customers and Gesis Digital is not present in the most representative networks such as Facebook and Twitter, unlike its direct competition that is present in these two social networks.
- **Little presence in the ceramic sector:** in the province of Castellón there is a large cluster of the ceramic sector in which companies are equipped with

numerous computer equipment, this makes them a clear target customer, but Gesis Digital has very little presence in this sector.

- **Without a physical store:** if we compare the section of the physical store with its competition, we see that all have a physical store, an important resource so that they can receive customers in person and make themselves known in the location where they are.
- **Prices of products on the web above large companies:** it is true that Gesis Digital has a website where you can make purchases online, although the prices are slightly higher than in other more powerful companies in the sector, This is because it cannot compete with the large purchase volumes of these other companies, and also the high bargaining power that suppliers have over Gesis Digital.
- **There is no specialized staff in the Marketing area to adequately promote the services offered:** Gesis Digital does not have specialized personnel in the marketing area, so the campaigns it carries out are not carried out by an expert and these may not be adjusted to what the market needs. Therefore, this can affect not achieving the objectives that had been proposed.

#### **OPPORTUNITIES:**

- **The costs are increasingly lower for organizations when applying ICT (information and communication technologies):** over the years the technologies have matured and developed, this has meant a reduction in the cost of equipment so that small and medium-sized companies can equip themselves with these ICT.
- **Many companies are not yet facing the digital transformation:** there are still many companies that are not digitized, which makes them less efficient and at a clear disadvantage with those that are. That need to digitize makes them potential customers for companies like ours.
- **Administration support for the implementation of ICT in SAMB (small and medium businesses):** the administration in recent years is helping SAMB to digitize, it does so through training courses or grants in which they can contribute from 50% of the cost of installation up to 100%.
- **Customers are becoming more demanding:** customers are becoming more demanding, so they require a personalized service that responds in the shortest

possible time to all their incidents, which forces companies to be perfectly served and advised on matters digitization.

### **THREATS:**

- **Little negotiating power with suppliers:** Gesis Digital has little negotiating power with suppliers, the main factor is that being a small company, its purchase volumes are not high, so it cannot negotiate better conditions.
- **Intrusiveness in the sector:** there are people who pose as technicians, but in reality they are not, they can solve some problems in the short term, but without providing the customization, maintenance and above all the guarantees of a company specialized in the sector.
- **Pandemic:** the situation that has generated the pandemic has meant that many companies have paralyzed all their investments.
- **Aging of the population:** the progressive inversion of the population pyramid in Spain means that the number of adults is much higher than young people, making it difficult to reduce the generational digital gap.
- **High competition:** large companies make large reductions in the prices of their services because they have other lines of business on which they can rely.

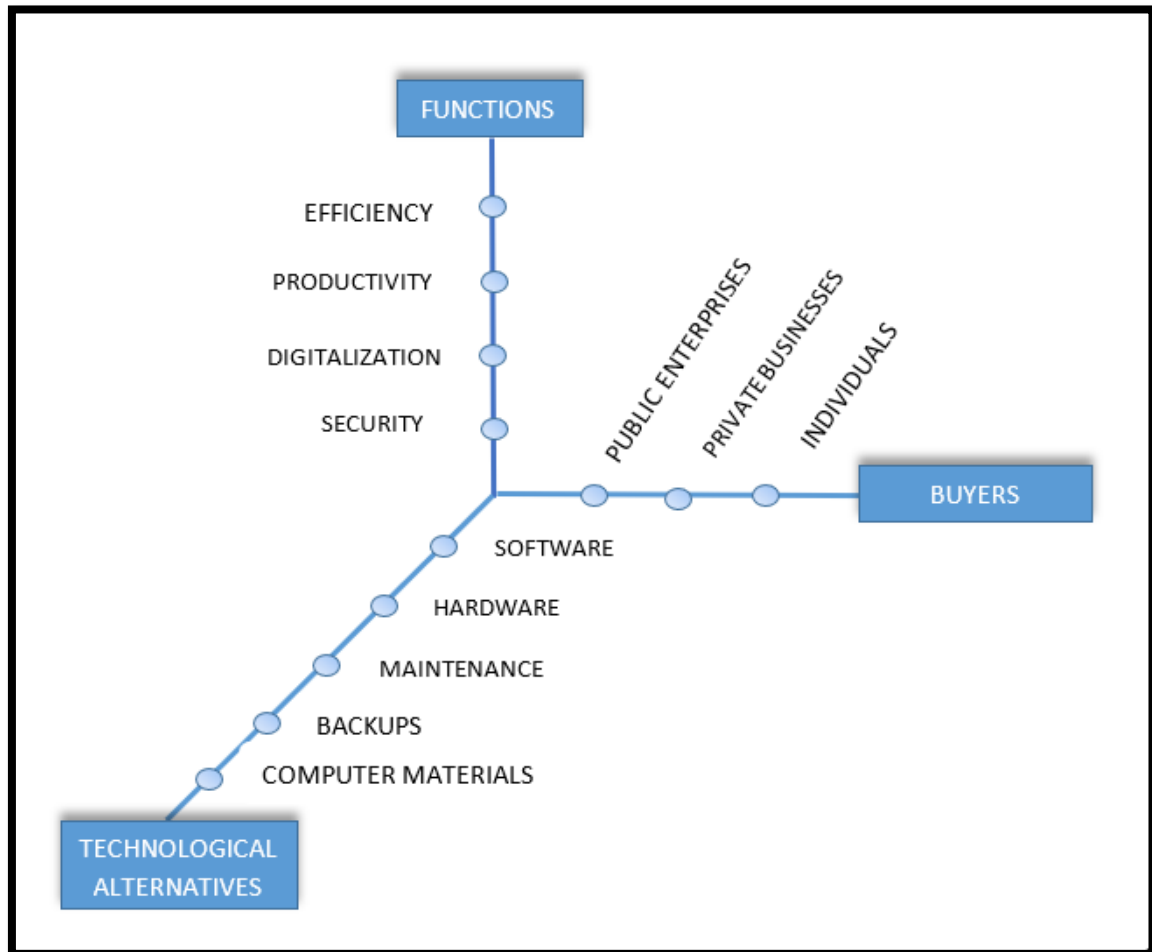
The company will try to take advantage of these strengths and try to correct those weaknesses, in addition, the SWOT analysis will allow it to design a strategy for the company to face its future in the short, medium and long term.

