

**UNIVERSITAT
JAUME·I**

MARKETING PLAN OF



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1. EXECUTIVE SUMMARY

Sensa is a Company in charge of the distribution of electric materials that has managed to grow and increase its prestige and position in the market due to managing being the avant-garde at all times. Sensa's prestige is by virtue of the assistance given to its personnel and to the rapidity of response regarding offering solutions to its customers, however, above all thanks to the quality of its products.

In the following analysis, the internal environment, as well as the exterior environments, were analysed. Firstly, in the internal environment, the values, mission and vision of Sensa were examined. Moreover, the resources the company holds and its distinctive capacities were investigated, and this will determine the weaknesses and strengths of the organization.

Secondly, when evaluating the external environment, the factors which affect the company were divided into two aspects: on the one hand, the macro-environment where the elements do not interact directly with the company, and, on the other hand, the micro-environment where the factors are closer and interact directly with Sensa.

Taking into account the information previously mentioned, 9 objectives were suggested to apply in a time frame of 1 year.

Moreover, along with the objectives, 12 actions were proposed in order to achieve said objectives which are followed by an established timeline and an associated budget, in addition to a control plan in order to verify if these are correctly fulfilled, and if not, to be able to adopt the necessary corrective measures.

2. SITUATION ANALYSIS

Thereafter, internal and external factors will be revised in the period previously established by the organisation and its surroundings.

2.1. Internal analysis

The internal analysis is based on evaluating the firm's resources, competencies, and abilities. In this way, the organisation's necessary strategic tools will be established to achieve optimal results.

2.1.1. Presentation of the company

Sensa is an enterprise founded in Castellón de la Plana in 1965, a time when there were only 4 electric material storehouses in the city and it was previously known as Conductores Eléctricos Navarro. Years later, in 1982, this organisation was absorbed by new owners, therefore the name was changed to Sensa. Its initials refer to Servicios Eléctricos Navarro.

In the 90s, to meet the increasing demands of the sector and the rising competence, the firm decided to expand its business area and specialise in automatization and the industrial sector. This involves new workplaces and a higher specialisation which brings Sensa favourable results due to its growing efforts, experience and dynamism.

In 2007, there is a change in management and José Ramón Castillo is the new manager of the firm. José Ramón brings a breath of fresh air, offering a change of mindset with new ideas and a desire to give the company its place.

Illustration 1. Sensa



Source: Google images

Years later, in 2012, a new delegation is opened in Valencia to reach a part of clients who demanded proximity from the company. Later, in 2016, a new headquarter office was opened in Benicarló to slowly expand across the territory

In the meantime, more areas of business are opened to reach the increasing necessities of the sector efficiently, this way a more specialised division of renewable energy and lightning is opened.

Due to the magnitude of the storehouse in Castellón and to offer a faster and more flexible service to the clients, an improved express store concept was inaugurated so the clients could provide themselves with higher turnover products and, therefore, have more efficient assistance in the facilities.

To guarantee the sustainability and competitiveness of its business, Sensa instituted a quality management system based on the ISO norm with the reference UNE-EN-ISO 9001:2015.

2.1.2. Mission

The mission of Sensa is to achieve great quality service, providing specialisation in all its areas to satisfy its clients' necessities through personalised and efficient service.

2.1.3. Vision

The company intends to be the leader of the electric material provider in the Valencian Community offering professional service by being competitive and innovative and also being the avant-garde in the all-time changing environment.

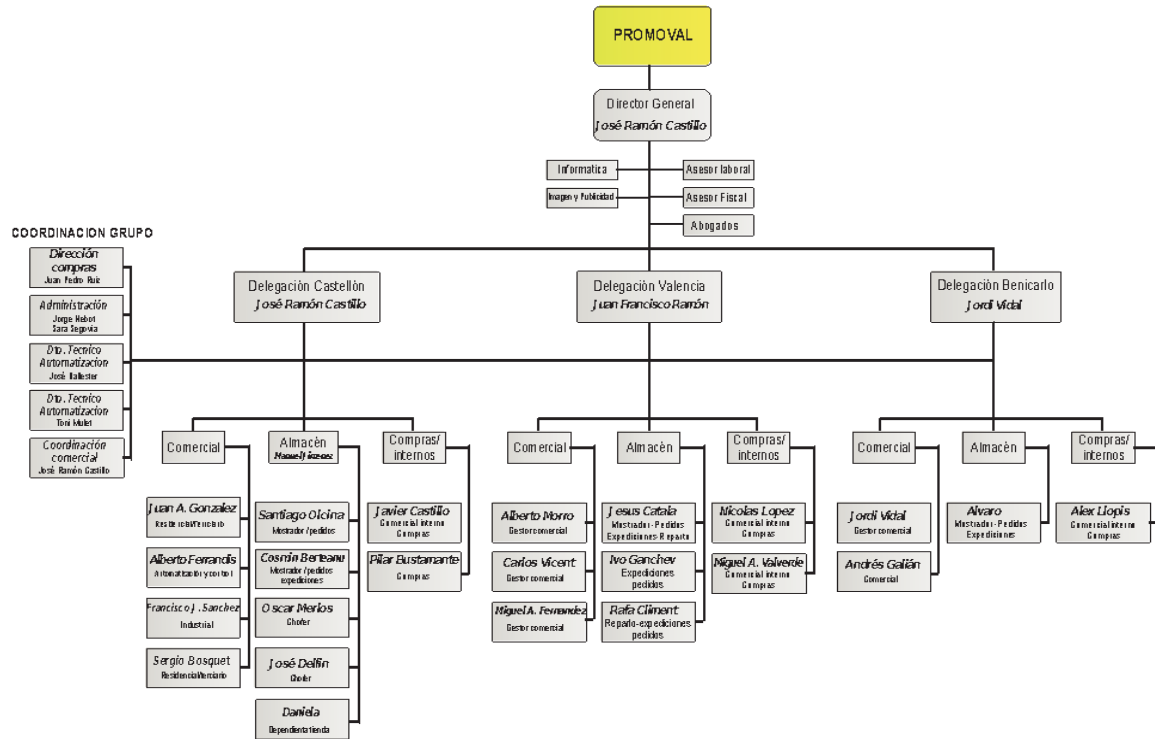
2.1.4. Resources of the Company

2.1.4.1. Human Resources

Sensa relies on a functional organigram considering that it gets specific functions in each department as can be observed in Figure 1. The organisation has 33 employees distributed throughout the delegations in Castellon, Benicarló, and Valencia. It started with a delegation in Castellón, and due to the firm's vision, they expanded sectors in Valencia and, later on, in Benicarló.

Illustration 2. Organizational Chart

ESTRUCTURA FUNCIONAL GRUPO SENSА 2022



Source: Own elaboration

2.1.4.2. Financial resources

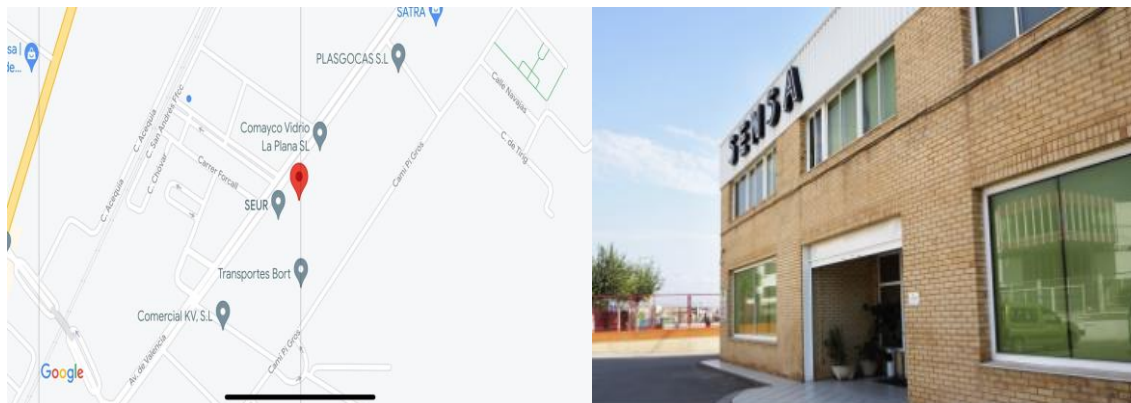
Based on the information which the company provided, it was observed that the main issue Sensa encountered is the rapid growth it experienced. According to the data of the manager, the organisation has grown more than 50% from the previous year, with a vast difference compared to other rival companies whose growth is between 19% and 20%. This is a problem for the financial department since the insurance company offers less credit to the clients because there are more operations to conduct. The indicated issue implies more financial investment and an urge to increase the structure of the company, a difficult

situation considering that the corporation does not rely on sufficient time to train new employees, and it is challenging to find adequate personnel for the firm. The manager plans to stabilise the figures so the corporation does not die of success.

