



# **MARKETING PLAN OF EXCLUSIVAS ENERGÉTICAS**

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## **1. EXECUTIVE SUMMARY.**

Exclusivas Energéticas is an energy services company, with a technological base, a great variety of services, democratic values based on innovation, proximity and personal treatment, commitment to the environment and society.

All its activity revolves around energy efficiency, maximizing the savings of its customers achieving more optimal use of energy resources, and achieving increased competitiveness of its customers. To this end, it offers its clients a wide range of services such as auditing, consulting, management, negotiation, etc. Of all the aspects of the energetic matter of the client.

Through this plan we have carried out an internal analysis of the company, studying its values, mission, vision, and resources, to know in-depth how for what and with what elements the company faces its activity. Subsequently, we have carried out an external analysis that allows us to know what the situation of the sector is, the factors that affect it, and how its competitive environment behaves.

All this has allowed us to determine the situation of the company, represented by a SWOT analysis.

Once the analysis of the company and its environment has been completed, we have developed the part of the plan defining its product and market and proposing a series of objectives to be achieved through this plan, where we highlight the increase in marketing awareness, both online and offline, an increase in the current client portfolio or an increase in the company's income.

To achieve these proposed goals, we have designed an action plan, consisting of a total of 9 measures to be developed and implemented by the company and which involve improvements in each of the elements that make up the marketing mix.

Finally, we have established the periodicity and the measures that we will use to supervise the achievement of each of the objectives, together with a schedule that places the actions within a period, establishing their implementation period. Subsequently, the budget will be allocated to the implementation and control of each of them and in general to the implementation of this marketing plan.

## **2. INTRODUCTION.**

The energy landscape at the beginning of this century was bleak, characterized by a constant increase in demand and pollutant emissions. A market that had to deal with the constant changes in the price of energy, with an upward trend and that in turn observed how unsustainable exploitation of fossil fuels was taking place, reaching its limits of reserves and threatening their exhaustion.

For this reason, the EU began to develop policies aimed at halting this trend and reversing the situation through energy measures that would allow for sustainable development.

From here, a new context was created that placed energy efficiency as a fundamental pillar for achieving sustainable development, a concept that allows an increase in the productivity of business activity by reducing to a minimum the energy resources necessary for its development.

In this situation the Energy Services Companies (ESCO's) began to emerge, energy service companies, aimed at the implementation and execution of energy efficiency projects, composed of those measures or actions that generate energy and economic savings for the client, increasing their competitiveness.

The sector is still in its initial stages of implementation and establishment in Spain, but it is already showing signs of its great potential so that the number of energy service companies has tripled in the last 10 years. But there is still a long way to go before it consolidates and shows its great potential.

During this new energy context, in 2013 Exclusivas Energéticas, based in Castellón de la Plana, was founded by Marc Crespí and Iván Forcada, both specialists in energy efficiency and with proven experience in the sector.

In the beginning, Marc was in charge of the commercial part and Iván of the technical aspects, so Exclusivas started its journey as ESCO.

7 years later the company already has more than 500 customers, managing 5,000 supplies, being present throughout Spain. With a staff that already amounts to 20 workers, all of them specialists and experienced in the energy field, who work creatively and commonly to provide a high-quality service, thanks to this, Exclusivas Energéticas has been consolidated as the leading company in the energy efficiency sector in the province of Castellón. But it has not yet reached its peak, as the ambition of the company, pushes them to continue with this incredible growth with the possibilities of diversification or internationalization on the horizon.

The realization of this marketing plan arises from my initiation in the energy efficiency sector, thanks to the realization of the practices in the company to which this marketing plan is addressed. A sector that is practically unknown to an average citizen, but which as we will see below is of great importance in the economic and environmental development at a global level.

That is why I have decided to draw up the marketing plan for Exclusivas Energéticas Companies, to continue my learning about the company's activity and the sector, which has become so important in recent years and which has aroused so much interest in me. At the same time, to give birth to this great company that has been doing so well in recent years, as reflected in their results and to be able to contribute my grain of sand in their desire to improve and continue growing.

### **3. SITUATION ANALYSIS.**

#### **3.1. Internal analysis.**

##### **3.1.1. Presentation of the company.**

Exclusivas Energéticas S.L. is a technology-based company focused on energy management. The company's activity is to provide energy services such as consulting, auditing, management of contracts, consumption control, etc. The company, divides its activity into two parts the management of energy purchase, advising on the best moment, and strategy to carry out the energy purchase. And the management of energy efficiency, offering a service of advice, audit, and integration of technological solutions that help the companies to improve their competitiveness.

The ESCO was created to address a sector in which the companies responsible for providing energy supplies have great power, they are large and few companies operating nationally and although Spain has a free market economy, these are companies with a great capacity for negotiation and on which we have a great dependence. On the other hand, the sector has little tradition, it is still a young sector, in expansion, in which there is not a high number of experts capable of carrying out the management and audit tasks that companies require.

The company only offers its services to other companies, i.e. it does not work with individuals currently operating with two supplies, gas and electricity. For both of them, Exclusivas first prepares a report of potential savings and efficiency, which is sent to the client, so that he can assess whether the potential savings that the company can generate are of interest to him or not. If the customer accepts, the company's services are used to manage all energy aspects of the company, such as contracting, in which Exclusivas is responsible for reviewing the company's contracts to determine the conditions of the current contract, as well as consumption and other variables necessary for the company to prepare a complete report on the customer. With this, Exclusivas asks for offers from the sales companies and studies that are the most optimal for the organization according to the variables previously mentioned, such as price, duration, formula, etc. The client is then informed of the different options and

which they consider being the most suitable for their company according to the savings generated concerning the previous contract. Once the customer decides, Exclusivas contacts the sales company to process the new contract. In many cases, the process can be longer and more tedious, including negotiations with the marketers, possible changes that the company could make, etc.

Exclusivas offers many other services such as invoicing follow-up, to detect irregularities in the invoicing carried out by the sales companies, power optimization, and Qd, a process by which the company detects the optimal values of both variables that maximize savings. They carry out monitoring of consumption, to identify possible significant deviations, etc. The energy audit service stands out, using which the company studies all the factors that affect any measure in the energy field of the company and recommends to the client organization measures or actions to readjust its consumption and achieve the maximum possible savings. All the activity of Exclusivas Energéticas would not be possible without the Mindee energy management system, oriented and programmed to control and manage the energy of any type of company. It is capable of collecting, processing, and analyzing an infinite amount of data, offering personalized services and solutions for the optimization of the energy consumption and expenditure of companies in an automated way.

### **MISSION.**

The **mission** of Exclusivas Energéticas is based on increasing the competitiveness of its clients, contributing at the same time to reduce its environmental impact, carrying out actions in two main areas: the management of energy purchase and the management of energy efficiency. To this end, based on its work processes, its experience and the knowledge of its team of workers, it manages to reduce energy expenditure, generating savings and higher levels of energy efficiency in its clients through exceptional service and close, personalized treatment, with client satisfaction being the cornerstone of the organization's activity.

### **VISION.**

The company's **vision** is to promote fair trade, supporting and defending the interests of consumers, achieving a rational and efficient use of energy that favors the competitiveness of industry and business. With international aspirations and innovation and technological development as the bases of the company, its objective is to reach any corner of the world where it can contribute its knowledge, experience, and solidarity awareness in development and sustainability projects.

## VALUES.

The organization's **values** revolve around the sustainability of society, with respect and environmental awareness as the pillars of its relations with the environment, always seeking the common good.

### 3.1.2. Company resources.

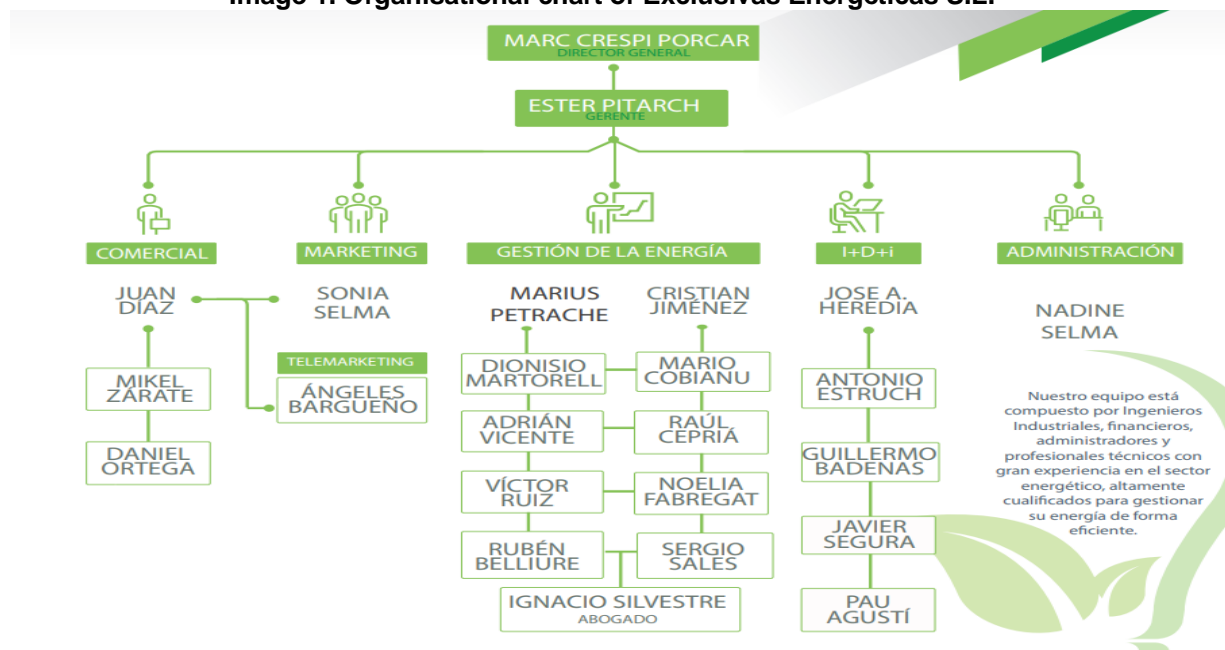
#### 3.1.2.1. Human resources.

Exclusivas Energéticas currently has 23 workers, all of them with higher education, forming a multidisciplinary staff with experience in the sector, all of them united in a common project, which allows them to face with full capacity the daily challenges of working in this sector.

As they maintain, within the company they are a "Piña", a team that works in full coordination, without barriers between departments.

Despite being a young and small company, they carry out a functional departmentalization, where Marc Crespí is the CEO and founder, who together with Esther Pitarch makes up the company's management. On the other hand, we have the Administration department, formed by an administrative technician. The next department, the Energy Management Department, is made up of 11 technical experts, in charge of the work of energy management and consultancy. And finally, we have the commercial department, the marketing department and the R+D department, formed by 5 engineers who are in charge of the management and development of the company's software.

Image 1. Organisational chart of Exclusivas Energéticas S.L.



Source: Dossier Final Exclusivas Energéticas, 2019.



### 3.1.2.2. Physical resources.

Exclusivas Energéticas has a physical establishment in Castellón de la Plana, located in Avenida Cid Casaña nº 1.

**Image 2. Location of Exclusivas Energéticas S.L. Offices.**



Source: Google Maps.

Offices that show the values of innovation, cooperation, and teamwork with which the organization preaches. Having an open space, without barriers that allow members and departments of the company to be in constant interaction with each other, communicating, consulting, or simply relating to each other.

On the other hand, and as the most important physical resource, constituting the foundations of the company, we have our operating system Mindee. A comprehensive system that optimizes energy consumption and expenditure, improves the profitability and competitiveness of companies, contributing to environmental sustainability.

The company also has some 30 computers and a device capable of recording its customers' energy consumption and sending it directly to the Mindee energy management system.

### 3.1.2.3. Marketing resources.

#### 3.1.2.3.1. Product.

Exclusivas Energéticas carries out two main activities, firstly, the advice and energy management, for which the company offers three complete services:

- **Contracting:** Exclusivas Energéticas carries out market analyses so that, thanks to the company's strategies and experience, they can detect the best offers that the

marketing companies put on the table for each client, so that they can compare and analyze each one of them and finally select the one that best suits the characteristics of the client company.

- **Technical management:** Within this service, the professionals of Exclusivas Energéticas will be in charge of managing the current contracting in legal, economic, and energetic matters and all the technical aspects related to the energy consumption of the installations. We include within the technical management of contracts, the following services:
  - Contract negotiations
  - Power and Qdc optimizations
  - Reagent settings
  - Billing monitoring and validation.
  - Pre-invoicing on the first day of each month, according to which the customer request
  - Economic and comparative energy cost forecasts between different years.
- **Legal attention:** It gathers all the aspects with the claims and legal aspects that can have the client in power matter. Thanks to its telemeasure systems and the reports that the company makes periodically on the energy situation of the company, Exclusivas detects the possible mismatches that occur with the marketers and communicates them to the client so that, thanks to the help of a law firm they work with, they can take the appropriate legal action.

The second main activity deals with energy efficiency, with a team composed of professionals in the efficient use of energy working to maximize this value in client companies. This activity includes the following services:

- **Energy audit:** The audit is a process of analysis of the behavior of the facilities or plants of a company that allows detecting where, when and how a certain company consumes energy so that it allows to elaborate a list with the actions and/or measures that allow optimizing the use of the energy to obtain the greater possible saving.
- **Energy indicators:** They design and establish the ways of measuring the different energy indicators so that it is possible to carry out a control of them and in the case of detecting possible deviations, to apply the pertinent corrective measures. It includes:
  - Periodic reports on SWAPS and Mandates for both physical contracts as future contracts to be signed.