### **4. MARKET SEGMENTATION**

As can be seen in Figure 18, Gesis Digital targets its main service-market composed, first of all, by buyers belonging to the segment of private companies. The second most important segment would be that of public companies and, finally, the segment of individuals. These segments seek to satisfy different needs such as efficiency, productivity, security and digitization, all this through various technological alternatives such as: software products, hardware, other computer and technological materials, computer maintenance and backups.



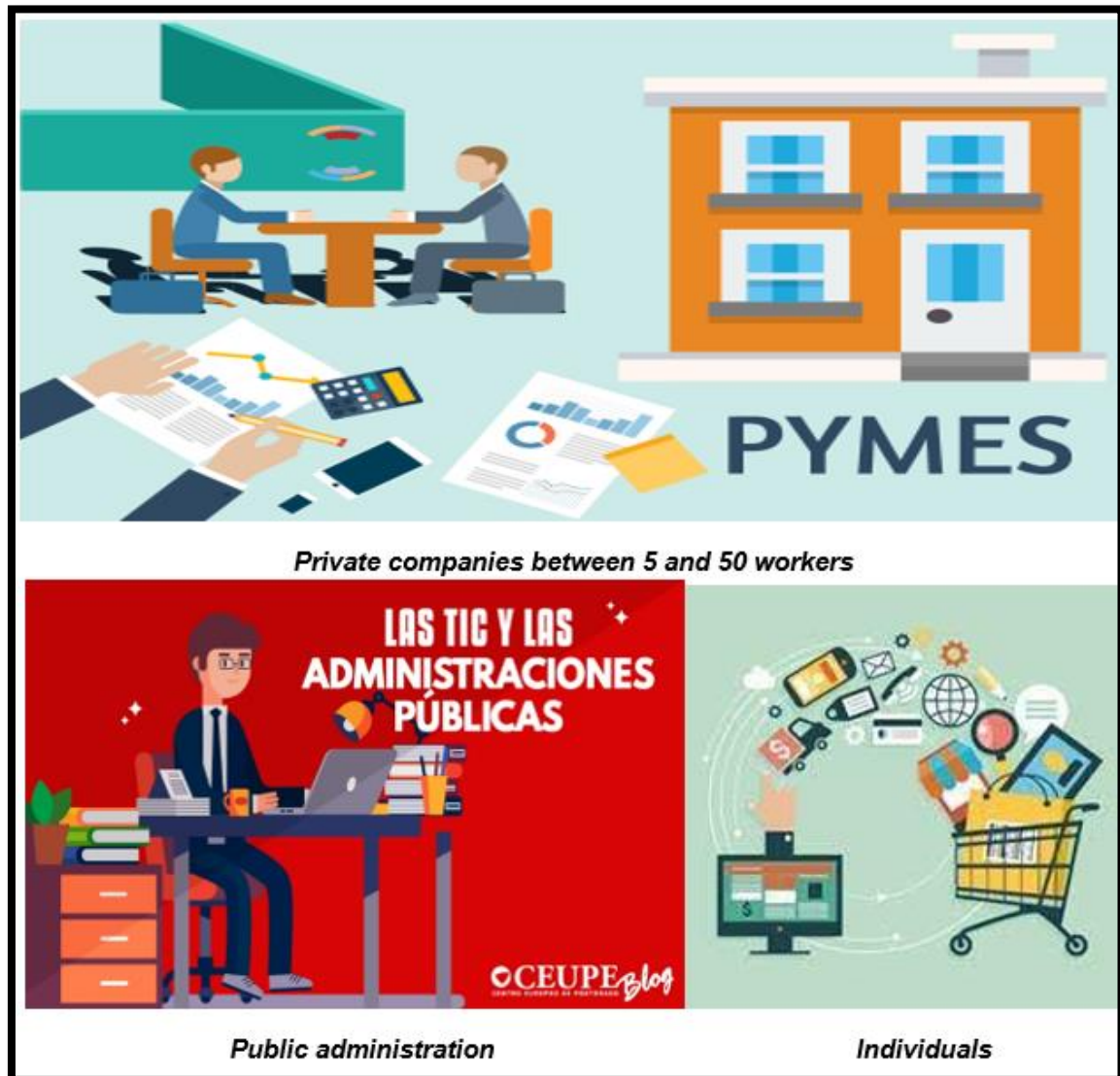
Figure 18. Gesis Digital market-service.



Source: Own elaboration.

Next, the service-product to which Gesis Digital is directed will be analyzed taking into consideration two segmentation criteria; one will be the dimension criterion and the other the geographical criterion. On the one hand, the geographical criterion is important because Gesis Digital is aimed at companies located between the provinces of Castellón and Valencia. On the other hand, the dimension criterion is also important because Gesis Digital is aimed at companies between five and fifty workers whose main activity is carried out with computer equipment, as an example we can name agencies, insurance offices, commercial departments...

Figure 19. Market segments.



Source: Own elaboration.

