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Department of Business Administration and Marketing

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MARKETING PLAN OF INHEDIT SMART EXPERIENCE



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1. EXECUTIVE SUMMARY

InHedit is a Start Up created on 2013 from the E-Comm Group as an emotional experience's editor company and based on Españete 2, Castellón. The company designs experiences through comprehensive projects where environment creation, technology and other intelligence elements make possible to excite the final consumer.

The firm works on the experiential marketing market, a raising sector nowadays. Due to the transformation of the clients and companies relationships, the need of the companies to difference themselves and create an emotional link with their clients is highly important for their future. The loss of effectiveness of other means and communicational tools as advertisement is also helping this tendency grow. Besides, Smart Cities market is also expanding because of cities modernization and the technology that can be applied to them.

InHedit has got few rivals because of the complexity of its work, but there are a lot of companies that promote themselves as experience creators. A lot of communication and marketing agencies can be found among them and even house or spaces designers. InHedit surpasses all this and innovates by mixing the know-how of many fields for its activity.

The multidisciplinary team of the Company is what creates that amount of knowledge to apply to its projects. This, together with other resources of the firm and the developed capabilities is what allows accomplishing any kind of project. In addition, the contributors' network working with it provides an additional knowledge to any field.

InHedit's strategy is based on differentiation through its exclusive and unique products that are moreover totally personalized for every client. The brand will be defined as an expert on people and emotions because both are the centre of its projects.

To achieve this and to clarify the complexity of the concept, it will be necessary to define a product list model. Besides, the product parts that will not add any real value will be eliminated to reach an affordable price for the clients. Collaboration with communication and marketing agencies will be searched for an extension of the distribution of its services and also through other acts as the assistance to congresses and exhibitions, and a salesperson and promoting the idea of emotions expert through the social networks.

2. INTRODUCTION

This work expects to demonstrate the whole knowledge acquired during this years on the Business Administration Degree. Therefore, the intention is to evidence the relationship of this work with the subjects studied through the Degree, connected among them and using different fields knowledge to formalize a synergy. In addition, the additional contribution to the marketing area is present in the second part of the work. In this part, we will see different points after the analysis is done.

The essay is divided in two parts. On the first part, a diagnosis of the current situation of the company is done to identify where the starting point is and to get to know the main aspects of it. On this part, an introduction of InHedit is done, and we concentrate on doing an analysis of the internal and external situation to see the main resources, capabilities and skills that the firm has to be competitive. On the external analysis, we can also distinguish the most important factors that affect InHedit's environment companies from whom to take advantage or protect.

The last point of this first part is the market analysis, in which we do an explanation of the sector and the market of the firm, the characteristics of the demand and the final consumer and the tendencies in all its cases.

This information is summarized on a SWOT analysis, where the main positive and negative points that affect to the company can be seen from both an internal and external perspective in a clarifying way.

All this information is essential, as we are basing the second part of the work on it. In this one, several actions and strategies to be carried out by InHedit will be contemplated with the aim of obtaining better future results and to improve and optimize the company.

Firstly the objectives of the Company will be defined, followed by their strategies and being always coherent with them. Lastly, the actions to realize on the Product, Price, Distribution and Promotion parts are marked to assembly the operative marketing strategy part. With this, our goal is to obtain a better adaptation to the factors that we have analysed on the first part and to maximize the company resources, capabilities and skills.

Therefore, we get to the main part of a work where the decisions made on the second part are always based on specific information analysed on the first one, seeking coherence on the actions to be taken.

3. CURRENT SITUATION

3.1. INTERNAL ANALYSIS

3.1.1. Company introduction

InHedit is born from a business group called E-COMM GROUP with more than 15 years of experience on very different businesses. InHedit Smart Experiences is created on 2013 as the first editor of emotional experiences company, and it is dedicated to create machines that produce emotions. Its projects cover from the research, design and development of environments and other elements that are capable of create unique emotions and experiences.

5 Concepts or values:

- Knowledge: Its model is based on knowledge, they are experts on innovation, technology and emotions.
- Passion: It is the booster element of each Project, they like what they do and they enjoy doing it.
- Happiness: It is the objective of the experiences created, because the purposes are persons and their emotions.
- Exclusiveness: The work is based on creating special and unique experiences that make you feel different and important.
- Sustainability: They search for a sustainable economy model and the common good, implicated with social repercussion and ecology.

The common thread of the Company is the passion for innovating, for being continuously bringing up to date and improving the knowledge. They love to share ideas, generate emotions and with that, and play its part to change the world.

They offer the design and execution of integrated projects of environments and other elements that they equip with the capability of generating emotions, and making exclusive experiences with that.

InHedit has the support of a multidisciplinary team of professionals from several fields as engineering, architecture, surfaces design and project management with 20 years of experience, and a Business group with more than 15 years of leadership on online marketing, connectivity technological platforms and ICT projects, instituted in Europe and South America.

They are different on their capability of giving intelligence through technologies to objects or conventional spaces, of making devices with different areas and the corroborated knowledge and experience of a great team.

The Project par excellence of the Company is Paco Roncero's emotions workshop on the Casino de Madrid, in which they created an environment for a gastronomic experience. It is a research space for the chef and a place of "VIP consuming" of his product with multisensorial stimulus able to emit scents, lighting, temperature, humidity and sound depending on what is served to eat.

InHedit plays on the experiential marketing field, which is based on the idea of the client choosing a product or a service because of his or her previous experience and or during its consumption. To get to the potential client on a creative, convincing and memorable way, special tactics and an innovative approaching are used. It is about a change of paradigm in which the relationship of the client with the brand has developed from a passive subject to the creation of new sensations.

3.1.2. Company resources

Human resources

The human capital that the Company has is one of its more important value source as it is where the knowledge and capabilities to make the projects possible lies. In addition of being a multidisciplinary team on which they cover many fields, they count with a great experience on those fields with a high innovation potential. They have professionals from

engineering, architecture, surfaces design, marketing, informatics, ICTs and project management.