- Warning of alarms in overcoats like reactive, excess power, Qd, etc.
- **Management of subsidies and grants:** Both of them provide great incentives for organizations to adopt energy efficiency measures. Exclusivas manages both incentives to administer the energy budget of its clients in the best possible way.
- **Energy balance.**
- **Verification of the quality of the network:** Exclusivas energy companies carry out a registry of the energy consumption in all the aspects referring to this matter, powers, reactive energy, etc. Thanks to this service together with the energy indicators, Exclusivas detects the anomalies that occur in the consumption of customers. It also includes services such as:
  - Efficient management of plant operation and maintenance.
  - Evaluation of all the parameters that influence the result of the cogeneration plant
  - Identification of possible changes in parameters that can optimize the energy performance of the industry.
  - Definition of operation programs according to the plant's demand and the price evolution foreseen for the operation period
- **Environmental permit:** The permit shall lay down the environmental conditions required for the operation of the installation and shall specify the limit values for emissions of polluting substances based on the best available techniques, taking into account the technical characteristic of the installation, its geographical location, and the local environmental conditions.
- **Preparation of sustainability reports and other related aspects with CSR (Corporate Social Responsibility).** It includes reports with aspects related to the impact of the company's activity on the social environment. Greenhouse gas emission rights. Includes:
 

<ul style="list-style-type: none"> <li>- Calculation of the carbon footprint.</li> <li>- Emission permits.</li> <li>- Emission rights.</li> <li>- Emission ceiling.</li> </ul>	<ul style="list-style-type: none"> <li>- Allocation of allowances.</li> <li>- Compliance.</li> <li>- Monitoring of emissions.</li> <li>- Registration of allowances.</li> </ul>
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- **Energy certification of buildings:** Obtaining this certificate is compulsory according to Royal Decree 235/2013, it is the responsibility of every homeowner, who must

contract a technical certificate to obtain it, Exclusivas offers this technical certification service.

Finally, Exclusivas Energéticas allows access to its energy management software to check its usefulness and be aware of how it operates and manages the data provided by the client.

#### 3.1.2.3.2. Price.

When it comes to pricing, Exclusivas bases its policy on three main aspects.

Firstly, it is based on the service contract, so that it groups the services provided by the organization into three packages:

- A. **Essential service:** This is the most basic package of services, within the contracting includes, including the optimization of the energy parameters, powers (electricity), and Qd (gas) and the management and advice of the contracting of the energy with the marketing companies.
- B. **Comprehensive service:** In addition to the services included in the previous package, a follow-up of invoicing is carried out, a follow-up of contracting and you receive alerts if the consumption or power limits are exceeded.
- C. **Comprehensive Plus Service:** Includes the comprehensive service plus the sending of the pre-invoice on the first day of each month with the amount of the previous month's invoice broken down by items, also reporting the consumption made.

For these services there is no pre-established fixed price amount because even if the company decides to contact one of these service packages, the fixed price to be charged to each customer will be different, taking into account, apart from their choice, the potential savings that can be generated, which is directly related to consumption, so that depending on the number of supplies contracted, the consumption carried out in GWh or both, the company will estimate an amount of potential savings and will estimate a fixed price for the customer.

However, once the potential savings that can be generated have been calculated, instead of establishing a fixed price to be paid, it is also possible to agree on a percentage to be paid on those savings, so that the customer would completely abandon the fixed remuneration and switch to remuneration based on results, thus configuring the variable remuneration option.

On the other hand, the preferences and situation of each customer are also taken into account. In this way, the company tries to adapt to the characteristics of its customers when establishing a price for its services. In this way, the company makes it possible to opt for a mixed formula

with a fixed + variable price on the savings obtained, an option that is very attractive for some clients since it reduces the fixed remuneration and transfers it to the remuneration according to the result, which generates greater confidence on the part of the client.

In the case of customers who opt for a mixed formula, between 10%-15% of the savings generated each month are usually applied to the variable part for the cost that would have been generated by the contract before that negotiated by Exclusivas.

### 3.1.2.3.3. Distribution.

Exclusivas Energéticas uses a short channel to make its service package available to the customer.

**Image 3. Distribution channel Exclusivas energéticas S.L.**



*Source: Own elaboration.*

Exclusivas Energéticas captures potential clients through their commercials. The salesperson meets with the potential client and asks for the necessary information so that the technicians can prepare a report on the potential savings that the client would obtain by contacting the company's services, in addition to informing him/her of the conditions and fees that Exclusivas charges for its services. In this way, once the potential savings report has been presented and with all the company's information duly communicated, the client decides whether or not to contract Exclusivas' services.

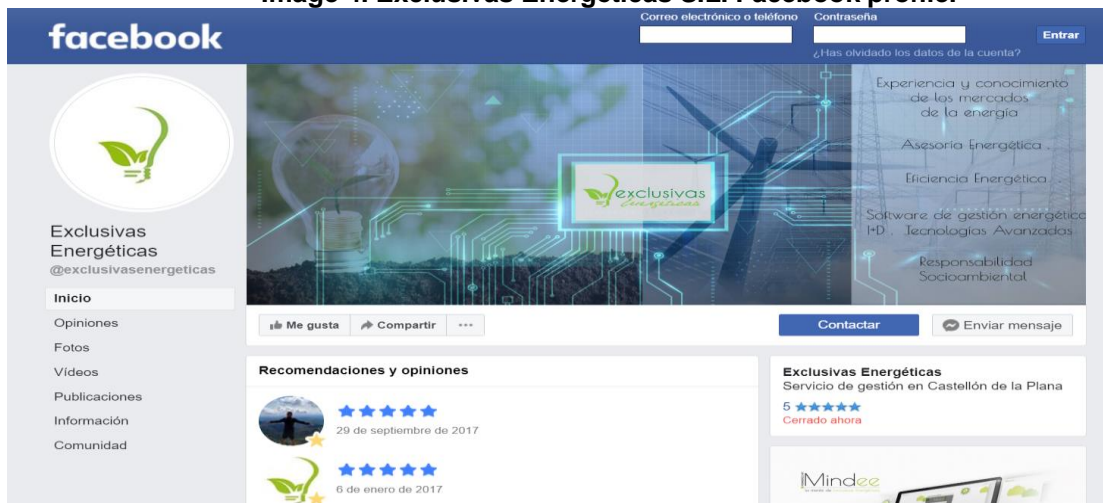
Once the potential client becomes a real client of the organization, the provision of services is carried out directly by the technicians, without any intermediary, normally by telematic and telephone. The direct contact, face to face, normally takes place through the salesmen, who are in charge of communicating the conclusions of their meetings with the clients to the technicians, although periodically, the technicians themselves, make visits to have more personal contact with those clients who require it.

### 3.1.2.3.4. Promotion.

Thanks to this marketing resource, the company keeps in touch with its clients through, firstly, its online and offline marketing media and, secondly, through participation in technology-based events, conferences, and fairs that are oriented towards the sector in which the organization operates. Exclusivas Energéticas uses various online tools for its communication mix, with which it is present on the Internet and social networks.

First of all, we can find Exclusivas Energéticas in social networks such as Facebook, a platform they use to inform about the situation of the energy sector, join social causes such as the fight against Covid-19, communicate with their clients, etc. In short, through Facebook, they inform and communicate about all the aspects that concern the company more pleasantly. With the same objective, the organization has a profile on LinkedIn from which to keep their followers informed, communicate job offers, and where they are shown unlike in Facebook the job profile of its employees.

**Image 4. Exclusivas Energéticas S.L. Facebook profile.**



Source: Facebook.

**Image 5. Exclusivas Energéticas S.L. LinkedIn profile.**



Source: LinkedIn.

Continuing with the company's online marketing elements, Exclusivas has a youtube channel, through which it publishes informative videos about the energy market situation, reports on measures to achieve greater efficiency in energy supplies and, among others, the organization's corporate video where they communicate all the information about the organization, its activity, means, and purpose.

**Image 6. Exclusivas energéticas S.L. YouTube Channel.**



Source: YouTube.

As the company's main online marketing resource we find the corporate website, configured as the main image in the company's online world, wherein an organized, updated, and complete way information about the company is displayed, including corporate social responsibility, contact details, location, etc. And the different services it offers, classified into 3 sections: Energy consultancy, energy management, and energy management software. It has a news section where current news of the sector and the company are shown, a blog through which to keep in touch with customers and links of interest to visitors.

**Image 7. Exclusivas Energéticas S.L. corporate website.**



*Source: Exclusivas Energéticas Werbsite.*

About offline communication, Exclusivas participates in numerous initiatives and attends events through which it demonstrates its commitment to the environment and the community in which it operates, and in turn, is in contact with other organizations and clients.

This is why it has participated in different projects such as the one developed by the Ronald McDonald House Foundation, aimed at supporting families with sick children. Last year, they participated in the Solidarity Market, an event aimed at raising funds for this initiative, through which they can contribute to the maintenance of the facilities that house sick children and their families. On the other hand, this same year, the company, represented by its director Marc Crespí, visited the foundation's facilities located in Valencia to show the organization's involvement with the cause and to verify first-hand that the objectives established for this project are being met.

The company also has an agreement with Universitat Jaume I, in which they hold conferences on energy efficiency and other issues related to the sector. In addition to being the company's main source of employees, since most of its employees have completed their training at the Universitat Jaume I, and from the internships it offers, they got to know the company and started working there.

On the other hand, it is common to observe the company's sales representatives or the aforementioned director attending events related to the sector. An example of this is the interview conducted on January 27, 2020, by the commercial Juan de Dios at FITUR, in which he spoke about the alliance between Exclusivas and the Hotel Technology Institute.

Another case is the attendance of Marc Crespí to a conference on self-consumption, efficiency and industry 4.0, where more than 150 professionals of the ceramic industry attended and where there were people who could not access due to the lack of capacity, which reflects the success of this convention organized by The Foundation for Energy Efficiency and

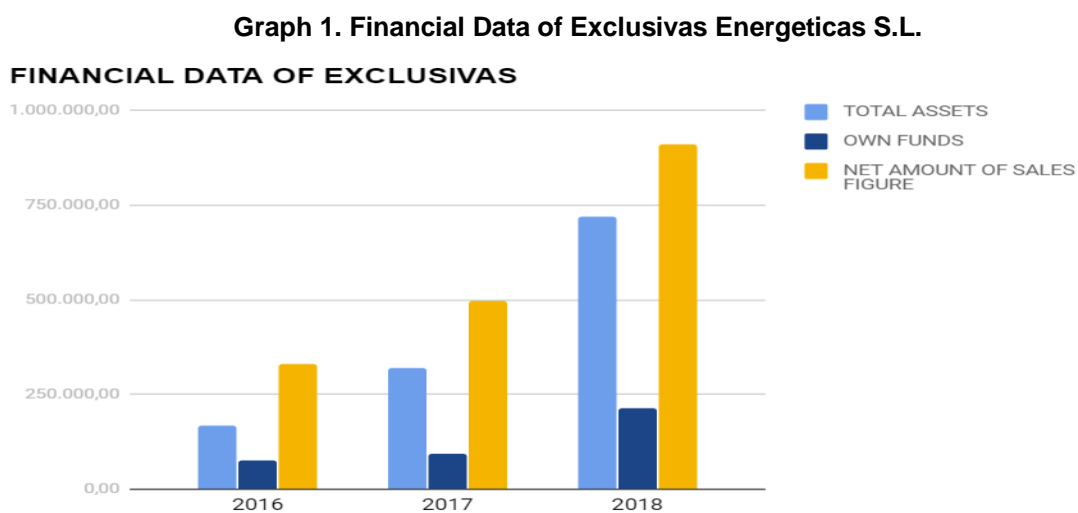


Environment of the Valencian Community (f2e Foundation) together with the Spanish Association of Ceramic Technicians (ATC).

Finally, and as another solidarity communication activity of the company, we have the participation of numerous employees of the company in a solidarity race carried out in Castellón, wearing a T-shirt with the logo of the company and their contact details. A new solidarity initiative that was also used to advertise the company.

#### 3.1.2.4. Financial resources.

The following graph shows the evolution of certain financial data for the period 2016-2018.



Source: Own elaboration. Data: Cierre ejercicio Exclusivas Energéticas.

Within the graph, the great growth of the net turnover stands out, which has suffered an increase of 176.41% during the period 2016-2018, from 329,215.59 to 910,003.32 euros.

On the other hand, the increase in the value of the company's assets should also be highlighted, with a growth of 331.8% in just two years, from 166,901.12 to 720,678.41 euros.

In turn, it is worth noting that this financial growth of the company is marked by the great results harvested in 2018, which represent the peak until the moment of the organization, the year in which the greatest net benefit has been obtained from its activity, with 121,594.97 euros net from the result of the profit and loss account.

## **3.2. External analysis.**

### **3.2.1. Analysis of the general environment (PESTEL ANALYSIS).**

#### **3.2.1.1. Political factors.**

Energy policy in Spain is following a transition towards a more sustainable and competitive energy model, with greater diversification and growth of renewable energies thanks to the implementation of energy-saving and efficiency measures.

The existing planning is marked by the package of measures dictated by the Community policies on energy and climate change, among which the "Energy and Climate 2013-2020" package and more recently the "Clean Energy for all Europeans" package stand out. The following plans stand out:

- Renewable Energy Action Plan 2011-2020 (Ministry of Energy, Tourism and Digital Agenda, 2011).
- Energy Efficiency and Saving Action Plan 2017-2020 (Ministry of Energy, Tourism and Digital Agenda, 2017).

For the next decade, a draft Climate Change and Energy Transition Law (APLCCTE) has been developed (Ministry for Ecological Transition and Demographic Challenge, 2020), which will be the regulatory and institutional framework aimed at progressively adapting our reality to climate needs and requirements, establishing, among others, the goal of achieving the decarbonization of Spanish society by 2050. This draft law is not yet in force, but it is in the process of being approved and everything indicates that it will be put into effect before the end of the year.

On the other hand, we have the National Integrated Energy and Climate Plan (PNIEC) (Ministry for the Ecological Transition and Demographic Challenge, 2020), of January 20, a plan that must be drawn up and presented by the EU and which establishes the principles that will guide the actions of the public authorities to promote compliance with the measures adopted in the Paris agreement (ecological factors) and, if necessary, apply the relevant corrective measures. It sets a minimum target of 32.5% energy efficiency improvement by 2030.

In the area of renewable energies, the National Renewable Energy Action Plan (NREAP) 2011-2020 stands out. With a total of more than 80 measures, it establishes the objectives to be developed by Spain in the area of renewable energies by the EU mandates. Achieving these objectives would mean a 20.8% share of renewable energies in total gross energy consumption.

The energy efficiency policy is developed through the Energy Efficiency Action Plan 2017-2020, which response to the requirements set by the European Parliament, which obliges all Member States to present a plan like this every 3 years from 2014.

This plan gives continuity to the measures previously tested in terms of energy-saving and efficiency. The most important measure in the Plan is the establishment of a system of energy efficiency obligations, together with the creation of the National Energy Efficiency Fund, which is intended to finance support mechanisms aimed at increasing energy efficiency in the different energy-consuming sectors to help achieve the objectives.

