



**UNIVERSITAT  
JAUME·I**

## **MARKETING PLAN OF**



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## **1. EXECUTIVE SUMMARY**

Horbagon S.L. is a company dedicated to the transport of goods by road, specifically, to the transport of all types of bulk goods. This company is located in Castellon and its main business is focused on offering its services to all interested clients both locally, nationally, and internationally. This organization has more than thirty years of experience in the sector and has always been characterized by offering a personalized service adapting to the needs of its customers respecting the environment as much as possible.

From its beginnings to today, there have been major events that have sown uncertainty within the company and have had to make decisions to always take advantage of opportunities and try to become a leading company in the sector by exploiting the high demand, above all, from the tile sector produced in Castellon.

Throughout this marketing plan, both the internal and external environments of the company have been analyzed. In the first place, the internal environment has been studied, where the mission, vision, and values have been described, in addition to analyzing all the resources that the company has available to know the strengths and weaknesses of the company.

Secondly, an analysis of the external environment has been made, differentiating the macroenvironment from the microenvironment. Through the macroenvironment, we have analyzed factors that do not directly affect the activity of the company and through the microenvironment, we have focused on factors that constantly interact with the company. With all this, we have detected different opportunities and threats.

With all this information, we have proposed 8 objectives to achieve in a period of one year. These objectives will be achieved through different marketing strategies, as well as the market penetration strategy to increase market share and profits, product development strategy and differentiation strategy to improve positioning and be able to stand out from the competition.

## **2. SITUATION ANALYSIS**

The analysis of a company helps those in charge to find problems and put into action strategies to address them, therefore an internal and external analysis must be made. The internal analysis consists of examining the features of the resources and capabilities of the company to detect the weaknesses and strengths which are available to face the problems. On the other hand, the external analysis consists of discovering opportunities and threats through the identification of events that happened in both micro and macro environments.

### **2.1 Internal Analysis**

#### **2.1.1 Presentation of the company**

Horbagon S.L was founded in 1992 and it is located in the industrial Estate Ciudad del Transporte, Castellón. It is a company dedicated to the transportation of merchandise by road, specifically, the transportation of every kind of bulk goods such as clays, feldspars, aggregates, cereals, fertilizers, and non-hazardous waste, among others.

Figure 1: Company truck



Source: *Horbagon S.L website*

The company was founded by three brothers inhabitants of the city of Castellon, who ran a family bar until the day one of them decided to de-link completely from that sector and opted for the transport sector, which was in high demand at that time. Therefore, he was followed by his brothers. And they grew little by little to this day, in which they have more than one hundred vehicles in their fleet and large facilities to carry out the entire organization of the company.

In the early years, they had Polvoriento tanker trucks for the transport of cement, ash, mortar, etc. They also had folding platforms tippers for palletizing, big bags, etc.

On the other hand, they were working in the building sector, both public and private, and in earthmoving works their specialized concrete mixers to offer their customers a personalized treatment to their needs.

With the arrival of different crises which have affected Spain throughout these last years, they had to decide to specialize in the transportation of merchandise by road of clays, felspars, and bulk land dedicated to the tile sector and put aside the rest of the vehicles they had on their fleet.

Lastly, we will comment on the organizational culture, in which the company has a **mission** to provide solutions to its customers through personalized service, adapting to their needs, and respecting the environment as far as possible, in addition, to enabling its employees to develop themselves in the professional and personal field.

Regarding the **vision** of the company, they aim to be a leading company, satisfying in time and form the needs of its customers through a safe service, timely and of the highest possible quality.

Finally, in relation to the **values** of the company we can highlight the trust and the commitment conveyed to its customers, through lasting relationships and quality services. They also bet on transparency and integrity in all their daily transport services. In addition, they are always aware and concerned for the safety of the staff and the merchandise, taking care of their state all the time so that they arrive in the best way for their customers. Respecting the environment is also one of its main values, since being a company dedicated to road transport they emit many greenhouse gases, which is why they are constantly proposing and taking action to meet the legal requirements.

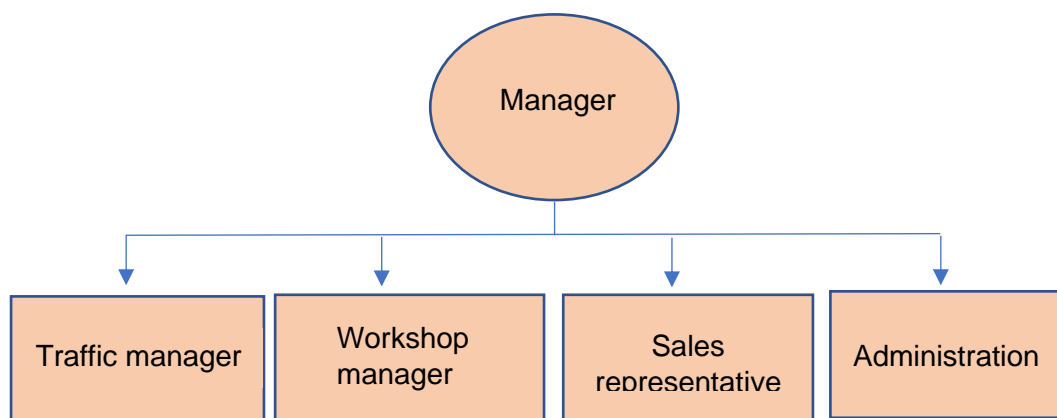
## 2.1.2 Company Resources

### 2.1.2.1 Human Resources

The company Horbagon S.L, as it is well indicated in its name, is a limited society with a unique administrator.

The organization located in the city of Castellon has approximately 170 employees, engaged in the transportation, vehicle repairs, and organization through the administration of this.

Figure 2: Organizational chart



Source: Own elaboration

More in detail, in figure 2 we see that all responsibility lies on the manager, who controls the entire organization and who is in charge of all the most important issues, as well as the main decision-making. In the case of Horbagon S.L., the manager has family backing, especially from his brothers.

The traffic manager, along with two other managers, who have certain different work areas, are responsible for controlling and distributing vehicles and drivers for the goods to reach their customers. In addition, they must consider all the available resources to carry out the management and the approach in the most effective and efficient way.

The workshop manager, along with his mechanics, is responsible for repairing any incident caused to the vehicles, carrying out all the maintenance that they require, and assisting drivers as much as possible on the road.



The sales representative is responsible for establishing relationships with new customers and retaining the company's current customers, providing them with the best services to meet their needs.

Finally, regarding the management department, they perform all the functions related to economic issues, from receiving invoices from suppliers and issuing invoices to customers, control of bank movements, issuance of payroll to the staff, etc.

### 2.1.2.2 Physical Resources

Regarding the physical resources of which it disposes of, the company has a main industrial building of approximately 5.000 m<sup>2</sup>, which makes up the core of relationships between the employees of the organization, located in the City of Transport, on Avenida de Europa, 107, Castellón de la Plana.

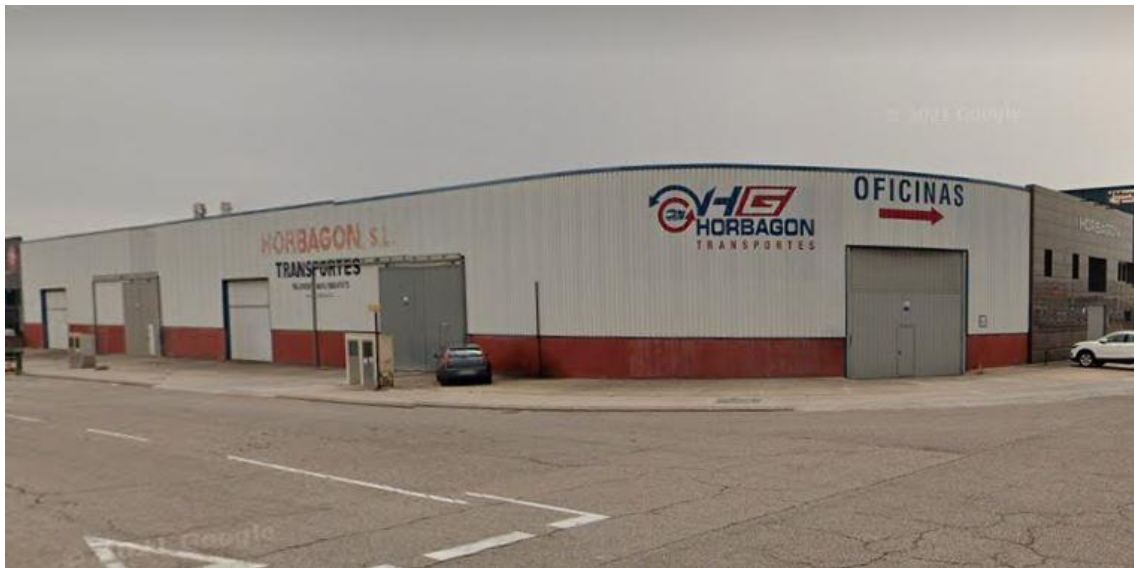
Figure 3: Company location



Source: Google Maps

The industrial building is constituted by the company's own garage for the repair of its own vehicles. Moreover, it has its own petrol pump with around one hundred thousand liters of capacity, so that all drivers have the ease of refueling with total quietness if they control the time of refueling so that it occurs in the building and not anywhere else where they cannot reach it. In addition, offices are also located in this industrial building.

Figure 4: Mian industrial building



Source: Google Maps

Additionally, they have another industrial building to park all vehicles when they are not in operation, furthermore, to have a car wash to be able to maintain all the vehicles clean at any time, especially so that there are no traces of raw materials when a truck makes material changes in its transport.

### 2.1.2.3 Technological Resources

Horbagon S.L. is a company committed to innovation and technology to be continuously adapted to new market trends.

On the one hand, we can highlight a system based on GPS technology incorporated in vehicles and designed for vehicle tracking. This system allows to obtain data accurately and to know where each truck is all the time so that managers can take advantage of efficiency with the aim of organizing work closer or the most suitable for each driver. With

this technology, it is always monitored the situation and phase in which the goods are, so that both the company and the customer are aware of the transport.

On the other hand, each truck has incorporated a technological system to detect how many hours each driver has been on the road and so automatically send a warning for them to take a break. In addition, it checks how many hours the driver has been driving, since driving hours must not exceed nine hours daily or fifty-six hours a week.

#### 2.1.2.4 Financial Resources

The financial resources of a company are the set of assets that make up its patrimony to carry out its financial activity. Thereby, its resource is necessary for all functions that occur within the company.

At the end of 2020 the company Horbagon S.L. has the following data as the most important:

Table 1: Financial situation in euros

Current Asset	6.299.185	
Non-Current Asset	13.501.879	
Total Assets		19.801.064
Equity	9.116.633	
Current Liabilities	3.981.383	
Non-Current Liabilities	6.703.048	
Total Liabilities		10.684.431
Working Capital	2.317.802	> 0
Economic Profitability	7,95%	
Financial Profitability	17,27%	

Source: Own elaboration. Data: Sabi

As we can see in the table above the current asset of the company is greater than its current liabilities, so we can make sure that the entity has no problems with short-term liquidity, that is, it can meet its most immediate debts, as consequence, it has a working capital greater than zero.

In the case of liabilities, the company has a debt of 53,96%, which we can consider appropriate since this value is between 40 and 60%.

Furthermore, the company Horbagon obtains economic profitability of 7,95% and financial profitability of 17,27%. The first is used to determine the profit generated by the asset, while the second measures the net profit ratio generated in respect of the company's own funds. Therefore, the organization has quite good profitability which means that they generate benefits.

With the data provided by the SABI database, we can conclude that the company is in a good economic situation.

### 2.1.2.5 Marketing Resources

#### PRODUCT AND SERVICE

When we talk about the products that the company has, on the one hand, we must focus on the trucks they use to carry out their activity and offer their services. It has a fleet of more than one hundred and thirty trucks specialized in bulk goods for subsequent service to the factories of the province. In addition, these trucks are also used for the transport of fertilizers to farmers' cooperatives or to farmers themselves, that is, to the national and international final consumer.

Figure 5: Load truck



Source: Horbagon S.L website

It also has a logistics center where all necessary raw materials are stored as clays and feldspar, where the mixing and drying tasks are performed for subsequent distribution to atomization facilities in the tile sector. This action is considered a service that the organization makes to those companies which can't do this kind of work, thus it comes at an extra cost.