2.1.4.3 physical resources

The organisation has its head office in Castellón (Illustration 3) on Valencia Avenue, 231

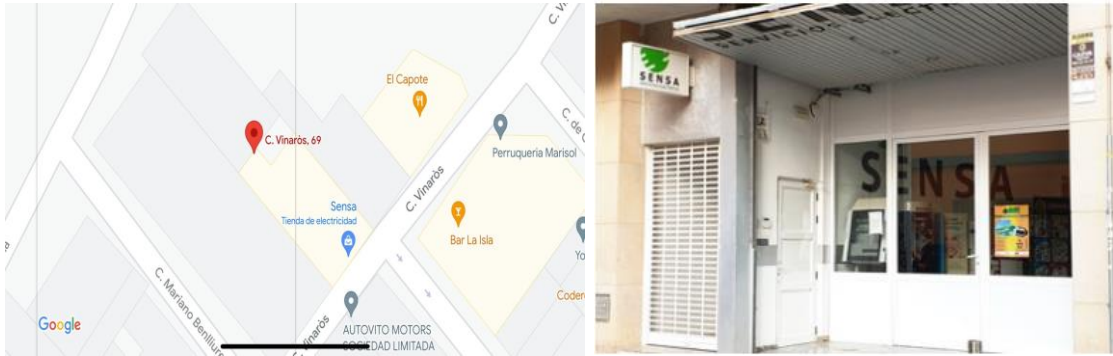
Illustration 3. Location Castellón



Source: Google images

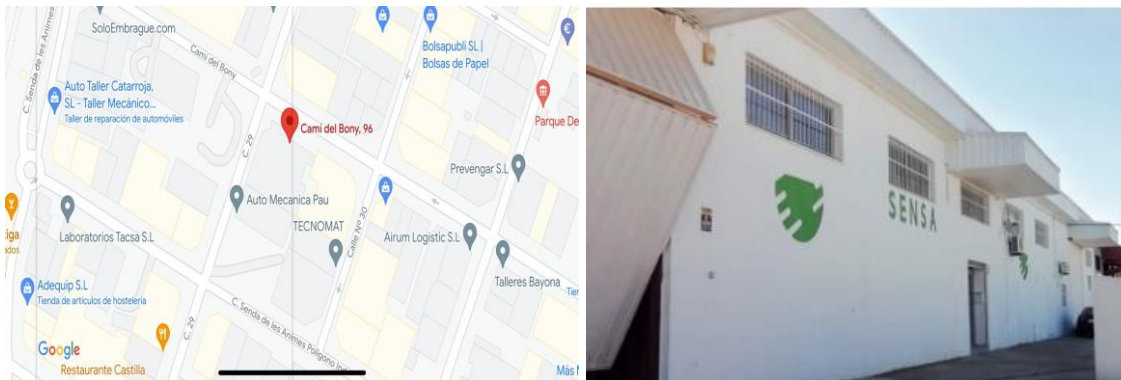
Moreover, it has two delegations, one in Benicarló, situated on Vinarós Street, 69 (illustration 4), and another one in Valencia located in Catarroja, Camí del Bony, 96 (illustration 5).

Illustration 4. Location Benicarló



Source: Google images

Illustration 5. Location Valencia



Source: Google images

The corporation has two estate cars on the properties, which carry the logo of the company, it has a lorry and 19 cars distributed among the workers.

Moreover, it has a service elevator, a cable cutter and an electric TMC forklift.

Illustration 6. Physical resources Sensa



Source: own elaboration

2.1.4.4. Marketing resources

The Sensa company offers high-quality products, providing its clients with a direct personalised technical service to satisfy the desire or necessity of the client regarding professionalism and the best solution.

Sensa's commercialised products are the final consumer products because the company is a distributor and does not carry out any form of transformation on its products. The enterprise offers added value with the assistance to the clients, advising them on which is the best product according to their needs or project, and this way offering them a personalised and close treat to each customer.

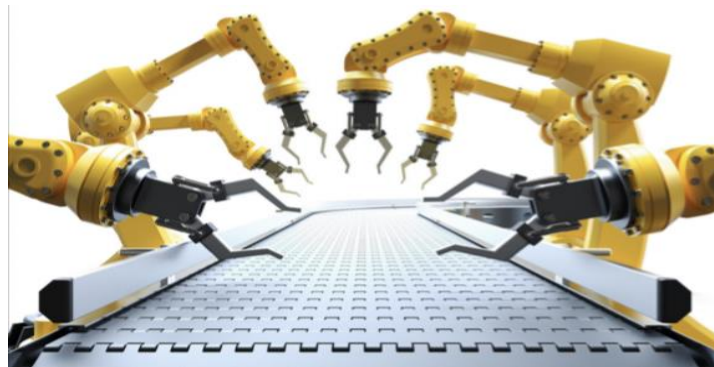
As previously mentioned, Sensa's products are the final aftermath because they do not suffer any type of transformation or use thanks to their ability to satisfy directly a necessity. Because of their constitution, these can be categorised as material goods since they are tangible and have long-term duration. This is because these products are used in facilities which do not need rapid and continuous changes.

To have a better understanding of the products offered by the company, a diversity analysis of its wide offer of products will be carried out. The items taken into account are the length, depth, and consistency of the enterprise.

In the first place, Sensa has five divisions which are the following:

- **Automatization and control:** destined to develop the machinery to raise the efficiency of the enterprises.

Illustration 7. Automation



Source: Google images

- **Industrial:** this division is focused on the development of activities regarding the electrical installations of medium and low tension, and it targets the maintenance and installations of the industry.

Illustration 8. Industry



Source: Google images

- **Renewables:** this area was created by the rising demand of the customers due to the omission of sun taxes by the government. This way, it offers solutions to housing isolated from the electric supply by giving them the

possibility of being self-sufficient through the sunlight and changing it into energy.

Illustration 9. Renewable



Source: Website Sensa

- **Tertiary residential:** first and best-known division created by Sensa, giving service to technicians and housing on electricity.

Illustration 10. Location Valencia



Source: Website Sensa

- **Lighting and house automation:** this sector is developed to boost the creative side regarding specific electric solutions to give better comfort and create a pleasant environment in homes.

Illustration 11. Lighting



Source: Website Sensa

After observing the wide range of products, the portfolio of products will be analysed in depth. Only two products per division will be studied since the variety of merchandise is vast.

AUTOMATISATION

1. **Programmable automation:** it is an ensemble of smart entries and exits to carry out diverse functions in machines.



2. **Speed controller:** through the control of the engine speed it is capable of reducing the power through a bomb or ventilator



INDUSTRY

1. **Panel structure:** this structure is used to form the depository where accessories will later be stored.



2. **Panel lid:** this is one of the accessories added to the structures mentioned in the previous section.



TERTIARY RESIDENTIAL

- 3. Multiple bases:** these can either use cables or be cableless, use switch or be switchless.



- 4. Panel lid:** this is one of the accessories added to the structures mentioned in the previous section.



RENEWABLE

1. **Lithium battery:** it is used to supply solar systems



2. **Solar panel:** it transforms sunlight into energy



LIGHTING

1. **Interior down light:** interior devices which provide house lighting



2. **Exterior down light:** they have the same use as the previously mentioned devices, nonetheless, these have IP65 protection which allows the device to be used on the exterior.



PRICE

The price of a product is a marketing tool which prevails in the buying behaviour and has a full impact.

The price of Sensa's products varies according to the type of product and the client, that is, firstly the price of the manufacturer prevails and established a discount to the company; after the purchase, the enterprise analyses the market to observe the situation of the product then adds the profit margin which is approximate of 20%. Finally, depending on the type of client and product a discount is established, bearing in mind that each customer will have a different offer on the same product.

Sensa features an endless number of discounts, however, the most common ones are 4 different levels which are classified as type A, type B, type C, and type D. This decrease in prices varies from lower to higher, with A being the highest and D being the lowest.

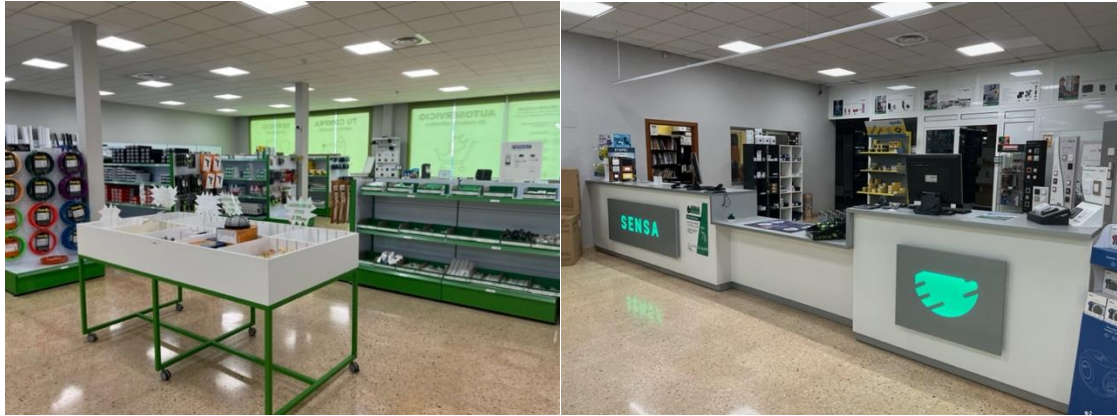
The enterprise also obtains benefits from the volume discount which is applied at the end of the tax year.

The organisation does not rely on any price strategies since they have to apply their price according to what was previously mentioned.

DISTRIBUTION

Sensa has high-quality products and this is why they select their suppliers according to key criteria, for example, their ethics and social standards. When talking about distribution, Sensa uses a short distribution channel (manufacturer - retailer – customer), where it acts as a retailer since it buys the product from the manufacturer and stores it for the following sale to the customer. The company has three storehouses situated in Castellón, Benicarló, and Valencia, from where it delivers the product to the final buyer. Moreover, recently they opened a fast shop where the clients can do a fast purchase, even though it has some shortcomings.

Illustration 12. Sensa shop and Counter



Source: own elaboration

COMMUNICATION

For quite some time, Sensa is promoting itself through online platforms, using social media such as Instagram, Facebook, and Twitter. It is worth mentioning that these profiles are not constantly updated, therefore followers are lost daily.

On the other hand, Sensa promotes sales with its supplier, reaching agreements to advertise some products, or during Black Friday it creates product kits and applies attractive discounts, although the company does not boost continuously this medium either. The enterprise also uses direct communication via e-mail, where the salesperson contacts the clients to give an update on the novelties and innovations of the business.

Finally, Sensa also uses the interactive channel where news is published on the website, even though it is not updated regularly. Moreover, the firm participates in fairs and events where it advertises creatively its image to attract a higher number of clients.