Moreover, the group supporting the firm has more than 15 years of experience on the online marketing field, connectivity technological platforms and ICT projects on Europe and America. Thanks to this, the human support complements in many aspects any need of their projects.

But the human capital capacity overtakes the ones that work inside the company. InHedit has a big network platform with the one collaborates for their projects. This means that thanks to its experience of projects on different fields, they have achieved a partners network with the ones they work and that cover and help to any project they need. It works with institutions as ITC, the Insituto de Biomecánica de Valencia, the Instituto de Tendencias del Hábitat and other organizations and companies of different disciplines that mean a big network for its projects.

Thanks to this knowledge and abilities, the firm can outline any kind of integrated project in which any kind of technology and innovation will be required, and this is what makes of its human capital a very valuable resource.

Inhedit is formed basically 6 people. But they share many synergies and resources with the E-Comm group, so they are helped on many occasions by other groups of people for some needs.

These positions are: Innovation Manager, Design Director, Marketing Manager, Project Manager, Director and Software Engineer. With respect to its organization, and due to the company features and its innovation component, it is very horizontal. If a specific hierarchy has to be given, the Innovation Manager will be on top of the rest, as it is the booster and founder of the company and he leaderships the team. The rest of the team has no definite hierarchy as most of the times they create the projects altogether. The Software Engineer is the one that dedicates a specific technology for the company and it is the more technical part of the team.

In some occasions, for some specific tasks, they use the services of two components of the group that are the graphic designers and that do the photo and video part. For this reason they try to take advantage of the synergies with the group and the team that makes it up.

Physical resources

The Company's offices are where its operational work takes place and they are based on Españete 2 in Castellón. On them is where they do some tests of projects need to assess and investigate how to realize some parts of them. This place is in Avenida Vicente Sos Baynat s/n, inside the Universidad Jaume I of Castellón. InHedit offices are on the fourth floor and they have several services as the UJI internal and external mailing, 4 workshops available and 4 laboratories, a basement with parking and warehouse for the companies, a common space with 4 meeting rooms and bar. The offices have a big room to work, three offices and a rest and eating area. Two offices are used by InHedit components and the other as meeting and workshop room. This place offers many advantages, as it is a center where knowledge and innovation are exchanged, and the technological companies may collaborate with each other. This is something very valuable for the Start-ups as it opens doors to grow and move ahead with their work.

Besides, the synergies with the E-Comm group let them use any spaces or physical resources needed. Accordingly, it is about having minimum resources for its functioning as it is really the ideas and creativity the main values of the firm. The physical resources are not as important as the ideas for its functioning.

Marketing resources

In relation to the marketing resources of the Company, we will analyse the "4 P" of InHedit nowadays:

Product

InHedit as many different aspects in which it can work and offer a product/service:

- **Experience design:** Where we talk about the product, we will be referring to what the company offers to its clients. On one hand, there is the possibility of creating an environment or a machine with the stated conditions by the client. On the other hand, it is also offered as a service as it exists the possibility of creating the design, execution and evolution/maintenance of the product. Seen as this it can be considered as a blend of product and service. This is a branch mainly dedicated to produce emotions on the final consumers for its clients that could be companies

that want to create emotional experiences to make its clients interact with the brand.

- **Environmental intelligence:** the other branch of the Company offers a product/service that is in which comfort on cities and the habitat where the public will include the public buildings and institutions is specially taken care of. It could also be firms or individuals that try to have the home as environment.

We have distinguished between two branches but they can have many common points and similarities as technology or as its functioning. They are two aspects addressed to different targets and different needs.

Generally, it is a product/service that employs much sensor technology, where interactive environments are created for the final consumer, with a predominance of ceramics as material and they try to offer an exclusive and different experience.

Price

The Price of the projects that the Company does can change much as the projects are so different between them and they work normally following the client needs, so no fixed prices can be established. Through each project, the material that is need, the human team that is back, the necessary collaborations and the research done for it could vary.

It can be generally stated that projects that need an important investment from the client for its innovation, but it can vary depending on what is demanded.

Distribution.

When talking about distribution, we are referring to the different ways through the ones the client can buy the product/service of the Company.

As the typology of the product that InHedit offers is totally adjustable and complex, and taking into account that every project needs a previous study and design, it is not as fast to get as any other product/service. It is something very innovative, that generally starts from simple ideas and that needs a research and meetings to specify exactly what the client needs and wants.

Therefore, the way to obtain it would be contacting the Company by email or telephone and setting a meeting to study the specific needs and research and work about the specific Project.

It is also possible that though some contributor the use of the InHedit product/service can be reached, so agents like this can be also found.

Promotion

About the public relations, they have no one specific on this field, but members of the team that do this work on fairs, exhibitions, conferences, etc. In this sense, they try to go to these events to promote the company and what they do. This is an important part of their work because they are a young and innovative company.

Due to the typology of the product/service, the sales promotion is complicated as it is something not standard. We can talk about some promotion at the start of the company to make it known, but is it not a main part of the communication of it right now.

Personal sales are the main strength of InHedit, due to its product/service is complex and many times what is worked on are the ideas, and a special and personal treatment is needed. This way, they propose the service to potential clients and explain the advantages that it has for the company. No sales force is used, but the company itself that contacts with the potential clients for a meeting or to propose collaboration. With this is also requested a word-of-mouth effect between companies that could recommend InHedit services, as recommendation is an important way of knowing a company and it creates more confidence among the potential clients.

When talking about advertising as commonly known, InHedit does not do any of it on television, radio or any other media. This is due to the complexity of its product that makes difficult to promote their services done or what they can do. Moreover, their target is so segmented and special, that makes more complicated the effectiveness of this advertising, so it is preferable to influence directly on their target.

About the 2.0 communication of the Company, it has a webpage with its domain (www.inhedit.com) in which it offers the information about what the company do, how is it done, which is its team and method that they use for their projects. Moreover, their portfolio, where the projects done and its clients are, can be consulted to appreciate in a

clearer and visual way the product/service they do. This web has a corporative Blog, but it is not frequently updated.