Figure 6: Logistics Center



Source: [adhesiuscastello.com](http://adhesiuscastello.com)

In addition, the logistics center has weighing platforms to control the number of tones transported by the truck and to calculate the quantity to be delivered to the customer on every trip. Finally, they have four loaders to carry out all the tasks of loading and unloading materials as well as any movement of raw materials inside the warehouses.

Figure 7: Loader of the logistics center



Source: *Periódico Mediterráneo*

## PRICE

When we talk about the prices set by the company Horbagon S.L. we have to focus on the distance travelled by the truck between the point of loading and the point of unloading, in the market competition and in the tons loaded by each truck, so that we can observe that these variables are changing because not all the trips made by the different trucks are the same and consequently they do not have the same price.

The company considers the price of the market competition to later fix its own price, many times lower than this because its costs and its location allow it.

Moreover, the company sets supplements to its customers on holidays and at night work since these working hours are also paid to the driver at a higher price. The stipulation of prices and their control is carried out through the parties made by drivers when loading materials.

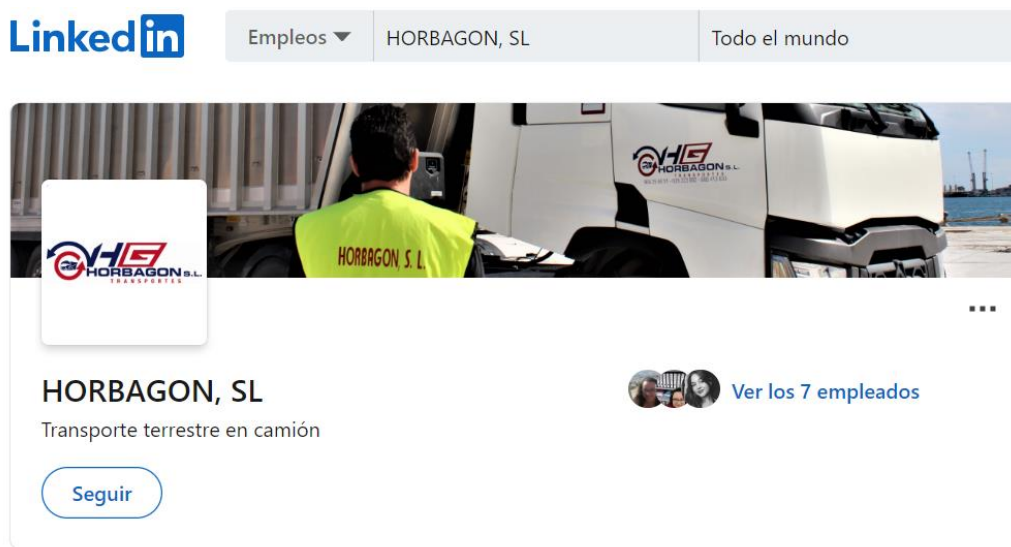
On the other hand, it should be noted that the logistics center is divided into fourteen boxes and each of them is rented to different companies to store their own material. In this case, customers pay a price for that rental in addition to all the material that comes into the logistics center, to finally be transported to the different companies that are rented, this has an increase in the price for the internal machinery for stacking, mixing,

drying, and loading such trucks since all the works carried out in the warehouse are developed by the company Horbagon S.L.

## COMMUNICATION

When we talk about the communication strategies that Horbagon S.L. makes we can refer to their website where they publish all kinds of job offers and more relevant news. They also have a profile on the LinkedIn app to have closer contact with all interested parties.

Figure 8: LinkedIn profile



### Sobre nosotros

Empresa dedicada al transporte de mercancías por carretera con más de 25 años de experiencia en el sector y una flota de más de 100 vehículos para poder dar un servicio eficaz y acorde a las necesidades de nuestros clientes.

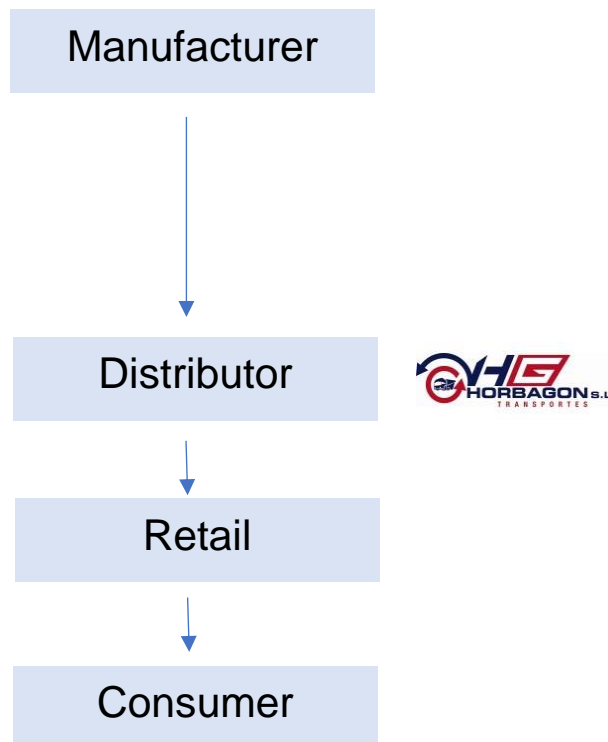
Source: *LinkedIn*

On the other hand, during the last seasons before the covid pandemic, they advertised in the Estadio de la Cerámica of Villarreal C.F, where during all the meetings the company was announced on the advertising screens, also during the break they had 15 seconds of announcement in the megaphones of the stadium.

## DISTRIBUTION

Horbagon S.L. acts as an intermediary in the distribution channel, that is, in most cases, it acts as an agent between the producers and the factories or their customers its figure takes place at level two of the distribution channel.

Figure 9: Level 2 of the distribution channel



*Source: Own elaboration*

On the other hand, it is also worth noting its opening hours since it adapts quite well to its workers and clients. Office hours are from 08:00 a.m. to 07: p.m. on working days, the workshop hours are from 07:30 a.m. to 07:30 p.m. in addition to being available 24 hours a day in case of breakdowns on the routes. Finally, the transport schedule is 24 hours, always adapting to the needs of the clients and respecting the hours of driving of the workers.



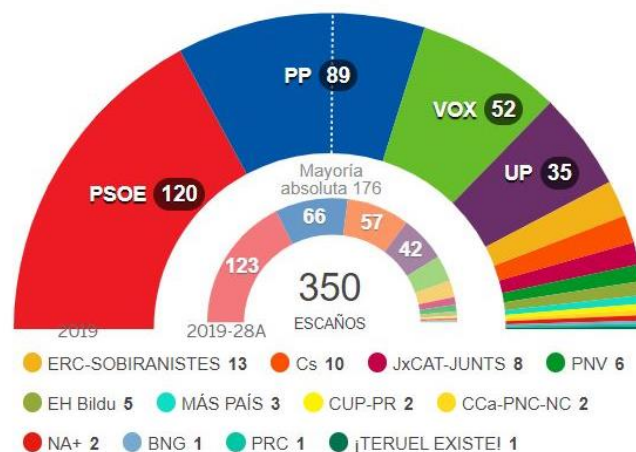
## 2.2 External Analysis

### 2.2.1 Macroenvironment (PESTEL Analysis)

#### 2.2.1.1 Political factors

In 2019, Spain suffered a political blockade because, in the elections of 28<sup>th</sup> April Pedro Sánchez was the most voted candidate, but he did not have enough support to be invested, so he didn't become acting president until the 10<sup>th</sup> of November when new elections were held. After political instability, in these new elections, the first coalition government was formed between the Partido Socialista Obrero Español (PSOE) and Unidas Podemos (UP). Graphic 1 below shows the results of these elections.

Graphic 1: Election results from November 2019

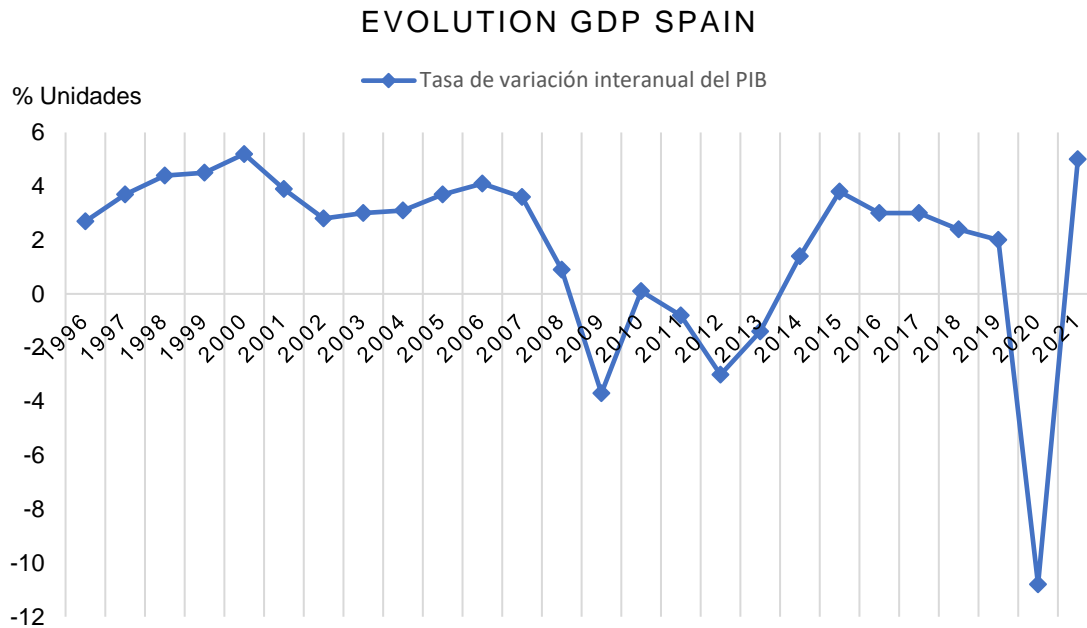


Source: EIPaís.com

#### 2.2.1.2 Economic factors

The Spanish economic situation has oscillated through a long process of economic expansion since the crisis originated in 2008, where a great recession took place and a subsequent recovery produced from 2014. In graphic 2, we can see an evolution of Spain's GDP from 1996 to the economic recession of 2008 and its recovery until 2019.

Graphic 2: Evolution of the GDP of Spain

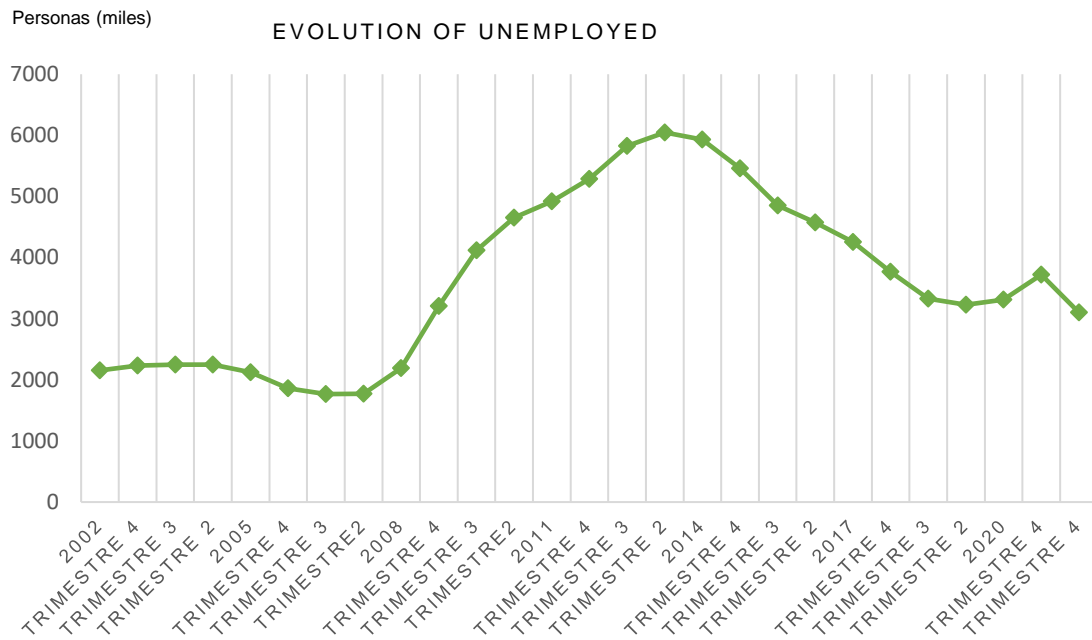


Source: Own elaboration, Data: INE, [www.epdata.es](http://www.epdata.es)

This growth situation changed radically at the beginning of 2020, due to the health crisis caused by COVID-19 and the impact of the necessary measures for its detention, which entailed measures such as mobility restriction and the economic activity, which was affected by its closure, except for essential activity. In the second half of the year, following the end of the state of alert, the economic situation continued recovering gradually in the third half of the year.