- Private companies with between 5 and 50 workers that carry out their main activity with computer equipment, are usually companies that do not have a computer technician on staff and that are used to having programs such as email, internet, accounting, management...To reach this segment it is done through word of mouth and through presentations in the same company. Normally the final decision will be made by the manager or owner of the company, but the recommendations of the users of the computer equipment will be relevant.
- Public administrations: in this segment there are city councils, university management units and other types of public organizations, Most of them do not

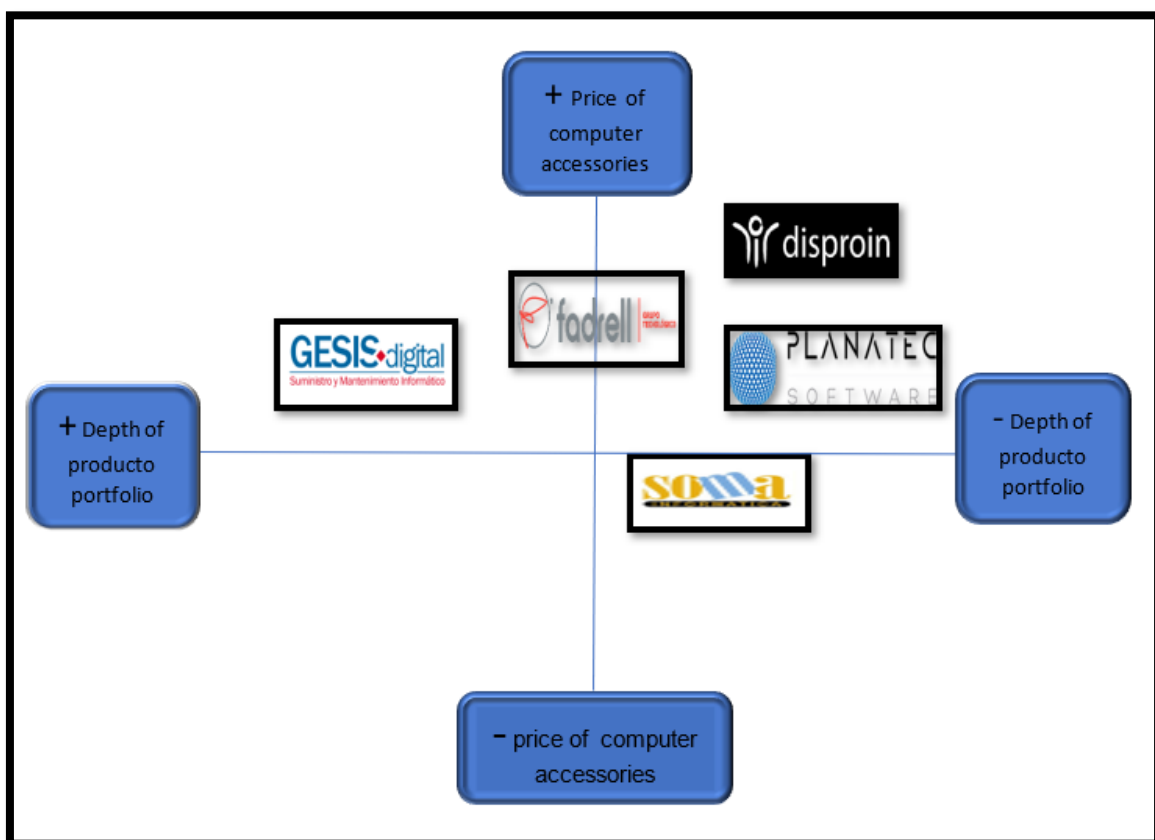
have IT or if they do have them, it also creates value for them to have a software and hardware service so that breakdown time is considerably reduced.

- Individuals: in this segment the profile is a person between 45 and 55 years old who buy their computer equipment from Gesis Digital to have the security of an installation with all the guarantees. The price variable is not decisive since what they are looking for is to have the peace of mind of being able to have a service at their disposal to solve any problem that may arise in the device.

#### **4.1. Positioning**

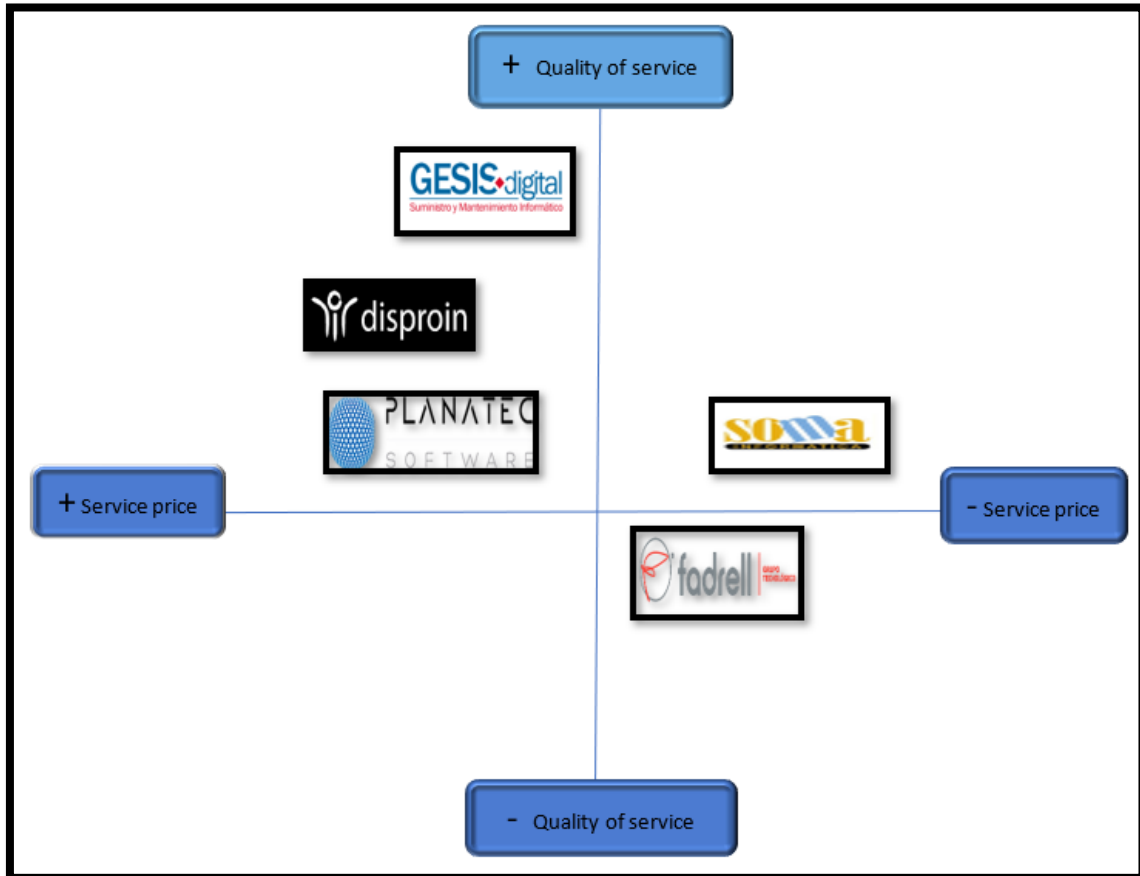
Once the three segments in which Gesis Digital puts its efforts have been identified, two positioning maps will be made (Figure 20 and Figure 21) in relation to the study carried out previously, where we will place Gesis Digital and the four competitors analyzed (Soma informatics, Planatec software, Grupo Fadrell and Disproin) according to different characteristics: price of IT accessories, quality of service, price of service and depth of the product portfolio.

