MARKETING PLAN OF

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1. EXECUTIVE SUMMARY

PC Componentes is a company that sells computer hardware and software along with other electrical apparel. They offer reasonable prices and keep proximity with their customers. Their growth has been steadly and almost exponential, going from 4M € revenue (2005) to 648M € revenue (2020).

PC Componentes was, in 2005, a visionary company of what the bussines will look like in the future, becoming one of the first e-commerce in Spain. Over the years, they have increased the company by introducing new products in their portfolio, introduce the company in new markets and creatig different business that have allow them to grow and adapt to changes as fast as they arrived.

This marketing plan analyses the company using different tools. At the beginning a company revew is done in order to know how the size of the company, the philosophy they use, how they work and how they are organised. An internal analysis has been done using the value chain tool and Porter's 5Ps guide. Then the external analysis is done using the PESTEL tool and Porter`s 5 Forces tool. After the internal and the external analysis and in order to have a brief summary, a SWOT analysis is carried on. This analysis give us a general view of where the actions should be driven.

In view of all the information released by the above mentioned tools, objectives are set. In this marketing plan the objectives try to follow the path PC Componentes has created during its history and be coherent with the size of the company and the current times.

A total of 6 actions are designed and detailed to achieve objectives in the stipulated time following the strategy PC Componenets is, currently, running.

2. SITUATON ANALYSIS

2.1 Internal Analysis

The internal analysis of PC Componentes has been done following the main ideas published by Navas and Guerra (2001, p159). For the authors, "the internal analysis seeks to identify the strengths and weaknesses that a company has to develop its competitive performance".

2.1.1. Company Introduction

PC Componentes was created in 2005 by two workmates who anticipated the future of business and specially informatics business. Francisco Yúfera and Alfonso Tomás were informatics technicians and they both were working for some else. They decided to invest all their savings, 5.000€, in what they thought it was going to be the future of business sells, what we now nowadays as e-commerce. It was before the e-commerce was well-known so we can conclude that they had an advantage against future competitors.

The main purpose of the Company was to offer computer components at a reasonable price, so everyone could afford them and work with them at home. This was the main objective because, both, Francisco and Alfonso, enjoy doing this by themselves and being their own boss. One year later they had hired 5 people and they were growing exponentially. Thanks to that they were seen as the main reference in the Spanish e-commerce. Nowadays their operating revenue is about 400 million euros and they compete with Amazon.

Mission and Vision

Kotler and Amstrong (Marketing, 2004) defined the mision and the vision as it is shown later.

The mission tells us the main purpose of the company to exist, why the company is working on this market and what they principally do. PcComponentes mission is:

"Offer the best components at reasonable prices, without forgetting quality neither to a good customer service, keeping proximity and personalized behaviour with customers"

This mission speaks, not only about the main purpose of success, but, also about principles, competences and capabilities. It lacks the geographical range where this must be applied and the necessity they satisfy (both are shown in the Vision)

The Vision reflects the final goal a company wants to achieve. What they would like to turn in the future, even though it could be an impossible goal. The Vision of PcComponentes is:

"We want to be the example of online informatics' products selling in Spain"

Values

- Closeness, kindness, communication and build relationships
- Work with optimism and hard working
- Teamwork, learning and humbleness

Strategical objectives

The strategical objectives tell the company how to achieve the mission and the vision, they are intermediate steps to reach those final goals described before. These objectives encompass all the organization's employees. The following list shows some of the strategical objectives that Pc Componentes has:

- Offer the best buying experience to the customer
- Satisfy the customer
- Develop both ecommerce and traditional commerce
- Expand their business with more shops and go abroad
- Turn into the main technology marketplace
- Simplify the buying process

2.1.2. Corporate Responsibility

PC Componentes takes part in many programs, at an internal level, with employees, and at an external level, with general society. Those campaigns are done all the year round. They usually collaborate with well-known organizations as Red Cross, UNICEF, AECC, different NGO, etc.

Internally, they promote training programs among their employees, not only for technical purposes, as mentioned before, but also for health and safety protocols training. They work with Red Cross in this area, so their employees are trained in CPR (Cardiopulmonary Resuscitation) and more techniques including good practices in the working area.

I addition to their collaboration with Red Cross to train their employees, PC Componentes also promotes a wide variety of actions among their employees. Their solidary actions are not only based in economical investing but also in taking part in campaigns such as: donation of hair, to help cancer patients, or take part in running races against breast cancer or the campaign "Give Blood". Those actions are only carried on among employees.

Externally, is where their participations are more notorious. They carry on both, regularly and occasional campaigns. In their website we can find regular actions such as: children cancer, clowns in hospitals, The Wise Men, food collection, against domestic violence, down syndrome, etc. They have also carried occasional campaigns in case of disasters like they did with Nepal or Mexico in 2015 due to the earthquakes.

Currently they have done, due to COVID-19 the following actions:

- Free remote assistance for everyone working from home
- Donation of 600kg of filament to make Individual Protection Equipment
- Donation of 500 mobile phones to medical services
- Communication apparel donation to Cáritas and Red Cross
- Any student behind, helping students to solve technical issues remotely

Furthermore, PC Componentes has a dedicated program for education centres where does organizations can benefit from special prices, individual advice and dedicate technology. With the program they try to encourage schools to work with their students in order to find solutions to any society problem. The topics addressed are as wide as amputated members or hive refrigeration for bees' preservation.

2.1.2. Company Resources

2.1.2.1. Human Resources

PC Componentes employs, currently, more than 550 people among all the centres and shops that they have. The company maintains his growth from its origins. Each year, they employ more people, and according to 2020 figures, the number of employees has jump in 134 people from 2019. That means that the workforce expanded up to 25%. In Figure 1, the progression is shown.

Figure 1. Number of employees
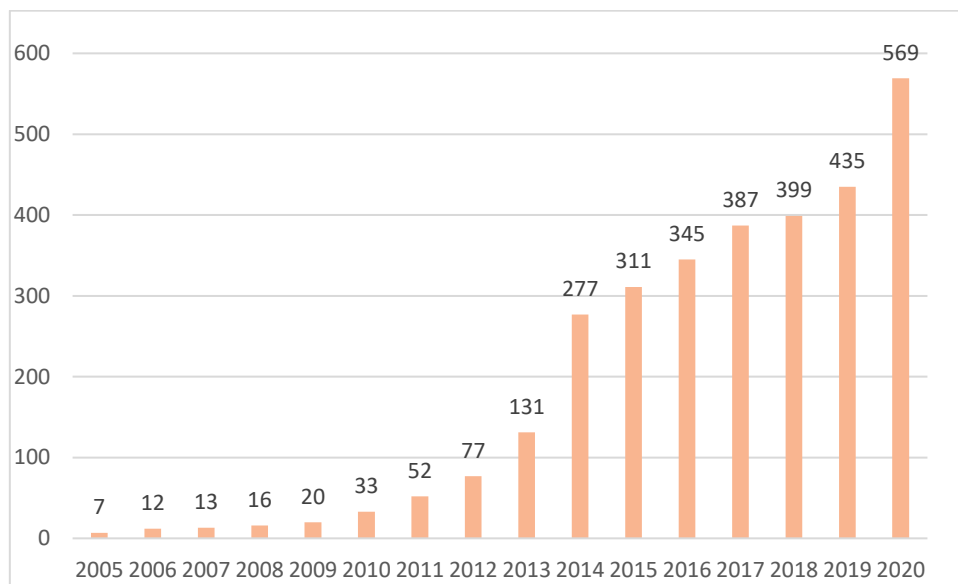
Source: *SABI*

As the growing rhythm has not decreased, PC Componentes is continuously seeking for new people to join the project and they have job offers on their website (jobs.pccomponentes.com) as they have in other platforms related with employment. People can send their CV for a specific department which they are interested in or simply wait for the positions they advertise on the website.

Figure 2 shows the Company's organization. As said before, Francisco Yúfera and Alfonso Tomás are the owners of the company. Alfonso Tomás is PC Componentes' current CEO. They are surrounded by other figures on the Board of Directors such as: Luís Pérez (General Manager), Miguel Ángel López (HR Director) or Alberto Díaz (Chief Technology Officer, CTO). The company has hired external consultants to cover different needs according to where they want to move or how to manage some actions they want to take. PC Componentes is divided in 10 different departments. Operations, taken as example, is also divided in 6 functions.

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Figure 2. Organization chart.
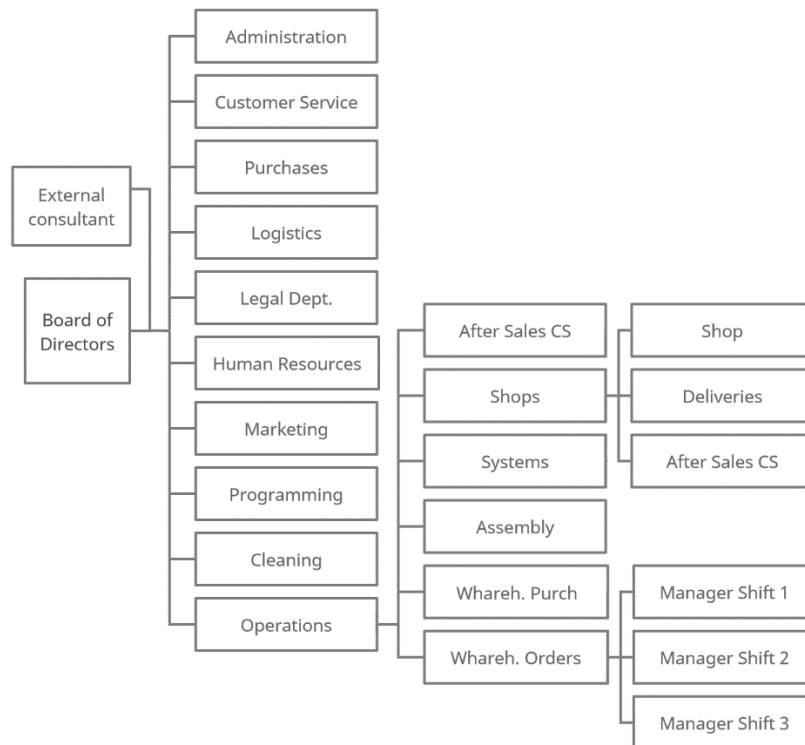
Source: *Different investigation essay and LinkedIn*.

2.1.2.2. Physical Resources

PC Componentes' headquarters are located in Las Salinas, Alhama de Murcia, Spain. Although it is there where they have the main warehouse and offices, the company, has also more shops over Spain. Madrid was the first city, out of Murcia, where they landed in 2016. After the success of this shop, they decided to settle down in Barcelona in 2019 and open their first shop there. This last opening is not just a shop but an "Experience Center" as describe by the company. On it the customer will be able to touch, feel and experience with the latest products. All in all, PC Componentes has 3 physical shops around Spain.

PC Componentes also has large warehouses where they can stock products valued in up to 15.5 € millions. Taking in account this and the technology these warehouses are installed with give us the landscape of how big this company is and why they are growing at such a quick pace.

2.1.2.3. Marketing Resources

Product

As the total amount of available products is massive, in this point it is shown the main distribution and some figures about them

Exploring the product typology, the company offers shopping products. These kinds of products are not so frequently purchased and are not easily accessible. These products require the customer more time spent on analysing and comparing (due to price and durability) to decide the purchase.

Figure 1. Main articles' lines

Componentes	Tablets y Ebooks	Redes
Ordenadores	Consolas y Gaming	Cables
Smartphones y Telefonía	Impresoras y Consumibles	Ocio y Tiempo libre
Audio, Foto y Vídeo	Smarthome	Formación
Periféricos	Electrodomésticos y Hogar	Servicios
Televisores	Cuidado Personal y Salud	

Source: *PC Componentes*

PC Componentes products' portfolio is wide. They have 17 lines, including their own services and third-party services. The deepness of each line has different length but, choosing the main products, the range goes from 92 different processors to 1.179 screens. The total number of products (length) is incalculable as there is no tool to do it and counting line per line could end in repetitions. The consistency of the portfolio is excellent as all the products are technology related. PC Componentes not only sells tangible products but also provides services.

The services can be grouped in two categories. In the first one, those addressed to individuals with the objective to increase the added value offered by the products. The second one, those services available for companies such as digital showcase benefiting from the high web traffic that PC Componentes has.

Services offerred to individuals:

- Call centre to solve doubts or questions

- The customer can save a date to speak with a technician that will answer his questions about. This service is only available for TV above 500€

- Reparations
  - They offer this service independently if the product has been bought in their shops or not. They analyse the product and repair it.

- Technical assistance
  - This service is created for customers that buy products at PC Componentes, they will help the customer via telephone and give him all the information about the products.

- Sale your worn-out mobile phone
  - PC Componentes also refurbish worn-out telephones. Customers can sale their phone and take some money back while PC Componentes repairs it and any one can buy it at a lower price. If the phone can be mend, they recycle it.

- Substitution warranty
  - They commit to replace or refund their products in 24 hours during 2 years after the purchase.

- PC Auto
  - This service is offered only in Madrid and Múrcia, where they have their shops, and allows customers to pick up their order without getting out of the car.