Illustration 13. Social Networks



Source: own elaboration

2.1.4.5 Research and Development

Regarding the research and development (further on, R+D), it is worth mentioning that Sensa's technical department conducts the creation of innovative devices, such as an automatised machine that can play chess, as can be observed in Figure X. These devices are sponsored at fairs and events where Sensa attends to give a quality image.

It should be pointed out that invested capital in R+D is reduced; a percentage of that capital comes from one of Sensa's biggest suppliers, and the other is provided by the company itself.

At present, one of Sensa's dealers desired to invest in a touch screen so the clients could access the information and characteristics of the product rapidly.

2.1.5. Capabilities of the company

2.1.5.1. Distinctive abilities

Sensa is a company which stands out for the tight knit treat between its clients, it offers a close and personalised assessment. It gives services that other companies do not offer, and this helps them to excel in their confident image towards the client. Sensa's project is to stand out in the quality service they offer since the rivalry is very high, this allows them to offer a higher price by delivering the added value (Illustration 12). Furthermore, they intend to be always at the vanguard of the market and this is why they opened divisions taking into account the necessities of said market, being specialised in renewables and automatisation with high qualified personnel.

Illustration 14. Distinctive abilities



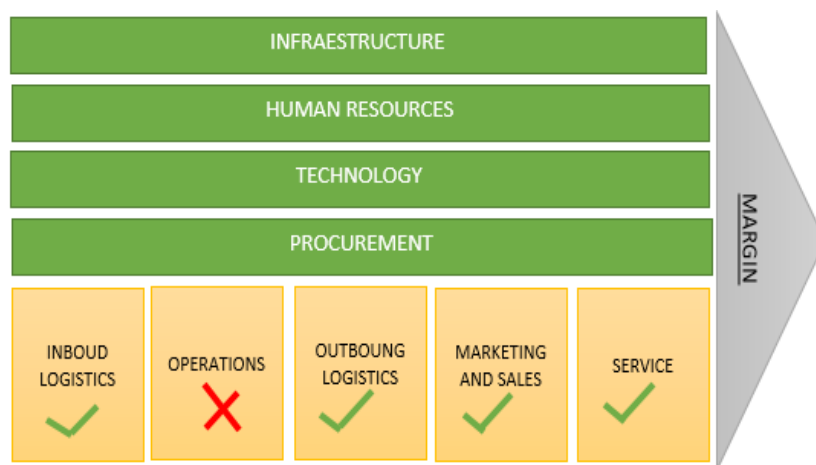
- Personalised assessment.
- Good service
- Experience
- Quality in their projects
- Wide range of products
- Technical advice
- Profesionalism

Source: own elaboration

2.1.5.2. Value chain

Sensa goes through every value chain except the operation development since the company does not carry out any type of transformation in its products (illustration 15)

Illustration 15. Value chain



Source: own elaboration

SUPPORT ACTIVITIES

- **Infrastructure:** the enterprise has 33 employees, three delegations and a finance department located in Castellón, a shopping department, a commercial department for the three delegations which is under the supervision of the general manager since the company does not have a commercial director. Sensa also disposes of a main storehouse which is the biggest that they own, and they have one in Benicarló and another one in Valencia. Lastly, they also have a quality department in Castellón and an external marketing department.
- **Human resources:** The firm does not have a specific human resources department, is the general manager recluses and selects the personnel. The performance evaluation carried out in the enterprise is reduced.
- **Technology:** being a distributing company Sensa does not have an exclusive R+D department, it carries out some specific technological labours. It is worth to be mentioned that the enterprise visits fairs such as Matelec to keep updated on the market tendencies, or Ifema to be at the vanguard of its renewable division.
- **Supplies:** regarding supplies, the corporation does not rely on an exact formula, it only has the experience of the shopping manager and a program with a database which advises on the best-selling products under a fixed minimum stock. They do follow strict criteria which have to be met by the quality standards.

PRIMARY ACTIVITIES

As it is not dedicated to the transformation of goods, the company does not carry out tasks related to operations, therefore, this issue will not be addressed here:

- **Inbound logistics:** the purchasing department is in charge of purchasing materials and then the storehouse is responsible for entering the incoming materials into the database for either a customer order or directly for the stock.
- **Outbound logistics:** The organisation is in charge of managing the storage and distribution of the materials already destined for the final consumer. It has its

vans to send the material to its customers, this makes deliveries faster as it only transports its products and not those of other companies.

- **Marketing and sales:** The company sells its products through the shop and storehouses; on the other hand, it has sales representatives who go to visit, so it is another form of marketing. In addition, it uses marketing tools such as exhibitions at trade fairs where it always gives the best possible image of quality, sales promotion on specific occasions due to product recalls or agreements with manufacturers, direct marketing in terms of e-mail communication about new products and a very small part of interactive marketing.

- **Service:** The activities carried out by Sensa are advising before, during and after on the products to be put in their projects. There is indeed no after-sales follow-up, but according to the head of purchasing, "If the customer doesn't call, it means that everything is going well". The guarantees that Sensa works with are those stipulated by the manufacturers. They do not accept returns of orders that have been explicitly ordered for a particular customer.

2.2. EXTERNAL ANALYSIS

This section is based on disclosing those factors that are not controlled by the company but that affect its performance.

2.2.1. Environment analysis (Pestel)

In particular by five distinct sub-environments

2.2.1.1. Political factors

At present, we are in a situation of total ambiguity in light of the health collapse in 2020 as a result of Covid-19. As a consequence of this, a shortage of gas and a rise in energy prices, such as oil and natural gas, are produced. Therefore, raising the electricity prices was one of the Government's tactics, which affected both domestic households and companies when the electricity bill was rising in percentages monthly, breaking records per MWh, when most of these prices were intended to be taxed to achieve economic recovery, but it was affecting the consumers. These energy decisions also affected the rise in the price of diesel, which has also broken historical records because of the growing world demand

due to the economic recovery after the pandemic and the decrease in supply by OPEC and Russia, which have managed to remove the surplus stock from the markets, readjusting the fares in their favour. All this has had a direct impact on consumers, who have seen fueling up their cars as a nightmare. These two variants have affected the transport companies where the carrier suffered a loss of money as the gains of completing a route were less than the expenses involved in making the journey. This affected the supply of materials as well as the factor of the war between Russia and Ukraine and therefore it was impractical to deliver the material to the consumer and this led to a reduction in income. Both the rise in gas prices and the problems in the supply of raw materials seriously affected ceramics companies, and this directly affects Sensa's automation division, as it is responsible for carrying out maintenance work at the factories and if the factories cannot be kept open, this division is no longer profitable. Castellón is very oriented towards ceramics, so if they are slowed down it also affects Sensa, although it should be said that our delegation in Valencia is not so severely hampered by this situation.

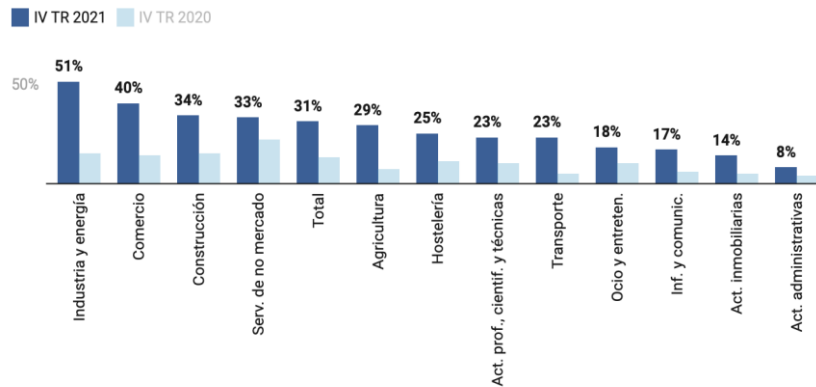
The renewables division has been boosted by rising electricity prices, where consumers are investing to a greater extent in solar panels.

2.2.1.2 Economy factors

Rising inflation has become a nightmare for companies as production costs and consumer prices have risen across the board. This was a variable that was not taken into account at the beginning of the year when consumer prices have risen by 5.5% compared to the previous year. Meanwhile, electricity bills continue to rise, as do fuel costs. These factors are causing the situation of households to deteriorate, so consumption is also on the decline. Competitiveness has been reduced as the price of a product has gone from €100 to €300, which affects the profit margins of companies.

The supply crisis is increasingly evident. In 2020, a survey was carried out in which only 13% were affected by the problematic shortage of supplies; today, 31% are already experiencing such problems. The percentage is even higher in sectors such as industry and energy, trade and construction (Illustration 16).

Illustration 16. supply crisis



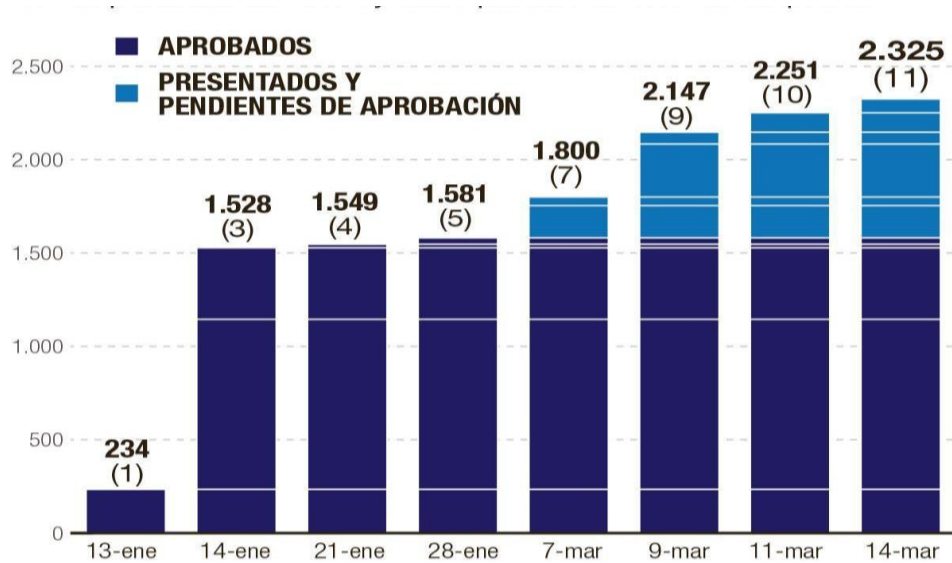
Source: Bank of Spain

On the other hand, owing to the rising cost of gas, many ceramic tile companies have been forced to take temporary labour force lay-offs even before the war in Ukraine. Organisations have had to take countermeasures to maintain the viability of their companies (Illustration 17).