These two objectives are:

The first, the indicative target set by each country, Spain proposes a new target for primary energy consumption in 2020, equivalent to 122.6 Mtoe, which represents a reduction in primary energy consumption of 24.7% concerning the current scenario and excluding non-energy uses. Including non-energy uses, the same target rises to 127.4 Mtoe.

About the second objective, the binding one, the Spanish State has set the objective of achieving an accumulated final energy saving of 15,979 ktoe for the period 2014-2020, which is equivalent to an annual saving objective of 571 ktoe.

On the other hand, Law 18/2014 of 17 October (Official State Gazette, 252, of 17 October 2014) provides for the possibility of creating a mechanism for issuing energy saving certificates, to enable companies to comply with their energy-saving obligations.

### 3.2.1.2. Economic factors.

Currently, the GDP understood as the monetary value of the production of final goods and services in an economy in a given period, is the same as the main economic indicator of a country, has fallen by 5.2% during the first quarter of 2020 concerning the last quarter of 2019. Thus, the GDP during the first 3 months of 2020 stands at 298,554M, representing a decrease of 17,156M compared to the last figure recorded in 2019 and a reduction of 8,816M compared to the same period in 2019.

I highlight this figure in terms of GDP because it represents the first fall recorded in GDP in a quarter since 2013, coinciding with the Covid-19 pandemic.

**Table 1. Quarterly GDP of Spain at market prices.**

Quarterly GDP at market prices.		
Close	Quarterly GDP	Quart. Change in GDP (%)
I Quart. 2020	298.554M.€	-5,2%
IV Quart. 2019	315.710 M€	0,4%
III Quart. 2019	311.882M.€	0,4%
II Quart. 2019	310.369M.€	0,4%
I Quart. 2019	307.370M.€	0,6%

Source: Own Elaboration. Data: DatosMacro

**Table 2. Annual evolution of GNP in Spain.**

Annual evolution of GNP in Spain.		
Close	Annual GDP	Variation in GNP (%)
2019	1.244.757 M€	2,0%
2018	1.202.193M.€	2,4%
2017	1.161.878M.€	2,9%
2016	1.113.840M.€	3,0%
2015	1.077.590M.€	3,8%
2014	1.032.158M.€	1,4%
2013	1.020.348M.€	-1,4%
2012	1.031.099M.€	-3,0%

Source: Own elaboration. Data: DatosMacro

On the other hand, we have as another significant indicator of the economic situation, the GDP per capita, representing the value of goods and services produced per inhabitant, and through which we can know and compare the welfare of the country's inhabitants.

This indicator is currently at 6,339 euros, 364 euros less than the last quarter of 2019 (6,703 euros), and 210 euros less than the same quarter in 2019 when the figure was 6,549 euros.

And in the same way as the Gross Domestic Product, it represents negative variation figures, a trend that has not been observed again since 2013.

**Table 3. Spain's quarterly GDP per capita.**

Quarterly GDP per capita.		
Close	Quarterly GDP per capita	Quart. change in GDP per capita (%)
I Trim. 2020	6.339€	-5,4%
IV Trim. 2019	6.703€	1,2%
III Trim. 2019	6.622€	0,5%
II Trim. 2019	6.590€	0,6%
I Trim. 2019	6.590€	0,8%

Source: Own elaboration. Data: DatosMacro.

**Table 4. Evolution of per capita GDP in Spain.**

Evolution of per capita GDP in Spain.		
Close	GDP per capita	Annual change in GDP per capita (%)
2019	26.440€	2,8%
2018	25.730€	3,0%
2017	24.970€	4,1%
2016	23.980€	3,3%
2015	23.220€	1,9%
2014	22.780€	1,2%
2013	22.518€	-0,2%
2012	22.562€	-0,9%

Source: Own elaboration. Data: DatosMacro.

Both tendencies are marked by the humanitarian crisis that is devastating the Spanish, European, and world scene, caused by the expansion of the Covid-19. A fact that will equally mark the situation and the future of the sectors of the Spanish economy.

As for the energy efficiency sector, its evolution has been marked mainly by the entry into force of the PNIEC on 20 January 2020, aimed at leading the change in the current situation of the sector.

The PNIEC establishes the measures to carry out an energy transition focused on the use of renewable energies and energy efficiency measures, which represents an important economic and employment opportunity for the country.

The investments aimed at achieving this plan reach 241,412 million euros between 2021 and 2030. Of which 35% (83,540 million euros) are allocated to energy savings and efficiency and 38% (91,765 million euros) to the development of renewable energies.

Thus, the measures adopted will generate an increase in the contribution to GDP of between 16,500-25,700 million euros, an increase of 1.8% by 2030. All of this is due to the economic impact generated by investments in renewable energies and energy efficiency, and on the other hand by the reduction of the energy bill in Spanish households. Similarly, the PNIEC will generate an increase in employment in this sector between 253,000 and 348,000 people, an increase of 1.7% by 2030.

On the other hand, thanks to the energy efficiency sector and the predominance of renewable energies, Spain will achieve an accumulated saving in fossil fuel imports between 2021 and 2030 of 67,381 million euros.

Therefore, and given the relevance of the results that the PNIEC will report, it is configured as the main factor that will mark the economic situation of the sector.

### 3.2.1.3. Socio-cultural factors.

Nowadays there is a greater awareness, both social and business, and from public administrations, in everything related to energy management and efficiency, aware that it is not only an environmental and economic issue but also a social trend, which gives the organization an image of commitment that reinforces its corporate culture.

The crisis that Spain has gone through in the last decade has made both households and companies in our country more aware of energy consumption, which has led to greater concern for energy saving.

Although these two social factors have conditioned the landscape of the sector in recent years, indeed, there is still no clearly established culture towards energy efficiency, this is reflected in the number of both households and companies, especially SMEs, which are unaware of what it is, the benefits it generates, and therefore also unaware that there are companies dedicated to it.

This is changing and, as we have already mentioned, there is a positive evolution in favor of this sector, especially because of the policies and laws emanating from the EU in the field of

energy efficiency, which are forcing many companies to open energy management departments within their own company or to hire the services of an ESCO to manage all the issues in this area.

Another important socio-cultural aspect is the uncertainty, the difficulty of predicting and understanding the energy market is another factor that acts in favor of energy efficiency companies, since, there are a very small number of experts in the energy efficiency sector, and companies, even if they are large, can not always have real experts in this field, despite even having a department of energy management. It is therefore important for companies to have the services of energy consultancy firms, because they can work with this market uncertainty and transform it into forecasts with a certain stability, based on their knowledge of the market, their experience and their equipment and work processes.

#### 3.2.1.4. Technological factors.

The EU incorporates a dimension on energy research, innovation, and competitiveness, taking the 2010 Strategic Energy Technology Plan as a reference (European Commission, 2007).

Under its framework, the Spanish administration works for the development and improvement of R+i+c in sectors such as photovoltaic energy and energy efficiency, to develop low carbon technologies.

The Ministry of Science and Innovation, in coordination with MITECO and other agents such as the State Agency for Research and the Centre for Technological and Industrial Development, among others, is responsible for developing these measures within our country.

The measures adopted in the area of R+i+c are aimed at developing technologies and techniques that will enable us to fight climate change and promote an energy transition that will place renewable energies and energy efficiency as the energy pillars of our country in the future.

About energy efficiency, the transversality of its technologies stands out, a sector where the importance of its technologies is as great as its variety.

Industry 4.0 stands out as a key factor that will mark both the present and the future of the industry. Digitalization means more flexible and increased production, a greater need to personalize demand, and more efficient use of resources and energy.

Thus the present and future of this sector are marked by the incorporation of the so-called industry 4.0, Big Data technology and data mining to store and update daily a huge amount of

data and supplies detecting potential savings for users along with the measures to be taken to achieve this energy efficiency, the right time to buy and carrying out predictions of the energy sector, among other services.

In the area of renewable energies, Spain must continue to develop and specialize in those technologies in which it has a competitive advantage, such as wind, photovoltaic, and solar thermal energy. It must also focus on those with significant natural resources and sufficient potential for local implementation to develop the technological learning curves: offshore wind energy, biomass, etc.

Finally, the involvement of the ministry in the development of renewable fuels for transport should also be highlighted.

As we have already mentioned, renewable energies are set to become the future of the sector and, together with these, we find cogeneration systems, systems that allow for the joint generation of electrical, mechanical and thermal energy, significantly increasing the performance of the plants while simultaneously increasing savings and efficiency in the energy sector of the companies.

Ultimately, and to achieve the objectives set in the energy field, Spain currently prioritizes the flexibility and optimization of the energy system through the implementation of technologies that provide flexibility to the electrical system so that it reaches a high degree of penetration in the unmanageable renewable generation system.

#### 3.2.1.5. Ecological factors.

The main ecological factor that marks the world energy scene is climate change, a global problem that affects all aspects of our lives but has a particularly relevant impact on the energy sector since on a global scale, energy consumption represents by far the largest source of greenhouse gas emissions resulting from many human activities, especially the burning of fossil fuels to generate electrical or thermal energy. But this is also true in Europe, where energy processes are the major cause of greenhouse gas emissions, accounting for about 78% of total emissions that cause this effect within the EU.

Therefore, it has become one of the most relevant issues in the world, generating a high concern and alert but also a union of efforts and feelings that the fight against this problem is in our hands.



Thus, in 2015, the Paris agreement was signed, whereby 195 countries adopted the first universal agreement to put a limit on climate change well below 2°C and limiting growth to 1.5°C, which would greatly reduce the risks and impact of climate change.

To achieve the target set for 2050, the EU has set climate and energy targets up to 2030, including at least a 40% reduction in greenhouse gas emissions compared to 1990. To achieve at least a 32% share of renewable energy and a 32.5% improvement in energy efficiency.

In general, the environmental and social situation outlines a future-oriented towards energy diversification based on renewable energies, reduction of consumption, and an increase in energy efficiency. To this end, it is necessary to rethink the benefits and disadvantages of existing in investment and planning based on fossil fuels. In this regard, the subsidies and tax incentives offered by the public administration to promote renewable energies and energy efficiency have been of great relevance, to achieve a transformation in the consumption and use of energy in all sectors, which will give rise to a new energy model, based on what has already been mentioned, environmental sustainability and energy efficiency without affecting the competitiveness of companies.

#### 3.2.1.6. Legal factors.

Currently, in the field of energy, a process of convergence with Europe is being developed, which is leading to the adoption of a series of laws common to the EU member countries aimed at energy efficiency:

At the beginning of the century, the EU set itself the goal of increasing energy efficiency by 20% by 2020, and Directive 2006/32/EC of 5 April 2006 on energy end-use efficiency and energy services required the Member States to submit their National Energy End-Use Action Plans and Energy Services. Despite the progress made based on this Directive, on 8 March 2011, the European Commission confirmed that the measures developed so far would not achieve the proposed target and adopted the Energy Efficiency Plan 2011, to reverse this trend through energy efficiency measures.

In 2012, Directive 2012/27/EU of 25 October 2012 on energy efficiency was introduced, repealing Directive 2006/32/EC and creating a common legal framework to promote energy efficiency, establishing a series of concrete actions to be developed to put into practice the proposals included in the 2011 Energy Efficiency Plan. Based on this, a draft Royal Decree was developed on audits, supplier accreditation systems, promotion of energy efficiency, and accounting for domestic hot water, heating and cooling.

This gave rise to Royal Decree 56/2016, of 12 February (Official State Gazette, 38, of 13 February 2016), by which the above-mentioned aspects came into force. Within this, it is particularly interesting to note that it refers to energy audits, where it is established that

- Large companies with more than 250 employees and an annual turnover of more than 50 million euros or an annual balance sheet total of more than 43 million euros (excluding SMEs) are obliged to carry out an energy audit every 4 years.

To justify such an audit, companies may:

- Perform an audit that meets the minimum guidelines indicated in the Royal Decree.
- Apply an energy or environmental management system, certified by an independent body by European standards

On the other hand, we have the ISO 50001 (International Conference Center of Geneva of June 17, 2011), which is an international standard that aims to minimize energy consumption and identify opportunities for better use of energy and performance.

The ISO 50001 standard is based on the management system model for continuous improvement. This makes it easier for organizations to integrate energy management to improve quality and environmental management.

That same year, on 30 November, the European Commission approved the Winter Energy Package, a package of measures to maintain the EU's competitiveness as the transition to clean energy is changing world markets.

It aims to make the EU the leader in the energy transition, committing to reduce CO2 emissions by at least 40% by 2030 through modernizing the economy, creating jobs and growth for all European citizens.

All these legal aspects are of course in synchrony with the previously mentioned Paris agreement.

### **3.2.2. Analysis of the competitive environment.**

To analyze the competitive environment we have followed Porter's 5 Forces model, which allows us to analyze the existing competition in an industry necessary to create a business strategy that will give us an advantage over the rest of our competitors. Through this analysis, we evaluate the 5 forces that determine the intensity of competition and rivalry in the industry and therefore the attractiveness of the sector when it comes to taking advantage of investment opportunities.

### 3.2.2.1. Customers' bargaining power

Within the energy consulting market, the service offered by companies is very homogeneous, almost all competitors provide the customer with a very similar service package. Therefore, the determining factor for the customer when choosing between one company or another is the potential savings that each of the proposals of each company can achieve. The company that guarantees the greatest savings will be the one chosen by the customer.

Normally, companies offer three types of contracts to their clients, depending on the way they are going to charge them. Firstly, they can agree on a fixed annual price, which is normally non-negotiable, for their consultancy services, efficiency, monitoring, etc. Or, on the other hand, they can agree to pay based on the savings that the company generates for the customer. This is the most common form so that the income generated by the consultancy depends on the savings that the contracting company generates from its energy efficiency measures. Finally, there is a mixed payment method, with a fixed part and a variable part depending on the savings achieved.

Therefore we can say that the negotiating power of customers in this industry is medium-low since savings are the determining factor in contracting, the more savings the company generates in the customer, the greater the benefit for both so that the conditions proposed to the customer are usually accepted since both will pursue a common goal, to achieve maximum savings and thus benefit both.

### 3.2.2.2. Negotiating power of suppliers.

The sector in which Exclusivas Energéticas, advisory services, and energy efficiency management operates has a large number of suppliers, whose materials are necessary to develop the economic activity of any company in the market, but they are very little concentrated, very dispersed in their supplies, while within each product needed by the company, their suppliers are very homogeneous, both in the format and quality of the product and in the prices they offer, so that a supplier who offers a lower quality of its products or a higher price than the rest, will be left out of the options as a supplier.