Services offered to other companies:

- Marketplace[1]
  - Drop shippers' companies can sell their products inside PC Componentes website. They will benefit from the advantages PC Componentes has such as: visibility, easy access, wide potential public, cross sales and advertisement.

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[1] https://www.pccomponentes.com/marketplace/

- Advertisements[2]
  - PC Componentes offer their website along with their social media as a digital showcase for other companies. They offer their visibility of the more than 2 million customers they have nearly 50.000.000 unique web users, offering responsive design (adapting it to different devices) and their social networks scope.

Price

Price is the amount of money paid for a product or a service, or the total amount of all the values exchanged by customers for the benefit of owning or using the products or services (Kotler et al, 2000)

As said in Pc Componentes' mission, they will offer products at a reasonable price, so that is how they operate with the prices. The price on PC Componentes articles is set, first of all and undoubtfully, to cover costs. Inside these costs they are the product itself, the shipping and other indirect costs. They will take in account then, the perceived value due to the good image of PC Componentes brand and the quality of their products and services. PC Componentes' prices are set dynamically, that means that a product could have different price depending on the day.

Figure 2. Price evolution.

Source: *PC Componentes*

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[2] https://www.pccomponentes.com/publicidad; https://pcads.pccomponentes.com/
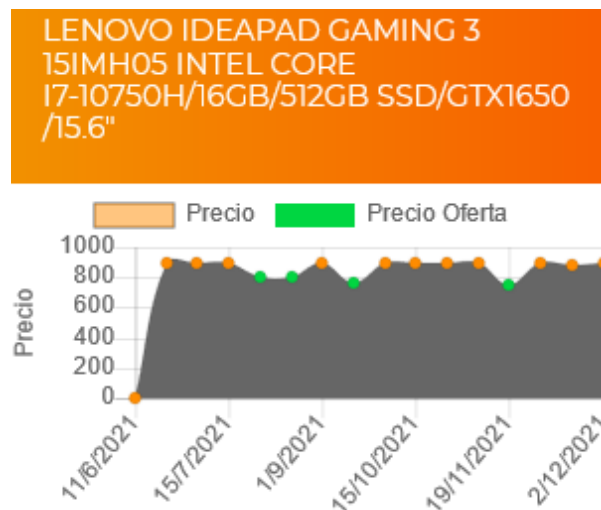
Dynamic pricing is a strategy where price change in real time, it works the same way as flight tickets or hotel prices. Indeed, they have implemented a tool on their website where the customer can track the price along a time, and check when this product has changed its price.

PC Componentes has a wide scope of action speaking about prices. They manage a huge number of products, and this allow them to negotiate with brands and suppliers. They can stock up on a large quantity of the product and, buy it when there is a special offer and sell it when the product could be more popular or when it is more demanded. The prices, as it happens in every sector, has its pics and its valleys. PC Componentes offers special prices during sales, Christmas, Black Friday, Cyber Monday, Sant Valentines, etc.

Figure 3. Price comparison. Sources: PcComponentes, Amazon, The Phone House and Mediamarkt
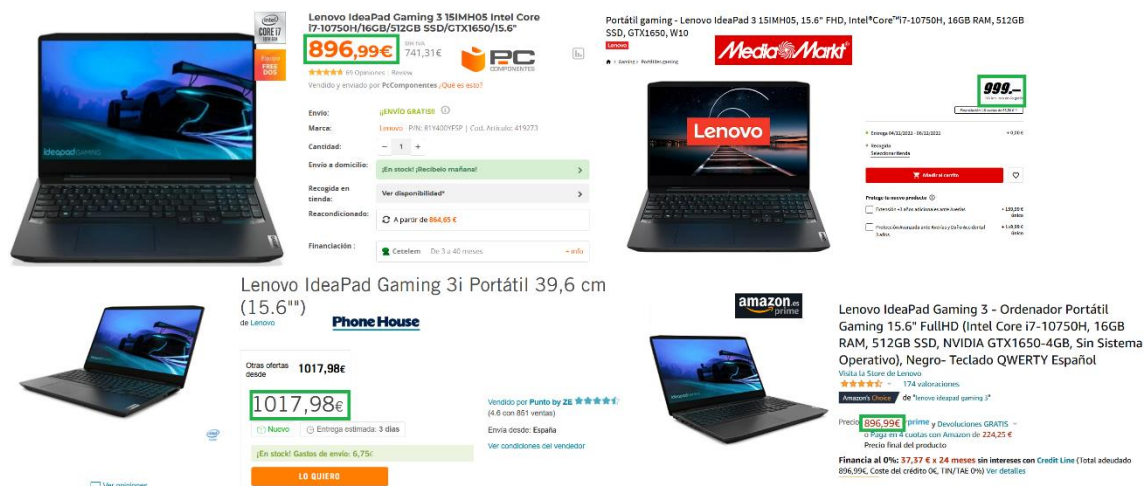
Source: *Corporative Web of the brand*

In the Figure 3 it can be seen the different prices a product can have the same day. The product shown work as a standard, taking in account that laptops are one of the most popular products on the technology market and the main product in PC Componentes. This product was chosen without any special deal (Black Friday, Sales, Outlet…) and as shown, PC Componentes and Amazon, both have the cheapest price.

As shown in Table 1, PC Componentes has in its portfolio a wide range of prices among their products. The customer will be able to find, almost, luxury products only for those techy and cheaper products for those who can afford the average price.

Table 1. Products and prices

Articles		Top Price	Bottom Price	Total articles
Components	Motherboard	1.747,51 €	31,25 €	499
	Processor	6.713,63 €	82,43 €	92
	Video Card	6.678,09 €	7,00 €	135
	RAM Memory	1.190,05 €	4,80 €	1074
Computers	Laptops	4.939,09 €	186,59 €	1032
	PC	4.277,42 €	449,98 €	162
Complements	Screens	5.984,23 €	52,75 €	1179
	Keyboards	169,99 €	3,52 €	551
	Mouse	549,56 €	1,69 €	909

Source: *Own elaboration*

Place

PC Componentes' placement uses, usually, anshort channel. Their channel has only three areas as it can be seen in Figure 4. As they are not manufacturers, they act as a retail seller by using their website or the physical stores. PC Componentes acquires the products in bulk and then they are sold individually to the customers.

Figure 4. Placement Channel
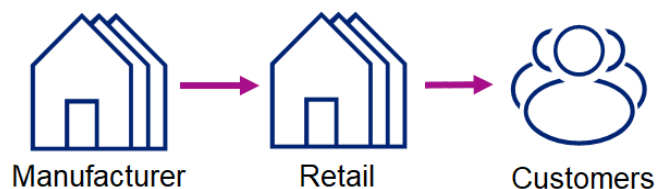
Source: *Own elaboration*

PC Componentes also acts as intermediate in some cases due to their marketplace. In this marketplace, products from other companies are shown and advertised but PC Componentes does not have any direct contact with the product itself. An example of that is the online education they offer.

Regarding delivery of the goods, the procedure depends on the customers' needs. Online customers can pickup the order at the shop or wait for it at home. To deliver the goods, PC Componentes has outsourced the service to Seur and Redyser. They will deliver the order in less than 72 hours.

PC Componentes has grown during the years due to that they have used different ways of communication. Society has increased the ways in which they communicate with others and so has done PC Componentes. Nowadays they not only use one-direction communication as every online site use to, currently, the company uses two-ways communication, and they employ different people depending on what the communication is about.

The analysis of the communication carried on by the company will be done following the 5 tools: advertising, sales promotion, sales force, public relations and sponsorship and direct marketing.

Advertising

Advertising has a wide variety of options to be made, it can be done through TV or radio, the internet, events, using video, pictures, sound…

Figure 5. Bus Billboard.

Source: *PC Componentes*

PC Componentes barely uses all the mentioned options. Their main advertisements are only placed on the internet using cookies related with visitors of their website or websites

with similar products. Speaking about phisical advertising, they do some in some specific places such as Murcia and Alhama de Murcia (where they are settled). They installed some bus stop billboard mockup around the city as it can be seen in Figure 5.

Sales promotion

Sales promotion are incentives given to the consumer at the time of purchase, to encourage quick or large purchases of a particular product. It is aimed at both consumers and suppliers, distributors, etc.

PC Componentes uses different tools for sales promotion. They apply different tools depending on when they occur. They usually offer advantages on instalments (as shown in the Figure 6) or discounts for especial days such as Black Friday or Cyber Monday. They also have special discounts on certain brands all the year round.

Figure 6. Banner

Source: *PC Componentes*

Figure 7. Advert
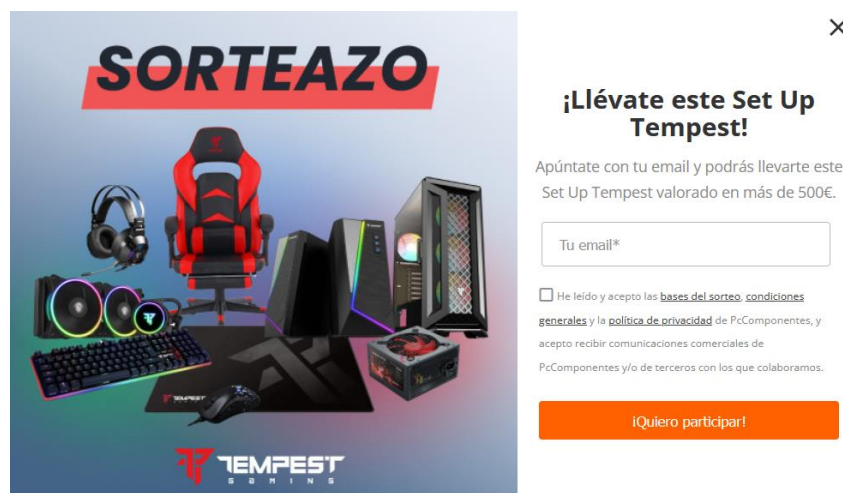
Source: *PC Componentes*

Another tool used by the company is the raffle. This tool is used to attract new customers by offering them the chance to win a price. Also, by accepting the terms and conditions of the raffle the potential customer accepts to receive direct marketing and the company have the chance spread their portfolio.

Personal selling

Into the store, PC Componentes has trained employees who can recommend about products depending on the features wanted by the customers. They also show how to use the products and offer software according to the customers' nedds. The staff works in their phisical shops in Murcia, Madrid and Barcelona.

Public relations and sponsorship

These are planned and systematic activities that the company uses to create, maintain and improve the image, relationship and trust of the company towards the general public. It is aimed at public institutions, distributors, customers, the press, workers, opinion leaders, etc. The best-known examples would be the presence at fairs, press conferences, sponsorship of sporting or cultural events, etc.

PC Componentes had done some actions in this area, for example, they collaborate and sponsor Alejandro Valverde's cyclist school, helping to give young talents the opportunity to compete and develop as cyclists.

Direct Marketing

This tool is one of the most popular ones nowadays on the internet, through cookies and terms and conditions that every single website asks for, companies can personalise adverts to each customer. This tool, allows PC Componentes to show people products while they are surfing the net. It does not mind the kind of content the customer is consulting that if he has allowed it, adverts related with PC Componentes will appear in the new consulted websites.

The spotlight, speaking about PC Components' communication strategy is in the online. They advertise their products, mainly, using their accounts of Twitter, Instagram, Twitch, YouTube, Telegram… They use these accounts to release specific information about their products and also to communicate in special dates such as Black Friday, Christmas, Cyber Monday, PcDays, etc. This allow us to received feedback from people as it is

analysed later on. This kind of communication allows PC Componentes to receive feedback form their customers and this helps to adjust the products offered and to know which products are more popular.

This type of communication has risen sharply lately. Social networks as well as streamers and influencers have become the new way of communication. PC Componentes uses the tools mentioned before to collect information about its audience. Just like they publish information, they receive multiple messages expressing opinions, different interests or even making adverts by themselves. Their social networks are followed by:

Table 2. Social Networks

Social Network	Users
Instagram	>459.000
Twitter	>462.000
Facebook	>396.000
Telegram	>19.000
Youtube	>63.000
TikTok	>78.000
Twitch	10.000 approx.

Source: *Own elaboration*

2.1.2.4. Research and Development

Regarding R&D, PC Componentes has done a huge job in the way products are displayed to the customers along as the variety of products they offer. This has been done at the same time they change the way the interact with their customers, both, delivering the customers and speaking with them.

The investing in R&D was 10 million € in the last 5 years but it this is forecast to grow till 21 million € for the next 4 year. They want to improve their knowledge and performance in bigdata, logistic software, artificial intelligence and systems. This will help them to open a new massive warehouse (24.000 m^2 stackable) in Alhama de Murcia, this will allow them to enlarge their portfolio.

The continuous study of customers' needs has allowed the company to grow from a tiny portfolio to cover any demand of a technological object. This effort towards their customers has result in develop a new service, the Marketplace. This tool will offer products beyond technology such as: pet products, lifestyle and DIY tools.

With respect to the interaction with customers and product supply, they have introduced multiple new ways to do the job more efficiently. As previously commented, they carry on training for their employees in order to give them more knowledge and tools to solve problems and perform their jobs. This investment allowed PC Componentes to decrease the waiting time for the complaints to 1.3 average days.