With the arrival of 2021, one of the waves of the pandemic had a very relevant impact on economic activity, to which was added to the adverse effects of climate caused by storm Filomena. So, we can say that these effects significantly hampered the economic growth in Spain. As soon as the contagion rate of the so-called wave was reduced and the vaccination process increased, the Spanish economy could continue its recovery slowly, incorporating this way most workers who were in ERTE and restoring 90% of employment affected. In graphic 3 we can see the evolution of the number of unemployed people in Spain, highlighting the recovery in 2021 after the health crisis:

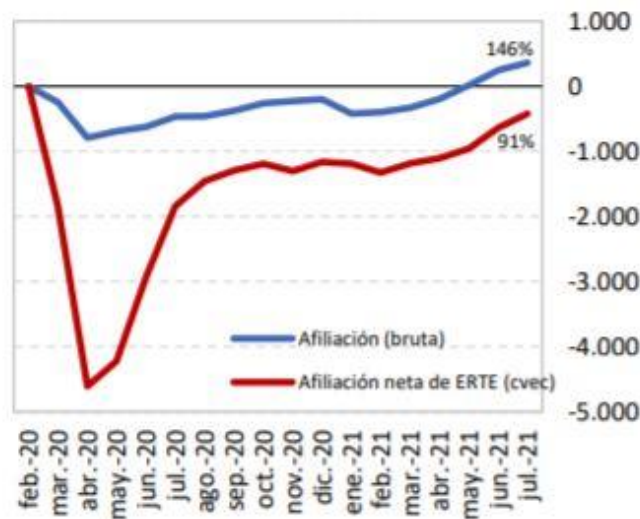
Graphic 3: Evolution of the number of unemployed in Spain



Source: Own elaboration, Data: INE, [www.epdata.es](http://www.epdata.es)

In graph 4, we see the recovery of lost employment in the period February and May 2020, and its improvement until June 2021:

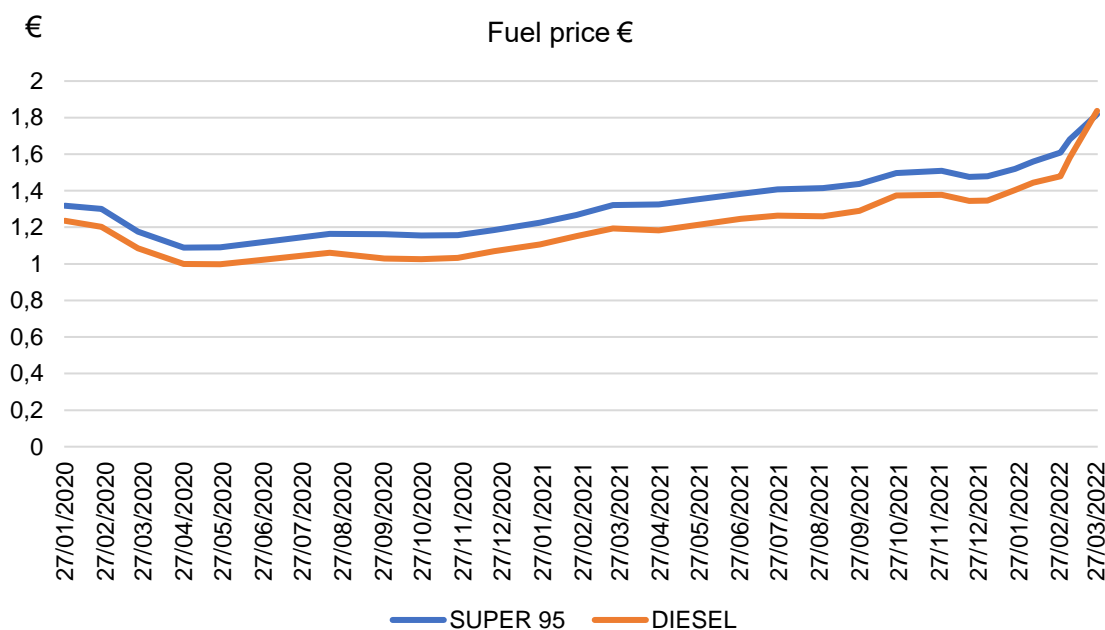
Graphic 4: Employment recovery



Source: Ministerio de Inclusión, Seguridad Social y Migraciones. Versión interactiva.

Finally, it should be noted the impact of the tax increase on the fuel price in the field of transport, which in the last year has reached its historic maximum and it has caused many drivers to be unable to face the rise of this expense.

Graphic 5: Fuel evolution in €



Source: Own Elaboration. Data: Datosmacro

To understand why the price of fuels has risen it must be analyzed what makes up its price since not everything depends on a single variable. Then, we will explain the different reasons related to the offer and the demand, exchange rate, international political context, transport, etc.

First, we need to know that Spain is a country that imports more than 98% of hydrocarbons, which are subject to the intervention of different governments. Most of these exporting countries belong to OPEC (Organization of Oil Exporting Countries), with the main objective that the value of the barrel does not fall, and is stable and high, so that it does not make attractive the investment in other types of energies. The problem lies in the decision made during the recovery from the pandemic, which consisted of maintaining the same levels of production during the same period, where there was a fall in demand caused by limited mobility. This has caused that, with the recovery of normal life, the demand increases, but not supply, a consequence that simulates the rise of the price.

Secondly, it should be noted that the type of exchange rate between the US currency and the euro since the payment of oil is normally made in dollars. Currently, the price of the euro has devalued and when changing to dollars it costs us more to buy the same barrels as before.

Finally, we should mention the 50% of taxes, which are divided into Value Added Tax, Minerals Oils Tax, and Excise Tax for retail sales of certain hydrocarbons.

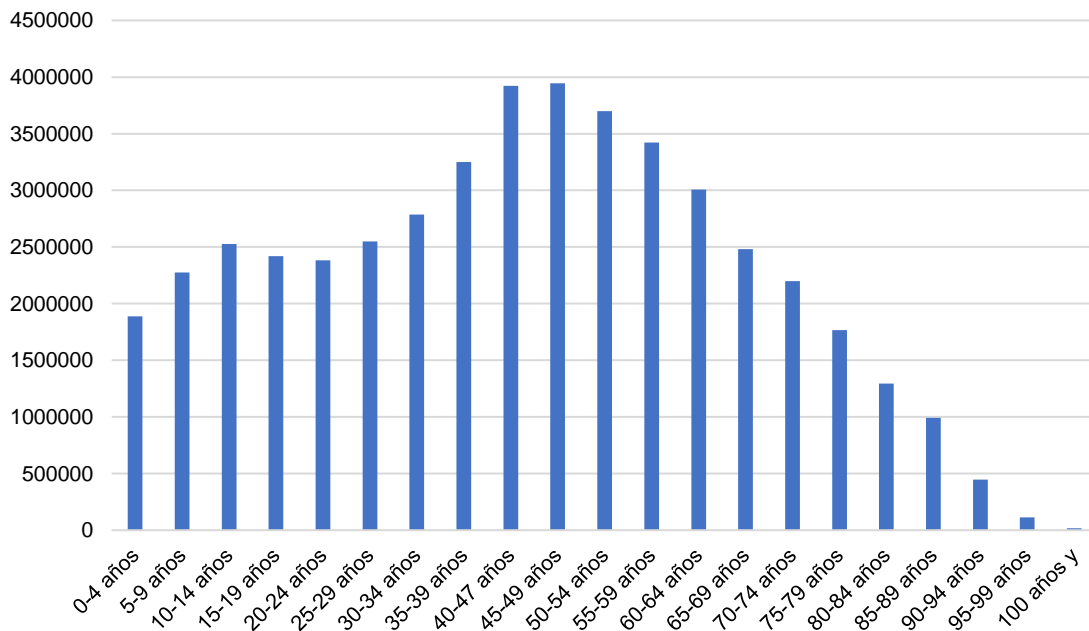
All these events have caused many companies or self-employed drivers cannot face this rise in spending, a fact that has led many drivers to go out on the roads to protest the rise in prices of fuel.

To avoid these strikes, the President of the Government has announced a reduction of 20 cents per liter in the price of fuel from April 1<sup>st</sup> to June 30<sup>th</sup> so far.

2.2.1.3 Sociocultural factors

Spain ended 2021 with a population of 47.326,687 people. In this case, it is a significant number of inhabitants, but among its main characteristics, we can emphasize that the structure of the population is governed by a process of aging, as today there are more deaths than births in the country, an aspect that concerns companies. In graphic 6 we can see the structure of the population by age during 2021:

Graphic 6: Spanish population 2021



Source: Own elaboration, Data: INE

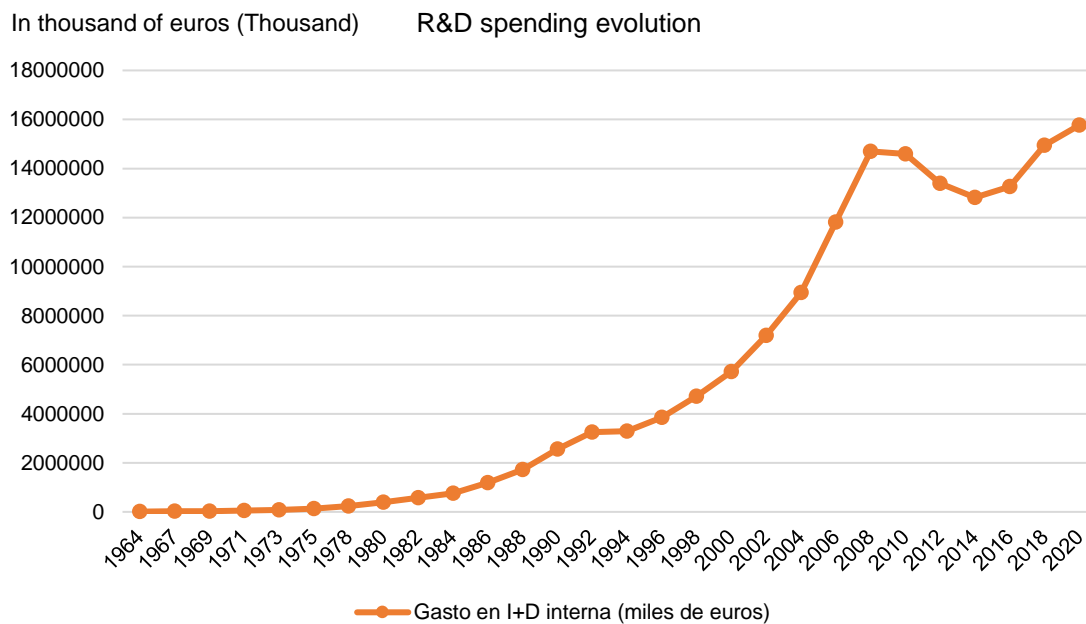
This aging of the Spanish population has a major impact on the transport sector due to the lack of young truck drivers, who are not attracted by the poor working conditions. As a result, some measures have been carried out to improve the integration of young people into the sector, such as for example the reduction of the minimum age for type C driving license to 18 years of the age provided that he has a certificate of professional competence (CAP) regulated by Royal Decree 284/2021 which regulates the initial qualification and continuing training for drivers. In addition, companies will have to make great efforts to retain and attract young employees.

### 2.2.1.4 Technological factors

Today, technology has become a key element for the survival of companies in the market in which they compete. The same is happening in the road transport sector, due to the use of various technologies to improve the logistics and delivery of the product to their respective consumers.

In Spain, the technological environment in which it is located is increasing due to spending on Research and Development by the public sector, which improves productivity and innovation opportunities for businesses. Graph 7 shows the evolution of R&D spending in Spain.

Graphic 7: R&D spending evolution



Source: Own elaboration, Data: INE, [www.epdata.es](http://www.epdata.es)

New technologies can have a major impact on process improvement through the supply chain with the aim of improving productivity and service provided by transport companies. From the different existing readers up to geolocation to offer and added service that is adapted to the customer needs.