Therefore, the suppliers of the sector are the companies that manufacture and market consumer and transformation equipment, measurement and control equipment for supplies and systems and other materials necessary to carry out the activity such as computer programs, office material, etc.

We can, therefore, say that they are suppliers with low negotiating power, as they do not have common collective power, are dispersed in the market, and do not exert any pressure when it

comes to setting prices, as their products are not very differentiated since there is a wide variety of suppliers of the facilities and equipment necessary for the company to carry out its activity, all of them with a practically homogeneous offer so that there is a great rivalry between them, which benefits the customer.

### 3.2.2.3. Threat of entry of new competitors.

This section relates to existing barriers to entry in the sector, as it is the strength or rigidity of these barriers that determine the ease of entry of new competitors into a market.

But first, we will define what we understand by entry barriers, this concept refers to all those obstacles or costs that make difficult or directly prevent the entry of new companies in a certain sector or market.

The first barrier we encounter has to do with financing since this type of project requires that the total investment be borne by the company itself and is difficult to recover. This implies a very high risk and requires a long period of activity until it is recovered, even if the profits generated are very high afterward.

Secondly, there is the technology, which, as we have already mentioned, is highly specialized and innovative. Therefore, the slowness with which these technologies are disseminated, caused by the need for specific training and knowledge in them, is one of the main barriers to entry.

Another barrier is knowledge, both of consumers and of the company itself since the services provided by companies in this sector are unknown to the majority of the population.

On the company's side, this scarce orientation of the population towards energy efficiency means that the number of professionals in this sector is small since it requires very specific knowledge and is taught in a few areas. Also, the way of directing the business is very specific, the way of operating, the measures to be taken, having to adapt your offer to each client or contracting are aspects that require total knowledge of the structure of the business and how this market operates.

This barrier derives another barrier to the entry of new competitors, which has to do with experience, consolidated companies in the sector that have been operating in it for years, already know how to deal with these aspects mentioned in the previous paragraph. So experience is an advantage for companies that have been operating in the sector for a long time. In the same way that they are to have a consolidated client portfolio or access to distribution channels.

And finally, in the legal aspect, we observe that the main barrier of the sector is the precariousness of the existing regulation, although in the last years the concern is increasing

and the number of laws related to this sector, still does not allow the total exploitation of the same one.

Therefore we can conclude that the entry barriers to the sector are high and therefore the threat of entry of new competitors is low.

#### 3.2.2.4. Threat of substitute products.

As for the threat of the entry of substitute products, we can qualify it as medium-low.

We can find large construction companies that are entering this market, diversifying their current business model towards energy efficiency, offering the installation and maintenance of equipment, and subcontracting parts of the comprehensive service offered by consultancies.

In addition to construction firms, other companies are emerging that are using part of the services offered by ESEs, i.e., companies that sell certain management, efficiency, or energy consulting services, such as audits. We also have renewable energy companies that install measurement and control equipment, propose energy efficiency measures, etc.

Despite this, these new offers that are emerging are less competitive than those made by the ESEs, as it is the comprehensive nature of the offer and the projects carried out by the specialists that give them an advantage over these competing products.

#### 3.2.2.5. Rivalry between competitors.

Before analyzing the existing rivalry in the industry, we are going to comment on some aspects regarding the size of the market and its evolution and the internationalization of the companies operating in this sector, aspects that will later be analyzed in-depth in the section on market analysis, but which in turn help us to analyze the intensity of the rivalry within the sector.

The first relevant data can be found in the evolution of the market volume. Currently, 1,965 companies operate in the energy services sector in Spain, a figure that has increased considerably over the last five years, since in 2015 it stood at 1,137 companies and only 10 years ago at 665.

On the other hand, we find that within the 1,965 companies currently operating in the sector, there is a clear predominance of SMEs, which represent 83% of the total.

It should also be noted that of the 1,965 companies, only 18% move their activity to the international sphere.

From these data, we can conclude that the energy efficiency sector in Spain is a young market, with a business fabric where small companies predominate, which means that there is little international activity.

Thus, we can already focus on analyzing the existing rivalry in the industry.

We can say that the intensity of this is medium-low, since the number of companies with extensive experience in the sector, a reputation and results that precede them and allow them to consolidate in the market, is small.

Secondly, one of the differentiating factors within the market is the integrity of the service package, i.e. that the company's offer covers all the client's energy needs. This means that in a market where small companies predominate, most of them do not have the resources or capacity to configure a comprehensive service offer. This means that the companies that do have these resources will have a great advantage over the rest.

On the other hand, among the companies that do fulfill the two previous characteristics, the rivalry is not very intense, since they are firstly dispersed at a national level and the offer of services is very adaptable, which allows companies to specialize in niches within the market. On the other hand, there is a great demand for these services, much greater than the supply, and given the youth, energy regulation and degree of innovation in the sector, this demand grows more every day, so that the market is wide enough for competitors to develop their activity without fierce competition between them.

### **3.2.3. Competition analysis.**

- **EVOLUTIA.**

Evolutia S.L. is a company dedicated to consulting and management of energy efficiency created 10 years ago in Castellón. It has a clearly defined objective, to promote the rational and efficient management of energy.

It is a widely consolidated company in the sector, which has been operating internationally for the last 3 years, both in Europe (Portugal, Belgium, and France, among others) and in South America (Colombia and Mexico), even having its headquarters in Miami (USA).

The company has more than 40 professional technicians in energy management and efficiency with more than 25 years of experience in the sector.

Evolutiva shows through its attractive, accessible, and user-friendly website, the multiple benefits it generates in the companies that hire it. Thus, the company has achieved 20,000,000 euros in savings for its clients, a reduction of 110,000 tons of Co2 emitted by its customers, and more than 180,000,000 kW of energy saved, figures that show the great power of this company.

Among the services and products provided by the company are:

- Efficiency management: Audits, application of MEAs, cogeneration studies, and grant management.
- Monitoring: ISO 50001 management systems, gas and electricity markets, and savings measurement and verification.
- Contracting and monitoring: negotiation of energy contracts, analysis, and optimization of supplies and control and forecast of energy invoicing.
- Communication: Training and dissemination in energy efficiency.

- **IMPLICA-T.**

The company created in 2007, specializing in energy management and consulting and renewable energies.

It is a micro-company created in Castellón, which acts as an S.L.

In this company, it stands out its specialization towards self-consumption, both industrial and residential, through renewable energies, where they have a great experience and offer products and services with great quality and design and conditions of the guarantee, payment, performance, etc. They are highly appreciated by customers, without neglecting the main aspects of energy management as a measure of efficiency, energy savings, consumption control, etc.

It stands out on its website where we can find the necessary information about the company, the direct option offered by the company to calculate the savings you will get from signing with the company, free of charge, and through which you will obtain savings and approximate profitability, based on the consumption of your installations.

Thus, within the package of services and products offered by the company, we find the following:

- Self-consumption:
  - Industrial
  - Residential
  - Combined
- Renewable energies:
  - Solar pumping
  - Recharging electric vehicles
  - Solar-powered arothermal energy
  - Efficient air conditioning
  - Biomass
  - Solar thermal energy
  - Maintenance of the facilities

Autonomous photovoltaic

- Smart Energy Data

Through which they carry out all follow-ups and monitoring of energy consumption, such as electricity, gas, diesel oil, water. For the control, the total energy expenditure of the company, or large buildings.

- **RENOVAE ENERGY.**

In 2015, Renovae Consulting was born from the Renovae Business Group, a group that initially started with Biogas and Biomass projects, but over the years and given the good results within the sector, decided to enter new niches within it. This is how Renovae Consulting was created, in charge of advising on gas and electricity supplies and developing an energy audit and contracting software.

In 2017, the group created Renovae Energy as a commercial brand, dedicated to energy services, and whose main function is to carry out consultancy, promotion, advice and contracting of supplies of all types of energy to the general public, as well as the marketing of all types of facilities, products, and components for all types of existing energy.

Among its products and services we find:

- |                                       |                      |
|---------------------------------------|----------------------|
| - Products:                           | - Services:          |
| Photovoltaic energy                   | Energy audit         |
| LED Lighting                          | Renewal Certificate  |
| Capacitor banks                       | Invoice optimization |
| Telemetry systems                     | Electric bulletin    |
| Charging points for electric vehicles |                      |

### 3.2.3.1. Levels of competence.

This section refers to the four levels of competition from the consumer's point of view. From the graph we can draw the following conclusions about the 4 levels of competition:

- **Competition in the form of product:** Referring to those companies that provide the same service and therefore cover the same need within the market. This is how we find our main competitors Evolutia S.L, Implica-T, and Renovae Energy.



- **Competition in the form of products:** Within this level, we include those companies whose services have the same attributes but a different presence. These companies would be Acciona, Repsol, EDP, Audax, or Iberdrola, among others.
- **Generic competence:** Here we can find those companies aimed at satisfying the same need, management, auditing, and efficiency. Within this group, we find different provincial agencies such as Gestoría Gallen, the agency Ramos-Garijo and the law firm Martínez Sanz
- **Competence at the budget level:** Within this level, we have those products or services that can mean a similar cost for the customer to the services offered by the company. As the price is so dispersed depending on the package of services chosen or the consumption made, I have established a range of 5,000 to 15,000 euros of cost. For this price, we have products such as a university master's degree, a car, or a family cruise.

**Graph 2. Mapping levels of competence.**



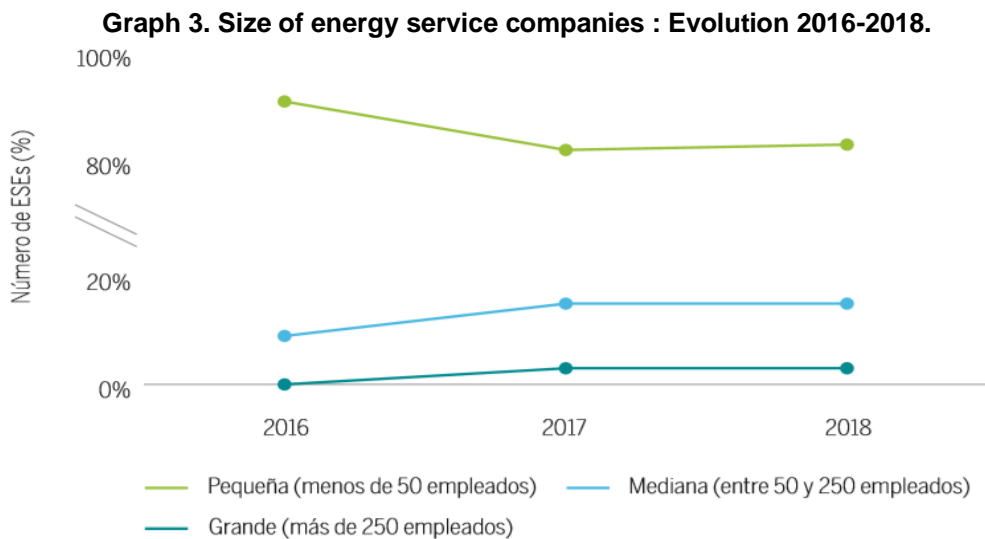
Source: Own elaboration.

### **3.3. Market analysis.**

From the latest energy efficiency observatory (ANESE, 2018) that analyses the market for energy service companies, we can conclude the current situation of the sector, in terms of company size, turnover, occupation, etc.

There are currently 1,965 energy service companies in Spain. Of these, 126 are domiciled in the Community of Valencia, reducing the figure to 22 if we talk about companies in the province of Castellón.

In the study, more than 95% of companies that have participated are SMEs, of which 82% are small, but graph 3 shows how there is a growing trend in favor of medium and large companies, since the period 2016-2018, we see how these small companies have gone from representing 91% to 83%, increasing by 6% the medium size and 3% the large size.

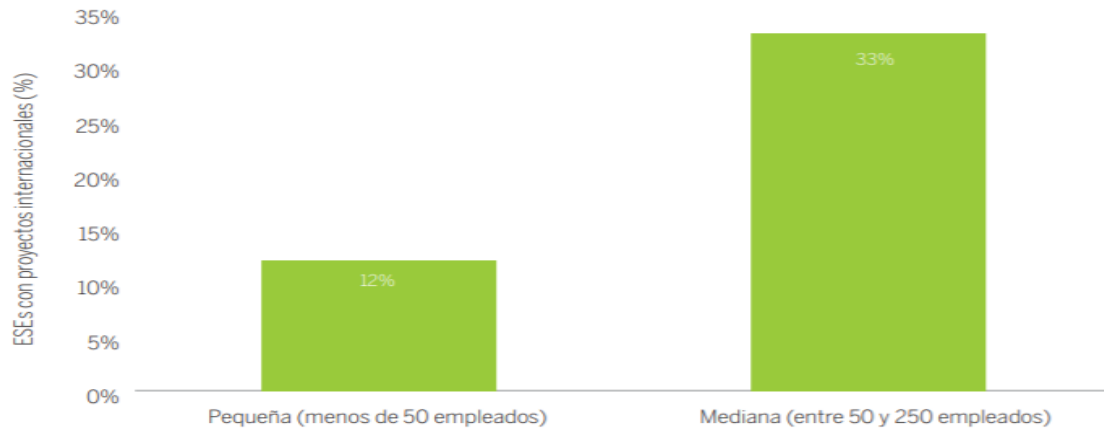


Source: ANESE, 2018.

On the other hand, it should be noted that 65% of the SCO's interviewed are divisions within companies, while only 18% correspond to businesses dedicated exclusively to energy services.

One dimension to take into account in the analysis of the sector is the degree of internationalization of Spanish energy service companies. While 100% of the companies that declared themselves to be large companies carry out international projects, the figure varies when this study is carried out for small companies, in which only 12% say that they have developed projects abroad, in the same way, it happens for medium-sized companies, in which the percentage increases to 33%, as you can see in the following table:

**Graph 4: International energy services companies by size**

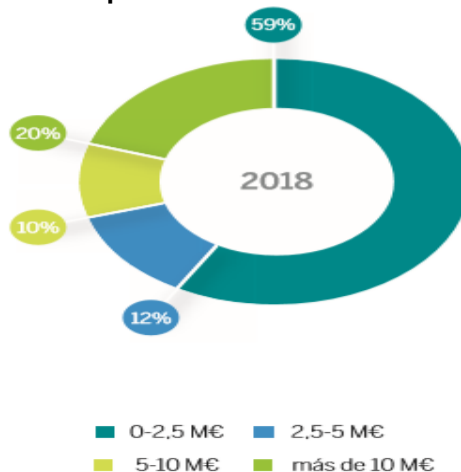


SOURCE: ANESE, 2018

This leaves the clear conclusion that the energy efficiency sector is still in an extremely young phase since most of the companies in this sector are SMEs, but that little by little the size of their companies and their scope of action is increasing in line with the increase in the relevance of the sector.