**Figure 20. Positioning map.**



*Source: Own elaboration.*

Figure 21. Positioning map.



Source: Own elaboration.

## **5. MARKETING OBJECTIVES**

As Sainz de Vicuña indicates (2015, p. 228), that:

*The objectives will always be subordinate to the corporate objectives and strategies; they will be concrete and measurable; solve a business problem or capitalize on a market opportunity; they will be supported by scenarios that will have been considered in the analysis of the situation; and finally, they will establish the “what” and the “when” rather than the “how” and the “why”.*

Objectives of business relationships

1. Increase by 20% the visits of new clients on the web during the next year.
2. Increase relationships by 10% with new clients over the next 12 months. This will be carried out through sweepstakes, social networks and blogs, the client will participate in the company and relationships will be increased.
3. Achieve a 90% customer satisfaction rate in the next year. To measure this objective, the incidents posted by the clients will be used.

Management objectives of marketing activities

4. Increase sales of Gesis Digital products by 10% in the online store during the next 12 months.
5. Increase the contracting of Gesis Digital IT services during the next 12 months. Specifically, to increase the hiring of computer maintenance by 10%, the number of backup copies by 5% and finally the installation of management programs by 5%. Next, table 8 details the forecast of service contracting.

**Table 8. Forecasts of increases in service contracting.**

		MONTHS											
		1	2	3	4	5	6	7	8	9	10	11	12
FORECAST	COMPUTER MAINTENANCE	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%	0.0083%
	MANAGEMENT SOFTWARE	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%
	BACKUPS	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%	0.00416%
REAL BILLING	COMPUTER MAINTENANCE												
	MANAGEMENT SOFTWARE												
	BACKUPS												
COMPLIANCE %	COMPUTER MAINTENANCE												
	MANAGEMENT SOFTWARE												
	BACKUPS												

*Source: Own elaboration.*

Business financial goals

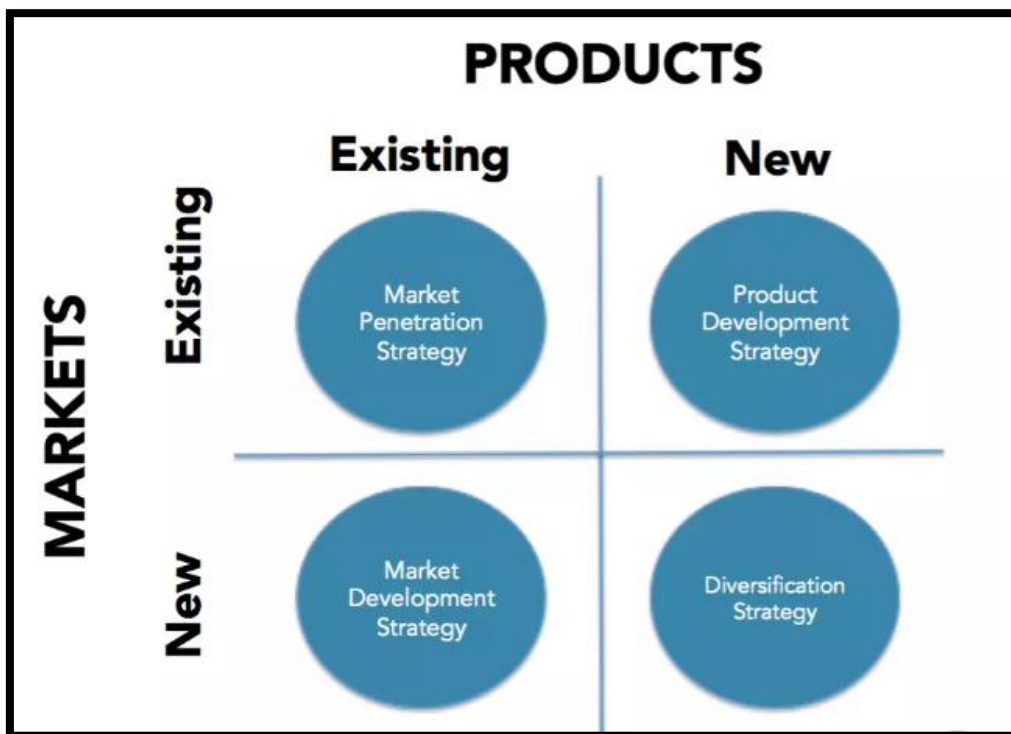
6. Increase Gesis Digital profits by 10% over the next year.