On the other hand, the use of technology has completely revolutionized our day to day, because we always have a diversity of systems that allow us to make online purchases or from anywhere in the world. This has allowed us to modify our consumption habits. So, businesses have had to adapt to meet the needs of their consumers, which has caused an increase in sales by the ease that customers have had when making purchases. In addition, the use of social networks has facilitated contact between companies and customers thus providing the necessary information and communication between both.

In conclusion, we can say that technology does not stop growing, having to adapt to it quite quickly all companies that want to survive in different sectors, adopting new technologies will help them grow and improve their business.

#### 2.2.1.5 Environmental factors

In recent years, consideration of the environment is increasing and is on the rise being the most respectful of the ecosystem for its negative impacts that reasonably affect all inhabitants of the planet. If we go into the transport sector, we find that it is one of the most polluting in the world due to the large amounts of gases emitted in the atmosphere.

According to the data obtained in table 2 update in November 2020 but with data until 2018, we can observe the amount of emissions that eject the different modes of freight transport. It should be noted that road transport nationally accounts for most polluting carbon dioxide emissions due to its increases use.

Table 2: Emissions of polluting gases (ton) in the transport of goods

Gas	Carbon Dioxide				
Type of Traffic	National				
Way	Road	Railway	Aerial	Maritime	National Total
2013	<b>74.834.247</b>	243.278	2.394.986	1.586.593	<b>79.059.104</b>
2014	<b>75.702.379</b>	244.183	2.379.508	1.011.039	<b>79.340.438</b>
2015	<b>78.380.905</b>	244.183	2.478.759	1.340.706	<b>82.444.553</b>
2016	<b>80.437.330</b>	233.547	2.675.024	1.904.479	<b>85.250.380</b>
2017	<b>81.788.700</b>	243.734	2.804.809	3.034.920	<b>87.872.163</b>
2018	<b>82.663.131</b>	251.622	3.030.149	3.128.590	<b>89.073.493</b>

Source: Own elaboration. Data: Ministerio de Fomento. (OTLE)

According to AECOC, an association of manufacturers and distributors, transport companies must implement serious measures to reduce the volume of greenhouse gases, including the use of computer applications to control traffic and limit fuel consumption, the awareness of efficient driving or the use of natural gas vehicles.

### 2.2.1.6 Legal factors

At present, nationally, the road freight sector is governed by the regulations developed in 1987 by the Land Transport Planning Act, also known as "LOTT". In addition, it is regulated by the Regulations of the Land Transport Management Act, "ROTT".

In addition, Spain is within the Contract of International Road Freight Transport (C.M.R) done at Geneva on 19<sup>th</sup> May 1956. This agreement is obligatory when border transport is carried out and when the country of origin or destination is a country acceding to the CMR. The agreement includes all necessary information about the transport route, from who sends the goods, who transports them and who is the recipient of it, all with its data identification. In addition, it collects data such as the place of collection and delivery, how and who pays for the transport, etc. With all this information it is delimited who assumes responsibility in the case of mistakes or problems when making the journey.



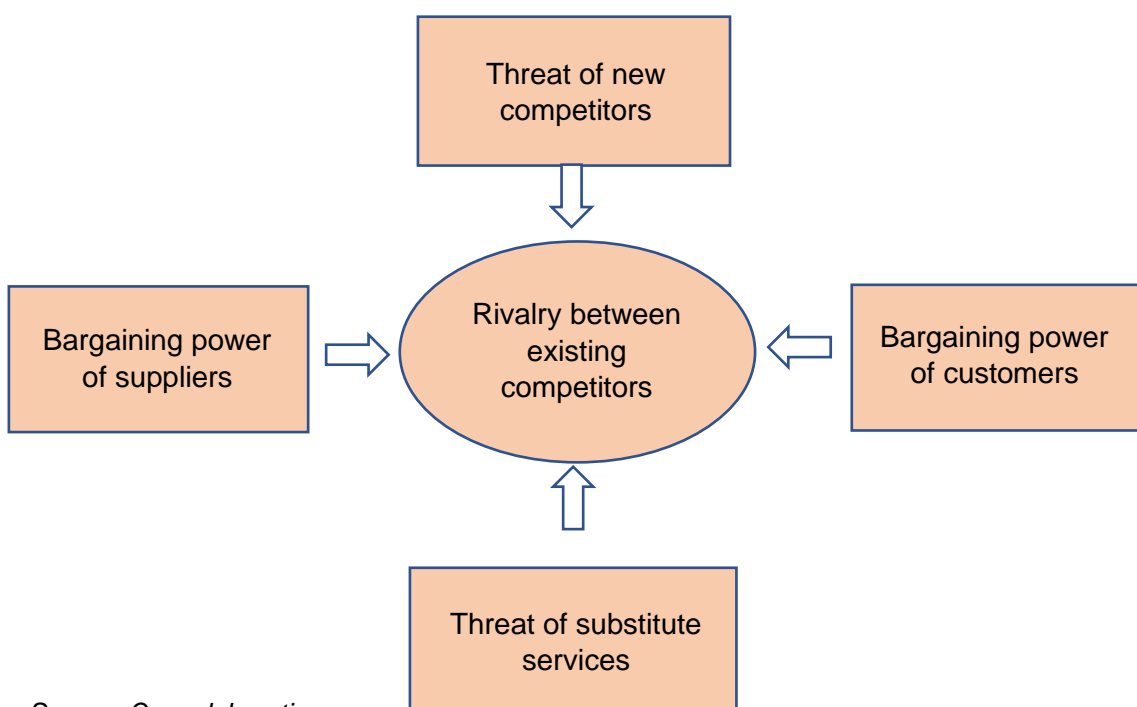
On the other hand, we have highlighted the legal measures imposed with the arrival of the Covid-19, which had a significant impact on the political environment with the entry of the first contagions in the country, which led the Spanish government to approve radical measures to stop the pandemic. With the approval of the ‘state of alert’ the free movement of citizens was limited, and the closure of hotels, restaurants, and cultural, artistic, and sporting premises among many other measures to carry out the containment. However, drivers and transport companies were essential to maintain the supply to all the companies that continued their activity, for example, within the legal framework established for transport companies we can highlight the law “27/3/2020 Resolution of March 26, 2020, the Directorate-General for Land Transport, with the temporal exception of compliance of rules on driving and rest times in transport of goods”.

**2.2.2 Microenvironment**

To carry out the microenvironment analysis, we are going to analyze the strategic model developed by Michael Porter.

We are going to develop each one of Porter’s five competitive forces to analyze the sector and the ability they have to influence profit-making as their degree of competence. With all this, we will be able to find strategies to mitigate the opportunities and threats of the sector.

Figure 10: Porter’s 5 competitive forces



Source: Own elaboration

### 2.2.2.1 Bargaining power of customers

The bargaining power of customers is the extraordinary ability that users have when buying goods and services from companies for their own benefit. Therefore, companies must consider the ability of customers to protect their own interests, as they will always look for companies to provide them with better quality conditions and prices.

In the case of Horbagon, customers are private companies using the products purchased to produce other types of products, so the company must consider different factors that may imply a greater bargaining power of its customers. First, because it belongs to a sector that is made up of a large business volume, customers can easily switch from one supplier to another because the exchange costs decrease and consequently increase its power negotiator. On the other hand, if the company offers a personalized service such as guaranteeing its customers services that are not offered by the competition, it will increase its value and it will make it more difficult for the customers to make decisions when changing companies since the costs of change have increased and therefore its power to negotiation has decreased.

Finally, we must highlight the threat in the vertical integration sector backward from customers, as it can happen that many customer companies decide to purchase their own private means of transport to perform themselves freight transport, thus managing its own conditions. To compete against this, the company must take advantage of all its experience to work professionally and offer quality services.

In conclusion, due to the high number of freight companies, we can say that the bargaining power of customers is high.

### 2.2.2.2 Bargaining power of suppliers

The bargaining power of suppliers is their superior capacity to sell the products, materials, goods, or services that the companies need to carry out their business. This bargaining power will increase if the supplier is able to contribute to the company's decision-making when purchasing its products, on the contrary, this power will decrease when the supplier is not able to influence the company's decision.

The main suppliers of the company Horbagon S.L are those who supply it to carry out its activity, specifically, we can highlight those who manufacture transport vehicles, insurance agencies, tire suppliers, suppliers of office equipment, and fuel suppliers, among many others. To determine its power, you must consider the following factors:

First, suppliers of vehicles, insurance, tires, and office equipment offer undifferentiated products from the competition, so they will not have a large company's decision-making power, since the company will have different alternatives of suppliers that offer it better conditions such as quality or price.

Second, the switching costs of suppliers are low due to the similarity of the products offered, which causes the indifference of companies when choosing the suppliers.

### 2.2.2.3 Threat of new entrants

When we talk about the entry of new competitors into an industry, we mean the ease with which they operate and compete in the sector, a principle that increases current competition and negatively influences the attractiveness of the industry.

It is necessary to develop the various factors that act as barriers to entry for determining how attractive a sector is, since the more attractive it is, the more potential competitors there will be, and vice versa.

First, it should be noted the basic requirements laid down in Law 16/1987 of 30 July on Land Transport Management where article 45 establishes compliance with the requirement of good repute, which consists in the absence of offences and penalties imposed by the commission of offences relating to commercial, social, or labor matters, road safety or land transport planning by the undertaking and its transport managers.

In addition, it is necessary to have professional training and licenses corresponding to the driving of such vehicles, such as the driving license and the Certificate of Professional Aptitude (CAP). To obtain the latter, an initial examination must be carried out, and to be able to keep it active, continuous training must be followed and renewed every five years.

On the other hand, the initial expenditure involved in carrying out the activity in this industry represents another barrier to entry, since at least it is necessary to have a suitable vehicle; in addition, as discussed above, there is a large investment in training.

In short, the high level of entry barriers in this sector makes it difficult the entry of new competitors and makes an unattractive industry to them, which is a positive point in favour of companies that are part of the industry currently.

#### 2.2.2.4 Threat of substitute products

We will consider those substitute goods are those that can satisfy the needs of the consumer through different characteristics that can call the attention of the customer and can be replaced.

In the case of road freight transport, we can consider that all means of transport are substitutes, although to a greater extent rail transport is the biggest competitor. Air and sea transport need places and infrastructure to carry out their activities, such as airports or ports, they are also transports with higher costs. For its part, rail transport is faster over long distances and is the less polluting transport, however, compared to the transport of goods by road there are few advantages.

In terms of the advantages that we can highlight compared to the other means of transport, we find some like, road freight transport offers a personalized service delivering the goods in the place indicated by its customers, and it has the possibility to agree on delivery times so that the goods are delivered at the time the customer needs them.

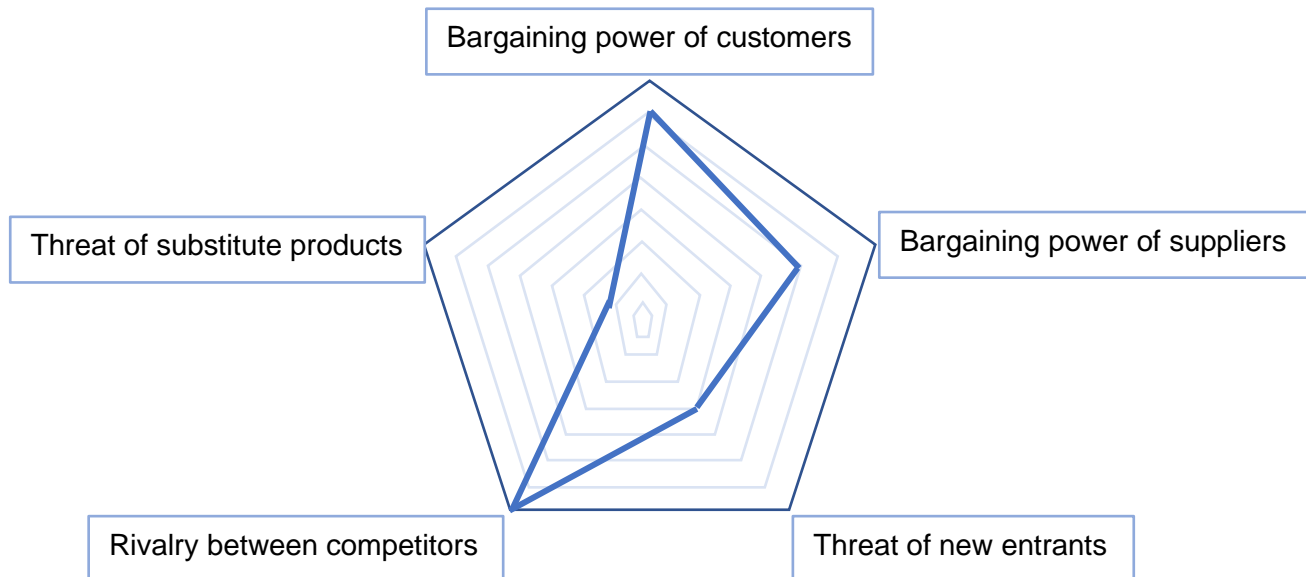
Finally, the threat of substitute products is low for Horbagon S.L.