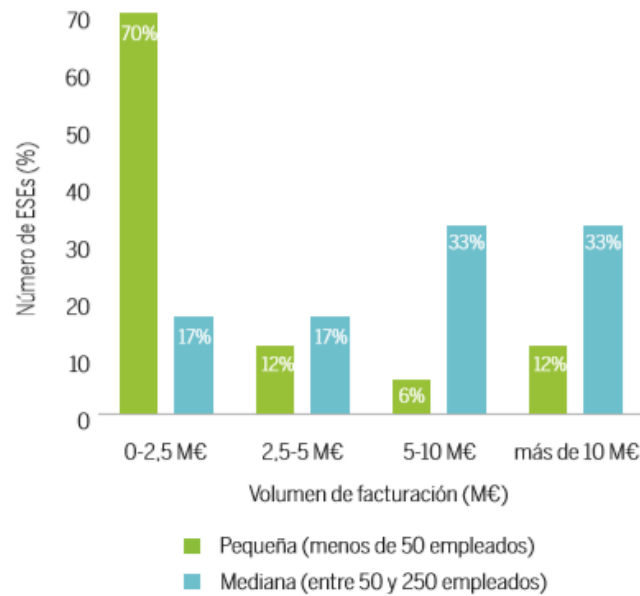
As for the turnover in 2018, around 59% of the companies under study present turnover of between 0-2.5 million euros, of which 70% corresponds to small companies, 17% to medium-sized companies, and 13% to large companies. This reaffirms the previous conclusion on the prematurity of the sector.

**Graph 5. Turnover of ESCOs.**



Source: ANESE, 2018.

**Graph 6. Relationship between size and turnover of ESCOs.**



Source: ANESE, 2018.

Now we are going to analyze the market volume of the ESCO's in Spain, understanding by it, the global market in which the energy efficiency companies act, the projects they develop, and the rest of the services offered to the clients. A 7% decrease is observed in the period 2016-2017, partially recovering in the following period, 2017-2018, with a 6% increase, when the market volume figure of 1,184 M

The main characteristics of an energy efficiency company and therefore the main benefits they generate in favor of the contracting company are obtaining savings in the activity or projects they carry out and reducing the pollution generated.

It is estimated that ESCO's provide an average saving of 30% per project and on average an amount estimated at around 242,000 euros of savings per project.

As for the reduction of pollutant emissions, the actions of the ESCO's help to reduce a total of 64,300 t of CO<sub>2</sub>, even avoiding completely the emission of CO<sub>2</sub> in the case of companies that work with fossil fuels.

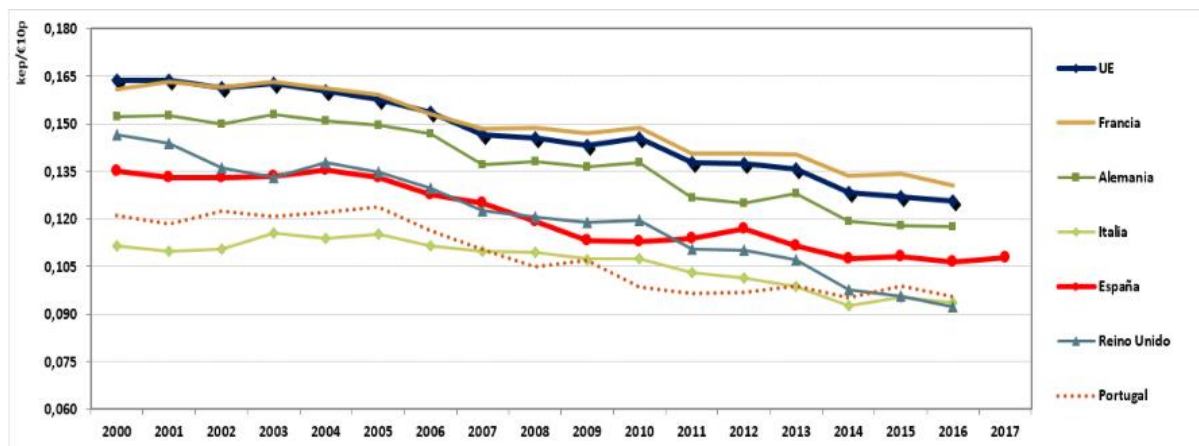
**Graph 7. Economic, energy and emissions savings in energy efficiency projects.**



Source: ANESE, 2018.

Finally, we will analyze the energy intensity which is the main indicator of energy efficiency in a country and arises from the quotient between the internal demand or energy consumption and the GDP of the country under study. The following table shows the historical evolution of this indicator in the main EU countries.

**Graph 8. Evolution of energy intensity in Europe.**



Source: ANESE, 2018.

The graph shows how Spain is around intermediate levels of energy intensity, which are acceptable, but at the same time, it can be seen how the European trend is mainly downwards, while Spain, in this indicator, has had several pronounced increases, due mainly to the country's macroeconomic situation at that time, and for the last few years, a period of certain stability in this indicator, with the year 2017 on the rise, which indicates the good situation that the Spanish energy sector is currently going through.

So far, in the market analysis, we have analyzed the figures and data of the different elements that allow us to know and analyze the situation of the sector at the national level. We will now

explain the usual purchasing process in the sector, how we work to obtain clients, who detect the need for energy services, and what agents are involved in the market.

The energy regulations of the EU and its member states increasingly oblige companies to focus on energy efficiency, not only because of the savings in consumption that result, but also because of the environmental impact that their activity generates in the surroundings. Thus, as mentioned above, companies are obliged to submit energy audits every few years to show that they are complying with the pre-established legal objectives.

This is why the term energy efficiency is increasingly present in the business world.

The purchase process can take place in two ways. In the first, the customer himself detects the need to adopt measures to regulate his consumption and needs to have reported evaluating his energy situation, etc. In this way, it is the customer who contacts the ESCO, asking it to carry out an analysis of their current situation. The second way is to attract potential customers through ESCO's sales representatives.

But in both cases, the first step in the purchasing process is to carry out an analysis of the potential savings that could be generated. The ESCO, with the data provided by the client, will issue this report with an approximate figure of potential savings, and from here it is the client who decides whether to contract the company's services.

This is a major decision for any company as it involves delegating all energy aspects of the company to a third party, it can involve a high investment in facilities and equipment to optimize the company's energy activity and the investment can take a long time to pay back.

Therefore the decision usually falls on the hands of the company manager, who must assess the risks and the suitability of the project for his company, it is common to see how many managers are resistant to these projects, firstly due to fear of change, to take measures that change the current processes of the company, Another aspect that can be observed in the top management of the client companies is that the energy efficiency measures mean energy savings for the company and therefore economic, with low risk, but the results generated from these measures do not have an impact on their economic situation, that is, they do not directly affect the businessman's pocket, so they reject the projects.

It is increasingly common to observe how companies have energy experts on their staff or a complete department specializing in this aspect, to limit the need for energy services and to manage internal aspects such as recruitment, negotiation, consumption control, etc. In these cases, it will be the department specializing in consensus with management that will detect the need for ESCO services and make the contracting decision.

#### 4. SITUATION DIAGNOSIS (SWOT).

Table 5. SWOT analysis.

WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>• Young company</li> <li>• Coordination and management difficulties.</li> <li>• Excessive presence of specialized personnel in ADE. Slow learning curve</li> <li>• High workload per technician.</li> <li>• Lack of information and publicity.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor customer knowledge.</li> <li>• Cultural aspects. No awareness of savings or efficiency on the part of companies.</li> <li>• Very sensitive and volatile market</li> <li>• Homogeneous product</li> <li>• Energy regulation still in development, constant change.</li> </ul>
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• Strong market positioning, broad customer portfolio</li> <li>• Highly qualified team, with extensive experience in the sector</li> <li>• Unique and constantly improving energy management system It gives a differential value.</li> <li>• The flat organizational structure of the company favors communication in a fluid and simple way, there are no barriers.</li> <li>• Wide range of high-quality products and services with a differentiated added value.</li> <li>• Strong alliances and collaborations with public bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Market with great potential. Constantly changing, where new opportunities arise every day.</li> <li>• Energy dependence.</li> <li>• Increased social and business awareness.</li> <li>• Energy regulation is complicated and difficult to understand for non-experts</li> <li>• Business diversification.</li> <li>• Expansion (internationalization)</li> <li>• Technological advances</li> </ul>

Source: Own elaboration.

## WEAKNESSES

- **Young company:** As mentioned above, Exclusivas Energéticas was born in 2013, so it only has 7 years of experience, as a company, in the sector. And although the company is already consolidated in the sector, it still requires time and effort for the processes, systems and everything planned to settle and automate in the organization.
- **Coordination and management difficulties:** This weakness derives from the previous one, as it is a young company, the communication, work, and support mechanisms are not determined, there is a low formalization of tasks and procedures within the company. Sometimes this generates confusion in the employees, at the time of defining who and how they face certain situations.
- **Very homogeneous profile of the technician, oriented towards a very specific branch of training:** Most of the personnel that makes up Exclusivas Energéticas come from the degree in ADE, which gives them great versatility and knowledge when it comes to managing all aspects related to the administration and management of the company, but the tasks that Exclusivas develops as such are more typical of an engineering company, which means that the learning curve is very slow for each individual and that they do not become productive for the organization until at least 9 months have passed since they began since they must specialize in a subject that has nothing to do with their training.
- **High workload per technician:** The company has a total of 11 technicians, among whom they are in charge of managing all the energy aspects of around 5,000 supplies and are in constant communication with more than 500 clients. This means, more or less, that each technician is in charge of around 500 supplies, an excessive workload for a single technician who has to look after the 50 clients assigned to him. This is due to the great growth of the company, which must be corresponded with an increase of the personnel according to the same one, a few months ago the company, unconscious of the great growth that was going to have, was surprised by the same one and had to contract new personnel, to reduce the pressure on the technicians this growth forced to the company to transfer its offices to ones with more space.
- **Lack of information and publicity:** The company is young, but the sector also lacks information for the client, who has no training or knowledge in energy matters, which



means that in many cases they do not know about Exclusivas, or the services they provide, or of course the benefits they generate.

## THREATS.

- **Lack of customer knowledge:** As mentioned above, most customers are unaware of the energy efficiency market, their companies, services, and the benefits they derive from it. But this lack of knowledge can become a threat, since many of the clients who have been working with energy management companies for some time end up, from this time onwards, developing knowledge that gives them the independence to act without the services of these companies.
- **Lack of corporate environmental awareness:** There are still companies that develop their activities without taking into account the impact they generate on society and the environment. Companies that are reluctant to change, preferring to carry out their activities normally, as they have been doing for so long, without applying energy-saving or efficiency measures for fear of risk or change, leaving aside the benefits they bring, both to their own company and the stakeholders around them, and hindering the progress of the sector.
- **Very sensitive and uncertain market:** The gas and electricity market is a market that is largely affected by all those events that occur worldwide, both social and economic. For example, the market during this last year has been greatly influenced by the Covid-19 pandemic, which has greatly affected the values that affect the price of energy. On the other hand, the market is uncertain and depends on an infinite number of variables, so it is complicated to make estimates with any degree of certainty in the long term and it is necessary to be attentive to the evolution of these variables daily. Sometimes the market is in low values and it is a good time to negotiate offers at a certain price, and a week, the price that was competitive at that time is now not competitive due to the evolution suffered in that period.
- **Competition:** The market in which Exclusivas Energéticas operate has a very homogeneous product, so the differential value between competitors is produced by the integrity of the package of services offered and/or the ability to guarantee the customer savings higher than those determined by competitors. Exclusivas has consolidated its position in the Castellón province market as the leading company in the sector, and therefore its competitors are aware of the actions they are taking. On

the other hand, there is a threat that companies that begin to provide partial energy services, such as those mentioned above, will develop a comprehensive and therefore more competitive package, and will lead to greater rivalry within the sector.

- **Regulation in development, constant changes:** Given the youth of the sector, legal bodies are still working on the development of a regulation from which to obtain the expected results, so there is a certain instability in that sense that forces consultancies to adapt quickly, which sometimes generates uncertainty and difficulties for them.

## STRENGTHS.

- **Strong market positioning and broad client portfolio:** Despite the company's youth, Exclusivas Energéticas is already the leading company in the energy efficiency sector in Castellón, a leading position that provides it with an image of prestige and confidence, which influences the hiring decisions of potential clients, who prefer Exclusivas to other companies. Secondly and due to what has been mentioned, Exclusivas Energéticas already has more than 500 clients and rising, a wide portfolio of clients, most of them very satisfied with the services provided with the company. But at the same time, thanks to the work of the company's commercials, it has a wide network of potential customers, who need energy management services,
- **Highly qualified team, experts in energy matters:** Despite the above mentioned, the team of Exclusivas Energéticas is formed by technicians specialized in energy matters, who master all the aspects of energy efficiency, providing the best possible results for their clients, all this thanks to their more than 15 years of experience and their continuous training in this sector.
- **Unique and constantly improving energy management system:** The Mindee system, the base around which the company's activity revolves, is capable of controlling and managing the energy of any type of company. It can collect, process, and analyze an infinite amount of data, offering services, and personalized solutions for the optimization of companies' energy consumption and expenditure in a fully automated manner. A unique system that belongs to the company, which gives a differential value to the services offered by Exclusivas.
- **Flat structure:** The company operates using a democratic structure, which favors the decision-making of the employee himself, the capacity to adapt, the freedom of

communication, and teamwork. This structure is simply the reflection of the values of the organization, aimed at promoting risk-taking, joint decisions, and a family working environment.

- **Wide range of high-quality services:** Exclusivas Energéticas offers its customers a package that includes all the necessary services, with the highest quality and best customer service possible, so that consumers can obtain the best results in terms of efficiency and savings, possibly based on their activity and energy consumption. This is a package of services that is difficult for competitors to imitate and which is one of the differentiating elements of the organization.
- **Strong alliances and support from public bodies:** As they comment on their website, the company has the institutional support of the Innovation Agency of the Government of Catalonia (AVI) in its activities, in addition to having alliances with companies such as the Universitat Jaume I, which help consolidate its position in the local market.