To sumarise, they have done a huge effort investing in bigdata, artificial intelligence, logistic software and new systems to be more efficient and accurate.

2.1.3. Company Capabilities

2.1.3.1. Distinctive Capabilities

In regard to PC Componentes' distinctive capabilities, prices, quality of the customer service and the 2 hours delivery service in Madrid and Murcia is highlighted, together with the knowledge of the corporate culture which makes everything run smoothly.

As for the prices, they are able to offer those low prices due to the massive amount of stock they can stack in their warehouses. This gives them the possibility of benefit from scale's economies.

Turning to the 2 hours delivery they offer; this can be done thanks to the logistic capacity they have in their warehouses. They have equipped them with automatised orders preparation with the latest generation equipment and also thanks to the collaboration with Seur and Redyser commented in the Place section.

With respect to the knowledge of the corporate culture and the customer service quality, those topics should be analysed together, as one runs after the other one. PC Componentes has been changing during all his history and has adapted to new markets, ways of communication, paces of growth… In their roadmap they have underline, as it is explicitly said in their mission, that: *(…) without forgetting quality neither to a good customer service, keeping proximity and personalized behaviour with customers".* So,

offering a good quality service is key for them. The results of that could be seen in the specialized websites were customers left their opinions about quality service.

Figure 8. Opinions

Source: *Own elaboration*

2.1.3.2. Value Chain

Pc Componentes' value chain is composed by their primary activities (internal logistics, external logistics, marketing and customer service) and their support activities (firm infrastructure, human resources and research and development)

Figure 9. PC Componentes Value Chain
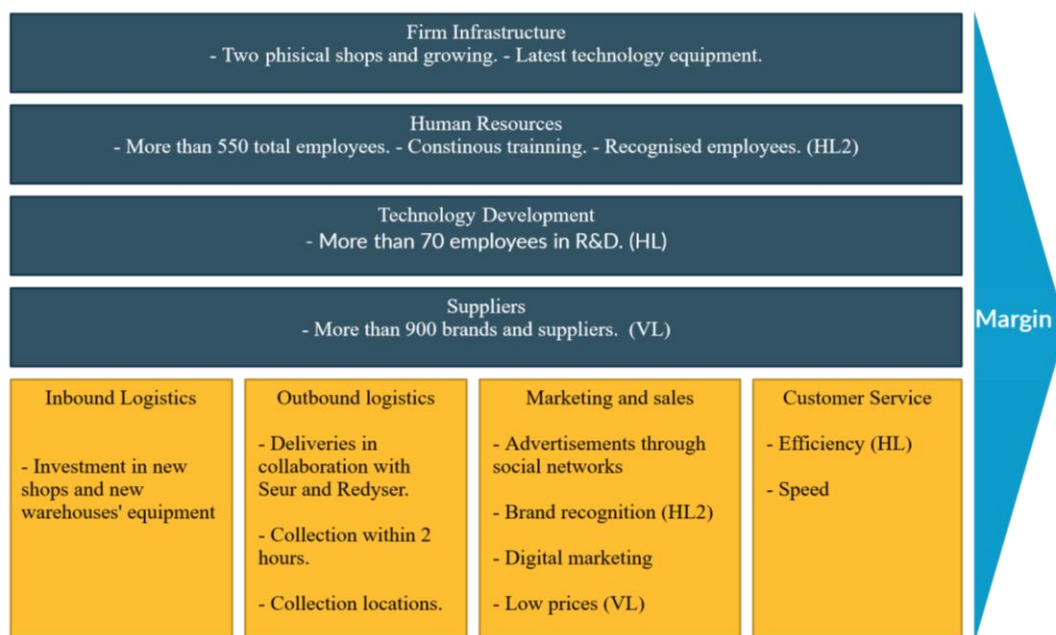
Source: *Own elaboration*

Regarding to the inbound logistics it is key to mention that the company has been at all times improving their infrastructures. They made a huge invest in 2012 to reduce the time their workers wasted going around, so they installed new belts conveyor on their warehouses to be more efficient. This is aligned with the investment they are doing in their new warehouse with artificial intelligence in Alhama de Múrcia. Furthermore, the company, plans to open new shops in Barcelona and in France to be closer to their customers and improve their buying experience, letting them try the products before purchasing.

Concerning to the outbound logistics, their strengths are the collaboration with delivery companies (Seur and Redyser) to provide their customers within 24 and 72 hours depending on the service chosen. Their customers also will use the other services such as: tracking the parcel until the delivery or changing the delivery place. Turning to collections, the parcels can be collected in 2 hours and moreover, from the car if the drive thru is selected.

Referring to the marketing and sales, PC Componentes concentrates almost all their efforts in the digital marketing. The brand is renowned in the sector and their community is loyal and take part in the actions the company promotes.

Figure 10. Brands Ranking Dec-21
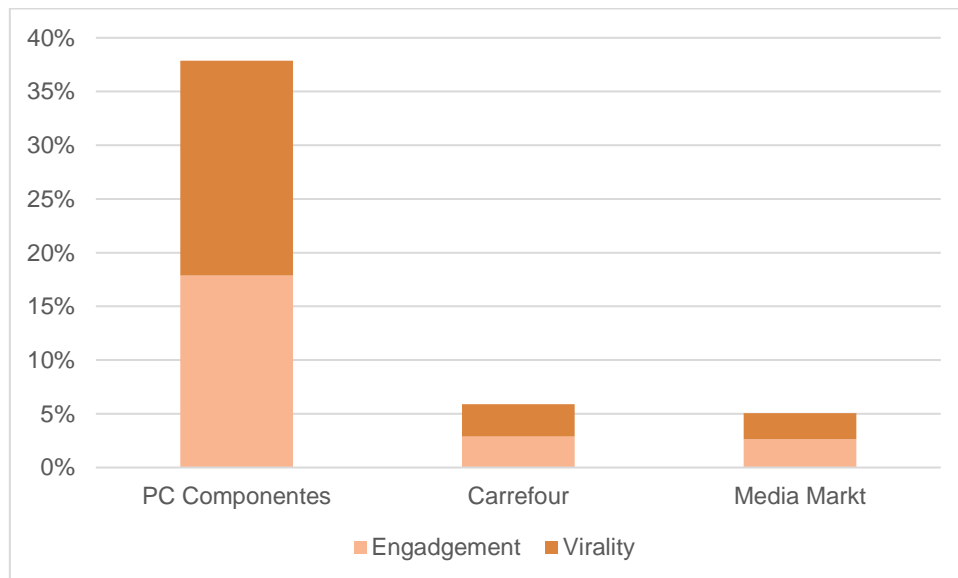
Source: *Epsilon*

In Figure 10, it is shown the data from Epsilon Technologies about retailing brands ranking in December 2021, in social media, in Spain. Although Carrefour and Media

Markt could have differences in the strategic group that are included, all those brands sell technology, both, offline and online. Engagement and virality are calculated as follows:

$$Engagement = \frac{Likes + Comments + Shares}{Followers} x100$$

$$Virality = \frac{Shares}{Impressions} x100$$

As can be seen in Figure 10, PC Componentes leads the brand ranking in December among the technology retail sellers. They achieve this, specially, by making contests, draws, raffles… This is the most popular content in social media to gain followers and engagement.

In Figure 11, it is shown the engagement produced by the top 4 technology-related retail brands in Spain during the period January-June 2021. It reflects how PC Componentes concentrate their efforts in their online presence and interaction with followers. Media Markt, Carrefour and El Corte Inglés do not use online resources has PC Componentes does. They use a more balanced method between online and offline communication.

Figure 11. Engagement S1-2021
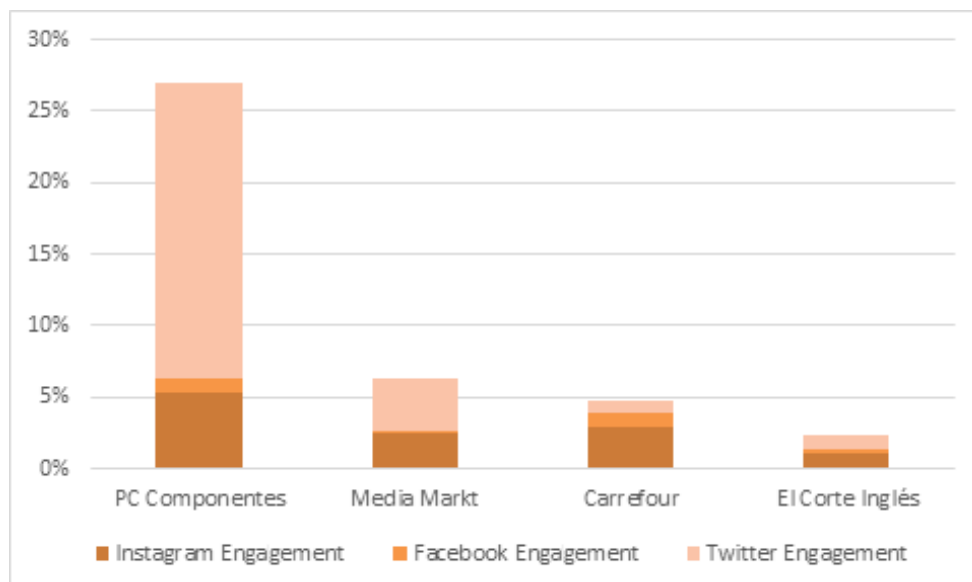
Source: *Own elaboration*

To finish with, primary activities have a strong placement in the process. As products sold can be personalised for each customer (they can configure and set their own

computer), answers must be also personalised and efficient. They count with 40 people to process all the events with customers: repairs, desisting and factory defective (with suppliers). They process the event in less than 24 hours and in case of desisting, the refund is done in 2 or 3 days. Customers have direct communication via web to know where the process is exactly.

Turning to support activities, and focusing on infrastructure, the firm has the main headquarters in Alhama de Múrcia and shops in Madrid and Barcelona. They have huge warehouses with the latest technology and automatised processes as the packaging. They are planning to expand to France and Portugal during year 2022.

Regarding human resource, PC Componentes employs more than 550 people. They also carry-on different updating training for them to be update with the latest information and resources in order to supply the best service to their customers. They take courses of English, SQL or smartphone repairing, for example. The courses are not only taught by external people, but also by people with further knowledge than the other, people with more experience. They share their knowledge with others to let the company retain talent and wisdom. Speaking about setting up computers, the company has 50 people directly dedicated to this job and 100 people in jobs related with the assembly.

In the value chain graphic HL and VL codes are drawn as they indicate the relationship between support activities and primary activities. Following this, R&D actions are positive for the efficiency, reducing time and making the customer happier. The investment in HR and the use of internal marketing improves the brand recognition, as supplying good service is appreciate by customers and make them return. Finally, the number of brands and suppliers PC Componentes has, is positive for the prices they offer.

In conclusion, the main competitive advantages of PC Componentes are low prices due to their number of suppliers, high engagement with their customers among social media and excellent brand reputation. All these makes the customers retain the firm on their brains and come back when they need any technological product.

2.2. External Analysis

2.2.1. Macro environment (PESTEL)

On this point, to analyse the macro environment, the PESTEL analysis will be used. The PESTEL tool takes in account politics, economics, sociocultural, technology, ecology and legal areas. Inside each one of these big areas, specific topics are analysed to understand if they have influence. Each topic is valued with the Likert scale at the end of the point to build up the strategic profile of the company.

2.2.1.1. Political Factors

The political environment nowadays is not the ideal one, but it has turned very calm from 5 years ago. Although it is true that The National Government has been surprised, as well as everybody on earth due to the pandemic, things seem to be quiet and generally speaking, referring to the Spanish Government, it is solid.

To start with the political factors, the law regarding minimum wage is relevant. The measure of an increase in the MW (Minimum Wage) could be seen as positive from the employee view. This measure will give the employee more possibilities to purchase and save In the other hand, companies evaluate this law as a disadvantage for them. Hiring will be more expensive so prices will increase. It has to be taken in account that Spain's economy is based on SME (Small and Medium-sized Enterprises) and those will be the most affected by the measure.