#### 2.2.2.5 Rivalry between competitors

To carry out the analysis of the rivalry between competitors affecting the company, we will focus on the province of Castellon, comparing it with the companies providing similar services to the same customer group.

Currently, the road freight sector consists of many companies, so there is a great rivalry among them. In addition, the service they offer is very little differentiated, which causes the price to play a fundamental role when hiring the service, increasing this way the competition.

Graphic 8: Influence of Porter's Five Forces on Horbagon



Source: Own elaboration

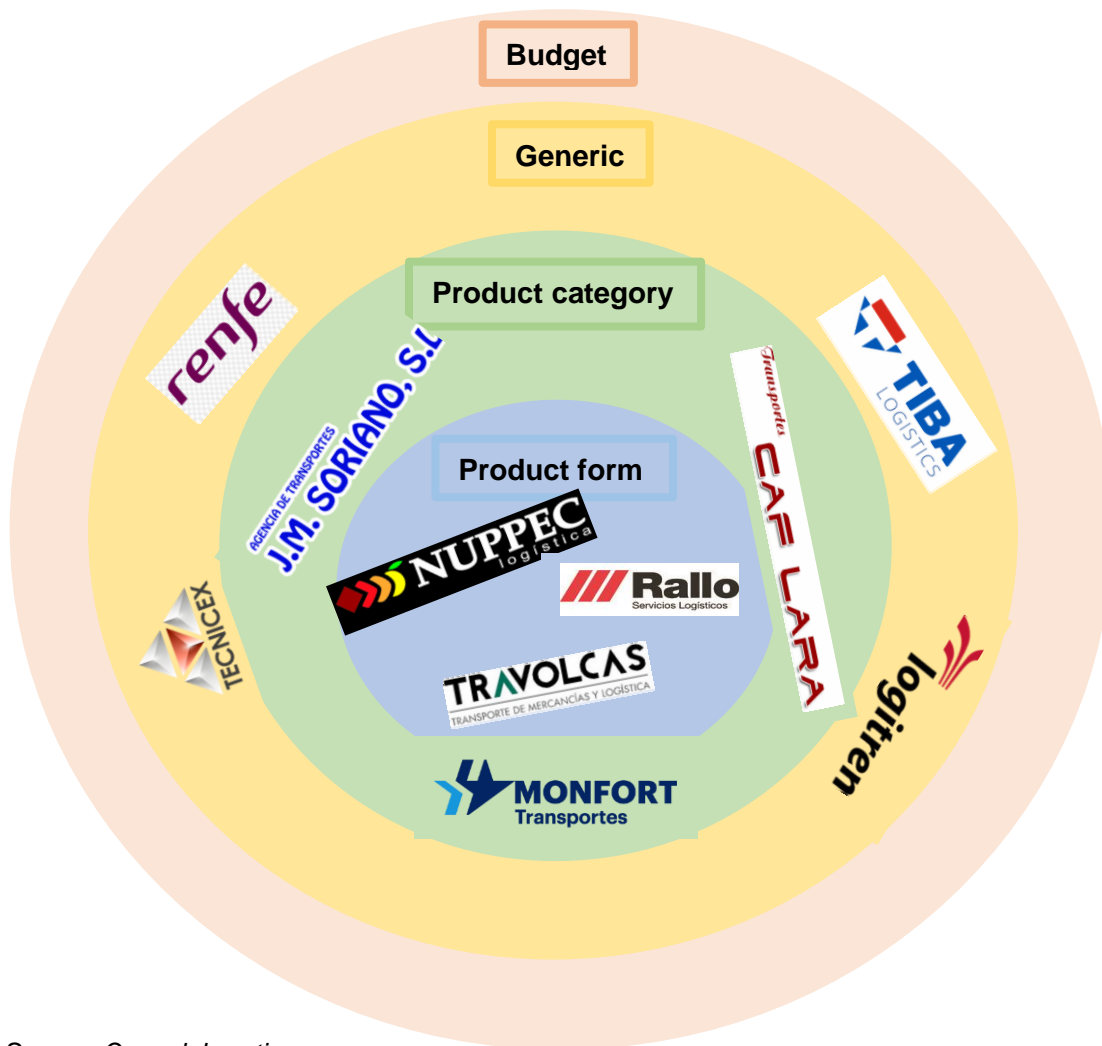
## 2.2.3 Competitive analysis

### 2.2.3.1 Level of competence

Competitive analysis is a process through which companies detect the main competitors of the company, to subsequently carry out on an analysis and evaluation of its objectives, strategies, strengths, and weaknesses to know who attacks or avoids, in addition to getting a competitive advantage against them.

Nest, we will carry out the analysis of the levels of competition from the consumer point of view.

Figure 11: Competence levels



Source: Own elaboration

- Competition in the form of a product refers to all those products and services that have the same attributes, satisfy the same necessity, and are aimed at the same market segments in which Horbagon S.L, competes. As we can observe in figure XX, some examples are the companies Nuppec logistics, Rallo and Travolcas.
- Competition in product category: these are all products that have the same characteristics but with different presence of the same, that is, they only share the technological alternative. In our case, it refers to all undertakings engaged in the transport of goods by road irrespective of the material they transport. For instance, Monfort Transportes, Transportes Caf Lara and J.M Soriano S.L.

- Generic competition: in this category, we include all those companies that offer products and services that meet the same need, that is, all means of transport engaged in the transport of goods such as railway, maritime... For example, we have the companies Renfe, Tecnicex, Logitren and Tiba logistics located in the same relevant market as Horbagon S.L.
- Budget service: in terms of budget, includes any services where consumers can spend the same budget instead of spending it on our services.

### 2.2.3.2 Main competitors

#### **Rallo Transports:**

The company Rallo is a family organization founded in 1980, with more than forty years of experience in the road freight sector, specifically bulk goods, chemicals, and groupage loads.

Figure 12: Rallo Company truck



Source: Rallo website

This company offers **services** focused on the transport of goods by road, by **general loading** of full loads or groupage of big bags, palletized, etc. In addition, it also offers **bulk solids** services, by tubs and tanks for bulk raw materials of the ceramic industry,

mining, and food industry. Finally, it offers the transport of **chemicals** such as liquid caprolactam, fertilizers, etc.

Figure 13: Different types of company transport



Source: Rallo website

Moreover, the company also offers **storage services** in its facilities to then transport the necessary materials to final customers. They have facilities of  $150.200\text{ m}^2$  with sectored ATEX warehouses to identify and delimit the areas in which explosive atmospheres may be formed, taking the necessary measures to prevent it. In addition, they have an operating capacity of 10.000 tons daily.

Its storage facilities are on the one hand covered, with four types of industrial warehouses from  $500\text{ m}^2$  to  $1750\text{ m}^2$  and boxes up to  $3500\text{ m}^2$ . On the other hand, it can be open storage with two outdoor camping areas of  $54.500\text{ m}^2$ .

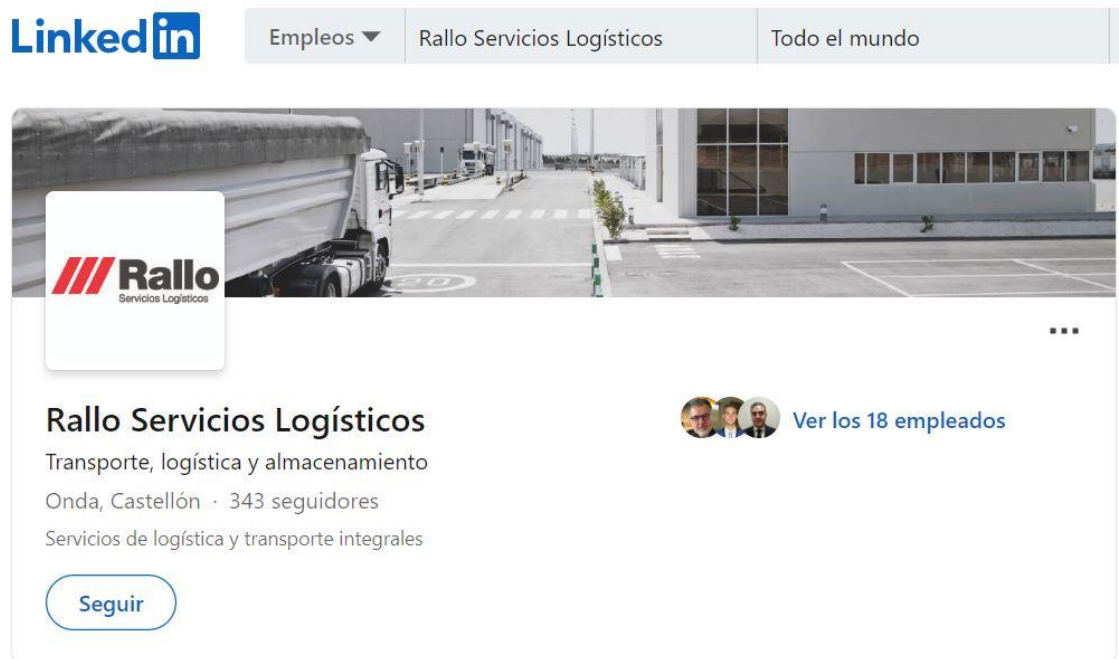
As regards the **distribution** carried out by the company, this acts as an intermediary in the distribution channel and it is characterized by offering national and international road transport throughout the European Union, mainly France and Italy. It has as delivery rates, express transport of 48 hours on routes from the ceramic zone to France, and regular service from Italy / France to Spain.

Rallo S.L **communication** strategies are composed of its website web where you can find all kinds of information about the company, with a presentation about the company,



its services, facilities, most relevant news, and its contact, where it can be included the data and the curriculum of people who are interested in their job offers. They also have a profile on the LinkedIn app.

Figure 14: Profile of LinkedIn



Source: LinkedIn

### **Nuppec Logística:**

Nuppec Logistics is a company dedicated to the transport of goods by road with more than twenty years of experience in the sector, optimizing and adapting to the needs of their customers.

Figure 15: Nuppec company truck



Source: Nuppec website

About the **services** offered by the company, it must be noted the diversification of the products they offer to give a customized solution to each typology of client.

Firstly, they offer transport for the **fruit and vegetable** sector to act as an intermediary between distributors, markets and then to reach the final consumer with different types of vehicles to guarantee entry to any terrain.

Part of their fleet is also destined for the transport of **raw materials in bulk** aimed at various sectors, ceramic industries, mining, all with shifts adapted to get the goods to their customers when they need them.

In addition, they have **transport with tank** services for the ceramics and their derivatives.

Also, they dedicated part of their fleet to **refrigerated transport** equipped with the latest technology to maintain the cold chain of all transported products.

On the other hand, they offer a **gas station** service open to the public 24 hours a day.

Finally, one of its specialties is **general transport** aimed mainly at the tile industry.