#### OPPORTUNITIES.

- **Market with great potential:** As mentioned in other sections, the energy efficiency sector is still in the early stages of its life cycle, every day new opportunities and sources of knowledge arise within this sector, so there is still great potential for improvement and growth. On the other hand, in the long term, all companies must have energy efficiency systems incorporated into their processes, as this is required by EU regulations and the objectives set for the future of companies.
- **Energy dependence:** Spain is not an energy producer but it does have a large consumption, which means that it has to be imported from other countries. This fact, together with the high purchase price of this energy, means that a system, sector, or set of measures that allow for increased energy savings are increasingly attractive and of interest to both companies and individuals.
- **Increasing social and business awareness:** In the section on threats, we have detected the reluctance of certain businessmen to change when adapting their plants or processes to energy efficiency systems, and that this represents a danger for companies in this sector. Fortunately, however, the general trend in business and society is leading to optimism in this sector, as there is an increasing awareness of environmental and efficiency issues and because of increasingly demanding

regulations on energy efficiency.

- **Energy efficiency regulations that are difficult to understand for the average businessman:** This is a factor that favors the hiring of consultancies, since there are companies that do not have energy departments and even those that do, and still need the services of energy consultancies, since the management and administration that can be carried out by this type of company is much more effective and efficient than that which can be carried out by the companies' energy departments, due to the experience and knowledge that they have gained over so many years in the sector.
- **Diversification:** The great potential of the sector brings with it great opportunities to enter new businesses and thus diversify the company's offer. The growth potential of energy companies allows them to dream of different diversification options such as starting to offer their services to homes and individuals, forming their own marketing company, or specializing in other branches such as renewable energy.
- **Internationalization:** The same happens with this possibility, the success obtained in Castellón mainly and in the rest of the points of Spain where it acts, shows that once the company obtains the capacities and necessary resources, the option of the internationalization is an expansion possibility to consider.
- **Technological advances:** We live in an era in which technology is advancing by leaps and bounds, and it is in technology-based companies such as Exclusivas, where the ability to take advantage of these technological opportunities and incorporate them into existing ones to improve their activity and help them advance.

## **5. MARKETING PLAN.**

### **5.1. Product and market definition.**

#### **5.1.1. Segmentation.**

Exclusivas Energéticas currently directs its services only to companies, that is, it works following the B2B (Business to Business) method, but within the companies, the company focuses on making its service package available mainly to SMEs, some large companies such as Cosentino S.L. and large hotel chains such as ITH.

The company works mainly in the local market, within which it maintains a position of sector leader, but also has a large number of clients spread throughout the country.

Exclusivas places special emphasis on small companies, with small supplies, as it is mainly these that lack an energy management system, a dedicated department, or simply do not have the necessary knowledge to deal with this activity. For this reason, the SMEs value very positively the weekly/monthly monitoring services, so that the company carries out a control on the invoicing made by the marketers, to verify that this has been done correctly, or if they have made mistakes in favor or against the client, to open a claim process against the marketer if this last case occurs. In addition to monitoring invoicing, another major service of interest to SMEs is energy optimization, ensuring that the contracted values at power (electricity) or Qd (gas) level are at the optimum level, which, depending on the consumption carried out by the company, maximizes savings.

For a company with small energy supplies, it is of great interest that the contracted values are as close as possible to the optimum values, as their consumption will be higher and their expenditure in this section will be as low as possible so that the cost in energy matters is a minimum amount of the total expenditure of the company.

Exclusivas turns its services to companies of this type to avoid that the marketing companies take advantage of the lack of knowledge of the same ones in the energetic matter, this way the SMEs delegate all the energetic responsibility in Exclusivas and they can devote themselves to carry out their main activity.

On the other hand, we find the big companies for which Exclusivas works, their interest in the offered services is more than justified, because the big companies have bigger supplies and therefore bigger consumptions, so it is more necessary to have a company capable of optimizing the above-mentioned consumption and of achieving the biggest possible saving so that for these big companies contracting the services of optimization of Exclusivas can suppose a saving of between 2 and 10 % of having the powers and Qds in optimal values to having them in values superior or lower than the ideals.

Another of the big services demanded by the big companies, unlike the SMEs is the advice of contracting and the negotiation of contracts since Exclusivas is capable of generating big savings in the market prices through its process of analysis, comparison, and negotiation of the different offers presented by the marketers, this way they inform the clients of the best moment to open the negotiation with the marketer, which would be the ideal moment to close a price of the fixed energy and which offers of those presented are the most competitive. Therefore, Exclusivas through this process of negotiation and contracting advice generates on average savings of between 10,000 and 100,000 euros in the price of the energy of annual bills of between 100,000 and 1,000,000 euros.

Through this marketing plan, it is proposed to reduce the segmentation of the company by extending the scope of its activity and simply adapting its current offer to a new spectrum of clients, the communities of owners. Based on this proposal, the company is adapting its service package to the needs of a new market segment, which so far has not been exploited by the company but which does not represent major changes concerning the current situation, since the company's activity will continue to be the same, offering its energy management and advisory services, applying energy efficiency measures to achieve the greatest possible savings for customers, with the only difference being the customers to whom they will be directed, which in this case will be individuals who reside or make use of an installation that consumes energy in the contracting building.

### 5.1.2. Target audience.

Based on the segmentation, we can define the target audience of Exclusivas Energéticas in two categories:

- **Small companies:** Companies with low levels of energy consumption, which value the permanent contact of the company and are interested above all in the services of invoicing follow-up and energy optimization.
- **Large companies:** Companies with large supplies and therefore high levels of consumption, from which it is possible to obtain high relative savings. They are interested above all in the negotiation and advice on contracting, as well as in energy optimization.

The latter group would be the most profitable for the company, since the company, if it charges from the savings generated, is more interested in having large customers, who due to their higher consumption through their services can obtain greater savings, and therefore the amount charged will be higher than through the savings generated in SMEs, which usually sign contracts for a fixed annual cost for the services provided by the company.

Taking into account the new customer segment proposed in the previous section, we add a new group of customers to the company's target audience:

- **Individuals:** Including within this, the communities of owners, that is to say, the houses, private properties belonging to a house, and common areas that are within the same building. All of them, just like companies, need someone to manage, advise and execute the necessary energy efficiency measures to comply with the law in

energy matters, achieve savings and therefore reduce the impact of their consumption on the environment.

### **5.1.3. Positioning.**

The positioning strategy of Exclusivas Energéticas is based on the quality of the services provided, an element that allows it to position itself as the market leader.

The service package of Exclusivas Energéticas is the most complete and of the highest quality that can be found nowadays in the energy efficiency market, generating great results and benefits in the client.

This added value that differentiates Exclusivas from its competitors and places it in an advantageous position in the minds of consumers resides mainly in its work team and in the way in which they carry out the services, a team formed by professionals of the sector that using the personalized, close and constant treatment, the implication with the company-customer, the speed of response before the setbacks, demands or changes that occur in the market and thanks to the great results that they generate with their services in a sustained way, they make the clients fully satisfied and this is demonstrated by the trust they have placed in them and by the great number of recommendations they have issued to other companies that wish to have the services of a company with the characteristics of Exclusivas.

It is only necessary to be one day in the company to verify the quality of the service given and the confidence and proximity that the technicians generate in the clients, who, with full safety delegate the energetic responsibility in the company with contrasted confidence in which the decisions or the actions proposed by Exclusivas are the suitable ones for their company and their future in the energetic matter, for that reason in this section, it is proposed to give continuity to the path followed by the company until the moment.

### **5.2. Definition of objectives.**

1. Achieve a 50% increase in online marketing awareness and activity over the next 12 months
2. Increase the company's visibility and activity in the local area over the next 12 months.
3. Increase new customers by 15% over the next 12 months.
4. Increase company revenue by 10% over the next 12 months.
5. Retain at least 95% of the company's current customers for the next 12 months.
6. Achieve a high satisfaction rate of 9.5 out of 10 of the company's customers in the next 12 months.

The first two objectives are aimed at increasing the company's visibility, achieving through them an increased presence of the company in the minds of consumers, while improving the image they project to the environment.

Objectives 3,5 and 6, propose goals directly related to the clients, the first one, directed to increase the portfolio that the company has at the moment, the second and the third one, established again for an annual period with a direct correlation, to manage to retain 95% of the clients who compose the current portfolio of the company, using the attainment of a high satisfaction of the same ones. Finally, the fourth objective, using which, to quantify monetarily the achievement of the rest of the objectives, based on an increase in the income received by the company thanks to this plan.

I propose these objectives to be achieved for a period never greater than one year because I believe that by achieving them, the company would be able to strengthen itself and turn the existing threats in the sector into opportunities and get the most out of them, through a greater relevance of marketing in the company's results, as a means of attracting new customers, the satisfaction and retention of current ones, and all this, reflected in higher income.

But the fulfillment of these objectives depends on the adequacy of the actions developed to achieve them, the ability of the company to control them in the course of their implementation, and that both are adequately quantified and set in time, respecting the steps and deadlines for each of them. Aspects that will be commented on below.

### **5.3. Choice of marketing strategy.**

#### **5.3.1. Growth strategy.**

To analyze the growth strategy to be developed by Exclusivas, we will use Ansoff's matrix, so that from the growth directions that can be observed in it, we can extract which one is the most suitable for energy Exclusivas according to its possibilities.



Image 8. Ansoff growth matrix.



Source: Google.

After analyzing the growth options of Exclusivas Energéticas I propose to develop a diversification growth strategy, that is, to enter a new market, with a new product, not previously offered by the company. This strategy is considered to be the most suitable due to its great potential and that presented by this new market. As I will explain in the following section, through diversification, the company could develop a line of business parallel to the current one as a marketing company for energy supplies.

In this way, the company could benefit from its experience and knowledge of the energy market, take advantage of its portfolio of customers who are dissatisfied with its current marketers and, in turn, of the great confidence that these customers have in the criteria of Exclusivas. With this the company would take a step forward, it will enter a market with a new product and competitors, but not unknown to it, of which they know how it works and has many advantages provided by their experience and the quality of services offered these years.

On the other hand, it is a strategy that fits perfectly with the values of innovation, risk-taking, and progress that define the company. A company with these characteristics, counting on these lines of activity, in which it can advise on how to make efficient use of a product and at the same time have the capacity to supply at competitive prices, can be a differential element for the company.

Through this proposal, the diversification strategy should be combined with one of market development and market penetration, to achieve the objectives set. Through the former, the company will enter a new market, serving a new segment of customers, with the services that currently make up its portfolio. In this way Exclusivas will begin to open a gap between individuals, offering its services to large urban properties as the first contact with private

customers. From here, the success of this strategy will be evaluated, and if it is effective, it will begin to be applied to other types of individuals.

And a third growth strategy, market penetration, to increase its share of the current market, a series of online and offline marketing actions will be carried out, to increase customer demand, attract a greater number of customers and potential customers and attract as many competing customers as possible.

### **5.3.2. Competitive strategy.**

In the case of Exclusivas Energéticas, the competitive strategy selected is that of market segmentation, i.e. focusing on a particular market niche, in which to specialize, and offering its services under conditions that are superior to those of the competition.

This has been carried out by Exclusivas until now, offering its services only to companies, which has allowed it to specialize and achieve better results in its provision thanks to this specialization. Therefore, this plan aims to give continuity to the strategy carried out so far.

The proposed growth strategies involve entering new market niches, composed of new target customers. Therefore, the company will develop each one of them specialized in attending a specific segment, the current one, one for private customers, and a last one to act as a marketing company.

Through this strategy, the company will benefit from specialization and develop a competitive advantage, based on providing services of a superior quality, which provides a distinctive, inimitable, and lasting value.

Exclusivas has a package formed by a wide range of services that cover all the needs of the clients, exceeding the expectations and generating satisfaction and perceived value through the generated results. But although it is true, this complete package of services is very homogeneous within the market, so that their direct competitors, provide a combination of services equally complete and similar quality so what differentiates them, is the treatment with the customer, that personal and close contact, the ability, accuracy, and speed when informing, solving problems and providing results and confidence generated through this treatment. All these thanks to the experience and the deep knowledge of the market as a result of their specialization in the niche they work in. For this reason, and continuing with this line, I consider the approach as the ideal strategy to be developed by the company to meet the new objectives proposed.

#### 5.4. Action programmes.

Table 6. Action programmes.