The production rate has been affected when in December it dropped by 10% and in January it increased to 26%. In addition to the ceramics companies being affected, employees were also affected by the reduction in production, as the product decrease impacted the domestic economy.

This factor affects Sensa because the loss of competitiveness reduces the profit margins and therefore the company sells a considerable amount of products but with very low income, so the volume of work rises but the earnings are almost the same, so there is hardly any margin for manoeuvre.

Illustration 17. Erte in the ceramics sector



Source: Mediterraneo newspaper

2.2.1.3. Sociocultural factors

The ability to have access to electricity is a symptom of well-being for consumers since most of their daily activities are carried out using electricity, so having access to this factor is a common good. This basic element can not be seen in all countries, as there are countries with energy poverty, whereas Spain is facing a worrying situation (Illustration 16). It is becoming scarce for families to pay their electricity and gas invoices, and this affects their access to the necessary electricity to cover their domestic requirements.

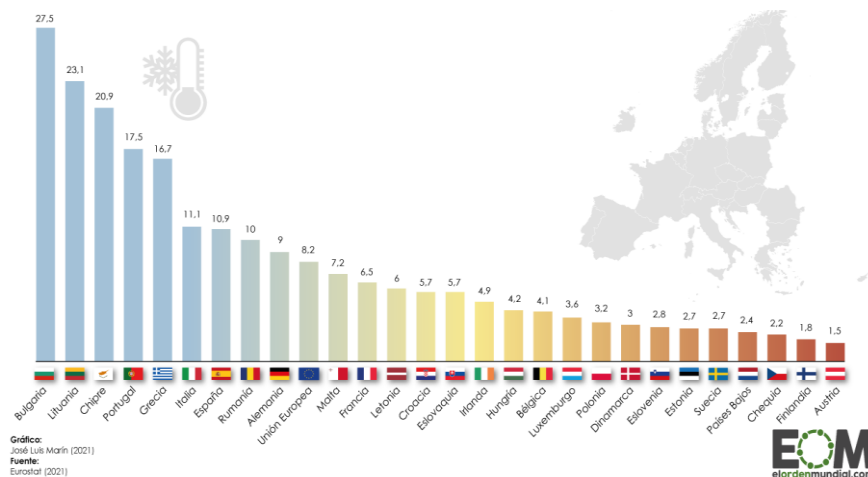
Spain has a social discount scheme to address the situation of energetic poverty where a reduction of between 25% and 40% is applied, but this social bonus is aimed at a series of the population that has to satisfy two requirements.

Firstly, they are required to have a PVP tariff and secondly, they have to correspond to three groups established by the government: Vulnerable consumers, severely vulnerable consumers, and consumers at risk of social exclusion.

The news is that the cities have grants to invest in renewable energies in their households, granting almost 100% of the investment, as sustainability is

becoming a more important issue than ever before. This is all the better news for Sensa as customers are now taking advantage of these aids to invest in their properties.

Illustration 18. energy-poor countries



Source: The world order

2.2.1.4. Technological factors

In this electricity industry, it is crucial to be at the forefront of updates because, as mentioned above, everyone uses energy on a regular basis. For this simple reason, it is important for companies involved in this variable to have state-of-the-art knowledge, which is why it is necessary and significant to invest in R+D activities in order to put useful applications at the forefront. Organisations that carry out R+D activities end up achieving a competitive lead over others, although all these factors mean that they assume high risk. It is also true that they have a superior chance of success in facing changes in the environment.

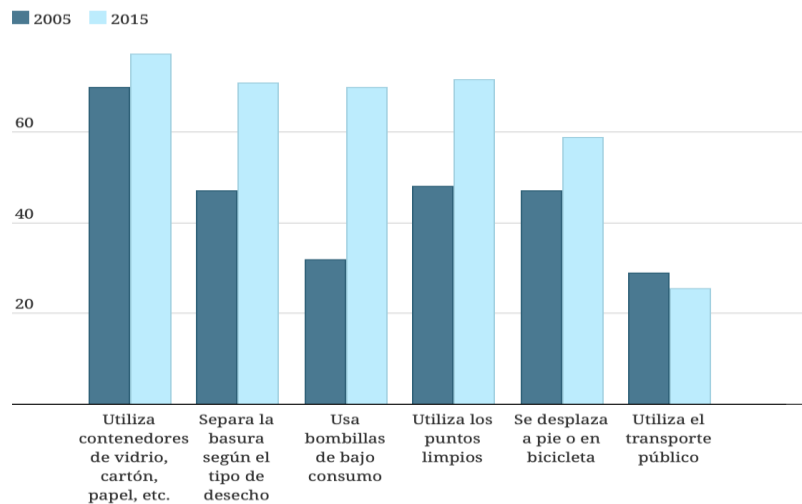
Digitalisation is one of the necessities of this sector as it is lagging far behind, as the manager commented. Sensa carries out trade fairs as well as R+D activities in order to meet market updates.

2.2.1.5. Ecological factors

There has been a greater commitment to the environment for many years. A study carried out by the CIS corroborates an increase of 77% in the number of

people who recycle using the facilities available in their cities. The use of recycling points has also increased compared to 2005, when only 48% of the population used them, to 71.7% in 2015. (Illustration 19) .

Illustration 19. Environmental protection



Source: La Vanguardia

Growing environmental awareness has benefited Sensa's renewables division and the sale of energy-saving materials where consumers are attempting to respect the environment as much as possible for ethical reasons.

Sensa has recycling containers for light bulbs, tubes and pillars so that consumers can dispose of products they no longer want.

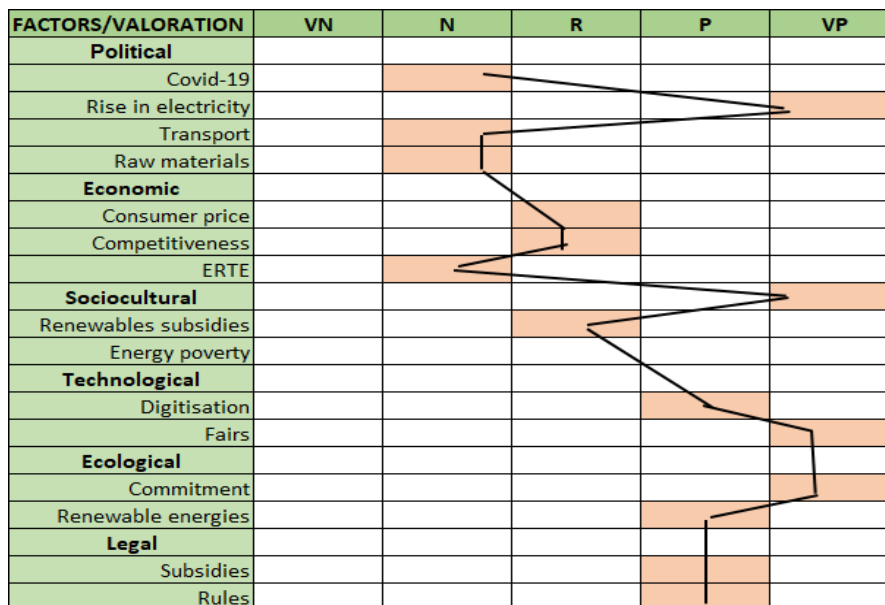
2.2.1.6. Legal factors.

The legal factor deals within the electrical material distribution industry with compliance with Spanish legislation.

- **CE Certificate:** This certificate is required to be sold in the EU. This symbol refers to the fact that the product to be marketed has passed some essential requirements of the European Union.