Figure 16: Types of company transport



Source: Nupecc website

As regards distribution strategies, the company acts as an intermediary to reach different customers, whether final consumers or retailers, their acting scope is local, national, and international. In figure 17, we can see how their main routes are divided:

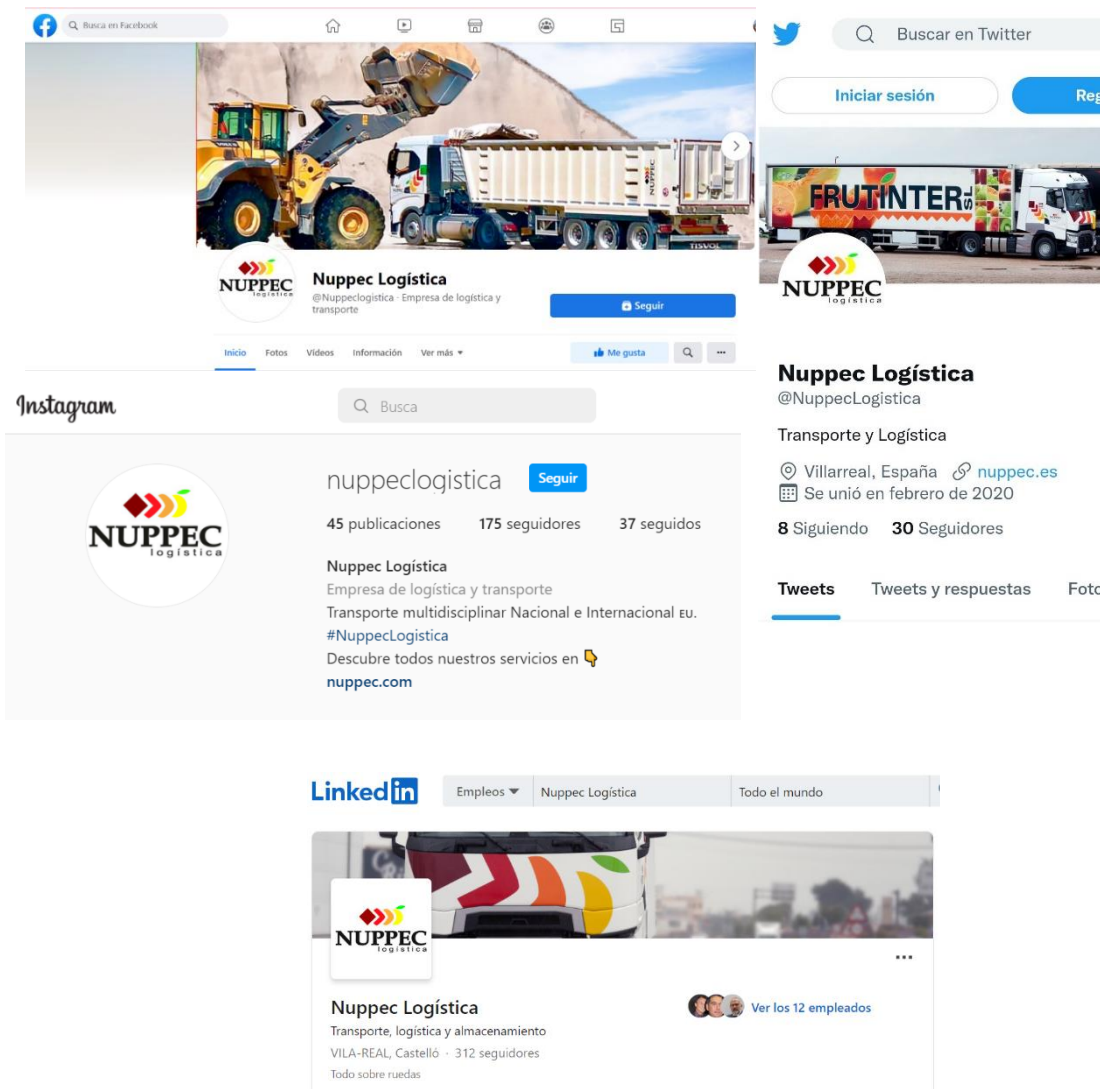
Figure 17: Main routes of the company



Source: Website Nupecc

Finally, the communication strategies carried out by the company are mainly through their website, in addition to being very well positioned with the use of digital marketing through different profiles on social networks Facebook, Instagram, Twitter, and LinkedIn.

Figure 18: Social media



Source: Redes sociales de Nuppec

### Travolcas:

The company Travolcas is a cooperative located in the towns of Onda created in 1995 to provide bulk freight transport service, promising that the orders always arrive in time and with maximum security, rigour, and control.

This company only offers **bulk transport service** of goods by road.

Figure 19: Travolcas Truck







Source: Website Travolcas

Regarding the **distribution** they carry out, we will consider it as a company acting as an intermediary to deliver materials to customers and covering territory at national and international levels. On the other hand, to cover the national scope have the following delivery rates, where all bulk transport can be delivered in less than 24 hours, in addition to both national and international scope can provide normal service with a request from 48 hours before or express service with a request from 24 hours before.

Finally, when we talk about the **communication** strategies used by the company, we need to mention the company's website and Facebook's social networks.

Table 3: Competition analysis

Strategies				
<b>Services</b>	Bulk transport service.	Bulk transport service, general and chemicals products.	Bulk transport service, general, refrigerated transport, fruit and vegetable sector, and	Bulk transport service.

			transport with tank.	
<b>Distribution</b>	Local, national international levels.	Local, national international levels. 48 - hour express transport to France and regular service from Italy/France to Spain.	Local, national international levels.	Local, national international levels. Bulk deliveries in less than 24 hours. Normal and express service
<b>Communication</b>	Website and LinkedIn profile.	Website and LinkedIn profile.	Website and LinkedIn profile and on the social networks of Facebook, Instagram, and Twitter.	Website and Facebook social network

## **2.3 Market analysis**

### **2.3.1 Sector analysis**

One of the variables to be considered when analyzing the sector in which Horbagon S.L. is located is that in 2018 the companies dedicated to transport of goods by road represented more than half of the total sector, namely 52% (Graphic 9). However, it should be noted that this has been growing over the years due to the reduction of companies caused by the crisis in the period 2008-2014, where behind it lies a certain stabilization compared to the number of companies in the European Union in 2018.

Graphic 9: Number of companies in Spain



Source: Observatorio Transporte y logística 2020

On the other hand, the transport of goods by road represents only 29% of the value of the total production of the sector, where we can observe that since 2008 there is a clear trend in the relative weight that falls on the sector, approaching the average values recorded in Europe (23%). In graphic 10 we can see them.

Graphic 10: Production value in Spain



Source: Observatorio Transporte y logística 2020

In addition, in table 4 we can observe that in 2019 the internal mobility of goods noticed an increase compared to the previous year by the increase of 4.66% of the transport of goods by road, a fact that has compensated the fall of the rest of modes. However, if we compare it with previous figures to the crisis produced in 2008, we can see that the maritime mode is the only one that has recovered and has even exceeded by 3.86% these figures.

Table 4: Evolution of internal freight transport (thousands of tons) by modes, 2007, 2018, and 2019.

	2007	2018	2019	Var. 2019 / 2018	Var. 2019 / 2007
Road	2.353.352	1.396.292	1.461.425	+4,66%	-37,90%
Railway	26.859	24.121	21.451	-11,07%	-20,13%
Aerial	102	65	59	-9,39%	-42,20%
Maritime	49.597	51.616	51.514	-0,20%	+3,86%

Source: Own elaboration Data: Informe Annual del Observatorio del Transporte

As regards the international carriage of goods, the maritime mode is the main responsible in this area. In 2019, more than 461 million tons were transported, a +0,2% compared to the previous year, although it should be noted that during that year all modes showed positive behaviors with rates of growth. Table 5 shows:

Table 5: Evolution of international freight transport (millions of tons) by mode 2007, 2018 and 2019.

	2007	2018	2019	Var 2019 / 2018	Var 2019 / 2007
Road	107,76	111,95	115,04	+2,8%	+6,8%
Railway	4,41	4,13	4,48	+8,4%	+1,4%
Aerial	0,42	0,88	0,95	+7,4%	+127,5%
Maritime	380,46	460,38	461,25	+0,2%	+21,2%

Source: Own elaboration Data: Informe Annual del Observatorio del Transporte

According to the sectoral observatory DBK, the main database of market studies of Spain, classified by sectors and products, the sector of the transport of goods has recovered its previous figures to the pandemic, with a volume of business of 18.800 million euros which represents a growth of about 7% compared to 2020 in the Iberian Peninsula. However, due to the increase in costs such as the price of fuel and short-term labor, a high pressure in the profitability is expected.



Table 6: Iberian Road transport market

	Spain	Portugal	Total, Mercado Ibérico
Number of companies	104.424	7.718	112.142
Market (mil. Euros)	14.670	2.880	17.550
Market in value (% var. 2020/2019)	-5.2	-4.6	-5.1
Market in value (%var. 2021/2020)	7	7.6	7.1

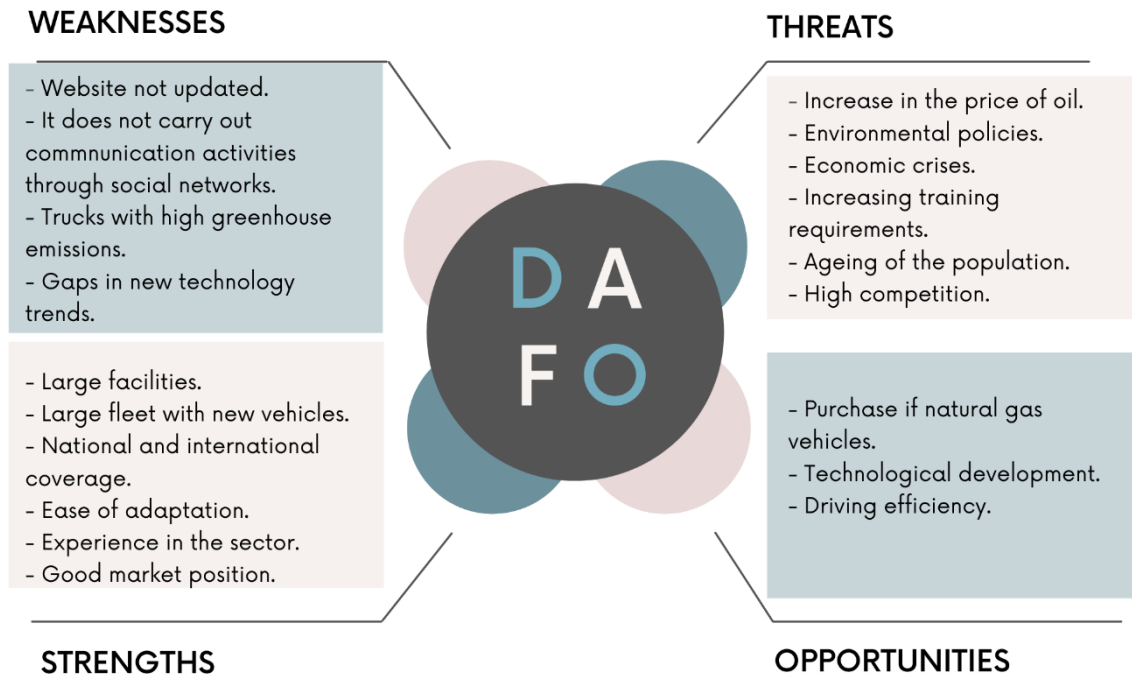
Source: Own elaboration, Data on: El Mercantil

In table 6, we see that in 2020 there was a break in the upward trend of market value that had been maintained in previous years, so that the sector turnover decreased in that year by 5,1% compared to 2019, to 17.550 million euros. Spain had a higher negative impact if it is compared to Portugal, where the Spanish market registered a rate of -5,2% compared to the fall of 4,6% in Portugal.

As regards the sectoral offer, this market is characterized by the high atomization, with many small businesses in addition to high participation of self-employed people, who generally operate a single vehicle. In 2020, 112.142 transport companies were operating in the Iberian market.

### 3. SWOT ANALYSIS

Figure 20: Swot analysis



Source: Own elaboration

#### 3.1 Strengths

👍 Large facilities: they have large warehouses well equipped and very well located in the city of transport of Castellon, the office and the warehouses have the most used facilities to avoid having to rely on external suppliers.

👍 Large fleet with new vehicles: the company has a fleet of approximately 115 trucks, in recent years they have been able to renew the older ones and they have in mind to expand over the years.

👍 National and international coverage: it is a transport company by road that has reach throughout the Spanish territory, in addition to the possibility to deliver all the necessary goods internationally, always thinking of the consumer.

👍 Ease of adaptation: the company Horbagon S.L. always tries to adapt to its customers so that they can meet their need, for example. If an organization

suddenly needs its services, it will adapt itself so that they can reach it, provided they can take care of the quality of the materials.

👍 Experience in the sector: the organization has more than 30 years of experience in the sector.

### **3.2 Weaknesses.**

👎 Website not updated: website with little information and news outdated, very old, does not transmit the mission, vision, values or the history and experience in the sector.

👎 It does not carry out communication activities through social networks: omission of direct marketing to be known through social networks.

👎 Trucks with high greenhouse emissions: trucks that emit carbon dioxide and nitrogen oxides because they're diesel engine, a fact that harms the environment.