ACTIONS	RELATED GOALS
<ul style="list-style-type: none"> <li><b>ACTION 1: Create a business line of Exclusivas to act as a trading company.</b></li> </ul>	<ul style="list-style-type: none"> <li>3. Increase new customers by 15% over the next 12 months</li> <li>4. Increase revenue by 10% over the next 12 months</li> </ul>
<ul style="list-style-type: none"> <li><b>ACTION 2: Incorporate services to individuals</b></li> </ul>	<ul style="list-style-type: none"> <li>3. Increase new customers by 15% over the next 12 months</li> <li>4. Increase revenue by 10% over the next 12 months</li> </ul>
<ul style="list-style-type: none"> <li><b>ACTION 3: Implementation of training courses</b></li> </ul>	<ul style="list-style-type: none"> <li>3. Increase new customers by 15% over the next 12 months</li> <li>4. Increase revenue by 10% over the next 12 months</li> <li>5. Retain at least 95% of the company's current customers for the next 12 months.</li> <li>6. To obtain a high satisfaction, of 9.5 out of 10 of the company's customers in the next 12 months.</li> </ul>
<ul style="list-style-type: none"> <li><b>ACTION 4: Publish on the website a portfolio with the pricing policy of the company's services.</b></li> </ul>	<ul style="list-style-type: none"> <li>1. Achieve greater visibility of online marketing as a means of attracting new customers in the next 12 months, so that the number of customers attracted by online marketing accounts for at least 20% of the new customers registered with the company in the coming year.</li> </ul>

	<ul style="list-style-type: none"> <li>● 3. Retain at least 95% of the company's current customers over the next 12 months.</li> <li>● 6. Obtain a high satisfaction, 9.5 out of 10 of the company's customers in the next 12 months.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>ACTION 5: Create the "Exclusivas" Club</b></li> </ul>	<ul style="list-style-type: none"> <li>● 3. Increase new customers by 15% over the next 12 months</li> <li>● 4. Increase revenue by 10% over the next 12 months.</li> <li>● 5. Retain at least 95% of the company's current customers for the next 12 months.</li> <li>● 6. Achieve high satisfaction, 9.5 out of 10 of the company's customers in the next 12 months.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>ACTION 6: Create smartphone apps</b></li> </ul>	<ul style="list-style-type: none"> <li>● 1. Achieve greater visibility of online marketing as a means of gaining new customers in the next 12 months, so that the number of customers gained from online marketing accounts for at least 20% of the new customers registered with the company in the coming year</li> <li>● 3. Increase new customers by 15% over the next 12 months</li> <li>● 5. Retain at least 95% of the company's current customers for the next 12 months</li> <li>● 6. Obtain a high satisfaction, of 9.5 out of 10 of the company's customers in the next 12 months.</li> </ul>

<ul style="list-style-type: none"> <li>● <b>ACTION 7: Elaborate and develop an action plan in the online environment.</b></li> </ul>	<ul style="list-style-type: none"> <li>● 1. Achieve greater visibility of online marketing as a means of attracting new customers in the next 12 months, so that the number of customers attracted by online</li> <li>● marketing accounts for at least 20% of the new customers registered with the company in the coming year.</li> <li>● 3. Increase new customers by 15% in the next 12 months</li> </ul>
<ul style="list-style-type: none"> <li>● <b>ACTION 8: Develop a plan to address the ZMOT (Zero Moment of Truth)</b></li> </ul>	<ul style="list-style-type: none"> <li>● 1. Achieve greater visibility of online marketing as a means of attracting new customers in the next 12</li> <li>● months, so that the number of customers attracted by online marketing accounts for at least 20% of the new customers registered with the company in the coming year.</li> <li>● 3. Increase new customers by 15% in the next 12 months</li> <li>● 4. Increase revenue by 10% over the next 12 months.</li> <li>● 5. Retain at least 95% of the company's current customers for the next 12 months.</li> <li>● 6. Achieve high satisfaction, 9.5 out of 10 of the company's customers in the next 12 months.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>ACTION 9: Presence in local press and specialized magazines</b></li> </ul>	<ul style="list-style-type: none"> <li>● 2. Increase the company's visibility locally over the next 12 months.</li> </ul>

	<ul style="list-style-type: none"> <li>● 3. Increase new customers by 15% in the next 12 months (Increase sales staff)</li> <li>● 4. Increase revenue by 10% over the next 12 months.</li> </ul>
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Source: Own elaboration.

#### 5.4.1. Product and service decisions

- **ACTION 1: Create a business line of Exclusivas to act as a trading company**

Exclusivas is constantly in contact with marketing companies throughout the day to ask for offers, negotiate contracts, check consumption, etc. Over the years the company has acquired the necessary knowledge to think like a marketer and to anticipate on many occasions, thanks to its experience and its constant analysis of the market, to the events.

Thus this work of intermediary between client and marketer has allowed him to obtain the experience and necessary knowledge, to give a step ahead and to happen to be itself the one in charge to carry out the purchase energetics to offer it later to the clients, to happen from being intermediary to direct supplier of energy. In this way, the company will enter into a process of vertical integration upwards, through which it will change its offer and increase its target.

This process should be carried out as a parallel business to the current one, acting in a coordinated but independent way, making it known that they are businesses belonging to the same company.

The intention is that both businesses are set up independently so that the interests of one cannot affect the other so that the agency avoids clients perceiving that they are working under the influence of the marketer and transmits an image of honesty, trust, and transparency, always looking after the well-being and interests of the clients. But the fact that both businesses are set up independently does not mean that both parties cannot benefit from this integration of the company, because as has been said, it will be necessary for both businesses to work in a coordinated manner and the same direction.

In this way, the company as a marketer will be able to benefit from the reputation that the company currently has, so that the customers who for years have trusted Exclusivas Energéticas as a consultant from the service provided and the results (savings) obtained, will see the marketer as an extension of it, in which to trust.

On the other hand, customers will be able to choose a package that includes management, advice and management services + energy supplies as a marketer, an example that shows how through this integration customers could enjoy discounts while reducing their management, in the way that all the responsibility, both of supply and management and control of energy efficiency would fall on the same company.

- **ACTION 2: Incorporate services to individuals**

Through this action, the company would begin to offer its services to large communities of individuals, who normally have uncontrolled energy consumption without taking into account energy efficiency measures. It would enter a new segment of the market, offering its current services but adapted to the needs and requirements of a new group of customers.

In contrast to the previous action, this would not involve the creation of a new business line, but simply the incorporation of a new department specialized in this segment, with expert personnel in Business to Consumer, specific strategies, and an adapted offer.

It will, therefore, be necessary to carry out a market study and an analysis of the competition, among others, to establish, based on this information, some objectives to be achieved in this segment and the actions that will be developed to achieve them.

- **ACTION 3: Implementation of training courses**

From this action, the employees will participate in two courses.

One is aimed at the organization as a whole, with the participation of all employees, divided into two groups so that on the day that a team has a course, the other can compensate for the absence of its members during the hours they are on it. The course will deal with aspects such as communication within the company, teamwork, motivation, and other aspects such as sales techniques, management, etc. This course will last one month and will be given on Tuesdays and Thursdays, one day for each group, during working hours in June, from 9 to 12, to encourage employees, motivate them and making them feel that the company cares about their professional and personal development and that it does not steal their free time.

The purpose of this course is the aforementioned improvement of the employee, which will be reflected in better results and even better customer service.

Secondly, we will have a course on specific aspects of the sector, a changing sector, in which every day something new arises, of which the organization has to be aware and fully informed

so that their knowledge does not become obsolete and they can continue to offer the highest quality service. The head of the technicians, Marius Petrache, and a member of the management must attend the meeting, and both assistants will later be in charge of communicating the knowledge acquired to the rest of the organization.

It will also be given during working hours for the same reason and will take place during September, with a duration of two weeks.

#### **5.4.2. Price decisions.**

As already mentioned in the section on internal analysis, in the price mix, Exclusivas Energéticas follows 3 modalities when setting the prices of its services:

Depending on the service package contracted, using a fixed price.

Depending on a percentage of the savings generated for the customer.

And finally, a mixed formula, in which a fixed price plus a price subject to the results obtained is combined.

Once the company starts acting as a marketing company, it can use another pricing method: Energy price plus margin: This is the price at which the trader buys the energy based on the values in which the market finds itself at that moment plus a percentage applied by the trader to obtain a profit from this transaction. Normally the margin set by the traders currently ranges between 1.5% and 2% of the price at which they have made the purchase.

Therefore, when starting to provide its services as a trading company, the company must face two decisions, firstly the moment to carry out the purchase, as there is no exact moment to do so since the energy market is very volatile. Therefore, it is necessary to study the historical facts of the market, know the values that occurred at that moment in previous years, know how to analyze and interpret the trends to carry out estimates on future prices and know which are the factors that directly affect market values. If the company is capable of accurately analyzing these factors, it will be able to acquire energy at low values and be able to structure a competitive energy supply.

There are many pages where you can look at current energy values, their background, and future estimates, but the most popular is OMIP.

The second decision has to do with the sale of the acquired energy, the margin that the company formulates as a percentage retained in the form of profit for the transaction. If the margin set by the marketing companies is currently between 1.5% and 2%, it is proposed that Exclusivas set a percentage around 1% at the beginning, so that its offer is more attractive to customers than that of competitors.



- **ACTION 4: Publish on the website a portfolio with the pricing policy of the company's services.**

A second action on price would be to publish a dossier clearly and precisely stating the prices charged by the company for its services, as this document does not currently exist, a fact that creates some confusion both for the employees in charge of communicating the rates and for the customers themselves.

The company is currently working to develop management software that will allow it to calculate terms such as the profitability of a client, the management time that must be dedicated to it, the risk of non-payment, etc.

Based on this action, it is proposed that the company uses this management software to set a range of determining percentages to be charged for clients who choose the variable payment method based on savings, and a fixed price defined for those who choose to be charged using a fixed amount. All of this depends on the variables handled by the software. The software will offer as a result of the treatment and analysis of these variables a score of 1-20 that will value the client, with 1 being the best possible score and 20 the worst. So that potential customers who obtain a score greater than 15 will be discarded because of the risk they pose.

For customers who choose a payment method based on the savings generated by Exclusivas, this score will be converted into a percentage. So if a customer gets a score of 11, the percentage will be 11% and this will be the percentage applied to the customer on the savings generated.

For those clients who obtain a score of 1, 2, 3, or 4, a percentage of 5% will be applied, so this will be the lowest percentage that the company applies to the savings.

When establishing the fixed price, other variables are taken into account besides those handled by the software and the savings generated, such as consumption and the number of supplies the company has.

From these two variables and taking into account, the result obtained by the software, a dossier with the fixed prices would be configured as follows.

**Table 7. Table of prices.**

<b>CONSUMPTION</b>	<b>RATING</b>	<b>PRICE</b>
From x Kwh-x Kwh	1-5	X
	5-10	X
	10-15	X
From x Kwh-x Kwh	1-5	X
	5-10	X
	10-15	X
From x Kwh-x Kwh	1-5	X
	5-10	X
	10-15	X
From x Kwh-x Kwh	1-5	X
	5-10	X
	10-15	X

*Source: Own elaboration*

In this way we will have the prices that are applied to the clients according to the valuation obtained and the consumption made.

But as we have already mentioned, the fixed price will also vary according to the number of supplies the customer has. Therefore, the price to be charged, obtained from the previous table, must be multiplied by the number of supplies and by the following indexes depending on the number of supplies the customer has.

1-3 → 0,95

4-9 → 0,9

10-15 → 0,85

16 or more → 0.8.

So the customer who has one supply will pay X for the service, if he has 2, for the second he will pay  $X \cdot 0.95$ .

This table of prices reflects only the essential services, for the integral and integral plus services, the previous result will be multiplied by 1.1 and 1.25 respectively.

In this way the company will have a dossier that is easy to interpret for any user of the company or any agent interested in knowing the prices offered by Exclusivas.

• **ACTION 5: Create the "Exclusive" club**

Through this action, the company will create the "Exclusive" club. Formed by customers who have certain characteristics and where they can enjoy discounts, promotions, and participate in activities organized by the company.

In this way, for a client to belong to this area, characteristics such as the following will be taken into account:

- 1- Length of service of the company.
- 2- The score obtained through the profitability software.
- 3- Levels of energy efficiency.
- 4- The company's involvement with its social environment.
- 5- The environmental commitment of the company, levels of emission of polluting substances derived from its activity, the use of renewable energies, the implementation of activities aimed at taking care of the environment within its processes, etc.

As an incentive proposed by Exclusivas to its clients in these aspects, the companies that comply with these characteristics will become part of the "Exclusive" club where they will have a 5% discount on the package of services that they have contracted, whether the form of payment is fixed, variable or mixed, a 5% discount will be applied to the final result.

On the other hand, they will be able to enjoy promotions in which the winner will be able to opt for certain services such as billing monitoring, contracting or optimization of parameters free of charge for one year so that it constitutes another incentive for customers to interact with the company.

#### **5.4.3. Distribution decisions.**

The distribution includes all those activities carried out by the company to deliver its products or services to the customer. In the case of companies dedicated to the provision of services, it is complicated to provide the service far from where it is produced given the intangibility of the same. In the case of Exclusivas Energéticas, most of the advisory, management, and

control services they provide are carried out telematically, providing the customer with either telephone, mail, or both. Using the following action, the company would add a new means by which to carry out these activities and for the client to perceive them in a fast, simple, and accessible way.

- **ACTION 6: Create smartphone apps**

From this mobile application, the customer will be provided with a username and password to access the data of the different energy supplies they have.

In this way, and given that Exclusivas' services are to inform, manage and advise, among others, the customer will have at his disposal on his Smartphone, all the information inherent to his energy supplies, consumption, bills, reports, etc.

Within the application, there will be an advice section, where the company's experts will issue comments with explanatory analyses of the situation, conclusions about the negotiations, and suggestions and proposals that the customer will be able to accept with just one click, so that once the proposal has been accepted, Exclusivas will start the procedure to carry it out.

On the other hand, there will be a chat, by which the client will be able to talk with the technician in charge of his supplies, consult him about doubts, suggest modifications, and know in a more personal way the aspects emitted in the previous section.

This action would be useful for those customers with smaller supplies, who do not require such an exhaustive follow-up and who do not have the time to make their queries by telephone. In this way, the customer would be kept informed at all times of their energy situation.

We can include this action in both communication and distribution decisions. Firstly, it constitutes a new platform with which to contact and interact with customers, but at the same time, I have chosen to include it in the distribution section because, as has already been mentioned, it is a new means by which the company provides its services to customers, including those mentioned above. The App will provide a new possibility for customers who cannot make their queries, requests, or reviews of the status of their supplies by telephone or computer.

#### 5.4.4. Communication decisions.

- **ACTION 7: Elaborate and develop an action plan in the online environment.**

The development of this activity involves the recruitment of a Community Manager, a position within the marketing department that is responsible for supporting, increasing and defending the company's relations with its customers in the online environment, so that it is the voice of the company to the outside and the voice of the customer to the outside.

This job has increased its importance over time and the advance of new technologies, but especially social networks, through which customers have seen that they have in their hands a powerful tool to collect information and transmit it to the world, benefiting or damaging the image of a company. In the past, the dissemination of information was done on a one-to-one basis, with one person informing another directly of their opinion. Today, thanks to social networks, one user sends information on a one-to-one basis to everyone. And as different studies carried out in recent years show, most online users trust the opinions that consumers give on the Internet we all know of pages dedicated exclusively to this, for any type of product or service, where users can express their opinion in a few minutes.

From there arises the need to have a person within the company who is responsible for managing online content (comments, opinions, ratings or criticisms) to build customer loyalty, generate brand value and improve the reputation of the company, creating content that reports information, generates communication between the company and consumers, manage the positive and/or negative criticism that may appear in the online environment through the various platforms that exist at the disposal of consumers (social networks, blogs, video channels, etc.) and even provide online solutions to specific problems or questions about a product or service of the company.

But the CM is not in charge of developing but of implementing and sustaining the online management plan, so it will be necessary to develop, the marketing department, in general, the strategy, by the objectives and corporate strategies of the company, formulating a series of goals, the actions to achieve them and the criteria according to which the results obtained will be evaluated.