- **AENOR Standards:** This is a non-profit association that carries out standardisation and certification activities in order to help companies improve their quality and products.
- **ISO 9001:** Although it is not a compulsory standard, it is increasingly requested by large companies and large suppliers. It is a regulation that specifies the implementation of stipulated processes to ensure that the procedures are performed in accordance with certain restrictions.
- **Subsidies for self-consumption:** This past June, the Council of Ministers passed a law regulating the granting of subsidies for self-consumption, storage and residential thermal energy. It is a line of grants with the largest historical value. This programme initially has an endowment of 660 million euros, distributed among the Autonomous Communities and Cities.
- **CPR Regulation:** CPR is a regulation issued by the European Union in order to control the limits of fire resistance and hazardous substances. Therefore, all cable

Graph 1. . Influence of macro-environment in Sensa

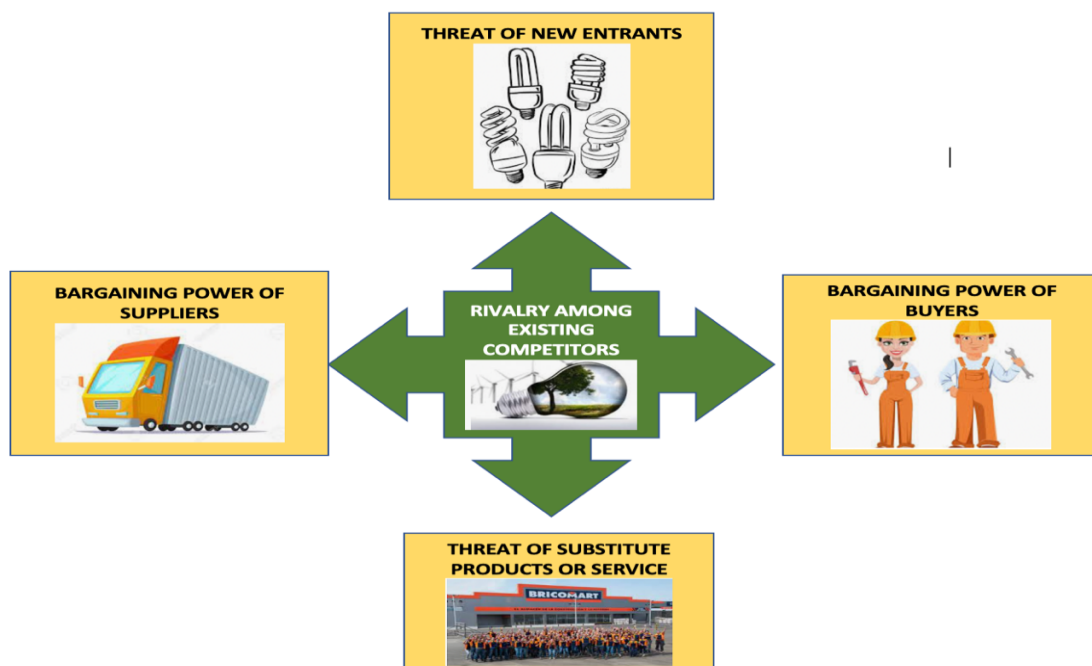


Source: Own elaboration

2.2.2. ANALYSIS OF THE COMPETITIVE ENVIRONMENT (PORTER)

By using Porter's methodology, it is possible to analyse the five forces that directly affect companies and how this alters the competitiveness of the companies. In this way, it will be possible to determine which strategies will be the most fruitful for Sensa.

Illustration 20. Porter's five forces model



Source: Own elaboration

Bargaining power of buyers:

The bargaining power of consumers refers to the degree to which they have the power to obtain favourable rates and conditions offered by companies.

In the electricity market, there is a growing number of competitors that have been increasing over the years. The entry of new warehouses has reduced the profit margins, so the customer knows this information and can get to squeeze the

commercial to lower costs. The bargaining power of customers increases because it enhances the opportunities to choose. It is noteworthy that Sensa has the experience and a great reputation thanks to its workforce and that is the reason for this.

On the other hand, the negotiating position of the customers will depend on the purchasing capacity and the loyalty of the clientele, which is considerably high owing to the close and familiar treatment that the company provides.

After the 2008 crisis, Castellón had 15 sales outlets; today it has more than 30 sales outlets, although, according to Juan Pedro Ruiz (head of Purchasing), the majority of these sales outlets are already existing companies that had larger warehouses and have reduced their space in order to expand into more areas and reach greater visibility.

E-commerce has made it possible for consumers to buy any type of material anywhere and as often as they desire, so the consumers' negotiation power has risen in terms of demand and promptness of delivery.

Bargaining power of suppliers:

In terms of the negotiating position of suppliers, as it is a sector in which there exist thousands of suppliers, Sensa's bargaining power is high. In addition, the close relationship with suppliers through long-term relationships means that the supplier's counter-bargaining leverage is low. In addition, the company acquires large quantities from many of its suppliers, so it profits from end-of-year rebates and attractive discounts.

The threat of new competitors:

The potential threat of new competitors will depend on the industry's barriers to entry. To set up an electrical material distribution warehouse, one must:

- Have technical and trained personnel who can provide customer service.
- Most of Sensa's customers purchase products in this store because of the service they are offered in terms of close treatment and experience, and their loyalty to their salesperson. To achieve this closure between installer and dealer,

the incoming company should offer a differentiation that the customer is willing to assume the risk of change.

- Initial expenditure, as an electrical material warehouse is necessary: a place to keep the stock, staff costs, etc...

After mentioning all these entrance barriers, it is taken for granted that it is not an easy sector to join and by no means everyone is capable of setting up this type of company. This would cause a great disadvantage for the entrance of the new company with regard to the competition so that the arrival of more professionals would be reduced. To be able to enter this sector successfully, it is necessary to have a portfolio of clients and a reputation to make the installer trust when purchasing.

The threat of substitute service:

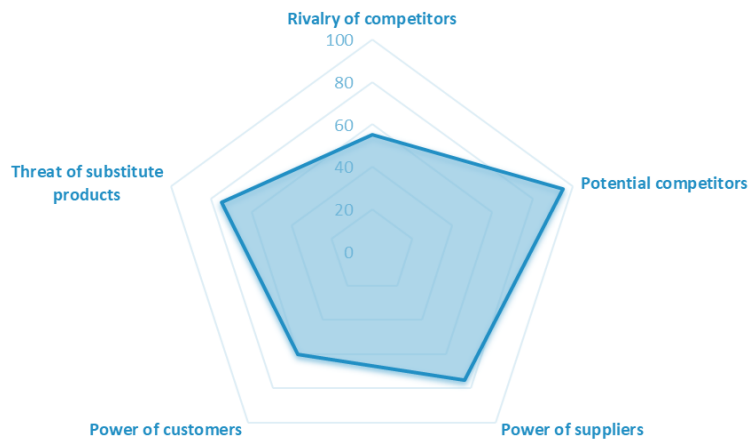
As for Sensa's substitute services, these are defined as services that cover the same consumer need, but with different characteristics.

In the case of Sensa, one of the substitute services would be Bricomart, as it has many electrical products and in a cheaper way due to economies of scale, it is also considerably faster and has a huge variety of stock. It is true that, although it has technical support staff, it does not have the same technical advice as Sensa, as previously mentioned, and this is its competitive advantage. Alternatively, mention could be made of Saltoki, a company that focuses on services such as plumbing, electricity, energy and building materials for professionals, although it also sells to private individuals. In comparison with Saltoki, Sensa is more efficient, as it is a smaller company, and the response time is shorter. On the other hand, at Sensa, the product requested from its customers is more specific, as, according to one of the sales representatives, Saltoki requests a product in large quantities and sells it, but does not order a specific product for the customer, which means that Sensa has the possibility of being able to order a more specific item. From all this, it can be concluded that in terms of substitute products, it may increase due to the issue of reduced prices, but it decreases due to specialisation and treatment for excellence.

Rivalry between competitors:

Since rivalry depends on the number of competitors within the sector, because of the size of open warehouses in Castellón, it is fairly extensive.

Graph 2. Influence of Porter's 5 forces in Sensa.



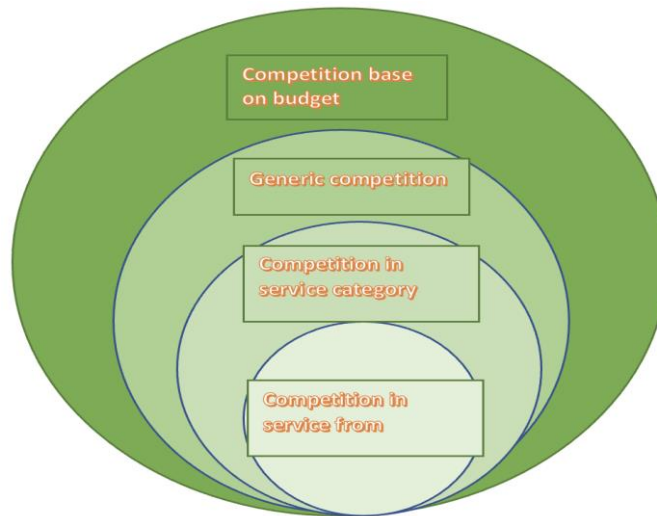
Source: Own elaboration

2.2.3. ANALYSIS OF THE COMPETITION

2.2.3.1. Classification of competition

The degree of competition from the consumer's perspective can be seen to be set out in four levels as shown in (illustration 21), and each level is described in turn.

Illustration 21. Levels of competition



Source: Own elaboration

Competition in service from:

Here the services that have similar attributes to those of our company are available. In this way, Sensa has to try to attract the greatest number of clients so that they appreciate the service provided by Sensa more interesting than others. This is where Suelcasa and Peisa appear. Since they have the same products in the different business areas.

Competition in the service category:

In this section, those services that have similar characteristics, but are not exactly the same, will be introduced. They may have one or more attributes or lack them. In this case, it is possible to talk about Bricomart, which has larger facilities and a wider range of products.

They also have more competitive prices due to a higher number of products purchased and the speed of delivery is significantly greater as it is self-service, although it has disadvantages such as a limited specialisation and customer-seller relationship, and Sensa also provides support throughout the project.

In contrast, SALTOKI, whilst having areas that Sensa does not, such as plumbing and building materials, has electrical material distribution, among others, and, like

Bricomart, has more attractive prices due to its purchasing power. As commented above, the biggest difference between Saltoki and Sensa is the faster response time of its sales staff.

Generic competition:

In terms of the type of generic competition, services that can satisfy the same needs as our company are introduced, so that companies that offer products such as.



Competition in budget:

In this last level, the services in question are all those services that aim to come close to the same budget as Sensa establishes. As this is a sector that is regulated by the price that is put on the market, it is complicated to base oneself on a fixed price, as the price of the product can vary according to the moment and it is the sales representatives who establish a margin in order to be competitive.

2.2.3.2. Description of competitors.

Here is a description of Sensa's competitors, broken down by type of competitor, in order to see which area affects the company.