In respect to social media, the Company is present on the social networks Facebook, Twitter, Pinterest, LinkedIn, Google Plus, Youtube and Vimeo. The strategy to use on this social network is professionalism and knowledge about innovation, technology, marketing and in general about the sector where it works. The presence on this networks and the community created right now is insufficiently, but is growing little by little. It is mainly used as a way of getting to know the company for a following contact and meeting with the company.

Financial resources

Regarding the financial facet, InHedit is a Start-Up created on 2013 and a problem that it is usually found on this companies is that their economical capacity and even more when there is an innovative technology on the back as the one that is able to create this company. But on this case, they count on with the support of the E-Comm Group that represents a financial lung for any need that can appear for their projects or during their business life. Many Start-Ups suffer to finance themselves on financing rounds and they depend much on the external capital, and it is because of this that having an own backup is so important for the present and future of InHedit.

Research and development

The Company has a highly component of R&D and Innovation for every one of their projects, as continuous. InHedit has a big experience and dedication to research and develop different innovations.

On the one hand, a big research and development on the ceramic field, which is used for a big range of possibilities, as improving the life quality of your home and habitat, improving the cities or making them smart with better surfaces to walk or not slip or even with floor tiles with heating. Innovation aimed to integrate the domotics and the environmental control that improves the comfort, the security and the energetic saving. This is a field in which the company commits highly on his investigation and innovates in a very important way.

Other field in which the Company efforts to innovate is on the technologies it uses, as thanks to them it can create intelligent objects, that are connected and able to excite. Moreover, they develop gadgets that can generate stimulus that they call “smartizer technology”. These are their own developments whose can be used for specific projects and others can be more general for any kind of project they develop. The company is not dedicated to create new technology per se, but it tries to get the available technology for each project and apply it for other fields and they find sometimes utility models. The innovation and investigation is done this way, as for each project they investigate the way on using the technology and innovate on how to use it.

On the other hand, we can also say that they investigate and innovate on the marketing plane, as the experience creation is very linked to the neuromarketing. InHedit is leading on new ways of reaching the consumer and be in contact with them through experiences and emotions. Because of this, the company research on how certain stimulus affect to people minds.

Due to its strong technological and innovator component, the R&D and Innovation on InHedit is highly important as it is fundamental for their projects fulfilment.

Corporate Social Responsibility

Regarding the commitment of the Company with society, it can be said that InHedit has a big responsibility on the environment in which it works and it bases largely its projects on this responsibility.

Being extremely involved on Smart Cities projects and inside of an intelligent environment, they are improving the environment in which people live. Therefore they add a great value to certain facets of people daily lives and their cities as intelligent pedestrian crossings, pavements with surfaces that do not slide and are better to walk and intelligent urbanism.

But not only at the city level but also at home with the integration of the domotics and the specialization on creating environments that improve people’s wellness and comfort. An example of this is a wall with sensors and gadgets for the environmental control. This improves the people quality life, and it is therefore a commitment of the company to improve their lives inside and outside home.

Moreover, their projects have a 360 degrees vision of the social and ecological repercussion, addressed to a sustainable economy that searches the common good.

3.1.3. Company capabilities

Organizational capability

Thanks to all the previous described resources, the Company gets capacities and competencies that make its product/service valuable. From the combination and coordination of the available resources on the firm, it develops capacities to realize properly its activity. These capacities are especially linked to the intangible part of the human capital, the technological and organizational knowledge of the company. The organizational routines together with the inclusive basis of the team are an important capacity of the company. The way in which the company gets to coordinate and organize for each project with other collaborators are strength of their way of working. The organizational routine of the company allows these individual capacities on which the team members are specialized to combine and organize thanks to the capacities they have in common as the teamwork and the internal communication.

Distinctive capabilities

The values that sustain the Company are an essential capability as the philosophy of the company is well defined on that point, where the preference about the ideas, creativity and innovation exists.

Another distinctive capacity is the great knowledge about the proper technology that together with the abilities and production collaborations, attribute a basic competence for InHedit.

Moreover, the knowledge and experience of the human capital that the organization has, lets them manage that technology thanks to their technical and cognitive know-how on the field.

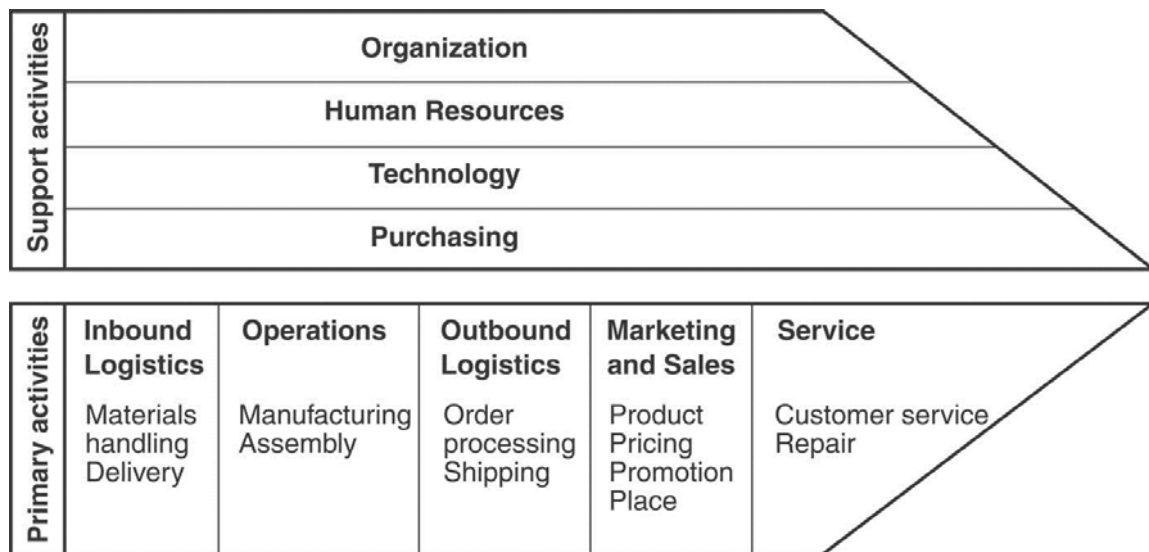
It could be stated that the way in which the Company is able to use the innovative technology for the design of machines and environments, together with the experience on

ceramics innovation and the knowledge of the consumer, are the distinctive capacities that mean a great competitive advantage on differentiation for the company.