👎 Gaps in new technology trends: use of some technologies to improve transport but lacking many innovations in incorporation into their systems.

### **3.3 Opportunities**

+ Purchase of natural gas vehicles: the purchase of these vehicles can reduce greenhouse gas emissions and over the years achieve a reduction in costs.

+ Technological development: it can develop a strong advantage over the competition if it is differentiated through technology.

+ Driving efficiency: this method achieves a reduction in fuel consumption, increases safety, reduces emissions.

### **3.4 Threats**

⚠️ Increase in the price of oil: these increases may make the company unable to cover the high costs and have to reduce them in some way, and it may also be affected by other problems associated with this rise, such as the protests of drivers, that have sometimes delayed deliveries.

- ⚠ Environmental policies: policies that seek to prevent and reduce high emissions to the atmosphere and cause restrictions when driving on the road.
- ⚠ Economic crises: economic impacts that can provoke the fall in demand and consequently to produce the closure or unemployment when reducing the workforce.
- ⚠ Increasing training requirements: high requirements for obtaining and maintaining the truck driving license resulting in a decrease in qualified transporters for driving.
- ⚠ Ageing of the population: the Spanish population is ageing, a fact that provokes the loss of many drivers and the lack of young drivers who do not know the sector.
- ⚠ High competition: nowadays, the freight transport sector by road is composed of many companies, which offer a service poorly differentiated and facilities when changing companies.

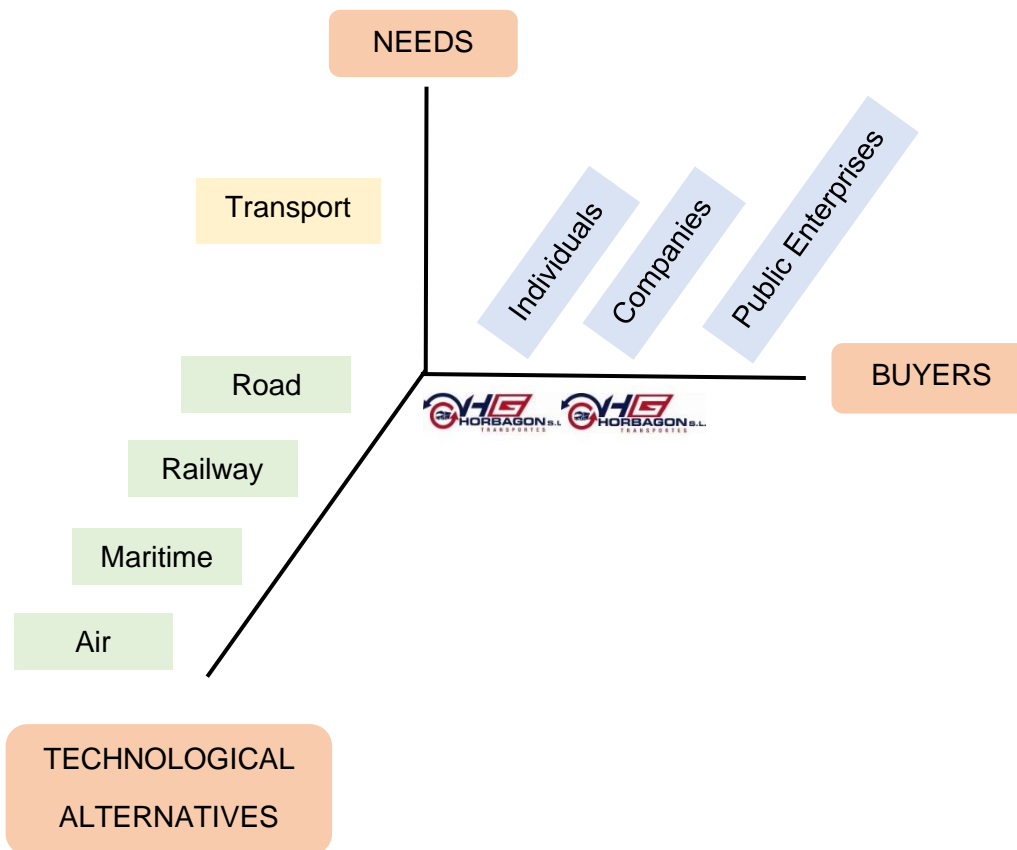
## **4. MARKET SEGMENTATION**

### **4.1 Reference market**

The relevant market can be defined through the set of consumers who share the same necessity and satisfy it through technological alternatives. Following, the figure 21 shows the existent relationship between needs, buyers, and technological alternatives of the company Horbagon S.L.

More specifically, the market through which Horbagon S.L. operates consists first of buyers belonging to the segment of private companies, which require their services to produce their own products. In addition, it is also composed of individual buyers such as farmers. In this case, the segments named above need to meet the necessity for freight transport through the technological alternative by road to get the goods to their location.

Figure 21: Current relevant market of Horbagon S.L



Source: Own elaboration

#### 4.2 Segments

Once we have identified the reference map that covers the product market, we will identify the following consumer segments of the company dedicated to the transport of goods by road Horbagon S.L.

➔ **Private entities:** they are companies of all kinds that need their products to carry out their productive activity transforming materials to sell them then, among which they interact as intermediaries. We can highlight the following types of companies:

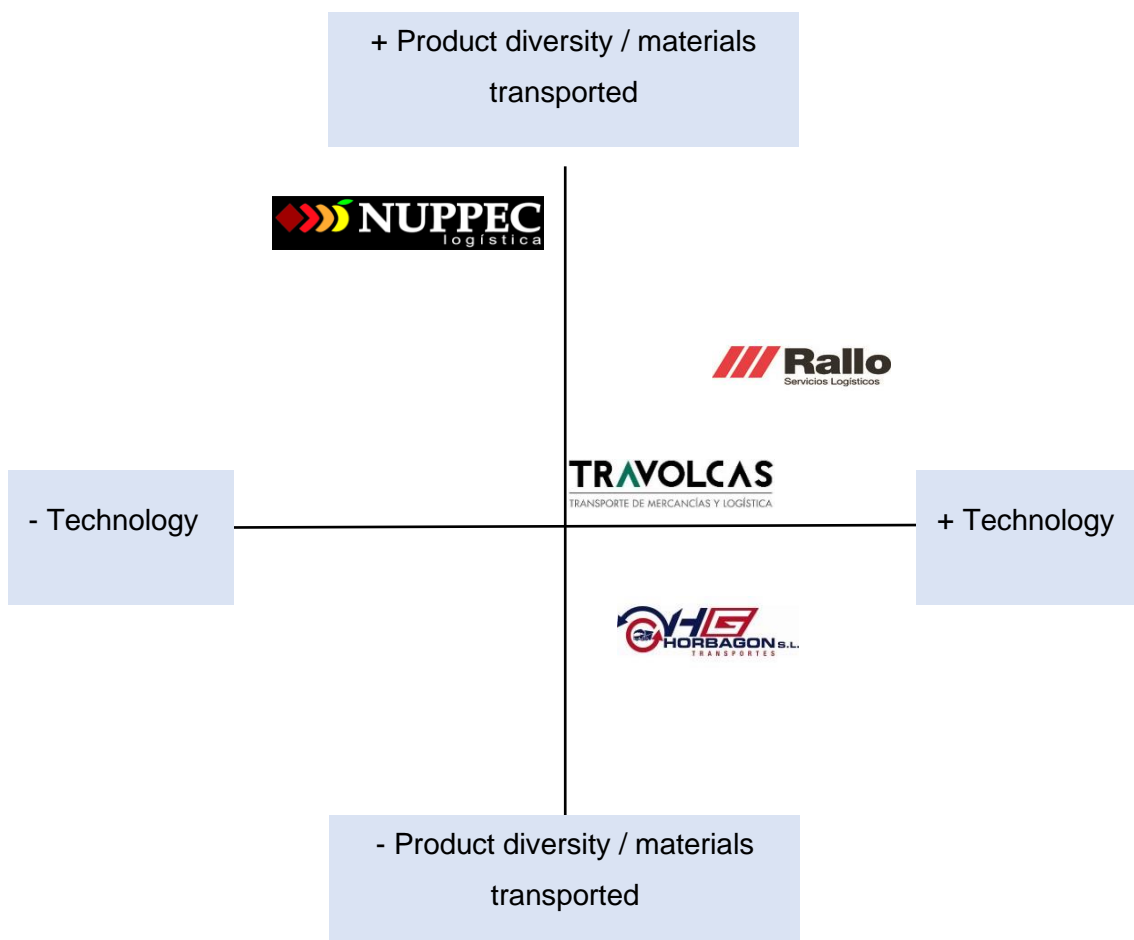
- Companies engaged in the manufacture of ceramic products such as the Keraben Group, Grespania, which need mainly materials such as clay to be able to manufacture their own products and then market with them.
- Companies dedicated to food, such as the company Harinera del mar, for which all types of wheat and cereals are transported so that it can carry out the production of flour.

- Companies dedicated to the production of cement that require different types of ground and clays.
- **Final consumers:** in this segment the type of profile that best fits the company are consumers who need their services for their own use of materials, such as farmers who need fertilizers for their gardens.

### 4.3 Positioning

Once we have identified the different segments to which the company is directed, we will show the positioning map, which will show the perception that customers have about the company and its main competitors. In this case, the variables that we will have to consider comparing companies will be the diversity of products or materials transported and the technology used in their means of transport. In figure 22, we can see:

Figure 22: Company positioning map



Source: Own elaboration.

## **5. MARKETING OBJECTIVES**

### Objectives of business relationship

1. Increase the number of customers by 5%.
2. Increase the number of visits to the website by 10%.
3. Increase online interaction with customers through social networks by 15% in one year.
4. Have 95% of customers satisfied.

### Objectives for the management of marketing activities

5. Reduce the impact of the environment by 15%.
6. Reduce delivery times by 10%.
7. Increase sales by 15% next year.

### Business financial goals

8. Increase Horbagon S.L profits by 10% during next year.

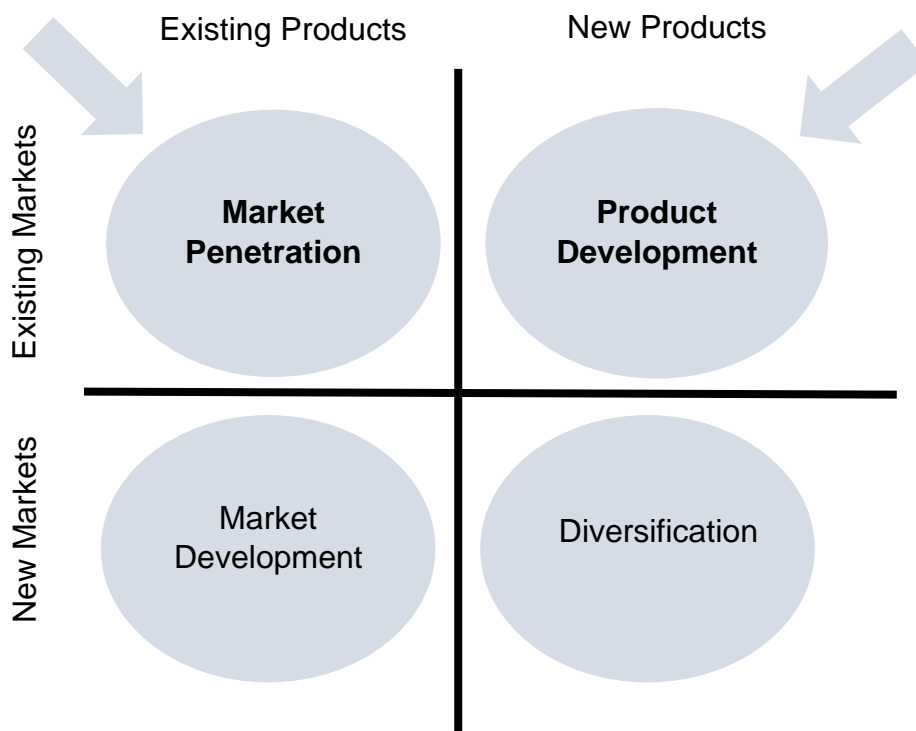
## **6. MARKETING STRATEGIES**

Once the competitors have been identified and analyzed and the objectives proposed, it is time to establish marketing strategies to increase competitive advantage and thus increase the value offered to the company customers. In this case we will focus on three types of strategies: growth and diversification strategies, competitive strategies, and strategies according to competitive advantage.