Figure 12. Minimum Wage Evolution
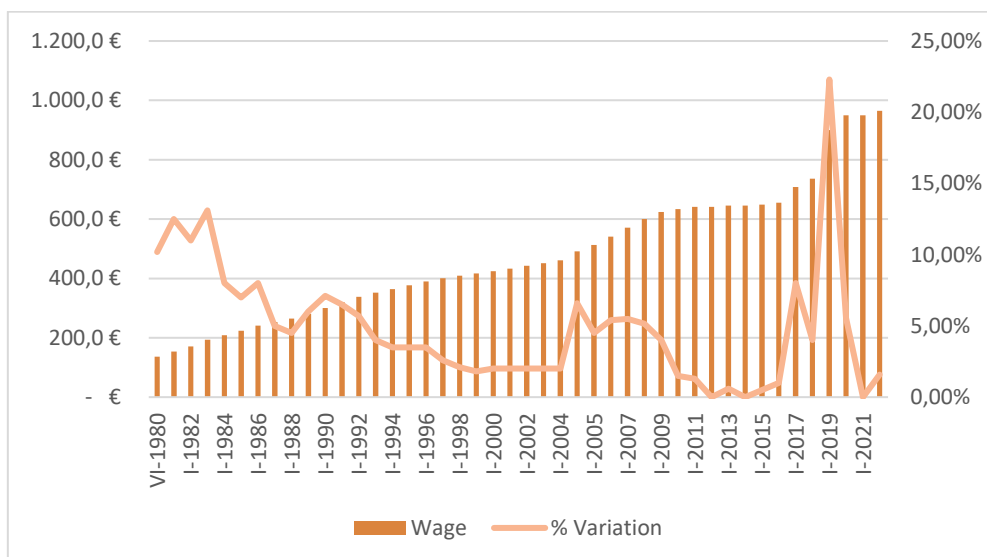
Source: *INE*

Another important area is the unemployment evolution. Spain was moving in the good direction and the unemployment was in a downward trend. As it is shown in Figura 13,

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the unemployment was decreasing since 2013 where it seems that the crisis started in 2008 was over. Now, due to COVID-19 the figures have increased a bit and although it is true that it appears to be decreasing, nobody could take nothing as sure. The evolution of the pandemic will write the future.

Figure 13. Unemployment
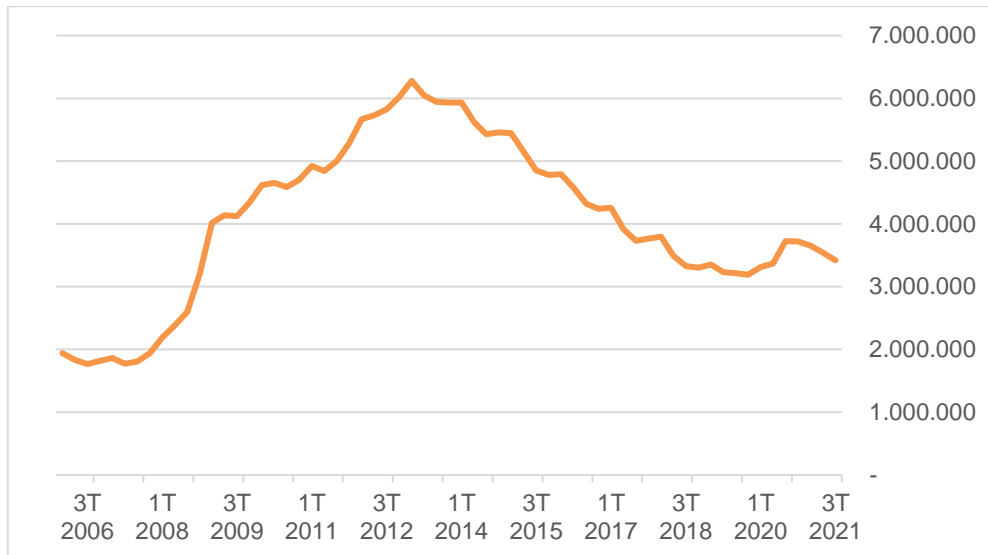
Source: *INE*

To end with, the last important topic is the Russia – Ukraine war. This situation is affecting all the world from China to the USA by forcing all the countries to take a stance about it. Although stance contruies should be clear, the actions they may take to support one side or the other could affect to the many connections between them such as power supply or grain supply, not to mention prices or people migrations.

2.2.1.2. Economic Factors

The economic factor has been strongly impacted by the pandemic. It was the first thought to think about: save economy or save life. It was as hard as this. As it can be seen in Figure 15, COVID-19 pandemic had a huge impact on world economy on the second trimester of 2020. Nowadays the recovery from that shake is lower than expected, all the estimations were more optimistic but it seems to be that people is not sure enough about the situation and they are still saving money instead of spending it. Uncertainty does not help for companies to invest in themselves or doing big operations between companies.

Figure 14. GBP
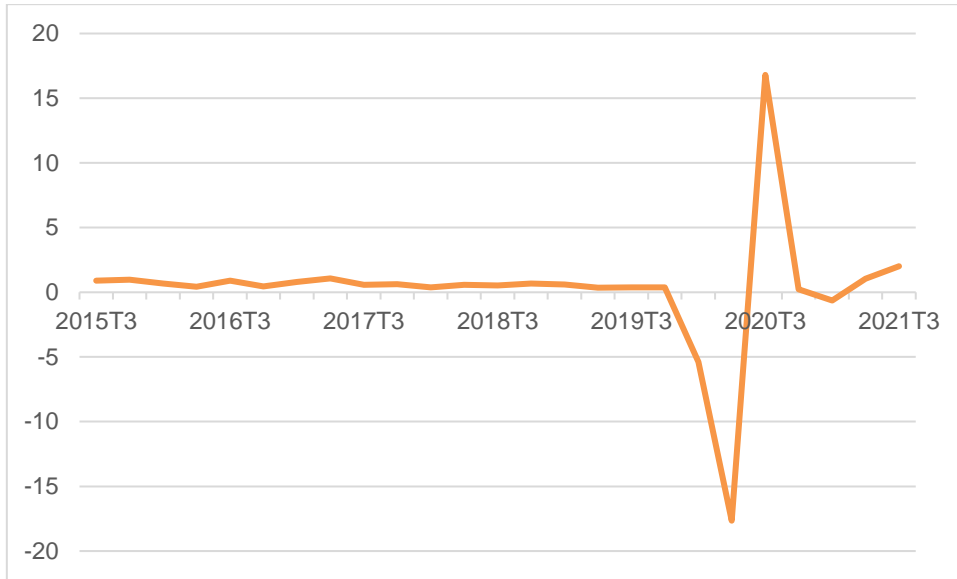
As it can be seen the Spain's CPI has been increasing steadily, until when the pandemic s tarted in the second trimester of 2020 when it skyrocketed till today. This jump was due to electricity and transports and nowadays it is growing because of the food, which is more expensive due to electricity and transport. Housing is the other great factor that affects CPI. People during pandemic has notice how important is to have a comfortable home and lots are investing on them.

Figure 15. Spain's CPI
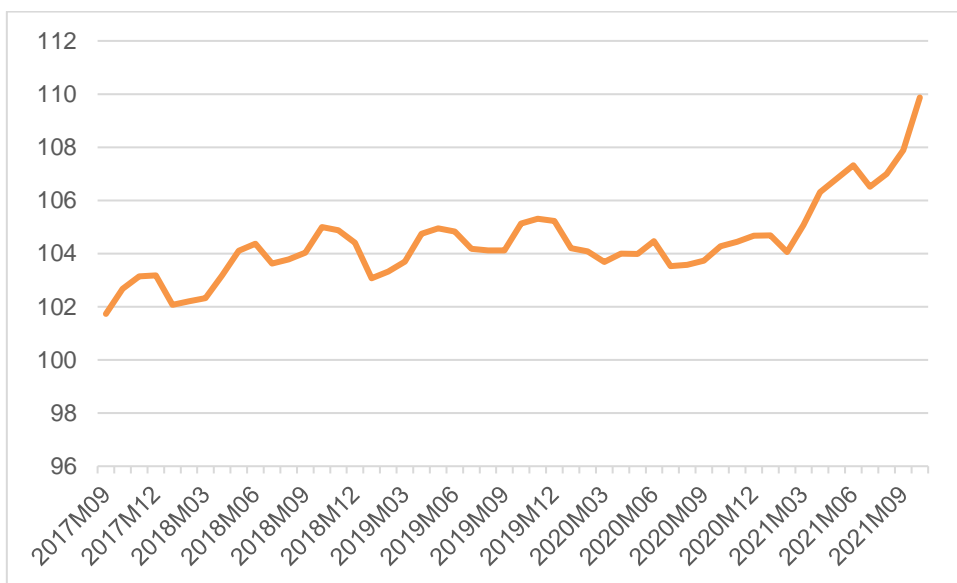
To continue with, another key point nowadays is energy. The cost of electricity and natural gas has sharply increased in the las year, reaching historical records. This is a key factor for all society, both, companies and population in general. Spain is suffering from high prices in electricity, and it has been unable to fight against that. An important plan should be released against this situation. It is damaging companies as their margins are lowering and will harm society indirectly (directly is indisputable) when companies would be forced to increase prices.

Figure 16. Electricity price
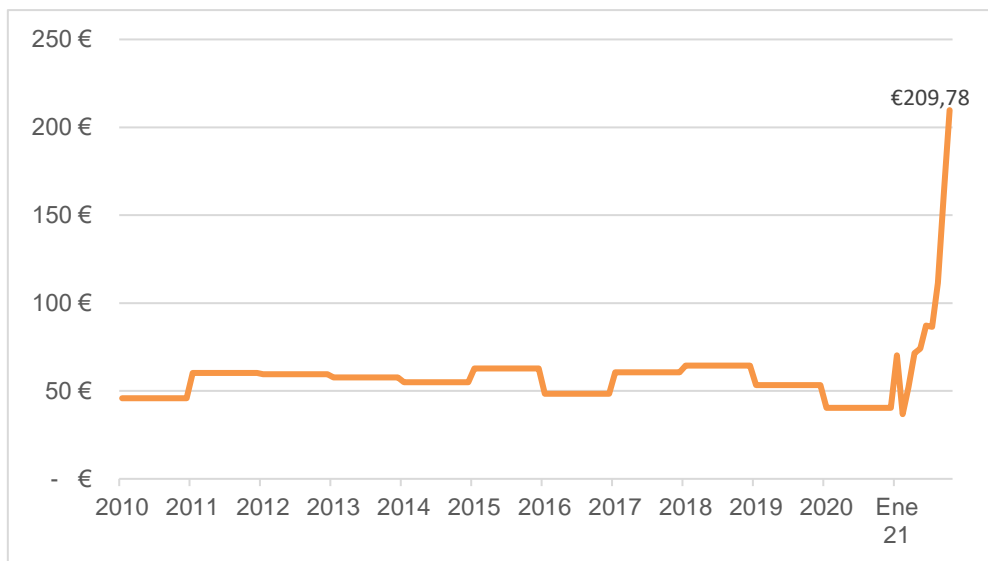
Source: *INE*

Nowadays the Ukraine war comes into play, since Russia is one of the main gas-exporting countries in Europe. Among the economic sanctions imposed by the international community on Moscow are to reduce its dependence on Russian gas and oil, which has caused the price of electricity in the wholesale market to rise significantly. And although the Government of Pedro Sánchez recalls that between 30 and 40% of the gas we buy comes from Algeria and that Russian only accounts for 10%, the price is set by the international market, so it is expected to continue with this uptrend.

2.2.1.3. Sociocultural Factors

In this area it can be observed huge opportunities for the e-commerce. Consumption habits have changed even more during the pandemic and online markets have grown exponentially. People now are used to use search on the internet, compare products and prices, and compare conditions. Their knowledge in this area is larger so their trust in the technology and the way it is traded on the internet rise too. Those are factors that

could help companies to increase their sales. Every day, home technology is more demanded, so this, increases the total number of potential customers. On the other hand, the elder population is growing up too, so online shops must adapt to all kind of customers and not only digital natives.

Figure 17. Using of internet
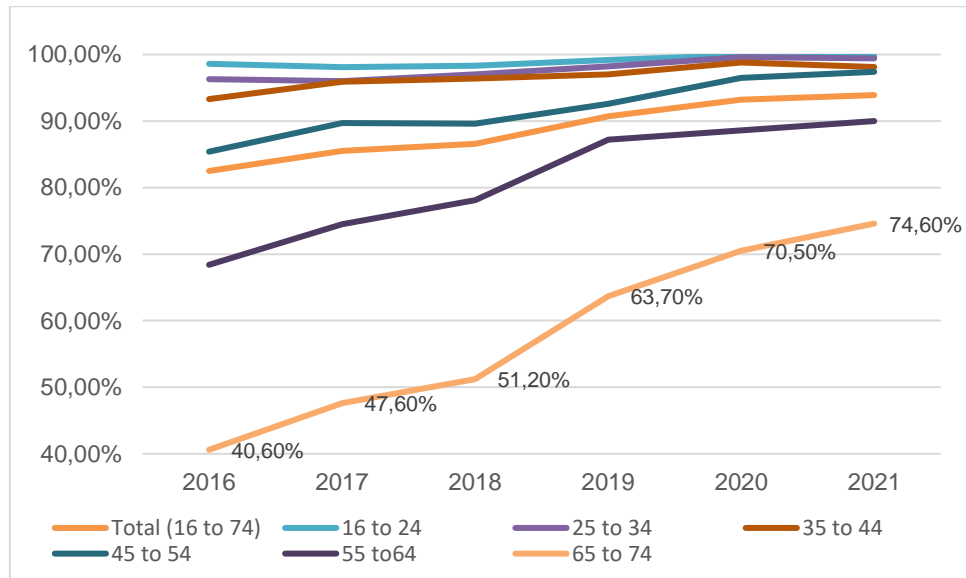
Source: *INE*

According to the INE figures, the using of the internet has increased from 40% in 2016 to 74% in 2021 taking in account all the population between 16 and 74 years old. This evolution is expected to continue in following years, and this will increase the opportunities for the ecommerce in any area.