Chain value

On the chain value (Figure 3.1), we will analyse shortly the basic activities that the Company performs to sell their product/service and will see where the value-added of the different activities lies.

Figure 3. 1



Regarding the primary activities, the part of the operations where the Company transforms the factors to a product/service that afterwards will deliver to the client, is the most value aggregators. This is due to their technical and cognitive know-how that manage to get a product with a great value on itself for the client.

Besides, being a high specialised product with special maintenance needs, the after sales service adds value to the product as any problem or maintenance is their company who will take care of it and of any action required.

Regarding the support activities, the essential part that adds value is the technology development, as it is a very innovative Company and it is based on every kind of technology to carry out its projects. A constant innovation and development of this one is crucial for the product value. Moreover, a proper management of the human resources of

the company is also important as a good knowledge and experience are need to make every kind of projects that fit to the client needs.

3.2. EXTERNAL ANALYSIS

3.2.1. Macro-environment

Legal-economical-governmental factors

- Economic crisis that decreases the abilities of investing of the companies and the public administrations. Facing with a difficult economic situation as the one we have now, many companies are focused on surviving and they cannot invest in some kind of things.
- Tendency to improve quality life on cities with the smart cities. More every day, technological progress allows cities to move forward and be more modern, what increases the development of these intelligent cities.
- Negative fiscal policy given by a decrease of the public expenditure that weakens the economy of the country as it restricts the domestic demand. When this domestic demand diminishes, companies suffer a decrease of their sales and their activity that damages highly the country economy.
- Labour costs and productivity. It is an important factor as labour costs are normally the most important ones of a Company. These costs have fallen down and that has made companies reduce the labour costs and increase productivity.
- Difficult access to financing due to the contraction of the credit on Spain, and therefore financing investments or projects or even the own surviving of the company is conditioned. Moreover, the interest rate is high for long-term financing.
- Governmental instability due to the continuous changes on the laws, social tension and lack of transparency.

Sociocultural factors

- Lack of adaptation to innovative technologies from companies that can still resist to trust on these techniques with clients.

- Some opinions about the applications of certain techniques in which the neuromarketing is applied can be considered as an unconscious manipulation of people.
- Consume tendencies drives to a consumer that seeks for exclusivity and customization, so companies need to get involved with consumers, be different and creating exclusive experiences.
- Discoveries on the consumption field that prove that most of decisions to buy are done unconscious, therefore is important to know what makes people take that decisions.
- Research that reveal the strong emotional union with a brand make consumers have propensity to buy it.
- Lack of innovation culture on Spain as few resources are dedicated to R&D and investment compared to great powers.

Technological factors

- Decrease of the investment expenditure from companies and institutions due to the economic crisis. That makes difficult the development of new technologies.
- Big potential ahead in technological innovation as each time they are more and more radical and disruptive. Thanks to this, companies enjoy having better resources for their products and services.
- Good existing technologies that allow a big range of utilities to develop work as well as using them on any product or service.

3.2.2. Microenvironment

Bargaining power of customers

Being a complex, customized and exclusive product, InHedit could have a high bargaining power with their clients as it has very few competitors on this innovative field. Taking this into account, their clients would have a very little bargaining power to negotiate the price because this is adapted to the client and its needs and requirements.

On the other hand, being on a very economic unstable moment, many clients have difficulties to invest important amounts on this kind of product/service, and that would

decrease the bargaining power of the company with the clients. Both will be balanced on a medium bargaining power of the clients with the company.

Bargaining power of suppliers

Regarding the power of InHedit suppliers, if we talk about certain advanced technology suppliers, they have normally a high bargaining power as there are a few companies that are so innovative that commercialize them. On the other hand, this innovative market is not highly developed and that means that these suppliers could not have a lot of clients, so this can decrease their bargaining power. We could state that the power of InHedit suppliers is medium-high.

Threat of new entrants

The future tendency on this sector is probably that new companies get inside it and get involved, but it is a very emerging sector and very complex so the process will not be fast.

There are a lot of entry barriers for new companies to introduce themselves on the sector. Firstly due to the know-how barriers, as a high knowledge and experience on certain fields are need to work. Secondly, the technological capacity is highly important as it is one of the main components, and because the development and uses of certain technology is difficult to access by the majority of the potential competitors.

Lastly, the economic entry barrier that is essential on a big sector. An important investment is required, not only to properly perform some research and development, but also for the clients.

Threat of substitute products

It could be said that InHedit covers the need of differentiation of their clients, creating emotional links between the consumer and the brand through experiences. Events and experiences are growing highly, even when they are not conventional media, and at the same time the conventional media loses effectiveness. Substitutive products that exist are other ways of communication and other ways to get to the client as the direct and digital marketing, sponsorship and patronage, public relations, advertising, merchandising, etc.

This is the list of substitutive products that the company would have. Regarding its threats, as we have said before, the emotional relationship with the client is getting more and more

important, and specially experiences and events. Advertising is getting more inefficient as well as the rest of the media that do not have a strong relationship with the client and do not create a strong link between both parts. Therefore, the threat of substitutive products would be medium, as the others have less and less efficacy even they are still an important part of the communication strategy of the majority of companies.