## **6. MARKETING STRATEGIES**

### **6.1. Growth and diversification strategy**

To carry out the study on the growth strategy that Gesis Digital must carry out, the Ansoff growth matrix will be used.

Figure 22. Ansoff matrix.



*Source: Own elaboration.*

After analyzing the different strategies of Ansoff's growth matrix, Gesis Digital should carry out a market penetration strategy, so they will try to increase sales, particularly in contracting IT services, trying to increase the current market share, This can be achieved through the marketing activities that will be explained below. This strategy has the advantage that Gesis Digital has knowledge of the environment at the provincial level in which it operates, which will help them carry out the actions to be carried out.

The choice of this strategy is due to the fact that Gesis Digital has limitations for the development of new products, such as improvements in computer accessories, for this reason it is considered that the product development strategy is not the most successful. Also, Gesis Digital does not plan to open new markets in different geographical areas or customer segments, so carrying out a market development strategy is ruled out.

## **6.2. Competitive strategies**

The competitive strategy that Gesis Digital must carry out is the specialized niche strategy since Gesis Digital does not aspire to compete for being the market leader or a follower of the leader, its strategy is to specialize in a market niche made up of companies located between the provinces from Castellón and Valencia. The dimension criterion will be between five and fifty workers whose main activity is carried out with computer equipment and to be the leader in this niche.

Gesis Digital has a long experience in the sector, so it has a high knowledge of customers and the market it wants to reach, this makes it capable of improving the services that the competition provides in this niche. Most companies that carry out a specialized niche strategy are specialized in very specific services, and Gesis Digital has specialized in offering a service with particular characteristics and extensions, since the service offers both hardware and software solutions with a fixed fee in which it covers remote connections, travel and discounts of up to 100% on certain parts. This provides peace of mind for your customers, having the assurance that for a fixed fee their devices will work properly without additional costs arising.

## **6.3. Strategy as a competitive advantage**

Lambin (2009, p.219) says that:

*A competitive advantage refers to the characteristics or attributes of a product or brand that give a certain degree of superiority to a company over its more direct competitors. This competitive advantage is based on the distinctive features of the product that provide superior value to the buyer.*

In relation to the strategy as a competitive advantage, Gesis Digital must adopt a differentiation strategy, Gesis Digital must try to differentiate itself from its direct competition through the perceived value among which we highlight the customization, reliability and trust that its service offers, as well as a serious improvement to have the latest technologies in computer repairs by attending fairs and conventions.

On the other hand, Gesis Digital should not only be differentiated at the time of the service, but should also be differentiated by the treatment given to the client when requesting a budget or technical advice explaining in a language without computer technicalities so that everything be understood by the customer. Another point that should be emphasized is the warranty service which Gesis Digital will process on all

occasions and will take care of any defective or damaged device that may appear. Finally, personnel beyond technical skills must have good communication skills, courtesy and transparency towards the client.

## **7. ACTION PROGRAMS**

As Sainz de Vicuña (2015, p. 325) says:

*A strategy must be translated into concrete actions to be an effective strategy.*

*Furthermore, it is important to assign a person in charge to supervise and execute the action plans established within the foreseen deadlines, as well as to evaluate the anticipated costs, prioritizing the attention and dedication that must be paid to said plans according to their urgency and importance.*

### **7.1. Summary of action plans**

Table 9. Summary action plans.

<b>Behaviour</b>	<b>Objectives</b>
<b>Action 1: Redesign of service models on the site Web</b>	<ul style="list-style-type: none"> <li>3. Reach a 90% customer satisfaction rate in the next year.</li> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ul>
<b>Action 2: Prices established by costs and compared with the competition.</b>	<ul style="list-style-type: none"> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ul>
<b>Action 3: Improve the shipping terms of purchases made on the web.</b>	<ul style="list-style-type: none"> <li>3. Reach a 90% customer satisfaction rate in the next year.</li> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ul>
<b>Action 4: Create profiles on social networks (Twitter, Facebook)</b>	<ul style="list-style-type: none"> <li>1. Increase visits to the web by 20% over the next year.</li> <li>2. Increase relationships by 10% with new clients over the next 12 months.</li> </ul>



<p><b>Action 5: Launch an advertising campaign on Facebook.</b></p>	<ol style="list-style-type: none"> <li>1. Increase visits to the web by 20% over the next year.</li> <li>2. Increase relationships by 10% with new clients over the next 12 months.</li> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ol>
<p><b>Action 6: Increase the number of offers on the website.</b></p>	<ol style="list-style-type: none"> <li>3. Reach a 90% customer satisfaction rate in the next year.</li> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ol>
<p><b>Action 7: Write a new monthly blog post on the website.</b></p>	<ol style="list-style-type: none"> <li>1. Increase visits to the web by 20% over the next year.</li> <li>2. Increase relationships by 10% with new clients over the next 12 months.</li> <li>4. Increase sales by 10% during the next 12 months.</li> </ol>
<p><b>Action 8: Carry out a bimonthly giveaway on social networks.</b></p>	<ol style="list-style-type: none"> <li>1. Increase visits to the web by 20% over the next year.</li> <li>2. Increase relationships by 10% with new clients over the next 12 months.</li> <li>3. Reach a 90% customer satisfaction rate in the next year.</li> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ol>
<p><b>Action 9: Design an application for Android and iOS.</b></p>	<ol style="list-style-type: none"> <li>1. Increase visits to the web by 20% over the next year.</li> <li>2. Increase relationships by 10% with new clients over the next 12 months.</li> <li>3. Reach a 90% customer satisfaction rate in the next year.</li> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ol>

Source: Own elaboration

## **7.2. Service decisions**

### Action 1: Restructuring of service lines on the website

<p><b>Objectives to which it contributes:</b></p> <p>3. Reach a 90% customer satisfaction rate in the next year.</p> <p>4. Increase sales by 10% during the next 12 months.</p> <p>5. Increase profit by 10% next year.</p>
<p><b>Implementation period:</b> 1 week</p>
<p><b>Budget:</b> no cost</p>

On the Gesis Digital website we find 4 different types of service, but we have verified that some potential clients when they consult it, they have doubts about the differences that exist in them.