The digitalization of banking is forcing customers to make use of new technologies to receive their services. This is one more example that indicates the illiterate of a not-so-distant future will be people who do not have digital skills.

Society's values are changing too, and those which were solid statements in the past does not have any value nowadays. It can be seen in the decriminalization of the video game and its introduction into education and the company through "gamification". It is also changing the process of buying many products. It has gone from buying the cheapest product to evaluate where it comes from and how it has made. People look for green products, cero kilometre products, products that have been made in good working conditions, products that respect animals, etc. Customers have become more informed, more sensitive and more careful about what they want to acquire. They have a powerful

tool to express needs and demands as they are the social media. Companies must be aware, more than ever, about customers opinions.

2.2.1.4. Technological Factors

Technology is evolving exponentially, giving both, customers and companies more tools and opportunities to trade and trade better and safer. People are getting used to online shops and shops have more opportunities to show their products by using different applications such as webs, Instagram, Twitter, TikTok or Twitch with the, popular, influencers' help. Delivering has also improved and now a product can be delivered at home at the time the customer demands (customers can also track parcels) or at lockers where the customer picks it up when he can. Also, communication between customer and shop has increased and improve using different ways to assure the correct delivering. Even currency is starting to move to cryptocurrency in some cases and this new way of payment is startign to grow solidly.

The world is driven to a technological era, more technological than nowadays indeed, where artificial intelligence and the internet of things will provide as many helps as reasons to worry about due to privacy and settings. Our society is currently sunken in those technologies although nowadays they have not a deeply clear impact. For example, although cars could work with no driver, this is not so popular nowadays but speed control, distance control, side move control or GPS are installed in many car models for a long time. It happens the same with IOT (Internet of Things). Smart plugs are getting popular, cooking robots… these technologies are growing more and more and should get used to them.

These technologies will come with new worries about privacy. Personal data must be protected as it is needed to use those kinds of technologies. Companies must protect, themselves and also customers, more and more every day. All those systems will be included in the cloud and society will be forced to invent new ways to protect from itself.

At the end of 2021 there was the threat of the lack of microchips. This threat started due to the high demand of computers and equipment force because of the pandemic. At the same time, industries such as automotion, decreased their productions so the global demand and production of chips, decrease and stayed in low levels. With the partial recovery of the pandemic, the demand of chips-realted products skyrocket and the industry could not fulfill all the demands due to the lack of raw material and stocks. This

problem has enlarged due to the Russian-Ukrainian war which affects to production costs and worses the problem. This problem it is foreseen to be overcomed at the end of 2022.

2.2.1.5. Ecological Factors

Ecology must be considered as one of the pillars to achieve a more sustainable economy, for the benefit of all. The number of people committed to living in a more sustainable way is currently growing.

People, specially youngsters, are more sensitive, not only about recycling but also about not polluting the environment also in the way they eat. Vegetarinism and veganisim are nowadays trends that solidly grow. Society is conscious about the problem we have, and they seek for eco-friendly solutions, not only for products (second hand, reconditioning, fair commerce, expiration date…) but also for shipping, trying to group products together or taking in account what kind of packaging are using. This new landscape could be use in favour of the industry as it can offer refurbished products, new packaging or new delivery ways as an added value to the product and help potential customers opt for one company or the other.

According to the European Investment Bank (EIB) and its survey about climate conscientiousness, states that at least 24% of the Spain population is changing habits in order to be greener and 80% of the population is aware about the impact of their contribution. That situates Spain 8 point over the EU average. People's awareness is steadily growing and, although it is true that technology is also a polluting industry, their products could be seen as pollute saving. The journeys due to work circumstances has been reduced dueto the use of the correct tools to do meetings. The use of electric vehicels is also growing, specially in city centers.

Finally, the major topic is the sources of the energy used. Nowadays almost all countries are trying to pollute less by changing the source of their energy, however, they are not in line to accomplish the goals they set in the past. Climate conditions affect to green energies and technology used is not ready to feed all the demands. Today is also expensive to move to green energies as investment has not been made massively by governments. There is a lack of infrastructure to supply more people with renewables. Also costs and pressures from fossil energies industries affect the pace everyone is moving.

Law 3/2014, of March 27, which modifies the consolidated text of the General Law for the Defense of Consumers and Users and other complementary laws, approved by Royal Legislative Decree 1/2007, of November 16, is the new regulation of electronic commerce in Spain created to homogenize and standardize the rules of online commerce at a European level. The main novelties of the e-commerce law are found in the obligation to inform about certain aspects when placing the order, in the conditions in the delivery of goods and the provision of the service, in the changes of the right of withdrawal in returns, in the conditions in the commercial calls and in the way in which the customer service must be provided.

This area is a threat for the company. From the point of view that security checking for products is increasing and also more and more certification stamps are required. That confuses people and make them hesitate about the product and the security of the process. Companies must have this under strict control in order to offer security and reliability to their customers.

Online shopping implies giving personal data to someone else (name, address, card number for example) as this is high valued information it must be kept under strict control, and the company must have resources to do it properly. All this data collection and possession is regulated by the GDPR law (General Data Protection Regulation). This law states a common framework for all the EU and provides security to customers and companies. Cookies, which websites use to track and measure what users do on their web, are also included in the GDPR law.

Warranty is another important area in the ecommerce. The law states that customers have 3 years since the purchase date. PC Componentes goes beyond the law and offers 24 hours substitution warranty.

The last topic to speak about is working from home, this is a key aspect nowadays due to the COVID-19. It affects to all the studied areas: economics, social, ecological, legal… This tool has moved from being residual to being essencial so the law has adapted in order to regularise this new aspect.

Companies have been forced to use new technologies for comunications, also invest in new equipment and resources to let the employees work from home. Given this situation,

people has changed their habits, expending more time at home and being reluctant to gather with other people. Commute has decreased and also pollution due to less car movement. Speaking about the legal area, laws are now adapted to the new situation and working hours are controlled in many ways to assure that there is no exploitation.

Table 3. Macro environment analysis

Category	Factor	Very Negative	Negative	Neutral	Positive	Very Positive
Political Factors	Governmental Situation				X	
	Minimum Wage					
	Electricity Price	X				
	Unemployement				X	
	Russia–Ukraine War			X		
Economical Factors	COVID-19 Evolution				X	
	GBP Evolution		X			
	Russia–Ukraine War	X				
Sociocultural Factors	COVID-19 Evolution				X	
	Using of internet					X
	Society Values				X	
Technological Factors	Social Networks					X
	Technology Development					X
	Technology sypply			X		
	Cybersecurity			X		
	Cryptocurrency			X		
Ecological Factors	Society Conciensiousness			X		
	Green Energies				X	
Legal Factors	GDPR		X			
	Warranty					X

Source: *Own elaboration*

In summary, opportunities for PC Componentes are detected in the sociocultural factors as the using of internet in growing fast and society values are changing about waste of resources and cost of manufacturing which can rise sales of refurbished products. Other

opportunities are detected in the technological factors due to the social networks use, which are the main way PC Componentes communicate and the development of new technologies that will imply the creation of new products or new resources that the company could offer to their customers. Threats come from the energy price and economic factors such as the GBP and CPI evolution which implies less purchasing power and spend less in technology.

2.2.2. Micro environment (5 Porter's Forces)

This point will be analysed by using the micro environment Porter's 5 Forces model will be used.

2.2.2.1 Bargaining power of customers

The bargaining power of customers is measured according to a variety of features. Customers have high bargaining power if they can change the supplier easily or the product is common. In the sector we are speaking about, the customer is well informed about the product, its features and its price. In the other hand, customers have low bargaining power because they are not gathered, or they do not buy big amounts of products individually. PC Componentes' products are not perishable so, they can be stack for a long period of time although time could run against their interests if it takes too long to sell the products because they could become obsolete. According to all said, bargaining power of customers is inexistent or low.

2.2.2.2. Bargaining power of suppliers

At this point it can be found areas where suppliers have bargaining power, such as: the possibility of forward integration and the fact that there are no substitute products. However, there are more characteristics that suppose that the suppliers do not enjoy such power. In this case, we are talking about the fact that the suppliers are not gathered, the product is not differentiated, there is no cost to change the supplier and the product, although it is storable and non-perishable, can become obsolete in the long term. All of the above can be true for most providers, however, there are some brands (Asus, Nvidia, Intel ...) that enjoy another status. Big companies have more bargaining power because of their brand, their reputation and customers search for their specific brand instead of for the product itself.

2.2.2.3. Threat of new entrants

There exist barriers to access the sector. The biggest one is economy scales. Due to the big offer and warehouses PC Componentes and other competitors have, it is difficult to start a company from scratch. Huge financial resources are also required to access to be a competitor. Current competitors have high market share. This is because of their long life and the knowledge acquired during that life. Also supply system and organizational structure is so dense that make new competitors desist before setting the business. There are not difficulties regarding patents or location as any could be good. Competitors do not have exclusive right for distribution neither. Taking in account the global market there is the threat of new competitors, but in the short term the threat of new entrants is low.

2.2.2.4. Substitutive product threat

In the technology sector, the substitute products that may arise will be those that form part of our product porfolio of the future, since it is a sector that evolves very quickly and we are working on it in this sense. So we understand that there is no threat of substitute products that could negatively affect sales and that makes the sector attractive for new companies.

2.2.2.5. Rivalry between competitors

Current rivalry between competitors is savage, thanks to new technologies that allow to enlarge markets and to reduce steps in the purchasing process. Also, due to this technology, companies are able to monitor what their competitors are doing referring to prices, products, markets…

The market is rapidly growing and so it is PC Componentes. There is no product differentiation so that makes it easier. Within the competitors there are not only technology related companies but also companies that, by using their distribution logistics, sale also technology related products. For current competitors there are obstacles to leave the sector as the costs of investment and facilities.

The sector has a relatively attractive because, although it is true the growing is exponential, the product is not defined, and the value added is low.

Figure 18. Microenvironment analysis
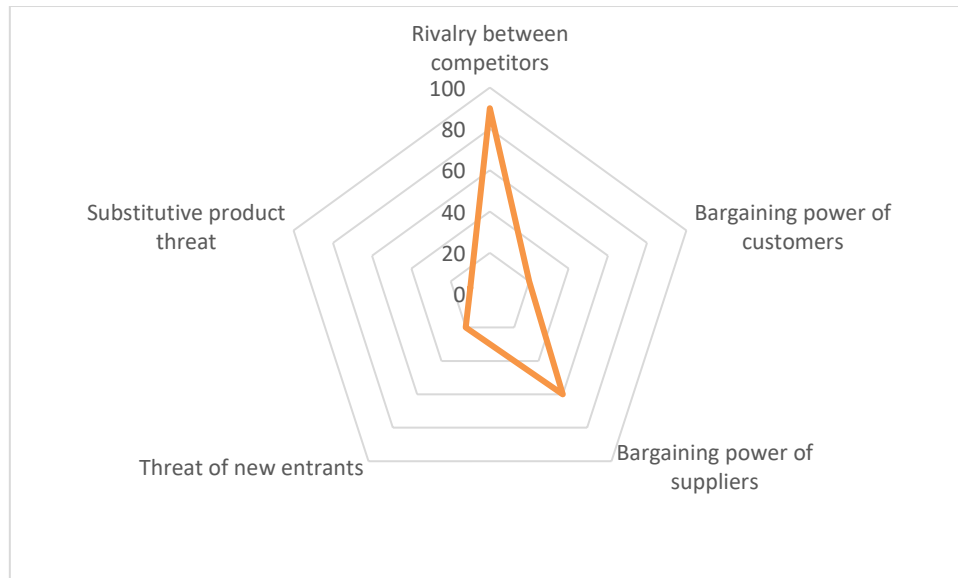
Source: *Own elaboration*

2.2.3. Competitive Analysis

2.2.3.1. Levels of Competence

According to Munuera y Rodriguez (2007) there are 4 different levels of competence from the customer view. The first, placed in the core of the graph, is the competition in product form, second, surrounding the previous one, is the competence in product category, then follows the generic competence and the least and wider, competence at budget level.

Competence in product form is the related to the products and brands that cover the same need in the same segments, in the case of PC Componentes this segment will include the products sold by companies as Asus, Intel, Lenovo, etc. As PC Componentes is a retail company, this level will include companies that sell the same product as they are the brands themselves.

Surrounding this level, the competence in product category refers to the products and brands that cover the same need but in a different way. This level includes all products sold by different retail companies as Amazon, El Corte Inglés, Carrefour, etc. They all

sell technology, but they do not sell exactly the same models in the same way or using the same channel or strategy.

The third level, generic competence, include products and brans that cover the same need. Here we can find the old fashion products that used to cover the need. By using them, the customer can cover the need but feel unsatisfaction with it. In this level products from brands as Nikon or Olivetti are included.

In the edge of the graph there is the budget competence. This level includes all the products that are at the same price of the referenced products. This will include technological and non-technological. For example, a two-day trip or a dinner out.