Intensity of competitive rivalry

Regarding its competitors, we have to distinguish two parts. On one hand there are the companies that can design experiences the same way that InHedit does, in which it exist a few rivals when being a highly customized and innovative concept. On the other hand, the word “experience” is beginning to be a mass used. There are a lot of companies that call themselves “experience creators”, from architects to communication and marketing experiences. In this case, rivalry is growing and bigger, even it is not usual that they achieve the technology and innovation level of InHedit to emotion clients.

Competitor’s rivalry is low as it is something highly innovative and the offers are still limited. On the other hand, the demand on this kind of service is growing, due to the differentiation need that drives the market to an emotional link of the client and the companies.

Moreover, when being a highly customized product, its typology at this moment makes difficult a high rivalry between competitors. When the differentiation of the products is high, the rivalry is reduced.

The industry rate of growth is high, as it is something new and it will grow on the next years, and that makes rivalry reduce as the potential market is very high.

3.3. MARKET ANALYSIS

3.3.1. Market analysis

Event and experiential marketing

Experiential marketing is considered a set of techniques and strategies focused on the idea of the emotional implication as a competitive advantage, through the creation of

experiences linked to the product, service or brand. The aim is to look for the differentiation of the company offers so they can be conceived as unique. This way, the client is involved in a physical, intellectual, emotive and even spiritual way.

Experiential marketing leads to suppose a development between the client and the Brand, in order to create an experience that is to be remembered as something extraordinary. A unique experience during the purchasing process is basic to create this link. Therefore, the tendency of the Experiential Marketing is to gain more and more importance until getting to be an essential strategy on a company.

The market of generated experiences by companies started to develop at the 80's, when experiences' get more importance when firms become aware of the importance of emotions during the purchase process. Users looked for pleasant and likeable purchase experiences and then the Experiential Marketing was developed, countered to Transactional Marketing that was the leader. It changes from being focused on the product to the relationship with clients, from transactional marketing to the relational. If we go a step further, experiential marketing emphasizes on the emotions and sensations of the client.

During the 90's is when this marketing started growing, as researchers on different fields considered emotions as a key element on the comprehension and analysis of the consumer behaviour. We find a consumer more and more informed that is conscious of its power because of the high offer, and that demands adapted and customized experiences, easy to remember, sensorial and with a high significance level.

It is expected that companies that will survive will do it because of the global experience they provide to the consumer but not due to the attributes and benefits of their products.

Schmitt identifies a series of factors that make possible the creation of the "customer experience" and that create 5 experiential sections as: sensations, feelings, thoughts, behaviours and relationships. We will not be going into their detail, but they will create 5 different experiences for the consumer.

Having said that, experiential and event sector grows more and more everyday due to the need of emotional implication of the client with the brand. With a high offer, and with so much competition and so many similar products, highly due to the globalization, companies have the need of differentiate from the others through this emotional

connection. It is not only the consumer experience in all the stages of contact with the company, as it is supposed that it has to be correct if the firm is to be successful; but unique and customized experiences that connect brand and client in a special way. There are many advantages that have shown this link with the client, so there is a lot of work to do on this field.

Advertising and conventional promotion and communication methods are less and less effective due to the consumer change, and the investment on these methods is being reduced. Non-conventional methods are getting strong, mainly the ones that are non-intrusive with clients and are able to surprise them.

The economic crisis does not help events and experiences grow, and they can even decrease as a high investment must be done for them and during a bad economic moment this is more difficult for companies. But a tendency can be glimpsed, and when the situation gets better and during the next years, experiential and events marketing is going to grow and strengthen.

3.3.2. Demand analysis

Customer analysis (business)

On this part we will analyse the consumer while understanding companies that acquire the product/service that Inherit offers to their clients, employees, suppliers, etc.

As previously explained, the environment where companies compete nowadays makes very difficult to differentiate from other companies as achieving similar products is not very difficult. Technology and innovation makes easy to get the knowledge and techniques available to obtain the product. Therefore, the difficulty of differentiation increases and due to the consumer behaviour when buying, a good way of doing it is through the emotional relationship with the company.

Moreover, the inefficiency of the conventional media such as advertising makes companies search for other methods to communicate. Even 360 degrees marketing must be taken into account, as everything that the company does is communication, experiences are a great resource to create a link with the client.

Experiential and sensorial marketing is a big call to the client subconscious. It is about helping them to be happy with the company products, its services and the stores where they are attended.

Companies increase exponentially the loyalty of their clients from the moment when they see the brand as their own identity. A loyal client will be more willing to buy other products of that brand and take advantage of the cross-selling or to be a big advisor. Moreover, they are less opposed to high prices if they get additional values.

Final consumer analyze

On this section, we will analyse the final consumer of the product/service of InHedit that will generally be the clients of the companies that acquire their services.

A paradigm shift has been taken place these last years between the relationship of the client and the brand, from a passive consumer to an active one, more exigent and informed. Conscious of this, the consumer demands a better experience of use, and even getting to the point on which they need to feel a special link with the company to feel special and important. This demand of experiences in their relationship with the brand and the purchasing process it is why we get to a concept of the consumer. This is because the client it is no longer guided by the cost and benefit of a product, but by the experience that it offers before and during its consume. He needs a pleasant experience that satisfies its needs to feel satisfied.

People tend to associate precedent sensations of their five senses (sensorial marketing) and they connect them with concepts and ideas that generate also feelings and emotions that are related with the experiences they live.

Therefore, we are talking about psychology applied to marketing, something that is obviously not new, but is related to what we learned on University a few years ago.

Consumers want the things because of what they mean for them, not because they are the best ones. They help them feeling better and to reinforce their identities as individuals inside a collective. Decisions are taken based on emotional and sentimental criteria that come from this link that goes beyond products and companies.

4. SUMMARY OF SITUATION ANALYSIS

WEAKNESSES

- The Price of the product/service that the Company offers is normally a high amount, as technology and the process that is behind it makes it something that needs an important investment. This could be balanced by eliminating all the parts that add no real value for the final consumer to do the product the most inexpensive possible.
- The complexity of the product can be a weakness when explaining or make understandable to the client the activity that the company does. To counteract that situation is important to clearly define certain kinds of business lines where the company can provide its services.