Table 1. Competitors

Competitor	type of competitor	advantages	disadvantages
	Direct competition	Reputable company in the sector. Annual billing of approximately 10 million euros.	Retirement of the owner, so that the profits contributed by him have been allocated to Sensa.
	Direct competition	Largest sales department in the sector. Stable and loyal workforce.	Potential problems in generational succession

	<p>Potential competitor of the residential-tertiary division</p>	<p>Variety of products and large stock. Manufacture of electrical panels</p>	<p>Very high and poorly managed stock. High amount of unpaid debts. High real estate investment</p>
	<p>Potential competitor of the residential-tertiary division</p>	<p>Manager with 25 years of experience in the sector. Very strong position in the sector even being the youngest warehouse.</p>	<p>Reduced presence of the salesperson in the market. Depreciation of the real estate investment</p>
	<p>Potential competitor in the area of automation</p>	<p>Highly specialised company in automation. Low cost</p>	<p>Recent establishment. Does not distribute leading brands. Limited commercial action.</p>
	<p>Potential competitor in the area of automation</p>	<p>Strong emphasis on training and innovative technical support.</p>	<p>At present, stagnation in its commercial strategy. Impaired image in the sector.</p>
	<p>Low-impact competitor</p>	<p>During the 2000´s it was the most future-oriented storage facility in the industry.</p>	<p>At present, loss of philosophy and absence of commercial action.</p>

Source: own elaboration

2.3. MARKET ANALYSIS

2.3.1. Sector analysis

The electrical distribution sector has undergone technological changes over the years. The energy environment that surrounds this sector has been fundamental in the modern world and for this reason, the electrical sector has experienced such a transformation. Although the electrical world is usually associated with construction, it must be said that there is a parallel market for electrical components in the industrial field and, in recent years, in renewable energies. All these changes entail a need for internal training within the companies in order to be constantly at the forefront and thus offer quality in the projects that are carried out.

In 2008 there was a turnover of around 6000 million euros, in 2012 the sector was reduced by 60%, reaching a turnover of 2500 million euros. The year after there was a slight gradual recovery of the sector but without reaching the turnover of the origins. (Gomez Rico, 2020).

A market where international companies and family businesses associated with distribution groups with an international presence work, means that strong competition leads to a reduction in profit margins in order to gain the largest market share.

As a sector that is of vital importance to the economy and because of the change towards a green world, according to Javier Gonzalez Rico, it is a sector that will not be greatly affected in the forthcoming years.

A study carried out by Smartlighting quotes a market figure of 4,890 million euros with an estimated 657 companies established in Spain, with the Catalanian community at the head of the list, followed by the Community of Madrid, and finally, the Valencian community.

Due to the Covid emergency, many companies have had to pause their activity, although e-commerce companies, nonetheless, have increased their sales, making their responsiveness and efficiency noticeable.

Likewise, the war between Ukraine and Russia is affecting one of Sensa's divisions due to a lack of material and uncertainty on the part of customers, who are reducing the number of orders. Faced with this dilemma, the organisation comments that it is going to focus on the renewables division as it is a sector that is currently expanding and is the one that can counterbalance the decrease in orders from the other divisions such as tertiary residential and manufacturing due to the shutdown of factories linked to ceramics.

3. SWOT ANALYSIS

Illustration 22. Swot

<p style="text-align: center;"><u>STRENGTHS.</u></p> <ul style="list-style-type: none"> - Technical staff - Relationship with quality suppliers - Close relationship with customers - High specialisation - Strong market positioning - Distribution of leading brands 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> - Deficient internal organisation. - Lack of teamwork - Undefined functions - Low communication between personnel - Lack of training - Deficient stock management - Little digitalisation - Lack of general management - Low management capacity in the Benicarló delegation.
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> - Increase digitalisation - High energy costs. Boosting the area of renewables - Resources to promote Tarragona - Creation of new divisions - Reduction of competitors in the automation area - New technologies 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> - Decrease in sales profits - Market control by manufacturers - High product delivery times - Stock-outs due to shortage of raw materials - Increase in raw material prices - Growth in online sales - economic uncertainty

Source: Own elaboration

STRENGTHS

→ **Technical service staff:** Sensa's technical staff is highly educated so the response to customer problems is of high quality. They also try to be at the forefront of changes in their suppliers' products.

→ **Relationship with strategic suppliers:** Having been in the sector over such a long period of time, they have a close relationship with suppliers, as Sensa is positioned among its suppliers as a prestigious company.

→ **Close dealings with its customers:** In the same way as with its suppliers, Sensa has a close relationship with its customers through the projects they have successfully carried out for more than 30 years.

→ **High specialisation:** Due to the high level of training of the technical team in each division, a service of superior quality is offered.

→ **Strong market positioning:** As a result of its experience, the organisation is positioned in a good image with customers, as they offer good quality products and high responsiveness.

→ **Distribution of leading brands:** Sensa has the highest quality suppliers, currently Alliance certified by Schneider Electric, currently one of the most prestigious manufacturers of electrical equipment in the sector.

WEAKNESSES

→ **Deficient internal organization:** The purchasing department does not perform the essential functions it should perform as they have an excessive workload. The commercial department, however, suffers from a shortfall in the need for a leader, as the commercial staff do not follow up on their clients from the beginning of the purchase order to the end. There is a need for leadership in this department as it affects the other departments involved in this process. There is also a leader's absence in the warehouse, as the manager of the storage department does not have the basic skills and knowledge to carry out the job.

→ **Low teamwork:** In the organisation, there is not a strong teamwork philosophy; there are many shortcomings among colleagues due to the ego effect.

→ **Undefined functions:** the departments do not have defined functions, which means that the functions of the respective units are not coordinated and they are not able to achieve the objectives together.

→ **Absence of training:** Although the technical departments have training and are up to date with changes, other departments are in need of refresher training because the needs of customers are changing and it is increasingly necessary to find effective indicators to obtain data. By not carrying out a performance evaluation of the workers, the shortcomings of each user are not appreciated and this is transferred to the productivity of the departments.

→ **Inadequate stock management:** Not having established functions and not carrying out strategic control within the departments causes problems in the warehouse stock as there is no proactivity on the part of the stock manager and the purchasing department to be able to put the slow-moving product on sale or carry out promotions to dispose of it. Insufficient involvement.

→ **Scarce digitalisation:** Sensa has a scant digitalisation in terms of internal processes and measures in the new era in which we find ourselves.

→ **Inadequate general management:** The company manager carries a lot of load on functions that he really should not perform due to understaffing and insufficient authority. For these reasons the management is sidelined and there is a low reaction to problems that occur in the short term.

→ **Low managerial capacity in the Benicarlo delegation:** The Delegate proposed for Benicarlo has very strong sales skills but there are some shortcomings when it comes to managing a delegation as they do not know how to deal with people and have no reaction to the problems so it draws greatly on the Castellón headquarters and has no autonomy.

OPPORTUNITIES

→ **Increasing digitalisation:** In the era of digitalisation, it is important to be at the vanguard of the possibilities it brings.

→ **High energy costs:** Strengthening the area of renewable energies: After the actual rise in electricity costs, it is a way of strengthening the area of renewable energies and allocating efforts to this division.

→ **Strengthening Tarragona:** According to the results that Sensa is obtaining, Tarragona is a potential area which is increasing in terms of customer needs, so it would be advantageous to create a delegation in that area, but until Benicarló has sufficient autonomy to supply its customers in Tarragona, it is difficult to establish a representative office there.

→ **Creation of new divisions:** Due to the changes occurring in the energy field and the increasing awareness of people in terms of sustainability, it is important to focus efforts to identify the needs of current customers and create divisions capable of supplying new divisions.

→ **Reduction of competitors in the area of automation:** As this is an area that demands a large investment in training and a technical part, few companies are capable of handling this area successfully. Sensa has a well-trained manager in this division with a proven ability to achieve great results.

→ **New technologies:** As stated above, in the age of technology there are many new tools that can be used to improve the efficiency of the organisation.

THREATS

→ **Decreasing sales profits:** Because of increasing costs of raw materials, it is difficult to boost the sales profit margin, as this raises the price for the final consumer considerably therefore, for some products, the income margin is reduced and this makes it possible to sell large quantities while making a very limited profit.

→ **Market control by manufacturers:** Many of the major manufacturers stipulate their prices, making it difficult to achieve an acceptable sales margin.

→ **Lengthy delivery times by manufacturers:** due to stock-outs caused by a shortage of materials to produce, delivery times are often lengthy, which leads to the customer not wanting them on frequent occasions.

→ **Stock ruptures due to lack of raw materials:** After the pandemic, productivity had to be reduced, meaning that productivity has now been reactivated, making it difficult to meet the entire demand that is required.

→ **Increase in prices of raw materials:** After commenting previously on the issue of the difficulty of raw materials, after such high demand, there has been an increase in prices to contain this demand.

→ **Growth in online sales:** In view of new online sales platforms such as Amazon Business, the selling of some products is reduced.

→ **Economic uncertainty:** After the pandemic and the war between Russia and Ukraine, there is currently great economic uncertainty, so sales are reduced.

4. SEGMENTATION

Sensa offers high-quality services and professionalism as it collaborates with a technical department that provides solutions to the projects.

The target audience is based on:

- **Professional electricians**, who appreciate the quick solution given to their projects, the effective delivery times and the security in the guarantee of their commissioning.
- **Companies specialised in the manufacture of machinery**, this profile looks for top quality material and the need to have partners who are technically at the avant-garde.
- **Process engineering companies dedicated to industrial control.**
- **Companies in the service sector**, such as construction, who also require fast delivery times and a customer profile that is focused on price.

5. OBJECTIVES

GENERAL OBJECTIVE:

To increase awareness of the organisation through customer satisfaction and thus improve the quality offered to customers. To gain new market segments.