Figure 19. Competitive analysis
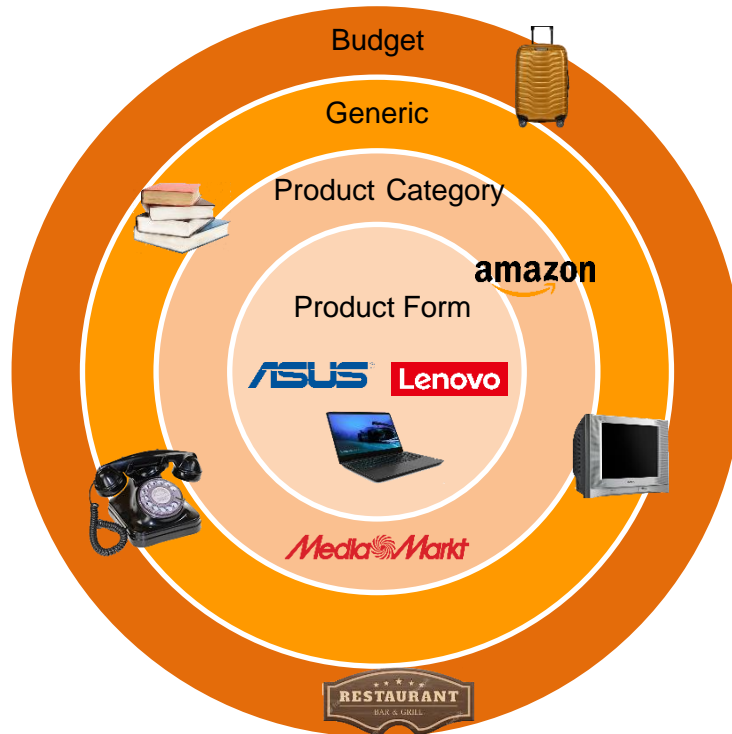
Source: *Munuera y Rodriguez, 2007. Own elaboration*

2.2.3.2. Main Competitors

Different groups can be defined in this section. The competitors have been divided in 5 main groups.

Figure 20. Competitors

Source: *Own elaboration*

The first one includes large stores such as El Corte Inglés, they have some technological products but the price is not as competitive as PC Componentes' and the portfolio is limited.

The second group includes superstores as Carrefour, prices in those ones are lower but the deepness of the range is not long.

The third group contain shops that operate online and physically. This group offers competitive prices and wider products offer. They are specialised in those products and they have more detailed information about them. Media Markt or Fnac are inside this group.

The following group contain more spread brands but with less facilities. Those brands such as APP informatica, have more detailed products and they also offer services that the previous companies are not powerful at.

The last group, which includes PC Componentes, is filled with specialised shops. They try to satisfy all the needs from a specific customers group. They offer the more competitive prices thanks to their scale's economy and the sales volume. This group also contain, those shops not as big as the ones mentioned but as specialised as them and with the same product deepness.

PC Componentes and Amazon have many similarities. They have a huge portfolio of different products, and the prices are the cheapest ones of the sector. Both strategies are the same, offer a wide list of products at reasonable price. They also offer a good

customer service, with free return charges and free shipping if the customer is under the membership program.

In the long term they seem to have different strategies regarding the company expansion. Amazon is doing product development (goods, services, prime video, cloud…) while PC Componentes is developing the market by expanding though Spain and trying to reach France.

2.3. Market Analysis

2.3.1. Industry Analysis

PC Componentes is a retail technology company that operates mainly online so, in this point the ecommerce industry is going to be analysed in global terms before delve into the technology-based ecommerce.

The ecommerce as we know it nowadays begins during the 90s with the creation of eBay and Amazon or Barrabes (Spain). Later, while internet was more affordable and popular, other shops as El Corte Inglés or PC Componentes as well as Inditex or Privalia started to sell online. Then technology has improved and more and more shops and ways to sell have been introduced into the ecommerce, making business on the internet more popular, quicker and safer.

Figure 21. Industry revenue evolution

Source: *Own elaboration*

39
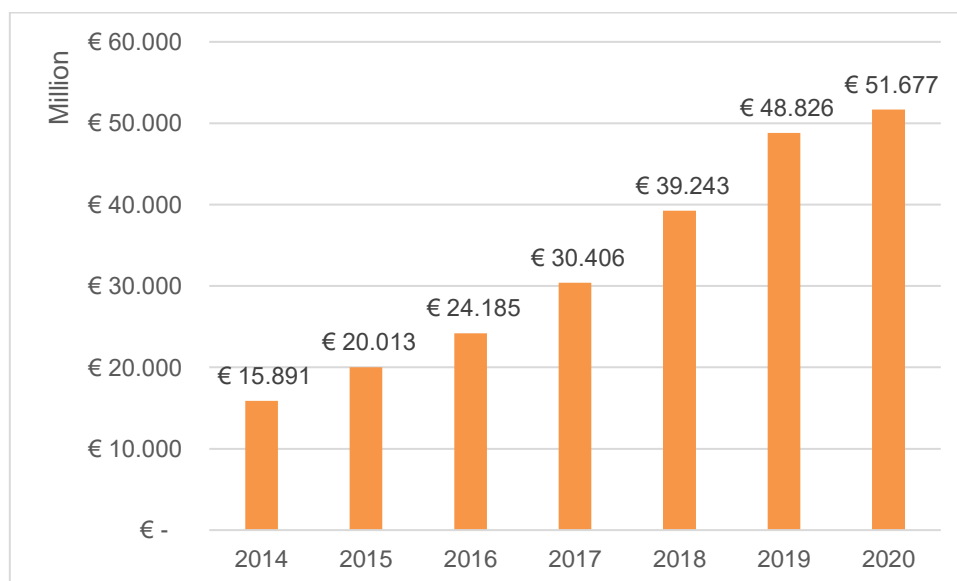
According to CNMC (Comisión Nacional de los Mercados y la Competencia), in 2001 the ecommerce revenue was 127 million € and in 2020 was 51.600 million €. In Figure 22, the 2014-2020 evolution is shown. The 2020 figure is 3.25 times greater than the figure in 2014. This 2020 figure includes all the activities carried on through the ecommerce in Spain. The slightly slowdown of the growth is due to the first months of the pandemic and the tourism plummet.

The gradual increase is possible thanks to gradual inclusion of fashion (clothes and shoes), leisure and body care products. Also, although the tourism is affected by the pandemic, figures for year 2021 are expected to recover the growth as people is using the ecommerce more for other activities instead of tourism.

Figure 22. Technology and total ecommerce
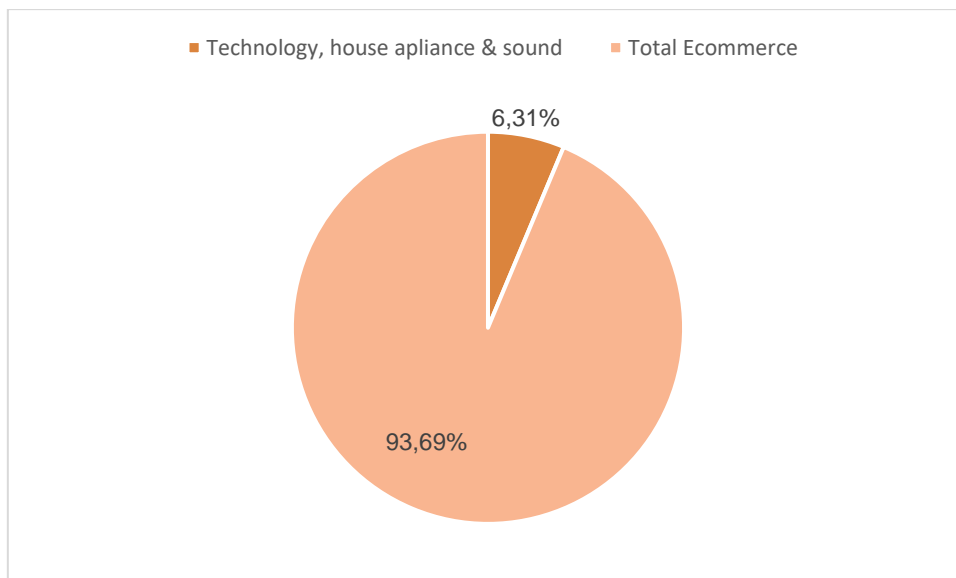
Source: *Own elaboration*

Regarding the technology ecommerce industry, for categories are taken in account: electric components, appliance, photography & sound, telecommunications equipment, computers & software and computers & services. These categories are a small portion of the total, they represent, all together 6.31% of the total ecommerce in 2020. The top ecommerce categories are clothing (8.38%), travel (5.36%), gambling (4.30%) and TV subscriptions (4.15%), according to 2020 data from CNMC.

Figure 23. Technology ecommerce categories evolution
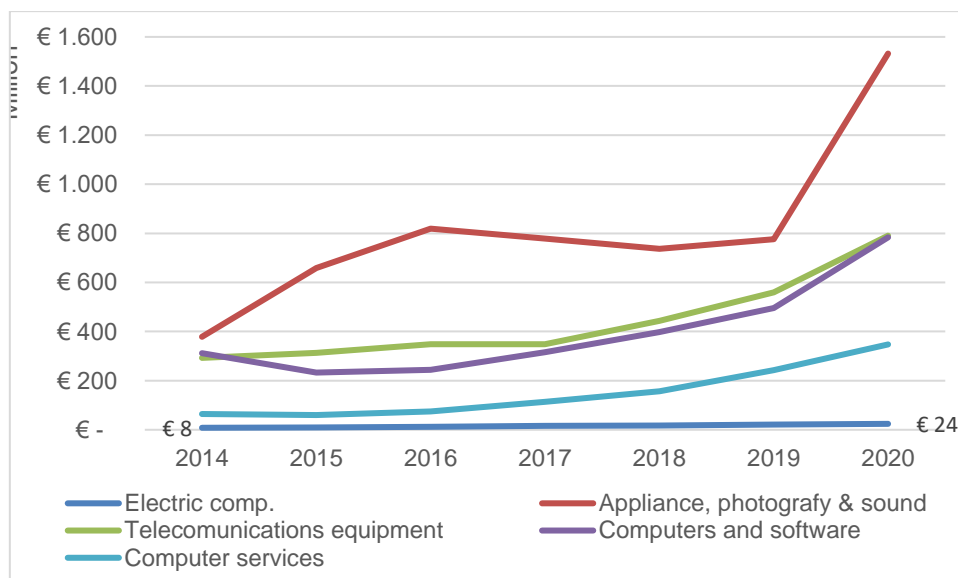
Source: *Own elaboration*

The category that has de greatest increase is the computer services (445%), growing from 63 million € to 347 million €. Appliance, photography and sound is ranked second in growth (305%) reaching 1.532 million € in 2020. Then electric components, telecommunications equipment and computers and software grow between 150% and 200%. Some of these products have been introduced in PC Componentes recently, showing that the company is aware of business trends and needs.

Figure 24. Technology categories

Source: *Own elaboration*

41
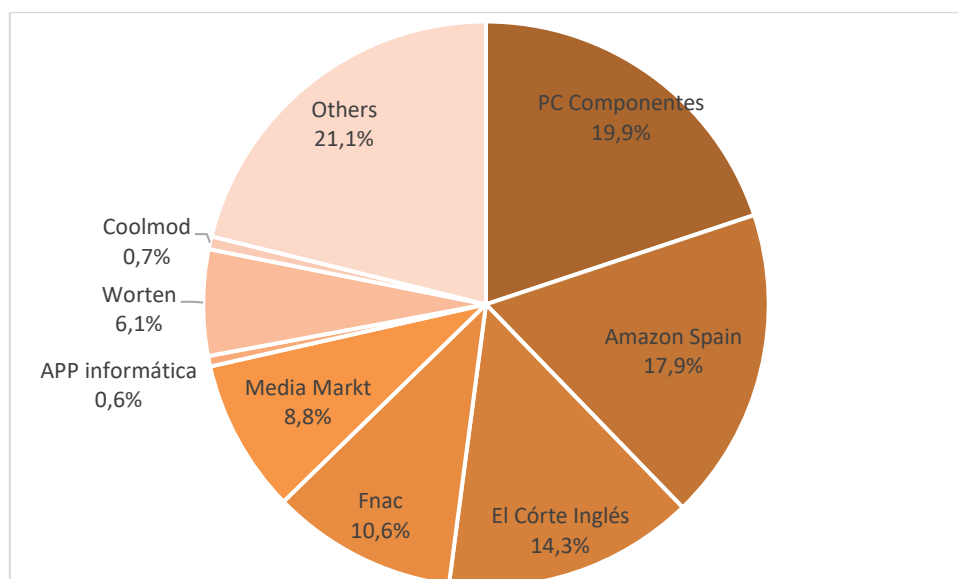
Turning to the competitors of PC Componentes the evaluation has been done by taking their 2020 revenue and compare it to the total revenue of the ecommerce. For this analysis the following companies have been included: PC Componentes, Amazon Spain, El Córte Inglés, Fnac, Media Markt, APP informática, Worten and Coolmod.

In Figura 25, all PC Componentes competitors listed before have been compared using their 2020 revenue in order to show the market share of the technological ecommerce. The others group include companies related with technology that have not been included in the analysis by themselves.