THREATS

- Economic crisis that decreases the capabilities of investment of the companies and the administrations.
- Current tax policy that due to the crisis makes the investment and public expenditure decrease importantly. This is a threat for the company, which could be benefit of fiscal stimulus and also for the economy, that weaknesses the demand.
- Political and legal instability that is harmful for the future, as no one knows which roadmap is it taking and the consequence could make some decisions change.
- As an emerging market, most companies are not adapted or used to this kind of technologies, and that can overturn most of them when doing some of these projects.
- The possibility of a threat of new rival son the market, even it is not a real threat right now due to its complexity, can be a threat also as it is an emerging market.

STRENGTHS

- Great innovation and knowledge potential of the new technologies that make the Company differentiate highly.
- The contact network of the Company is a basic resource, as facing any requirement of the project, they always know who can collaborate with it.

- The support of the E-Comm group is a strength for any need of capital that the company could require, as with this they ensure a financial lung that leans back any problem.
- The customization of its products is important as it offers the possibility of adapting 100% to what the client needs. This way, the flexibility that this provides is crucial as more and more clients are looking for a service the most adapted to its needs.
- InHedit has a strong Corporate Social Responsibility that helps creating a company culture to improve the society and the environment where it lives. The dedication of the firm to improve the city and the capability of helping Smart Cities grow is a great contribution for the quality life.
- The experience that the team has is essential to know the field where they are working. This knowledge and know-how of the company, technical and cognitive, is essential for InHedit's projects.

OPPORTUNITIES

- Tendency of the marketing to emotions and experiences due to the evolution of the final consumer and the relationship between the Company and their clients.
- A strong tendency to improve the quality life on cities, moving to the known as "Smart Cities" and this is an opportunity to plunge into this growing field that has big prospects for the future.
- A consumer more and more exclusive that demands having a stronger relationship with the companies and receiving not only user experiences but also purchase and Brand experiences.

5. MARKETING PLAN

Until now, we have seen from several sides how InHedit is and how is it affected by the environment where it works. Firstly we have done an analysis of the company with its philosophy and the main points of action to introduce it. Afterwards, on an internal analysis of the firm, we have seen the resources and capabilities the company has to go on with his activity and how they behave between them to make them different from the others. Behind, we have done an external analysis of the features of the environment that concern the other rivals on their field and the others. Factors of the general environment and of its specific part where we have seen some advantages and disadvantages to have in mind.

Lastly, we have seen how the market is on the experiential marketing market, where InHedit Works and how is the consumption of the companies that offer this kind of services and how the final consumers behave with the companies. From this behaviour is from where the need of the firms to interact with clients in other ways is born.

Thanks to this analysis, we have seen different opportunities, threats, strengths and weaknesses that the Company has to take into account for its present and future.

Right below, we get into the phase in which different strategies and decisions are proposed for InHedit so it can adapt better to all this factors that we have analysed on the previous phase and from a perspective where all the resources and capabilities can be optimize.

5.1. MARKET DEFINITION

Regarding the market where InHedit Works, it is got two branches, as we have stated: the part for companies, where they design experiences, and the one for environmental intelligence and Smart Cities. Taking this into account, the general lines of both branches are a good option. As we have analysed, the market and the relationship between the client and the company have a tendency where the relationship with consumers and the purchase and brand experience is more important than ever. Because of that, this branch has a clear tendency that is growing and as the economic recovery starts to be noticed,

the demand of these services will grow much more. Even being a correct branch, it would behave on that market in other fields and position as a reference company in any kind of experience and others like flagship stores, pop up stores, events and other kind of products that we will analyse later.

Another aspect to take into account is that the kind of product/service that InHedit does or can do, can be difficult to understand or tangibilizate as a concept. This is because the product of the company is not standardized, but it works in projects that can be adapted to any kind of requirement, that can lead to doubts about what it can or not do. Due to this, it is proposed a portfolio where the company can establish a model of products/services that can do, even if they do not change that philosophy of adapting themselves to any kind of project. This way, the concept of InHedit would be much clearer and it will be positioned as an experience design company that can show the wide range that it can do on many fields and vary them for any project. It is important to emphasize that these models must not change the exclusivity and the customization of the unique experiences created for any client, as this is an essential point for the company and consequently for its clients. Thanks to this, the company brand can be much more positioned and clearly, so the InHedit concept can be easily understood and the wide range of possibilities can be shown.

On the other branch, the environmental intelligence, InHedit must emphasize a lot on this aspect as the Internet of Things is a future tendency. This makes the company position itself, not only as an experience designer company, but also as a company connected with the Smart Cities and the technology that is around them. On this field, there is a lot of market to go over and it requires a big R&D and innovation, but with the capabilities and resources that InHedit has, it is completely able to do it. Therefore, on this field the company must show itself and introduce itself on projects and environments that are connected with the environmental technology and everything that surrounds it.

Defining these markets on a clear way and positioning the Brand clearly on the consumers' mind as a referent on experience design and an important agent on the environmental intelligence and the Smart Cities, InHedit can optimize and take advantage of its resources and capabilities. This must explain be explained clearly on the following sections.

5.2. OBJECTIVES

The objectives that we establish for the company are general and specific.

Generals:

- To be a model company in the Spanish experience design to the business.
- To increase the activity in the experience design and Smart Cities
- To increase the presence in the actuation field and at an international level.
- To increase the value for the customer with continuous R&D.
- To have brand recognition in Spain for the administration.
- To increase the contact network to be able to offer a total adaptation and improvement on their the projects.
- To introduce themselves in new fields related with the activity of InHedit.

After these general objectives, we can establish strategic and operative objectives.

Strategic objectives:

- To encourage the long term customers
- Satisfaction of costumers: achieve a 95% or more satisfaction in the feedback.
- To achieve high recommendation levels between companies to obtain new customers.
- To invest profitability in marketing activities: to increase 15% over the invest in marketing decisions.
- Notoriety: to become an important brand in Spain in the experience design and Smart Cities sector.
- To reduce the time used in managing the projects more efficient and quickly.