It is recommended that they be more concise and clear with the benefits that each type of service brings to the client. In question, the comprehensive type includes assistance and the professional type includes basic assistance. Well, these differences raise doubts, so it should be better explained what is the difference between the types of assistance that the services are accompanied.

## **7.3. Price decisions**

### Action 2: Prices established by costs and compared with the competition

<p><b>Objectives to which it contributes:</b></p> <p>4. Increase sales by 10% during the next 12 months.</p> <p>5. Increase profit by 10% next year.</p>
<p><b>Implementation period:</b> 12 months</p>
<p><b>Budget:</b> no cost</p>

At present Gesis Digital establishes the prices of both products and services in relation to costs. Once all the costs associated with the service or product have been calculated (salaries, insurance, materials, etc.), a fixed profit margin is applied.

This pricing procedure has its disadvantages, the main one being that competition is not taken into account. The four competitors previously analyzed also have for sale some of the same brands and products as Gesis Digital, it is observed that the prices of some products are slightly different, but the trend of these is that Gesis Digital has a slightly higher price.

For this situation, Gesis Digital is proposed to establish a pricing method taking into account not only costs but also its most direct competition, In this way, when potential clients compare prices, Gesis Digital is not ruled out for this circumstance. This will help to achieve an increase in the turnover and profit of the company.

#### **7.4. Distribution decisions**

##### **Action 3: Improve the shipping terms of purchases made on the web**

**Objectives to which it contributes:**

- 3. Reach a 90% customer satisfaction rate in the next year.
- 4. Increase sales by 10% during the next 12 months.
- 5. Increase profit by 10% next year.

**Implementation period:** 1 year

**Budget:** €1.25 for each shipment (this cost decreases as order volume increases)

Gesis Digital has an alliance with the SEUR messaging service since it offers good prices and has one of the best distribution coverage in municipalities far from cities. Comparing with its competitors, it has been observed that the shipping conditions in Gesis Digital are higher in terms of price. Gesis makes shipments throughout the Spanish territory at an approximate price of €10 depending on the weight or volume (Soma Informática €8.95) also you can save shipping if the purchase is greater than €300 (Soma Informática from €60).

Since the shipping conditions are a variable that the customer takes into account and the company with the best shipping conditions is almost always sought, this makes Gesis

Digital hardly the first option for customers, since there are companies that offer the shipping at lower prices.

Therefore, Gesis Digital is proposed to continue with the alliance of its messaging provider despite not being the company with the best prices, it offers a wide service to the most remote towns. Gesis is advised to assume part of the shipping costs of around €1.05 per shipment, and to carry free shipping when the purchase exceeds €60. Due to this proposal (and also the others) in the long and medium term, the percentage of orders placed on the website will increase, This improvement will also help to improve the rates that are in SEUR (having more volume of orders influences the rates offered), therefore, Gesis Digital will reduce shipping costs and profit margins will not be harmed.

This proposal will help customers not to discard Gesis Digital when making online purchases due to higher shipping costs. And in turn, sales and profits for the company will increase.

## **7.5. Communication decisions**

### **Action 4: Create a profile on the social network Facebook**

**Objectives to which it contributes:**

1. Increase visits to the web by 20% over the next year.
2. Increase relationships by 10% with new clients over the next 12 months.
3. Reach a customer satisfaction rate of 90% in the next year.

**Implementation period:** 7 days

**Budget:** no cost

Facebook is a social network that companies can use to make themselves known, it has many advantages and among them is that it is free.

Due to this, Gesis Digital is proposed to register for a Facebook account, the main reason is that potential customers know of its existence. By registering with Facebook, traffic in the online store will increase and customer dialogues and inquiries will increase, in addition to being able to give a more visual demonstration of the services offered. The following actions will explain the best ways to reach customers through Facebook for free.

Figure 23. Example of Gesis Digital account on Facebook.



Source: Own elaboration.

#### Action 5: Launch an advertising campaign on Facebook

##### Objectives to which it contributes:

1. Increase visits to the web by 20% over the next year.
2. Increase relationships by 10% with new clients over the next 12 months.
4. Increase sales by 10% during the next 12 months.
5. Increase profit by 10% next year.