2.3.2. Consumer Analysis

Consumer electronics are every day more and more popular, and everyone uses it. Technological products offered by the company are address to all kind of customers: individuals, business and Public Administrations, as described later.

At this point, Public Administrations are not going to be considered because they represent a tiny portion of the total customers and also, the catalogue is limited to only 31 articles.

Regarding to business, in addition to what the portfolio offers to customers, PC Componentes offers advertisement services on their website and social networks. This service is address to electronic products' brands that need to gain more visibility or increase their sales. Some of them are: Lenovo, Intel, Samsung, Oppo or Asus. For them, they offer 3 options: sponsored adds, by positioning products at the beginning of the list; banner adds, with advertisements in product-related lists; and landing page, with a large banner at the beginning of the website.

In respect of individuals, and with PC Componentes own words, they address their products to:

- People interested in technology and trends
- Connected people
- With an online sense of buying

Also, the main profile for a consumer electronics user should be taken in account. Following the updated information from Posizionate, and specialised marketing agency,

the new main consumer uses different platforms to access to information. It is not only the website that is important but also social networks. All these platforms must run fluently in computers, laptops, TV and smartphones because the consumer is always connected and can access from everywhere. A complete experience is also well appreciated, it is not only the product but also the way of introducing it to the customer, the packaging, the materials, the durability, the shipping… all those aspects are relevant nowadays. When the consumer wants a product, he seeks for information at different sites, he looks for prices, tendencies, opinions… before making a decision, he has done a research and comparison of the product.

In summary, the main consumer of consumer electronics is:

- Average wage, for all age groups and with some technology knwoledge
- Well informed about the characteristics of the product
- Up to date in the last trend, materials and features
- Concerned about the environment
- Expecting a full good experience with the process, including the customer service
- Aware of the different prices the product has and aware of its tendencies
- Aware of sales on special days

3. SWOT ANALYSIS

Table 4. SWOT analysis

Internal	External
Strengths	**Opportunities**
1. High engagement with customers	1. Technology improvement
2. Wide online presence	2. New markets expansion
3. Advantage position on the market	3. New customer profiles
4. Recognised CSR	4. New technology uses
5. Well-designed website	
6. Good reputation	
7. Capacity and knowledge	

Weaknesses	Threats
1. Only 3 physical shops 2. Growing rhythm difficult to maintain 3. Low investments in advertising 4. Shipping costs	1. Strong competitors (Amazon) 2. Data protection 3. Increasing shipping costs 4. Lack of chips supply

Source: *Own elaboration*

In this SWOT analysis it is pretended to easily show the factors that influence the company and classify them in two main categories, internal and external and determine if they are threats, opportunities, strengths or weaknesses.

Strengths

PC Componentes as described before has high engagement with its followers. They know perfectly their customers and use perfectly the online channel to communicate with them. They use a wide variety of social networks and are well positioned among all ecommerce competitors.

They have a good reputation over customers and potential customers, this is reflected in the opinion websites where they are qualified by far over the average due to their services, products and prices. PC Componentes is also well-known because of their CSR. They promote lots of actions to collaborate with NGO and groups.

Their website is the face of the company to the customers and it has been updated many times to catch the times. On their website the user can find all the products listed by going in different categories or writing the desired product. The website is fast and clean, the information is also clear and it has tools to compare prices.

Their history makes them a strong company in the industry, they have adapted from being a 5 people company to being an over 550 people company. This shows the ability of change and the how open minded they are. Their portfolio has increased as they grew and also the capacity and resources of the company.

Weaknesses

They have only 3 physical shops in Spain; they are located, as a shop, in Murcia, in Barcelona and in Madrid, even though the company was born as an online business, the fact of having more physical shops could help them to be more popular and reduce delivering time, at the same time, they could assist to more customers.

The growing path they are having is exponential and it is difficult to maintain so the company has to be aware of that and ready to adapt if the growing decreases its rate.

The shipping costs could be a problem depending on the politics they use. They have changed this in the past and nowadays they offer free delivery if the customer buys above 25€. It is a good sign as the most part of the products is more expensive that this but they have margin to grow in this area.

Advertising is a wide are to explore and explode, the competitors show off all their muscle while Pc Componentes only does this in especial periods of time for per example Christmas or Black Friday.

Opportunities

Regarding technology evolution the opportunities are immense. Technology is making a clean sweep on every single product. Nowadays people need technology to do everything so the markets are widening, that gives all companies the opportunity of adding new products to their portfolio as PC Componentes did in the past. This technology increase has allowed PC Componentes to improve their warehouses and be more efficient.

Also, number of users is increasing as technology natives are growing so potential customers are increasing. At the same time, there are also new markets, developing countries like China or India, although it is difficult compete with them via prices. In any case, the company is now expanding to France which could be a good gate to be more popular in Europe and go further.

Threats

Compete with such a big companies like Amazon is a threat because of their power and resources. Globally, Amazon is much bigger than PC Componentes and this is a threat by itself.

Lately, as online processes have increase, data protection is more important than in the past and companies must protect their data and their customers data from potentially dangerous hackers. This implies an investment in both, technology and infrastructure.

Shipping costs are starting to be a threat to the industry. Recently there have been problems with distribution, especially road distribution due to the boost of the petrol price. Also, there have been some problems with ships that could affect supplies for PC Componentes.

The lack of chips supply is another threat world has to be aware of, more and more all the productos we use are equiped with chips and currently there is a lack of raw materials and investment in this sector. This could affect to the offer and the delivery time of the products along with a price increase.

4. MARKET SEGMENTATION

According to the Abell model (1980), PC Componentes cover different kind of customers were individuals, business and public administrations are included. The other two sides of the triangle cover the technologies used to satisfy the different needs of the customers. In this case, the technologies used are: electric components, consumer electronics, home appliance, advertisements and knowledge or training courses. On the functionos side there are the daily tasks, communication, audiovisulas creation and health care. They are shown in Figure 26..

Figure 25. Market segmentation
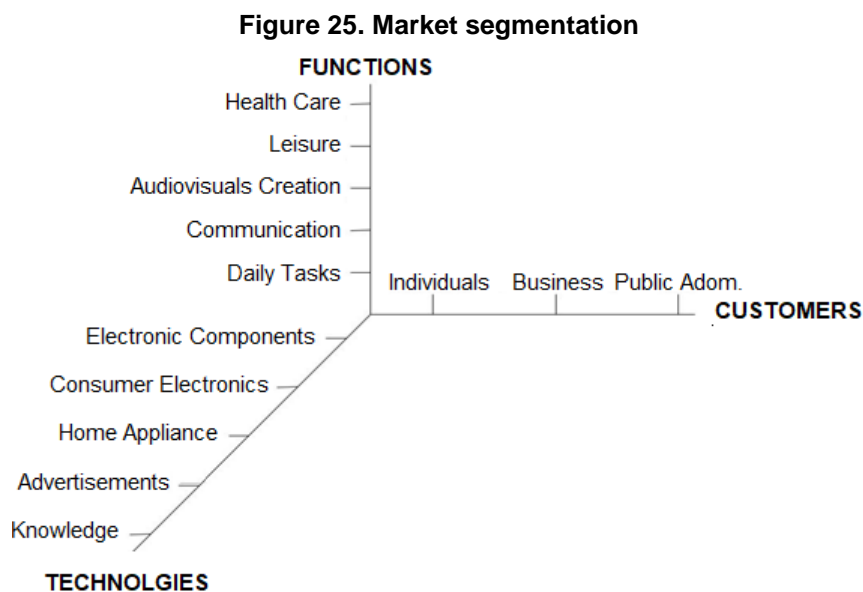
Source: *Own elaboration*

Technologies

PC Componentes has in its portfolio many products related with technology, they are not only focused in satisfying only one need and also, they have many different ways of satisfying the same need. All the products that PC Componentes sell can be grouped in the 5 main categories listed in the technology's axis.

Figure 26. PC Componentes products

Source: *Own elaboration*

Some of these products are focused in one exclusive customer, as it can be the advertisement services, focused on companies and business and covering the communication need. Others, as it can be the consumer electronics (purple) are not addressed to any particular customer but to all of them.

Customers

As mentioned before, the main customers of PC Componentes in number are the individuals. They mainly address to this kind of customers as they are a retail company but this does not mean that this group is the only one. PC Componentes also has public administration and companies as customers. Regarding public administration, PC Componentes supplies different education centres, providing not only good but also technology assessment to fulfil the customers requirements. The company also works B2B, for example, with advertisements or training.

Functions

Regarding the functions of the Abell model, PC Componentes started as an electronic components and computers retail shop but nowadays they cover more specific needs. They have dedicated products for health care (activity bands or scales), products for daily tasks as the home appliance (fridges, microwaves…), products for communication are also a big need nowadays and they cover it, mainly, with smartphones; products for audiovisuals creation such as lights. All the products listed above, can be also used for leisure although PC Componentes also includes in their portfolio toys and games.

4.1. Positioning

The positionin maps have been done according to the competiors set previously. This competitors were divided according to their main caracteristics. According to them, the groups are: large stores, superstores, shops, franchises and specialised stores. Figure 28 takes in account the price and the quality service shown on different oppinion websites. Figure 29 takes in account the price and the protfolio's depth.

Figure 27. Price-Quality Service positioning
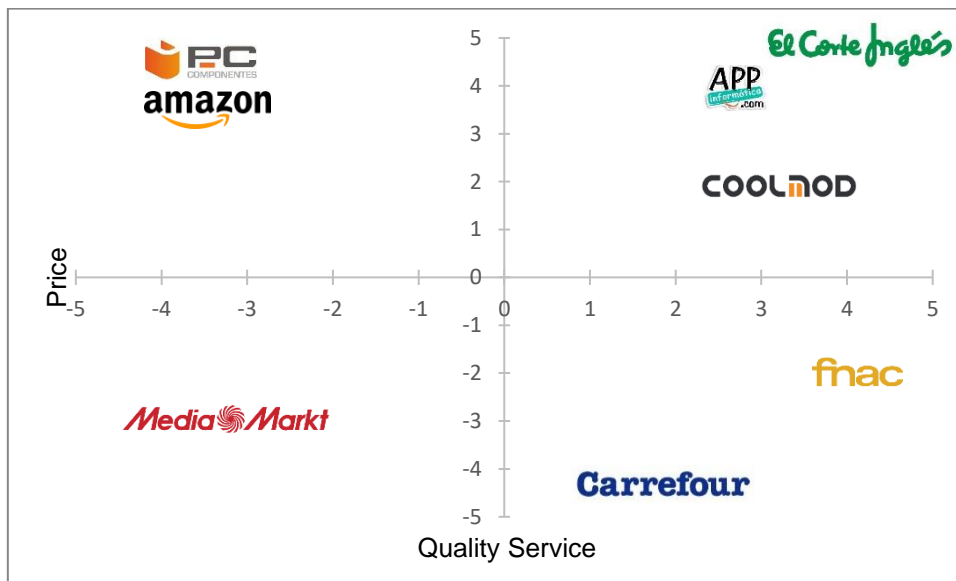
Source: *Own elaboration*

The Price-Quality Service map shows that PC Componentes are located in the customers mind as the cheapest option together with Amazon and Media Markt. Only Amazon and PC Componentes are viewed as a good quality service companies in this price sector. On the other side, El Corte Ingles and Fnac are the most expensive companies according to the map. Carrefour has the wort quality service among all the competitors.

Figure 28. Price-Portfolio's Depth positioning
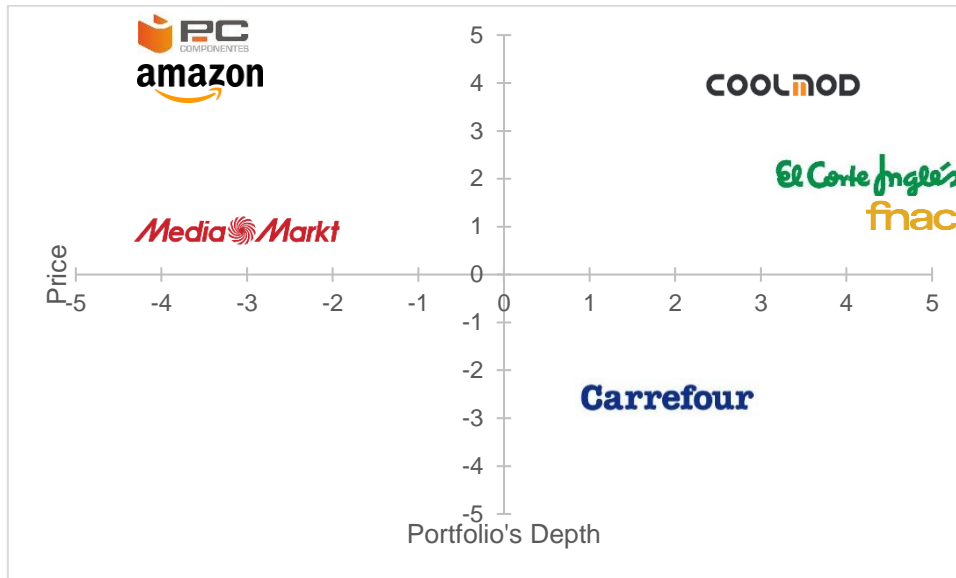
Source: *Own elaboration*

In this map, price and portfolio's depth are measured. Regarding technological products, PC Componentes and Amazon, again, have the deepest catalogue as they not only sell computer-related products (as Coolmood) but more goods related with technology. In this map the diversification could affect companies like Carrefour, Fnac or El Corte Inglés and make the customer see them some lack of knowledge about technology.