Operative objectives

- Client attraction: expand client with double projects realized in the last year.
- To sign agreements with suppliers of technology for a more economic service. To encourage long term relations.
- Product development: to develop and communicate 3 new model products in the next year.
- Commercial profitability: to increase the profitability before taxes in 20% in the next year.

5.3. MARKETING STRATEGY

5.3.1. Competitive strategy

About the competitive strategy to be followed by the Company, it is clearly a differentiation strategy. This is due to the total exclusive and unique products of InHedit that are customized for each project. Therefore, the company will base its competency in differentiate its services, products, image and staff that makes them. They do not only differentiate their products/services that they do, but they also try to get the brand image that differentiates them from other competitors thanks to the typology of its products and the communication that the brand does.

This strategy makes possible to increase the Price for its services and the loyalty to the Brand. Moreover, it will increase the barriers to entry to the sector if it will achieve a great differentiation and notoriety of the brand, as it is a sector with a growing tendency and it will be very useful to protect itself from other new rivals. There are imitation risks that they have to protect with the importance of creativity and the available technology with the human resources of the company. A change on the consumer behaviour must also be always taken into account, as they should gradually adapt to new tendencies.

Regarding the positioning, with this strategy it is pretended to stimulate consumers so they have on their minds the preference for the product of InHedit. This is also a way to distinguish the rest of rivals, separating from them and positioning as an exclusive and unique product.

Is possible to follow this strategy thanks to the resources, capabilities and skills that we have analysed on the first part of the company and the ones they use to give their products the exclusivity through the design, aesthetics, benefits, technology, features, sustainability, ergonomics and emotional memory among others. Thanks to the sensorial capacity of their projects, the difference that their products use is more than evident to compete with this strategy.

5.4. ACTION PROGRAM

5.4.1. Product decisions

Product

As explained before, the enlargement of the range of products and the tangibilization through the definition of model products is important to create a clear vision of the concept of company that InHedit presents. The services that they do have much intangible for their clients, as they do not really buy experiences but the confidence in getting benefits with their clients through an engagement that could condition their mood about the company and the creation of a special link. Therefore, it is a complex service concept and it has an important intangible part, so the concept must be done as tangible as possible so it can be understood and to have a series of products with models that can help this task.

Below we will present a range of model products that could work to expand the fields on which the firm works.

Experiences design:

- Sensorial performances of video, audio and scents: they are a model of experiences that are already been done at Pacha Ibiza. This could be a model product for many businesses. From the ones that work on the free time activities as on this case a disco, such as for restaurants, hotels, tourism, VIP zones, product presentations or any location to surprise and create a sensorial experience.
- Spaces of sensorial and experiential gastronomy: creation of environments as the studio of Paco Roncero, with the possibility of set any space from one like the before mentioned until a little part of a local. Adaptation to any requirement for restaurants through the creation of spaces and intelligent technology for using it on places and special ceremonies.
- Spaces for hotels or private houses: creation of specialized environments for a use experience in which a specific environment is design for the relaxation and to control the features for a perfect environment. Using technology to create an exclusive space, done for a specific aim and an area of unique experience. Also adaptable for any similar space as spas, hot springs, resorts, planes, trains, buses, cars or other similar spaces.

- **Flagship Stores:** creating insignia stores for companies that want to have a different and unique shop. A trendy tendency very stylish on these days that tries to offer an exclusive purchase experience and different from their normal stores. On this case, the design of the space is done for the client to interact with the brand in a sensorial way. This is a communicational resource that works as an experiential expositive space that tries to seduce the consumer on the point of sale with a great impact. A differential, exclusive and unique added value is looked for with this action.

Moreover, commercial spaces can be created without being flagship stores so a special and exclusive environment for a local or a shop can surprise with a unique design and experience.

- **Pop Up Stores and exhibitions:** they are spaces specially planned for the contact with the public on an ephemeral and temporal way to generate unique and memorable experiences. The main feature is the flexibility. It is a resource that is normally used on exhibitions, but that can be valid for any need of the company. It provides high value and its flexibility is very useful. Moreover, it can be designed this way the stand of an exhibition so the consumers could interact and have a sensorial experience.
- **VIP Events:** creating exclusive events in a way that any kind of experience can be designed for a special event and it can become unique and customized. This field has a wide range of possibilities as it can go from product introductions, especial company events, introductions to clients, exclusive celebrations, etc.
- **Heated terraces:** this kind of spaces already created by InHedit are very useful thanks to the prohibition of smoking on closed spaces, so having this kind of terraces on restaurants and free time businesses on the coldest days means a great resource that with the design creates something exclusive for a space and its clients.
- **Brand experiences:** a communicational resource for companies with a high added-value and that offers a wide range of possibilities to customize and create an exclusive experience with the consumer that makes them feel a high emotion through the Brand because of the experiences lived with it.

Smart City

- Designing more secure asphalt for the city, comfortable, that reduces the effort and minimizes the falls and injures at walking, and has a smaller maintenance cost. This is Essential for the cities and the comfort of their citizens that makes easier for them to move around the city and coexist with it.
Integrated projects to carry out more secure routes due to its pavement, signposting and in general for its design of itineraries that are healthy with resting areas, information of the required level, fatigue control and customized interaction.
- Intelligent urbanism: design and fulfilment of parks, pedestrian crossings or any part of the urbanism to improve the quality life of the citizens on their daily life. Added to this, a better furniture with better properties for the city that would be more resistant and have the possibility of heating and of introducing sensors for different apps.
- Environments of special treatment as hospitals to improve the use experience on this places where more comfortable spaces could be created, with special scents, colours or music for a more quiet and comfortable stay.
- Using technology as sensors to apply them to the improvement of the services, public transportations in real time, traffic, measurements of different levels on the environment, danger alerts, etc.