### 6.1 Growth and diversification strategy

To carry out the analysis of the growth strategy that the company should follow to achieve the objectives, we will use the Ansoff Matrix, which relates products and markets according to whether they are new or current (Figure 23):

Figure 23: Ansoff Matrix



Source: Own elaboration

In the first place, considering the different strategies that the Ansoff Matrix shows us, the company Horbagon should follow the **market penetration** strategy with the objective of increasing the market share and its profits with the same products that it has. This company has the advantage of knowing very well the market in which it operates for various reasons and can grow more with its own services. The actions that will be carried out to achieve this purpose will be explained in the next point.

Second, the company has to adopt a **product development** strategy, since if we compare the services offered by the company with the competition we can observe, that the product portfolio of two of its competitors is broader, therefore, it must include new models to offer different services.



## **6.2 Competitive strategies**

In reference to Kotler's competitive strategies, which focus on the market share that each company dominates and the type of actions with which they compete, we can see that the company Horbagon follows the **follower** strategy with the main objective of following the leader. However, by opting for this position, the company has managed to achieve business success through specialization and its good position in the market.

## **6.3 Strategies according to competitive advantage**

In relation to the strategy according to the competitive advantage, the company must adopt the **differentiation** strategy that allows it to improve its positioning through certain actions and be able to stand out from the competition. As we have already mentioned before, policies and concern for the environment are increasing, therefore, the company will carry out actions such as purchase of vehicles that produce low emissions to differentiate itself from the competition and improve its positioning.

## **7. ACTION PROGRAMS**

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

Table 7: Summary of action plans

<b>ACTIONS</b>	<b>OBJECTIVES</b>
<b>ACTION 1</b> Increase product portfolio to offer more services.	1.- Increase the number of customers by 5%. 7.- Increase sales by 15% next year. 8.- Increase Horbagon S.L profits by 10% during next year.
<b>ACTION 2</b> Incorporate natural gas vehicles into the fleet.	5.- Reduce the impact of the environment by 15%. 8.- Increase Horbagon S.L profits by 10% during next year.
<b>ACTION 3</b> Optimization of delivery routes	4.- Have 95% of customers satisfied. 5.- Reduce the impact of the environment by 15%.

	6.- Reduce delivery times by 10%.
<b>ACTION 4</b> Set delivery times	4.- Have 95% of customers satisfied. 7.- Increase sales by 15% next year. 8.- Increase Horbagon S.L profits by 10% during next year.
<b>ACTION 5</b> Modify and update website	1.- Increase the number of customers by 5%. 2.- Increase the number of visits to the website by 10%. 7.- Increase sales by 15% next year.
<b>ACTION 6</b> Create profiles on social networks Instagram and Facebook	1.- Increase the number of customers by 5%. 3.- Increase online interaction with customers through social networks by 15% in one year. 7.- Increase sales by 15% next year.
<b>ACTION 7</b> Obtain ISO 9001 certification	1.- Increase the number of customers by 5%. 4.- Have 95% of customers satisfied. 5.- Reduce the impact of the environment by 15%. 7.- Increase sales by 15% next year. 8.- Increase Horbagon S.L profits by 10% during next year.
<b>ACTION 8</b> Offer a 2% discount every three orders in row	1.- Increase the number of customers by 5%. 4.- Have 95% of customers satisfied. 7.- Increase sales by 15% next year. 8.- Increase Horbagon S.L profits by 10% during next year.

Source: Own elaboration

## **7.2 Product / Services decisions**

### **ACTION 1: Increase product portfolio to offer more services.**

**Objectives to which it contributes:**

- 1.- Increase the number of customers by 5%.
- 7.- Increase sales by 15% next year.
- 8.- Increase Horbagon S.L profits by 10% during next year.

**Execution period:** 6 months

**Budget:** 600.000€

As we have mentioned before, if we compared the services offered by the Horbagon company with the services offered by the competition, we see that there is a great opportunity to increase the product portfolio with a new line. That is why it is proposed to offer new container transport services by road to take advantage of intermodal transport and obtain all the possible advantages of the Port of Castellon. In addition, the company must take advantage of all its infrastructures and resources so that it does not entail a higher cost, since the purpose is to increase its market share and profits through the offer of new services.

### **ACTION 2: Incorporate natural gas vehicles into the fleet.**

**Objectives to which it contributes:**

- 5.- Reduce the impact of the environment by 15%.
- 8.- Increase Horbagon S.L profits by 10% during next year.

**Execution period:** 6 months

**Budget:** 650.000€

Today, the transport sector is considered one of the most polluting, due to their high amounts of emissions released into the atmosphere. That is why, Horbagon company plan to incorporate natural gas vehicles, to contribute to the reduction of these emissions. The incorporation of this type of vehicles will be done gradually year after year to renew the fleet as the vehicles change, since each year the company incorporates

approximately an average of ten vehicles due to the increase in demand and with the purpose of modernizing the fleet.

### **7.3 Price decisions**

#### **ACTION 8: Offer a 2% discount every three orders in row**

**Objectives to which it contributes:**

- 1.- Increase the number of customers by 5%.
- 4.- Have 95% of customers satisfied.
- 7.- Increase sales by 15% next year.
- 8.- Increase Horbagon S.L profits by 10% during next year.

**Execution period:** 1 week

**Budget:** Free

The company always tries to seek improvements in its day to day and to have a good relationship with customers. To achieve most of the objectives, it is proposed to give a discount to those customers who trust them to carry out their services. The discount consists of a 2% reduction in the price on the invoice of the third order, that is, they have to make three orders in a row.

### **7.4 Distribution decisions**

#### **ACTION 3: Optimization of delivery routes**

**Objectives to which it contributes:**

- 4.- Have 95% of customers satisfied.
- 5.- Reduce the impact of the environment by 15%.
- 6.- Reduce delivery times by 10%.

**Execution period:** 2 months

**Budget:** 3.500€

With the purpose of satisfying the needs of customers and ensuring the health of all citizens, the company continually seeks solutions to transport goods as efficiently as possible. Considers that the installation of a control system in his trucks and in the devices of those managers is a good option, so that they always control the situation of the routes and can make changes with time in case of traffic problems. In addition, those in charge of ordering orders from each carrier will have the option to consider who is in best place to get them to their destination as quickly as possible.

Among the benefits that can be found, we see the reduction in fuel costs, reduce polluting gas emissions, tracking of vehicles in case of being stolen, customer satisfaction and availability if information always.

#### **ACTION 4: Set delivery times**

<p><b>Objectives to which it contributes:</b></p> <p>4.- Have 95% of customers satisfied.</p> <p>7.- Increase sales by 15% next year.</p> <p>8.- Increase Horbagon S.L profits by 10% during next year.</p>
<p><b>Execution period:</b> 3 months</p>
<p><b>Budget:</b> Free</p>



Today it is very important to maintain a good relationship with customers and maintain loyalty between both, since, due to the high level of competitiveness, customers can easily change suppliers, so the company have to offer a satisfactory experience to improve the reputation of the company.

In the first place, to meet the delivery deadlines, the company must carry out an adequate organization to know at each moment the step that it has to follow. Know how to manage distribution coordinate between colleagues to be able to deliver all merchandise to customers on time.

In this case, the company must establish delivery terms so that its customers can calculate their forecasts in time and thus be able to place the necessary orders, however, they will always be able to contact the company on time if they urgently need the merchandise and thus reach an agreement so that it can be delivered if there is transport available.

Due to the high demand that the company has, to ensure customers that their goods will be delivered, they must place orders 48 hours before if they are within the Valencian Community, on the other hand, at the national level, orders must be made 52 hours in advance. Finally, internationally, the delivery time is 72 hours, with these deadlines, the company will be able to organize and coordinate all deliveries immediately and efficiently.

## **7.4 Communication decisions**

### **ACTION 5: Modify and update website**

**Objectives to which it contributes:**

- 1.- Increase the number of customers by 5%.
- 2.- Increase the number of visits to the website by 10%.
- 7.- Increase sales by 15% next year.

**Execution period:** 1 month

**Budget:** 2.000€

The website of a company is very important to make it known, to communicate and to project all the information of interest to its clients.

Through the website all the news about road transport will be offered, in addition to all the possible information about the company, as well as its services, its most relevant news, its job offers, etc.

### **ACTION 6: Create profiles on social networks Instagram and Facebook**

**Objectives to which it contributes:**

- 1.- Increase the number of customers by 5%.
- 3.- Increase online interaction with customers through social networks by 15% in one year.
- 7.- Increase sales by 15% next year.

**Execution period:** 1 month

**Budget:** 2.000€

Social networks are a good tool to reach consumers and get new customers, can interact more closely with people, and keep them informed all times.

Figure 24: Instagram publication



Source: Own elaboration

**ACTION 7: Obtain ISO 9001 certification**

**Objectives to which it contributes:**

- 1.- Increase the number of customers by 5%.
- 4.- Have 95% of customers satisfied.
- 5.- Reduce the impact of the environment by 15%.
- 7.- Increase sales by 15% next year.
- 8.- Increase Horbagon S.L profits by 10% during next year.

**Execution period:** 1 year

**Budget:** 10.000€

The company Horbagon S.L. is continually looking for improvements and solutions in factor related to quality services, management of the impact of the environment and consequently for projects to the future, with the aim of satisfying the needs of customers without suffering any alterations in any of their forecasts. This is way the company intends to obtain ISO 19001 certification, to comply with the regulations of the sector, guarantee the safety of the transported goods, reduce their environmental impact, and deliver the products in the most efficient way possible.

The ISO 9001 standard can be achieved with the proper definition, planning and execution of the processes, always seeking the appropriate quality, safety, and responsibility standards.



## 8. SCHEDULE

Table 8: Schedule

<b>ACTION</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>ACTION 1:</b> Increase product portfolio to offer more services.												
<b>ACTION 2:</b> Incorporate natural gas vehicles into the fleet.												
<b>ACTION 3:</b> Optimization of delivery routes.												
<b>ACTION 4:</b> Set delivery times.												
<b>ACTION 5:</b> Modify and update website.												
<b>ACTION 6:</b> Create profiles on social networks Instagram and Facebook												
<b>ACTION 7:</b> Obtain ISO 9001 certification.												
<b>ACTION 8:</b> Offer a 2% discount every three orders in row												

## 9. BUDGET

Table 9: Budget

<b>ACTION</b>	<b>RESPONSIBLE</b>	<b>BUDGET</b>
<b>ACTION 1:</b> Increase product portfolio to offer more services.	Manager	100.000€ each truck
<b>ACTION 2:</b> Incorporate natural gas vehicles into the fleet.	Manager	130.000€ each truck
<b>ACTION 3:</b> Optimization of delivery routes.	Traffic and Carrier manager	3.500€
<b>ACTION 4:</b> Set delivery times.	Sales representative	Free
<b>ACTION 5:</b> Modify and update website.	Digital marketing company	2.000€
<b>ACTION 6:</b> Create profiles on social networks Instagram and Facebook.	Digital marketing company	2.000€
<b>ACTION 7:</b> Obtain ISO 9001 certification.	External company	10.000€
<b>ACTION 8:</b> Offer a 2% discount every three orders in row	Sales representative	Free

Total budget: 1.268.000€

Container trucks →  $100.000 * 6 \text{ trucks} = 600.000€$

Natural gas trucks →  $130.000 * 5 \text{ trucks} = 650.000€$

Application to optimize routes → 3.500€ annual

Website → 2.000€ annual

Social networks → 2.000€ annual

ISO 9001 certification → 10.000€

## 10. CONTROL

Table 10: Control

<b>OBJECTIVES</b>	<b>CONTROL PERIODICITY</b>	<b>CONTROL SYSTEM</b>
1.- Increase the number of customers by 5%.	Every 4 months	Number of different customer orders. Number of new quotes.
2.- Increase the number of visits to the website by 10%.	Every 3 months	Program that counts the number of visits to the web
3.-Increase online interaction with customers through social networks by 15% in one year.	Every 6 months	Through the number of followers and "likes".
4.- Have 95% of customers satisfied.	Every 4 months	Number of comments with 5-star rating.
5.- Reduce the impact of the environment by 15%.	At the end of the period	Measure C02 emissions.
6.- Reduce delivery times by 10%.	Every 4 months	Comparison with previous trips and number of deliveries.
7.- Increase sales by 15% next year.	Quarterly	Comparison with previous years.
8.- Increase Horbagon S.L profits by 10% during next year	Quarterly	Comparison with previous years.

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