In summary, PC Componentes is seen as the best value for money (together with Amazon) and the company with the deepest portfolio with Amazon. PC Componentes is at all times in customer's mind when they think about buying any technological instrument.

5. MARKETING OBJECTIVES

As Sainz de Vicuña indicates (2015, p. 228): the objectives will always be subordinate to the corporate objectives and strategies; they will be concrete and measurable; solve a business problem or capitalize on a market opportunity; they will be supported by scenarios that will have been considered in the analysis of the situation; and finally, they will establish the "what" and the "when" rather than the "how" and the "why".

Objectives of business ralationships

1. Increase awareness KPI by 20% over the next 12 months.
2. Increase customers satisfaction by 10% over the next 12 monhts.
3. Increase web traffic by 15% over the next 12 monhts

Management objectives of marketing activities

4. Increase sales by 10% over the next 12 months.
5. Increase Marketplace sales by 10% over the next 12 months.
6. Increase Advertisements sales by 10% over the next 12 months.

Business financial goals

7. Increase profit in 20% over the next 12 monts.

6. MARKETING STRATEGIES

6.1. Grow and diversification

To determinate the estragies that PC Compnentes should carry on, the Ansoff grow matrix will be used. This tool will help to achieve a competitive advantage.

Figure 29. Market Strategies

Source: *Slideegg.com*

According to the objectives shown in the previous point, PC Componentes should work in the market penetraton. The are two main reasons to work on that field. The first is that in recent years PC Components has already developed a Market Development strategy

creating websites for Portugal and France and a physical store in Barcelona and now it must increase sales in those markets. The second reason is related with the present global situation very changeable and unpredictable where war, lack of chips, increasing energy costs… are affecting everyone, therefore, instead of proposing a product development strategy, could be the best moment to focus in what PC Componentes have right now and make their position stronger against competitors by carry on a market penetration which could be less risky now.

PC Componentes could done this by:

Increasing awareness	Price containment
More advertisements	Keep prices low
Sponsorships	Discounts
Increase presence in media	Cashbacks (Letyshops)

They should increase their presence in media not only by making more adverstisemnts or TV/Radio spots but also spreading them in the large variety of channels such us: podcats, streams, videos, shows… Another way of being more recognizable is to be part of a sport competitions or challenge, this are will also link PC Componentes image to sports values.

Due to the Russian-Ukarinian war and energy rise, all costs have gone up inevitably, by maintaining the costs as they are, PC Componentes should show the care they have for their customers. There are also other ways to make a price containment like making spceial discounts or working with other companies such as Letyshops which works with cashbacks.

6.2. Competitive strategies

The competitive strategy carry on by PC Componentes gois in two directions. Bowman's strategyc clock (2006) is used to analyse the competitive strategy.

Using this model, it can be concluded that PcComponentes uses a hybrid strategy, combining quality and price in their products. Not being an industrial company and being a trading company, cannot influence the costs or quality of its products during the manufacturing and uses economies of scale to be able to reduce its price while the quality remains intact. Another of Bowman's strategies that can be seen in some

products is the low price. This is the ideal one for products that have been outdated by the appearance of new models or new technologies on the market. In this case the price is lowered and although its quality does not decrease, the value perceived by the customer if it can be lower compared to newly launched products.

Figure 30. Bowman's Clock

Source: *Slidesalad*

6.3. Strategy as competitive advantage

A competitive advantage refers to the characteristics or attributes of a product or brand that give a certain degree of superiority to a company over its more direct competitors. This competitive advantage is based on the distinctive features of the product that provide superior value to the buyer. (Lambin, 2009, p.219)

Following this definition, PC Componentes has to work in the differentiation while keeping the costs controlled.

The competitive advantage of PC Componentes against the main competitor Amazon could be the possibility of being close to their customers in the way that PC Componentes is a national company with physical shops, although it is true, they have only three shops, they are expanding and building experience centre where the customer can enter and interact with the products at the same time, they have someone to ask their questions about the product. That gives PC Componentes a personalized attention in front of a giant abroad organization whose actions are on the spot worldwide. PC Componentes keeps the attention due to their day-by-day work and the quality of both products and services.

As stated before, prices are the other field to take in account. They should be aware of the new global threats that can affect the market and work for their customers in order to offer them the best value perception.

7. ACTION PROGRAMS

7.1. Summary of plans

Table 5. Summary of plans

Actions	Objectives
1. Invest in radio podcast apps advertising.	1. Increase awareness KPI by 20% over the next 12 months. 3. Increase web traffic by 15% over the next 12 monhts.
2. Maintain shipping costs for customers	2. Increase customers satisfaction by 10% over the next 12 monhts. 3. Increase web traffic by 15% over the next 12 monhts. 4. Increase sales by 10% over the next 12 months. 5. Increase Marketplace sales by 10% over the next 12 months.
3. Link the brand "PC Componentes" to popular sports activities.	1. Increase awareness KPI by 20% over the next 12 months. 4. Increase sales by 10% over the next 12 months. 5. Increase Marketplace sales by 10% over the next 12 months. 6. Increase Advertisements sales by 10% over the next 12 months. 7. Increase profit in 20% over the next 12 monts.
4. Enlarge portfolio.	2. Increase customers satisfaction by 10% over the next 12 monhts. 3. Increase web traffic by 15% over the next 12 monhts. 4. Increase sales by 10% over the next 12 months. 5. Increase Marketplace sales by 10% over the next 12 months. 6. Increase Advertisements sales by 10% over the next 12 months.

Actions	Objectives
	7. Increase profit in 20% over the next 12 monts.
5. Incorporate 3D models on the web	3. Increase web traffic by 15% over the next 12 monhts. 4. Increase sales by 10% over the next 12 months. 7. Increase profit in 20% over the next 12 monts.
6. Install lockers	2. Increase customers satisfaction by 10% over the next 12 monhts. 4. Increase sales by 10% over the next 12 months. 5. Increase Marketplace sales by 10% over the next 12 months. 7. Increase profit in 20% over the next 12 monts.

7.2. Product and Service decisions

Action 4. Enlarge portfolio.

Objectives
2. Increase customers satisfaction by 10% over the next 12 monhts.
3. Increase web traffic by 15% over the next 12 monhts.
4. Increase sales by 10% over the next 12 months.
5. Increase Marketplace sales by 10% over the next 12 months.
6. Increase Advertisements sales by 10% over the next 12 months.
7. Increase profit in 20% over the next 12 monts.

Implementation period	6 months
Budget	20.000.000 €

The objective of enlarge the portfolio is to be updated with other products, this will be maintain the company on trend and shoul help PC Componentes to rise their revenue. This is an action that should be done constantly. The same happens with the Marketplace where you must continue to apply and renew the portfolio of products offered. with products for home or decoration, sports, DIY prodcuts…

7.3. Price decisions

Action 2. Maintain shipping costs for customers

Objectives
2. Increase customers satisfaction by 10% over the next 12 monhts.
3. Increase web traffic by 15% over the next 12 monhts.
4. Increase sales by 10% over the next 12 months.
5. Increase Marketplace sales by 10% over the next 12 months.

Implementation period	12 months
Budget	1.4€ per shipment*

Shipping costs have increased due t the recent events happened in the world and their consecuences. Expecting this situation to be temporary, PC Componentes should communicate the decision of keeping the shippment costs as they are, this will help the company to improve its popularity and the vision potential customers have about them.

PC Componentes applies shipping costs on orders below 50€ so taking in account that the average purchase is 175€, so the shipping is for free, the action will not change the operability of the company but could enhance its image.

The cost is calculated due to the increasing in trasportation costs (36% according to multiple sources). The average shipping cost is 3.95€ so the increase is 1.4€ per shipment. PC Componentes does not charge shipping in all their items, so, this cost will be not apply to all the sold products.

7.4. Distribution decisions

Action 6. Install lockers

Objectives
2. Increase customers satisfaction by 10% over the next 12 monhts.
4. Increase sales by 10% over the next 12 months.
5. Increase Marketplace sales by 10% over the next 12 months.
7. Increase profit in 20% over the next 12 monts.

Implementation period	5 monts
Budget	180.000€

This action tries to copy good solutions that other companies, such us, Amazon or Correos, have implemented. The idea is to install PC Componentes lockers in the

Spain's main cities, Barcelona and Madrid. The locker has an average cost of 20.000€, so the idea is to install 10 in total in order to see the performance of the action in order to expand the idea to more cities.

The locker should be located in areas where people can park easily (Shopping centers or petrol stations for example). The location should be a place whre people go through dialy and with a wide open hours if not 24/7. No staff is needed as they are locked with a code. This will increase customers satisfaction thanks to closest places to pick up their products and no need to have time tables to be able to receive the parcels.

7.5. Communication decisions

Action 1. Invest in radio podcast apps advertising.

Objectives	
1. Increase awareness KPI by 20% over the next 12 months.	
3. Increase web traffic by 15% over the next 12 monhts.	
Implementation period	2 months
Budget	75.00€ per 100.000 users reached

As podcasting and non-live amusments have grown, this is the ideal platforms to do advertisements. Further more, thay can be placed in specific-podcasts content like technology ones. This action can be carried out with Spotify, Ivoox, Podimo, Podium. Represents a cheap way to reach lots of people.

Action 3. Link the brand "PC Componentes" to popular sports activities.

Objectives	
1. Increase awareness KPI by 20% over the next 12 months.	
4. Increase sales by 10% over the next 12 months.	
5. Increase Marketplace sales by 10% over the next 12 months.	
6. Increase Advertisements sales by 10% over the next 12 months.	
7. Increase profit in 20% over the next 12 monts.	
Implementation period	3 months
Budget	20.000€

This action will be used to relate the brand to values and concepts that are well-appreciate in society, such us, health, sportmanship, brightness, funniness… There is a wide variety of events that could be sponsored: padel challenges, running races, beach volley tournaments…

This events are aimed at both amateur and professional level. These people represent sportmanship, respect, frienship, health… values that will be linked to PC Componentes. Also, amateurs, at certain levels, could be interested in equipment that the company could offer. All the sources reviewed speak about the big ROI this actions have for companies, not only in image but also financially.

Action 5. Action Incorporate 3D models on the web

Objectives	
3. Increase web traffic by 15% over the next 12 monhts.	
4. Increase sales by 10% over the next 12 months.	
7. Increase profit in 20% over the next 12 monts.	
Implementation period	6 months
Budget	30.000€

This action should be carried by the Marketing Department. They will be in charge of create 3D models of the products so the customers will be able to view some products in 3D. This action is done to increase sales by 10% thanks to convince people that is dubting about the purchase.

8. SCHEDULE

In the table 6, the starting point of the actions is shown as well as the duration of them.

Table 6. Actions' schedule

Action	1	2	3	4	5	6	7	8	9	10	11	12
1. Invest in radio podcast apps advertising.	■											
2. Maintain shipping costs for customers	■	■	■	■	■	■	■	■	■	■	■	■

Action	1	2	3	4	5	6	7	8	9	10	11	12
3. Link the brand "PC Componentes" to popular sports activities.		■		■		■						
4. Enlarge portfolio.	■	■	■	■	■	■						
5. Incorporate 3D models on the web	■	■	■	■	■	■						
6. Install lockers to pick up deliverd products.	■	■	■	■	■							

9. BUDGET

Table 7 is shown the responsible of each actions as well as the programmed budget to carry on the actions.

Table 7. Actions' Budget

Action	Responsible	Budget
1. Invest in radio podcast apps advertising.	Outsorced Company	75.00€ per 100.000 users reached.
2. Maintain shipping costs for customers	PC Componentes	1.4€ per shipment charged
3. Link the brand "PC Componentes" to popular sports activities.	PC Componentes	20.0000€
4. Open the first physical shop abroad.	PC Componentes – Outsorced Company	600.000€
5. Enlarge portfolio.	PC Componentes	20.000.000€
6. Incorporate 3D models on the web	PC Componentes	30.000€
7. Install lockers to pick up deliverd products.	Outsorced Company	180.000€

10. CONTROL

In order to achive the objectives mentioned before, the required controls are shown in table 8.

Table 8. Actions' Control

Action	Control Periodicity	Control System
1. Invest in radio podcast apps advertising.	The month after the action has been done.	Unique visitors of the website
2. Maintain shipping costs for customers	Monthly	Control shipping costs and evaluate the viability of the action by checking sales and new customers.
3. Link the brand "PC Componentes" to popular sports activities.	The month after the actions has done.	Unique visitors of the website, new logs and new customers.
4. Open the first physical shop abroad.	Weekly/Monthly	New visitors – Weekly Sales – Monthly
5. Incorporate 3D models on the web	Weekly	Items checked by visitor and time spent in each article vs sales of the article.
6. Install lockers to pick up deliverd products.	Weekly/Monthly	Articles sent to the lockers and sales increasing.

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