**Implementation period:** 5 weeks (advertising campaign time may change)

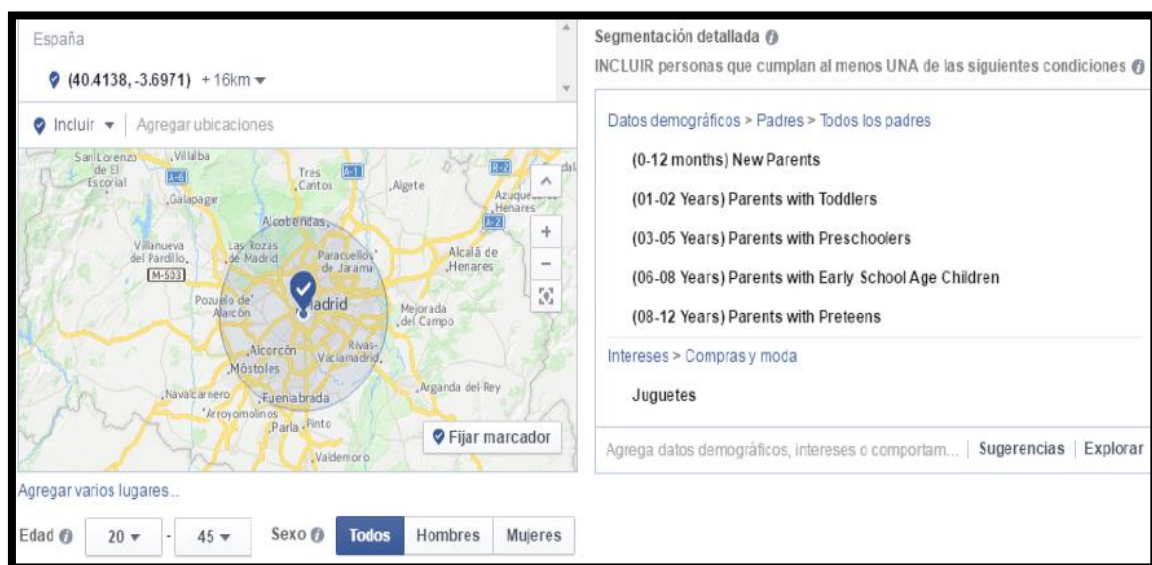
**Budget:** €10 per day, total €350 (the budget may vary in relation to the characteristics of the ad)

Facebook is a good opportunity to introduce marketing campaigns, first of all, you can segment the potential customers that companies want to attract, you can also adjust the amount you want to spend per day, For all this, Facebook can be adjusted to any business model. However, it must be taken into account that the age range of people who have a Facebook account is slightly higher than that of other social networks such as Twitter, which means that the possibility of finding people whose work tool is the computer increases.

Gesis Digital is proposed to design an advertising campaign on Facebook in the season of the end or beginning of the year, which is where companies and individuals review and renew their devices. This campaign will increase traffic on the Gesis Digital website and in turn will increase the company's sales and profits.

Since the advertising campaign on the Facebook social network can adopt different formats, an example of the type of advertising campaign will be shown, but it can be customized to meet the needs of Gesis Digital at all times.

**Figure 24. Example of segmentation on Facebook.**



**Source: Own elaboration. Data: Facebook.**

For the example, the location of the technical service has been added and from that place a search has been carried out with a radius of 18 km. Next, the target audience that the advertising campaign will try to attract has been segmented using interests and demographic data. In relation to demographic data, people who are parents and who are between 30 and 55 years old, with children between 0 and 25 years old and who have preferences for computing in their profile have been established.

With this type of segmentation and search radius Gesis Digital would spend €10 per day for a week, the estimate shows a range of between 1,700 to 4,500 people (figure 25). These numbers vary depending on the budget. For example, with a budget of €21 per day the daily range of people would be around 2,850 – 7,350 people and if we increase the budget to €31 the range of people would be set between 4,750 – 12,500 people.

Observing the previous example, you can have a high configuration of the advertising campaign that can be adjusted to all businesses, so if the previous example does not adapt to the needs of the Gesis Digital company, you can re-establish the parameters that consider convenient.

**Figure 25. Example of an ad campaign budget on Facebook.**

The screenshot shows the Facebook ad campaign budget configuration interface. On the left, under 'Presupuesto', the daily budget is set to €10,00. The 'Calendario' section has two options: 'Poner mi conjunto de anuncios en circulación continuamente a partir de hoy' (unselected) and 'Definir una fecha de inicio y de finalización' (selected). The start date is 1/4/2016 at 11:23, and the end date is 8/4/2016 at 11:23 (Hora de Madrid). A summary line states: 'Tu anuncio estará en circulación hasta el: viernes, 8 de abril de 2016. Gastarás €70,00 en total como máximo.' On the right, the 'Alcance diario estimado' section shows a range of 1700 - 4500 personas en Facebook, with a progress bar indicating 0 out of 56,000. A disclaimer notes: 'Esta es solo una estimación. Los números indicados se basan en el rendimiento promedio de los anuncios dirigidos al público seleccionado. Duración del conjunto de anuncios: 7 días'.

*Source: Own elaboration. Data: Facebook.*

Action 6: Increase the number of offers on the website.

<p><b>Objectives to which it contributes:</b></p> <ul style="list-style-type: none"> <li>3. Reach a 90% customer satisfaction rate in the next year.</li> <li>4. Increase sales by 10% during the next 12 months.</li> <li>5. Increase profit by 10% next year.</li> </ul>
<p><b>Implementation period:</b> 1 year</p>
<p><b>Budget:</b> no cost</p>

Currently, Gesis Digital does not make offers on its website and considering the large number of computer products it has for sale, not having offers on certain products can be a bad strategy.

For this reason Gesis Digital is proposed to make offers on certain items in which they have a higher margin or want to sell them, in addition these discounts must be renewed every ten days or fifteen days. Carrying out this strategy, sales should increase, this

action will also keep the client attentive to the offers that are coming out and profits will increase.

On the other hand, increasing the offers and that they vary every ten and fifteen days is not enough, since you will have to send the offers to the clients and for this Gesis Digital will be able to use your Facebook account through convincing publications that relate the company and its offers.

Action 7: Write a new monthly blog post on the website

**Objectives to which it contributes:**

1. Increase visits to the web by 20% over the next year.
2. Increase relationships by 10% with new clients over the next 12 months.
3. Reach a customer satisfaction rate of 90% in the next year.

**Implementation period:** 1 year

**Budget:** no cost

Gesis Digital has a blog on its website in which publications related to accessories or maintenance are made, this helps to interact with customers. Although this blog receives very little content and has become outdated in recent years.

Due to this situation, Gesis Digital is proposed to make a blog post every two weeks and also share it on Facebook. This initiative will increase the number of visits to your website and increase customer relations.

Communications on the blog may be content referring to the seasons of the year and related to different accessories or maintenance. An example would be when the summer season approaches, the high temperatures could be discussed in the blog to relate it to the fact that the devices suffer significant temperature changes and require extra cooling or control maintenance. In this way, customers can be induced to check their devices at this time of year.