SPECIFIC OBJECTIVES

- Objectives of commercial relations

1. To attract 10% of clients in the Tarragona area. To achieve this the company must provide the Benicarló delegation with autonomy so that it can supply the new area to be covered in 12 months. The company will have to set a reduced period of time for the Benicarló delegate to become totally independent, otherwise, the company ought to replace the delegate and seek a profile with the necessary skills for the position. As the company does not want to do without Jordi Vidal, the current delegate for the area, the firm will offer him the post of Sales Director for Benicarló.

2. To ensure that 85% of the clients are satisfied within 12 months, this achievement will ensure that the client will remember the company and return, thus achieving positive feedback. For this, a survey will be carried out to determine the client's needs in order to be satisfied and to evaluate their suggestions.

3. Increase customer participation in the organisation by involving them in the online creation of promotions every 15 days. This will require getting the customer used to following up on the social networks.

4. To enhance the level of motivational skills of employees, it will be necessary to identify the skills gaps in their positions and understand what requirements they have in order to ensure their satisfaction.

- Objectives for the management of marketing activities.

5. Increase sales by 5% over the previous year by incorporating an E-commerce (B2B), where the installer can make purchases and see the stock of the product through the online shop.

6. To give greater visibility to the quick shop and increase sales by 5% to reduce the warehouse load.

7. To increase the number of visits to the website by 20% over the previous year.

- Financial targets for the business.

8. Achieve 16% increase in sales margin over the next year.

9. Maintain or increase turnover by 10 million Euros.

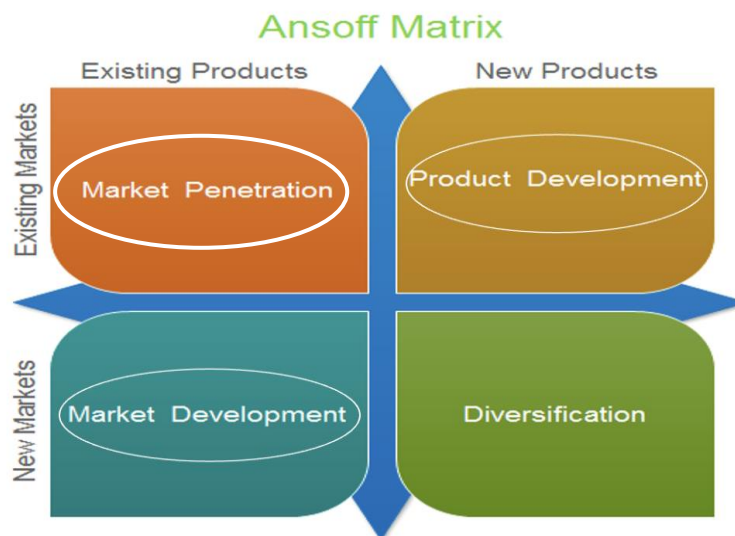
6. STRATEGIES

At present, the organisation does not follow any established strategy.

6.1. Growth and diversification strategy

The company should focus on increasing the sales margin and boosting sales in order to maintain and increase profits. For this purpose, the company will rely on Ansoff's growth matrix.

Illustration 23. Ansoff's Matrix



Source: Google images

After analysing the Ansoff matrix and looking at the company's objectives, a market development strategy is considered appropriate, as the company must position itself in a new market niche such as Tarragona and seek to gain presence until it can open a new branch office. To achieve this, the company must carry out activities to increase its market share in Tarragona through visibility in the new area and by providing the necessary resources to its Benicarló branch office in order to supply the Tarragona area until it can create another independent branch office. This strategy will be combined with the product

development strategy, as a new online sales service will be added in order to reach a larger public and increase sales. Finally, a penetration strategy is considered appropriate as, in order to achieve greater interaction with the customer, it is proposed to give greater visibility to social networks and create an interactive blog for the customer.

6.2. competitive strategies

Sensa follows different strategies according to its different areas;

- In the Automation area, it has a Leader strategy, as the other companies replicate the company's practices.
- In the Residential division, it follows a challenger strategy. Previously, it was positioned as a leader but due to a lack of resources, it moved into the second position and is now seeking to become a frontrunner.
- In the Industrial and Renewables division, it follows a leading strategy. They are the most innovative in the sector.
- In the lighting division, it follows a follower strategy as it is the area with the least resources.

6.3. strategies as a competitive advantage

In order to increase the competitive leverage of the organisation to provide value appreciated by the customer, it is necessary to choose the most suitable strategy for the company and to offer superior performance over the competition. The marketing strategy proposed is that of differentiation, the company should provide a higher quality service for the customer by offering a new form of sales through the online channel which will allow the customer to avoid the need to travel for their purchase or the need to call a salesperson, but simply to access the platform to see if the stock is available and to carry out the appropriate procedures. In addition, it also improves the efficiency of the warehouse and delivery routes by offering a fast service. Meanwhile, it boosts the quick shop to reduce customer waiting time in the establishment.

7. ACTION PLANS

Throughout this section, the actions planned for the organisation will be developed.

The following table defines the actions proposed for each objective, which will be developed individually later on.

7.1. summary of the action plans

Tabla 2. Summary of actions plans

ACTIONS	OBJECTIVES
Action 1. Create an interactive blog	2. Achieve 85% customer satisfaction within 12 months. 3. increase customer participation in the organisation. 7. Increase the number of visits to the website by 20% over the previous year.
Action 2. Adapt quarterly promotions	2. achieve customer satisfaction by an increase of 85% in 12 months 3. increase customer's participation in the organisation 4. increase the sales in 5% in contrast with the previous year by introducing E-Commerce (B2B) 7. increase website visits by a 20% in contrast with the previous year
Action 3. Create a loyalty program	2. achieve customer satisfaction by an increase of 85% in 12 months 3. increase customer's participation in the organisation

<p>Action 4. Correct implementation of ISO 9001</p>	<p>1. Attract 10% of customers in the Tarragona area.</p> <p>6. To increase the sales margin by X in the next year.</p>
<p>Action 5. Conduct a performance appraisal of workers</p>	<p>4. Increasing the level of employee motivation</p> <p>8. Achieve a 16% increase in sales margin over the next year.</p> <p>9. Maintain or increase turnover by 10 million euros.</p>
<p>Action 6. Create delegate profile Benicarló</p>	<p>1. Attract 10% of customers in the Tarragona area.</p> <p>2. To achieve 85% customer satisfaction over a 12-month period.</p>
<p>Action 7. Customer targeting in the Tarragona area</p>	<p>7. To increase the number of visits to the website by 20% compared to the previous year.</p> <p>9. Maintain or increase turnover by 10 million euros.</p>
<p>Action 8. Creste B2B</p>	<p>3. Increase customer involvement in the organisation.</p> <p>4. Increase sales by 5% over the previous year by incorporating E-commerce (B2B).</p> <p>7. To increase the number of visits to the website by 20% over the previous year.</p> <p>9. Maintain or increase turnover by 10 million euros.</p>

<p>Action 9. 5% discount on online sales</p>	<p>2. Achieve 85% customer satisfaction within 12 months.</p> <p>3. Increase customer participation in the organisation.</p> <p>4. To increase sales by 5% over the previous year by incorporating E-commerce (B2B).</p>
<p>Action 10. Target express shop to another customer segment.</p>	<p>8. Achieve a 16% increase in sales margin over the next year.</p> <p>9. To maintain or increase turnover by 10 million euros.</p>
<p>Action 11. Create client survey</p>	<p>2. Achieve 85% customer satisfaction within 12 months.</p> <p>3. Increase customer participation in the organisation.</p>
<p>Action 12. Reduce slow-moving stock and improve warehouse efficiency.</p>	<p>3. Increase customer involvement in the organisation.</p> <p>8. Achieve a 16% increase in sales margin over the next year.</p> <p>9. Maintain or increase turnover by 10 million euros.</p>

Source: own elaboration

Action 1. Create an interactive blog

Objective to which it contributes:

- 2. Achieve 85% customer satisfaction within 12 months.
- 3. increase customer participation in the organisation.
- 7. Increase the number of visits to the website by 20% over the previous year.

Implementation period: 2 months

Budget: 0€

Description: The creation of an interactive blog called "Sensa Blog" where topics that are of interest to consumers will be discussed, where videos and news will be uploaded talking about content that affects divisions and targets. A Facebook and Twitter group will be created where interaction with customers and their opinions will be encouraged in order to obtain improvements, and the Instagram platform will be promoted.

This blog should be constantly updated and encourage users to participate in it by inviting them to participate in the blog and encouraging them to tweet the posts or give their opinions for debate.

Illustration 24. Interactive blog



Source: own elaboration

Action 2. Adapt two-monthly promotions.

Objective to which it contributes:

2. Achieve 85% customer satisfaction over the 12-month period.
3. Increase customer participation in the organisation.
4. Increase sales by 5% over the previous year by incorporating E-commerce (B2B).
7. Increase the number of visits to the website by 20% over the previous year.

Implementation period: 12 months

Budget: 0€

Description: In order to reach a greater number of customers, as Sensa's networks have few likes, sales promotions for products and training for our customers will be carried out. To do this using the interactive blog planned to create so as to get direct feedback from customers and thus see what needs they require. To do so, the marketing manager and the group's designer will be involved. In this process, both the purchasing staff will be included to provide prices and the warehouse manager will be responsible for letting know which products are having less turnover so that they can be promoted and sold.

Action 3. Create a loyalty programme.

Objective to which it contributes:

2. Achieve 85% customer satisfaction within 12 months.
3. Increase customer participation in the organisation.

Implementation period: 2 months

Budget: 0€

Description: After discussing with the purchasing manager and finding out what customers value most, it is appropriate to create a customer loyalty programme to increase consumer participation in the company and to get them to buy in greater quantities. The loyalty programme will be divided into three groups that

will be given three different types of gifts, which will be broken down as follows.

Group A will be for the smallest installer with purchases in Sensa of around €20,000 per year. They will be awarded a weekend away somewhere in the province.