The first step in developing the plan is to carry out an online monitoring exercise, i.e. to use the tools that are easy for us to use, and that allows us to extract the information we need to

know about the company's online reputation. Once the information has been obtained, it is possible to carry out a SWOT analysis of the company's online situation, what its strong and weak points are, what threats need to be monitored, establishing a protocol for action, and what opportunities arise to exploit them.

On the other hand, from this monitoring of the website and the social networks it currently has, Facebook and LinkedIn, we can draw more conclusions as to what characteristics the target audience of the company has in the online and offline environment, may be different.

This will help us to segment the company's online customers, to focus on those we consider our priority target in the online environment.

Parallel to this, it is necessary to install an awareness and education at the level of social networks, to begin a process in which to teach and show the importance of the online medium in the evolution of the company's image, assigning responsibilities to the company's departments, so that, once the relevant information is extracted from the monitoring, we can distribute it among the departments that bear the responsibility inherent in the information given, with total security and confidence that they will know how to treat it.

Once the field in which the company works has been inspected and the corresponding members have been involved, a third step is the establishment of short and long term objectives together with the marketing department. In this way we will be able to draw up a social media strategy, in line with that of marketing, which will have to be reviewed and adapted to the needs shown to us by the online media, so that we have two strategies that work in harmony and complementarity, nourishing each other.

In this way, it would establish some short term objectives similar to the following:

- To reach an X number of followers in RRSS, Instagram, Facebook, twitter, youtube, LinkedIn, etc within 6 months from the beginning of the implementation and execution of the social media strategy.

- To achieve certain levels of activity in social networks and consequently the demands of online receivers.

- For visual content, achieve a certain number of views in the first 6 months.

- To achieve a 100% response capacity to suggestions, doubts, complaints, and praise of the company produced by RRSS. Customers must perceive that their comments are read and taken into account.

-Internally, I would set objectives based on achieving greater awareness and involvement of the company in this new area.

On the other hand, in the long term, I would pursue objectives such as

-To reach a certain level of online searches for the company, of comments in social networks and forums, so that we can achieve relevant figures taking into account those that the sector works with.

-Improve the company's online reputation and achieve a high level of customer satisfaction in this medium.

-To reach a level X higher than the CP objectives of visits to the company's website and RRSS, as well as the number of followers and reproductions in the multimedia contents.

-To have total coverage of everything that is talked about in the company's online media.

-To already offer content that the company knows will be accepted and well known among our target.

-At an internal level, to have achieved a total involvement of the social media strategy within the internal processes of the company, which is seen as a more and equally important part of the marketing strategy and which, to be effective, requires the collaboration of all the members involved.

From these objectives I would configure the strategy together with the resources and internal capacities of the company and the public we are addressing, I would profile myself by one strategy or another. This step is important because the strategy must be in line with the possibilities of the company, so as not to create confusion and avoid an erroneous positioning of our company in the mind of the consumer. On the other hand, it is equally important, as mentioned above, that the chosen strategy is related to and accepted by the marketing strategy, even if it is necessary to suggest changes in it that will make it possible to achieve the objectives set. With this, we will achieve the necessary offline support in the online strategy.

Before commenting on the actions to be carried out in social networks, I would begin by analyzing what the objective is to achieve, in the case of Exclusivas, I would establish an objective related to customers who know the brand, customers we know the company has and who are likely to interact on social networks because I believe that word of mouth and positive feedback is the basis for growth in social networks of a company.

Once this goal is achieved, with the satisfaction of our current online customers and those who have become so thanks to them, we could already start focusing on reaching a larger target.

Once analyzed our target in the online environment, a study which is the RRSS that most fit them, I see the need first to create accounts in places like Instagram and Twitter, where Exclusivas is not yet present, which may seem at first glance that we will not find in them our target, but companies, are led by people, and it is very easy to relate the modern and progressive mindset of a company leader interested in energy efficiency with a person who has social networks, to relate, get information and be entertained. On the other hand, if the company wants to start dealing with private properties this RRSS are configured as indispensable to lead online marketing, because of their popularity, frequency of use, intensity, and possibilities when communicating that they offer. Therefore, it will be necessary to open a profile in both portals and configure them as company accounts, to facilitate their management.

From this point onwards, we could define a theme, a visual and sensory element that the customer perceives as a differential of the brand for social networks. I consider it very important, to achieve through a personal approach of the company a connection with the recipients of the message. To do this, once the accounts are opened. I would establish a style of the account, with a biography and profile photo representative of the company, which transmits the essence of the company and with content, with a style that will remain fixed for the company and that will give it its differentiated image.

With this style, I would start to make publications, accompanied by hashtags to have the greatest possible reach. To later create a hashtag of the brand itself. But I wouldn't just make publications and that's it, but through them, I would try to generate interaction with the customers, contents that would push the customer to interact with the company and among the customers themselves. In this way, I would publish images and videos of the company's services and results, explanations of how different phenomena affect the market, analysis of energy markets, price predictions, all perfectly edited and with descriptions that tell significant things, which motivate and awaken feelings in the recipients, combined with publications that encourage customers to interact such as challenges, contests, and promotions, direct in which to discuss energy issues with an employee, etc.

On the other hand, I would use the relevant tools to monitor the accounts in social networks, such as Iconsquare that allows you to check how many users visit your profile, the comments,



the times your publications are shared, in short, it will allow you to see the evolution of your followers and their interaction.

Finally, after reaching a certain relevance as a brand in the online environment, you would try to contact someone with influence in social networks such as an influencer, YouTuber or any other character that identifies with the brand and its cause and try to associate with him to achieve greater visibility and reach, benefiting from its greater relevance in this medium to convey greater confidence and importance.

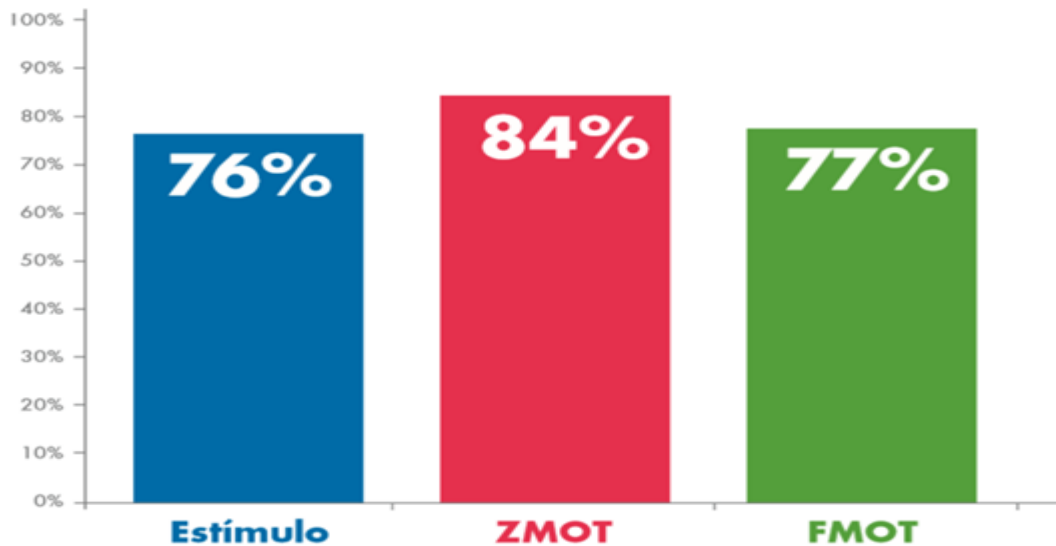
- **ACTION 8: Develop a plan to address the ZMOT (Zero Moment of Truth)**

ZMOT (Zero Moment of Truth) is a fourth step in the traditional purchasing process, encouragement, purchase, and experience, in which users decide to interact with the organization or seek information on price, features or any data about your product or service through online media, to collect the details that provide security before carrying out the purchase or acquisition of a product or service.

It is a fact that nowadays, at the moment when a consumer detects a need, the first thing he does is to search on the Internet about this fact and how to solve it. If a washing machine breaks down at home, the new step in the purchase process will be to search on the Internet for "cheap washing machines" or "better washing machines" or to directly enter the website of a company that sells this product. From this search, the user will enter to see multiple products, with an infinity of comments, opinions, and ratings. This is moment zero. A new process that arises from the advance and standardization of the online media and is configured as a key element within the marketing strategy of a company in any sector, to which they must devote time, effort and resources to improve and that is enshrined as a differential element of the brand.

The FMOT (first moment of truth) continues to exist, so customers are still waiting to be in front of the product to make a decision, but now, to win in this first moment, it has become indispensable to win in the ZMOT. So, as the following graph shows:

**Graph 9. Influence of the steps of the purchasing process on the final decision.**



Source: "Ganando en el momento cero de la verdad"

We can say that the influence of the ZMOT (84%) is superior to the classic sources of stimulus and FMOT (76% and 77% respectively), when it comes to carrying out any type of purchase, from steak to make dinner, to a vehicle including any type of services such as a hotel or a restaurant. Consumers now, decide from the moment of zero of truth.

Therefore we can conclude that the ZMOT, is necessary and applicable to any type of economic sector, including those operating Exclusivas, efficiency, and energy management. Therefore it is necessary to configure a plan for the zero moments of truth, just as it is necessary to have it for the capture or stimulus, for the moment of purchase and the post-purchase experience.

But before designing the Zmot plan, an analysis of the current situation must be carried out and questions such as

1. When users interested in the company's services search on the Internet, does your website or your message appear at the top of the first page of search results?
- 2- How does your brand appear on the key rating and commenting websites in your category?
- 3- When you start typing your product name into the search engine, but before you finish, which search terms automatically appear at the bottom?

The answers to these questions will show you where you currently stand Exclusivas.

Then the process of developing a plan to address the zero moments will take place.

The first step would be the appointment of a manager, a multidisciplinary person, prepared and empowered to cooperate with other divisions such as o creation, strategy, media, and digital dissemination. He or she should attend strategy planning meetings and provide feedback on the overall customer experience.

The second step would be to search for Exclusivas' own zero moments, through the online portals, to carry out searches about the company, its services and the sector in which it operates, and again search based on these searches, to obtain all the necessary information about what the online media says about the company so that this data is incorporated into the business at the right place, at the right moment and with the right message.

Thirdly, it is necessary to be present in the online environment and to act quickly and effectively to questions, suggestions, criticism, and praise. Having a person in charge of being attentive to what is being said in this medium and with a pre-established protocol that allows for a personalized but quick and simple response to these questions. Reviewing all these publications and giving answers to them, no matter how insignificant they may seem, you never know where you can find a client and as we have already mentioned, the Internet is global, and the scope of an answer can be very large for good or bad.

The next step would be to try to optimize the zero moments, to get the most out of it, and often and more in this sector, the stimulus may not come from within the company, it may arise from a fact that has a global implication, news and even a movement of a competitor, and the company has to be as fast as possible to take advantage of the opportunity and generate a benefit for it. A fall in the price of energy, the Covid-19, an article in a newspaper dealing with renewable energies, all these are opportunities that present themselves to the company and that generate searches and comments on the web, why should the company not take advantage of them to broadcast content and interact with interested users.

A final step would deal with control and consistency, this is not a one-day method, it requires perseverance and insistence, as well as a global involvement of the company. Constantly monitor that each of the actions undertaken is in line with the pre-established objectives for this plan, and in general with the strategic objectives of the organization, and if necessary, implement the necessary corrective measures.

• **ACTION 9: Presence in local press and specialized magazines.**

It is a fact that the company needs to increase its notoriety in the online and offline media, for the first case we have the actions described in the two previous sections. For the offline medium, we have Exclusivas participating in different events, which have already been mentioned in the section on the communication mix, such as conferences, interviews, and participation in solidarity and environmental projects.

Even so, the company needs to increase its visibility and scope, therefore, this action is proposed, creating content in the local press and specialized magazines in the energy sector, so that topics such as energy efficiency and its importance in environmental sustainability, in

saving both economic and energy and in general in the progress of society, reach a greater number of users, thus increasing awareness and interest of society in these issues and advertising and measures to attract new users.

### **5.5. Control.**

The following table shows the methods that we will follow to carry out the control of each of the objectives proposed in the marketing plan, as well as the temporal frequency with which they will be monitored.

**Table 8. Control of objectives.**

<b>OBJECTIVES</b>	<b>FREQUENCY</b>	<b>METHOD OF CONTROL</b>
Achieve greater visibility of online marketing in the next 12 months, to increase activity in the online environment for both the company and interested users by 50%.	Weekly	<p>Monitoring of the company's activity and related users in the online environment.</p> <p>Monitoring of comments and searches issued on the Internet about the company and sector.</p> <p>Counting of visits to the website and RRSS.</p>
Increase the company's visibility locally over the next 12 months	Monthly	Surveys to find out by which means the clients knew the company.
Increase new customers by 15% over the next 12 months	Half-yearly	Compare the number of currents and past clients with those the company will have at the end of each semester.

		With a special emphasis at the end of the year
Increase revenue by 10% over the next 12 months.	Annual	Compare the results obtained at the end of the year with those obtained in previous years
Retain at least 95% of the company's current customers for the next 12 months.	Annual	Compare customers at the beginning of the year with those at the end of the year
Obtain a high satisfaction of 9.5 out of 10 of the company's customers in the next 12 months	Half-yearly	Record and classify customer complaints and conduct satisfaction surveys

Source: Own elaboration.

## **5.6. Schedule.**

This section sets out the timetable for implementing each of the proposed actions.

**Table 9. Schedule.**

ACTIONS	01/21	02/21	03/21	04/21	05/21	06/21	07/21	08/21	09/21	10/21	11/21	12/21
ACTION 1												
ACTION 2												
ACTION 3												
ACTION 4												
ACTION 5												
ACTION 6												
ACTION 7												
ACTION 8												
ACTION 9												

Source: Own elaboration.

## **5.7. Budget.**

The budget shows us the monetary investment to be made by the company to develop each of the proposed actions, as well as an overview of the total cost of the marketing plan and its implementation.

**Table 10. Budget.**

ACTIONS	BUDGET
ACTION 1.	10.000 €
ACTION 2.	3.000 €
ACTION 3.	2.700 €
ACTION 4.	0 €
ACTION 5.	0 €
ACTION 6.	1.000 €
ACTION 7.	15.000 €
ACTION 8.	2.000 €
ACTION 9.	3.000 €

Source: Own elaboration.

**Total budget: 36,700 euros.**

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