Action 8: Carry out a bimonthly giveaway on social networks.

**Objectives to which it contributes:**

1. Increase visits to the web by 20% over the next year.
2. Increase relationships by 10% with new clients over the next 12 months.
3. Reach a 90% customer satisfaction rate in the next year.
4. Increase sales by 10% during the next 12 months.
5. Increase profit by 10% next year.

**Implementation period:** 1 year

**Budget:** no cost

Giveaways can help to engage with both future and present customers and provoke attention and impact on both customers and users of the network. Conducting giveaways combined with the use of social networks can become an ideal mix for the company to be known in a very economical way.

For this reason Gesis Digital is proposed to carry out a bimonthly raffle. Properly designed and advertised giveaways will increase website traffic, customer relationships, product sales, and Gesis Digital profit. It will also have an impact on customers feeling more satisfied with the company. The draws will be carried out as follows:

The raffles will take place on the social network Facebook and participants will have to choose between three possible answers to a question that will be proposed on Facebook. The questions can be chosen from any current moment, for example if the soccer Eurocup is being played, as questions related to the Eurocup 2021 can be asked... The requirements to participate may be the following:

- Follow Gesis Digital on Facebook.
- Share the sweepstakes post with three friends.
- Use the hashtag #Gesissorteo.
- Like the giveaway.

The benefits of sharing the post and the hashtags will help to have an impact so that the company is known in a very economical way. The raffles will last for ten days after which the winner will be chosen randomly from among all those who have adequately answered

the question. For the random selection of the winner, websites such as "Easypromon" can be used in which people can synchronize their Facebook account and choose a person who has answered correctly at random. When the winner has been selected, it will be verified that he has fulfilled all the requirements and once everything is correct, the winner with the prize will be published on Facebook for viewing.

The award may be any product advertised on the company's website, which may vary between those that we want to promote at that particular time.

Action 9: Design an application for Android and iOS.

**Objectives to which it contributes:**

1. Increase visits to the web by 20% over the next year.
2. Increase relationships by 10% with new clients over the next 12 months.
3. Reach a 90% customer satisfaction rate in the next year.
4. Increase sales by 10% during the next 12 months.
5. Increase profit by 10% next year.

**Implementation period:** 3 months

**Budget:** €1,200

In the last decade, technological innovations have improved enormously, which has led to transformations in the way things are done, particularly in the way companies act. In particular, smartphones have come to play a major role in people's lives since they are used for almost everything. That is why companies seek to design applications in which the client interacts with the company from anywhere and keeping them informed at all times.

For all this, Gesis Digital is proposed to design an app in which its clients have access to different functions:

- To be able to view the entire catalog of products and services.
- Carry out purchases.
- Receive notifications of offers, orders in progress and alarms of discounted products.

In this way, it will be possible to increase relationships with customers, increase their trust, increase sales and therefore the benefits of Gesis Digital.

## **8. SCHEDULE**

The following table shows the duration and the start of the actions previously considered:

Behaviour	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: Redesign of service models on the website.	█											
Action 2: Prices established by costs and compared with the competition.	█	█	█	█	█	█	█	█	█	█	█	█
Action 3: Improve the shipping terms of purchases made on the web.	█	█	█	█	█	█	█	█	█	█	█	█
Action 4: Create profiles on social networks (Twitter, Facebook)	█											
Action 5: Launch an advertising campaign on Facebook.	█	█										
Action 6: Increase the number of offers on the website.	█	█	█	█	█	█	█	█	█	█	█	█
Action 7: Write a new monthly blog post on the website.	█	█	█	█	█	█	█	█	█	█	█	█
Action 8: Conduct a bimonthly giveaway on social media.	█	█	█	█	█	█	█	█	█	█	█	█
Action 9: Design an application for Android and ios.	█	█	█									

## 9. BUDGET

Behaviour	Responsible for carrying out the action	Budget
<b>Action 1: Redesign of service models on the website.</b>	Company staff	No cost
<b>Action 2: Prices established by costs and compared with the competition.</b>	Company staff	No cost
<b>Action 3: Improve the shipping terms of purchases made on the web.</b>	Company staff	€1.25 per shipment
<b>Action 4: Create profiles on social networks (Twitter, Facebook)</b>	Company staff	No cost
<b>Action 5: Launch an advertising campaign on Facebook.</b>	Implemented by a digital marketing company	€350
<b>Action 6: Increase the number of offers on the website.</b>	Company staff	No cost
<b>Action 7: Write a new monthly blog post on the website.</b>	Company staff	No cost
<b>Action 8: Carry out a bimonthly giveaway on social networks.</b>	Company staff	No cost
<b>Action 9: Design an application for Android and iOS.</b>	Implemented by a specialized company	€1,200

- Fixed budget: €350 + €1,200 = **€1,550**
- Variable budget: €1.25 \* number of shipments made.

## **10. CONTROL**

To achieve the objectives proposed in the marketing plan, control systems and periodicities have been established, which are detailed below:

Objectives	Control periodicity	Control system
<b>1. Increase visits to the web by 20% over the next year.</b>	Bimonthly	Program that counts the number of visits to the web.
<b>2. Increase relationships by 10% with new clients over the next 12 months.</b>	Quarterly	Number of comments on the blog. Number of comments on social networks. Number of e-mails for inquiries. Number of participants in sweepstakes.
<b>3. Reach a customer satisfaction rate of 90% in the next year.</b>	Quarterly	Number of claims received.
<b>4. Increase sales by 10% during the next 12 months.</b>	Quarterly	Check the sales of the current year and compare with the sales of the previous year.
<b>5. Increase profit by 10% next year.</b>	Biannual	Verify the benefits of the current year and comparison with the results of the previous year.

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