Group B will go to the larger installer who buys in Sensa around 100,000, which will be given a more extensive holiday with full expenses paid.

Group C, which are those customers who buy more than €150,000, will be given a more elaborate package for the whole family.

Action 4. Implement ISO 9001 correctly

Objective to which it contributes:

1. Capture 10% of customers in the Tarragona area.
6. Achieve an increase in sales margin of X in the next year.

Implementation period: 12 months **Budget:** 3250€

Description: The purpose of implementing ISO 9001 is to achieve improvements in the company's processes and increase productivity. Sensa has not been implementing ISO 9001 in a correct way that can help them to achieve quality standards in their processes. Therefore, it will be necessary to replace the current employee in charge of ISO, who, due to a heavier workload, has not been able to deal with this department and successfully implement it in the company. It will be necessary to provide a person responsible for carrying out this department in a correct way and installing it. To do this, this person will be trained by a consultant to adapt the ISO to the needs of the organisation and, with the support of the manager, to ensure that each department commits to carrying out the tasks in each of its areas, always under the supervision of the quality manager. In this way, greater communication in the organisation will be achieved and processes will be improved continuously, in addition to the review of the achievement of the objectives and, if necessary, corrective actions will be taken.

Action 5. Conduct performance appraisal of workers

Objective to which it contributes:

4. Increase the level of employee motivation.
8. Achieve a 16% increase in sales margin over the next year.
9. Maintain or increase turnover by 10 million euros.

Implementation period: 3 months **Budget:** 0€

Description: After spending a short period of time in the company, it has become clear that there is a high degree of demotivation among the employees. Therefore, it is important to carry out an assessment in order to determine the needs of the people in their positions, both professionally and personally. In this way, a training budget can then be allocated in accordance with the needs of the jobs, as well as making clear the functions that each person should carry out in their position.

For this evaluation, an employee will be incorporated into the quality department to be responsible for conducting this evaluation, as all this feedback will be used to fill in the corresponding quality reports. This will offer the company benefits by providing greater motivation for employees to feel heard and to assess what their needs and concerns are on the job.

Action 6. Create Benicarló delegate profile.

Objective to which it contributes:

1. Capture 10% of clients in the Tarragona area.
2. Achieve 85% customer satisfaction within 12 months.

Implementation period: 1 months **Budget:** 0€

Description: After considering the deficiencies of the Benicarló delegate, it is

convenient to make a profile of the requirements of the person responsible for the Benicarló branch, as it will be necessary for this branch to be able of supplying the new Tarragona delegation and for the delegate to be able to manage both until Tarragona is profitable enough to create a physical delegation there.

Action 7. Customer acquisition in the Tarragona area.

Objective to which it contributes:

- 7. To increase the number of visits to the website by 20% compared to the previous year.
- 9. Maintain or increase turnover by 10 million euros.

Implementation period: 7 months **Budget:** 900€

Description: First of all, as mentioned above, the Benicarló office must be autonomous. Then a salesperson already incorporated in the company will be assigned to capture clients from Tarragona and supply them from Benicarló. When the clients reach the necessary turnover to cover the costs of personnel and infrastructure, the new branch will be opened.

Action 8: Create B2B

Objective to which it contributes:

- 3. Increase customer participation in the organisation.
- 4. Increase sales by 5% over the previous year by incorporating E-commerce (B2B)
- 7. To increase the number of visits to the website by 20% over the previous year.
- 9. Maintain or increase turnover by 10 Million euros.

Implementation period: 4 months **Budget:** 4560€

Description: In order to create the new online platform, it is necessary to look for information about companies that can provide this service and to determine the possibilities that the company has to offer the new service.

The project will start with a reduced budget to be able to start the project, once it starts to give benefits it will be provided with new items. To do this all ERP descriptions will have to be updated and images will have to be added to each product, so that later on the information can be returned.

Furthermore, a more attractive web page will have to be created to encourage people to visit our website.

Action 9. 5% discount on online sales.

Objective to which it contributes:

2. Achieve 85% customer satisfaction within 12 months.
3. To increase customer participation in the organisation.
4. To increase sales by 5% over the previous year by incorporating E-commerce (B2B).

Implementation period: 6 months **Budget:** 0€

Description: For the first 6 months a 5% discount will be offered to get our customers to make purchases through the online sales platform and depending on the impact a further 6 months of discount will be allocated to get and educate customers to make purchases through the platform.

Action 10. Target fast shop to another customer segment

Objective to which it contributes:

8. Achieve a 16% increase in sales margin over the next year.
9. Maintain or increase turnover by 10 million euros.

Implementation period: 6 months **Budget:** 19500€/year

Description: In the middle of the year 2021, a new business concept started in Sensa, which was introducing an express shop for the customer, but there have been deficiencies since the shop does not stock all the products for sale and the customer usually orders material from the warehouse, so the pace in the shop is the same as before.

For this new shop concept, it would have to be aimed at a different customer segment, namely the non-professional consumer. Since Sensa specialises in renewable energies, it would be useful to set up an exhibition with all the products related to sustainability and renewable energies so that customers could be able to carry out studies on the need for solar panels for their households or information on all the renewable energies available, as well as electric chargers etc... Sensa would have a list of installers, where the company would simply sell the equipment and offer the installation work to the professional and take a commission from the contractor, which is to be established by the company's manager. A person with the necessary skills will be trained for the job, through internal promotion or new recruitment.

Action 11. Create an online survey.

Objective to which it contributes:

2. Achieve 85% customer satisfaction within 12 months.
3. Increase customer participation in the organisation.

Implementation period: 12 months **Budget:** 0€

Description: It is important and necessary to get direct feedback from the customers, so during the first year surveys will be carried out directly by the sales staff, who will provide a quarterly report of 3 or 4 lines, giving feedback from their customers, both positive and negative. Thus, this action will not be provided with financial resources, with the aim of later providing a Tablet at the counter where customers can express their opinion on the service provided and

the quality of the products.

Action 12: Reduce slow-moving stock and improve warehouse efficiency.

Objective to which it contributes:

- 3. To increase customer participation in the organisation .
- 8. Achieve a 16% increase in sales margin over the next year.
- 9. Maintain or increase turnover by 10 million euros.

Implementation period: 12 months **Budget:** 0€

Description: By implementing ISO 9001 correctly in the organisation, the quality of the entire warehouse will be improved. Therefore, a direct channel will be created between the warehouse manager and the Quality Manager in order to transfer all the non-conformities of the warehouse and to carry out corrective actions to reduce all the low rotation stock and all the deficiencies of the warehouse.

8. TIMELINE

Through this table the time in which the action is expected to be carried out is indicated, there are actions that will be carried out throughout the year and others that are expected to be implemented over a limited period of time.













Table 3. Timeline


ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1. Create an interactive blog												
Action 2. Adapt two-monthly promotions												
Action 3. Create a loyalty programme												
Action 4. Implementing ISO 9001 correctly												
Action 5. Conduct performance appraisal of workers												
Action 6. Create delegate profile Benicarló												
Action 7. Customer targeting in the Tarragona area												
Action 8. Create B2B												
Action 9. 5% discount on online sales												
Action 10. Target express shop to another customer segment.												
Action 11. Create client survey												
Action 12. Reduce slow-moving stock and improve warehouse efficiency.												

Source: own elaboration

9. BUDGET

Table 4. Budget

ACTION	BUDGET	WHO DEVELOPS?
Action 1. Create an interactive blog	0 €	
Action 2. Adapt two-monthly promotions	0 €	
Action 3. Create a loyalty programme	0 €	
Action 4. Implementing ISO 9001 correctly	INTERNAL AUDITOR + BUREAU VERITAS PAYMENT = 3250€	  
Action 5. Conduct performance appraisal of workers	0 €	
Action 6. Create delegate profile Benicarló	0 €	
Action 7. Customer targeting in the Tarragona area	Petrol plus commercial allowances = 900€/ month aprox.	
Action 8. Create B2B	4.560 €	 
Action 9. 5% discount on online sales	0 €	

Action 10. Target express shop to another customer segment.	PERSON HIRING : 19.500€ AÑO	
Action 11. Create client survey	0 €	
Action 12. Reduce slow-moving stock and improve warehouse efficiency.	0 €	

Source: own elaboration

10. CONTROL

Table 5. Control

OBJECTIVES	MEASURING PERIODICITY	CONTROL METHOD
1. attract 10% of customers in the tarragona area	MONTHLY	on a monthly basis, the benicarló delegate will use the invoicing indicator in tarragona through erp where a new warehouse will be created to monitor the billing and this information will be transferred to the manager to check if the objectives are being met.
2. achieve 85% customer satisfaction over the 12-month period	QUARTERLY	each sales representative will draw up a quarterly report that will be sent to the quality department.

3. increasing customer involvement in the organisation

QUARTERLY

the use of the new b2b and comparative followers and likes will be reviewed on a quarterly basis.

4. increase employee motivation

QUARTERLY

a quarterly measurement will be carried out by means of the indicator of errors made, as the number of incidents is currently very high. in addition, a performance evaluation report will be drawn up every six months.

5. increase sales by 5%.

MONTHLY

the sales increase with the addition of b2b will be measured on a monthly basis through the billing indicator.

6. increased visibility express shop

MONTHLY

by means of the shop budget acceptor indicator the response of the fast shop will be measured.

7. increase the number of visits to the website by 20% compared to last year.

MONTHLY

with the google analytics tool, the number of visits to the website will be measured monthly.

8. achieve a 16% increase in sales margin over the next year.

MONTHLY

with the company's internal erp the margin on sales shall be calculated.

9. maintain or increase turnover by 10 million euros.

MONTHLY

with erp the turnover will be seen in comparison with the other months, in addition to a monthly follow-up to see if the objectives are being reached.

Source: own elaboration

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