Regarding the InHedit Brand, a lot of benefits exists for a good positioning of the Brand, so making strong and evident the brand is an essential aspect. The brand must be connected with innovation, technology, the emotional experiences and the quality life. But a special emphasis should be done on the idea that the brand is specialist of people and their emotions. On one hand, the technological component is essential and the way of the innovation and the technology must be continued. But if we talk about the brand positioning, a special emphasis on people and emotions would be a plus point. This is because the company, even it has capabilities and innovative resources, what it looks on their final consumers is to excite them through their 5 senses. Therefore, positioning the brand as an expert on emotions and people and on the understanding of both and their relationship it is an appropriate way to follow regarding the brand.

This positioning strategy must be done by giving a special importance to the communication of the Company to the public, as this is how what is important and the firm

does can be shown. The brand value is very important as it adds value to the services that the companies offer, makes easier the information process, gives security on the hiring of its services and provides brand loyalty between other benefits.

Related services

Regarding the services that would be associated to the product of InHedit, it is especially important the maintenance and repair of the possible problems caused on the finished projects. The maintenance service on its projects as the replacement of the needed things for its functioning and other similar services are associated to its products because they are exclusive and complex so the company is the only one who can provide them.

5.4.2. Price decisions

As we have seen on the first part of this essay, the Price can be a problem for many companies due to the economic situation and the low investment that is normally done on this kind of things. Therefore, an effort must be done to manage without those parts of the projects that do not offer an added value for the final consumer. With this, the costs will be reduced at maximum but always taking into account the exclusivity of the projects that are required.

The Price will continue varying according to the Project and the client requirements as it is a customized projects and is not completely possible to standardize the Price for each model product. The price is a very important factor as in many occasions the decision to hire the services of the company is going to depend on it.

Therefore, is important to emphasize highly on removing all that does not add any value and that reduces the price without overlook what differentiates the company. This can be done, for example, if the client wants to add its own hardware for the project and collaborate on any issue regarding the resources and capabilities that can make the project easier. With these measures, the price can be reduced so it is not an important factor anymore to decide to hire a product of these characteristics.

5.4.3. Distribution decisions

When talking about distribution, as on the first part of the plan, we are referring at how a client can acquire InHedit services. As previously said, its products are complex and customized, so a continuous contact between the company and the client is need to study the needs and specifications. So, a method to obtain the product of the company cannot be standardized as it changes according to the client and it is very specialized. It requires a study of the needs, the design of the project and the execution of it as a final step.

Collaboration agreements could be reach with marketing and communication companies so their clients can hire InHedit services through them to finish properly their communication projects or their marketing requirements. This would be an interesting choose as it enlarges the distribution of the company, getting to more potential clients.

But this must also be carefully negotiated so the InHedit brand should always be a brand and not perceived as an externalized service of that communication and marketing companies, as this is an important part of its positioning. In all this collaborations, the positioning of the InHedit brand would be specially taken care of so we can be sure that it is not going to change. With this, we try to achieve an important brand notoriety as we explained at the start of this marketing plan.

5.4.4. Promotion decisions

Communication decisions are a very important part of the firms and even more for a Start-Up that was born only a year ago as InHedit. Then, a special effort should be done to make people know the company and try to be involved in new projects continuously. Therefore, we will specify for each part of the communication mix the steps to follow:

Public relations:

This part is important for the communication mix of InHedit. It is true that ideally it should be someone of the company who went to events and marketing, communication and technology congresses. But anyway, at least it would be someone going to them to personally introduce the company to a big potential public. This kind of events could be of much help to promote the brand of the company and to achieve projects and possible collaborations with other companies and experts. Events, congresses, conferences

associated to tourism, gastronomy, marketing, communication and any other field that could be connected with the services that InHedit provides. Some of them could be:

Events and congresses:

- Congreso AEMARK
- Hoy es Marketing
- Día de la Persona Emprendedora
- AE-IC Bilbao
- Foro Eurogap Marketing de San Sebastián
- Foro Mundial de la Comunicación Madrid
- FITUR
- EXPO FOODSERVICE
- TECMA
- MULAFEST
- Congreso Turismo Empresa UJI
- International Turism Fair

Even to organize seminars or conferences of experiential marketing or to collaborate on any event, congress or similar related with the services they provide.

Sales promotion:

As it was said on the first part, the sales promotion is becoming complex due to the services it offers. Even so, to do some promotion, long term proposals could be done where we agree a special price or a special treatment for the long-lasting relationship.

Sales forces:

As this is one of the main points of the communication mix for InHedit, it is a special importance point. As normally the potential clients are contacted because of its complexity, it could be considered to have a special salesperson to work only for InHedit and that embraces the concept that the company tries to communicate to visit possible companies that can become clients and also communication and marketing agencies that could work as intermediaries of the company with its services. Moreover, this salesperson could also research interesting collaborations on the technology field or other spheres that could interest the company.

By doing this, the possibilities of achieving projects can be enlarged and also the collaborations for InHedit, at the same time that we promote the brand nationally and, in a future, internationally.

Advertising

Advertising is a massive media that has less possibilities of segmentation. Moreover, the complexity of the concept of the product/service of the company does not help as it is not easy to explain.

Even that, as a part of its target are entrepreneurs, investors and people with power of decision on this investments, certain media can be searched to do some advertising campaigns.

For example, specialised press as *Emprendedores* or *Marketing to Marketing*, on which we can highly segment our target. Also in specialised press for business or communication, as well as on webpages of this typologies and contents, appearing in advertising and also in articles of the company. Other places could be advertise themselves on *Cinco Días*, *Expansión*, special business sections of *El País*, *ABC* or other newspapers and also on research companies of marketing of business schools.

These decisions on advertising should be taken in the event of having enough resources for it, and when the Brand started to have more notoriety. Right now, advertising will be assigned to other media as Internet.

Digital Marketing:

When we get inside the digital communication part and 2.0, we appreciate the high importance that this media has gained on the last years. It is an essential media to get to the public as Internet is a place where the information of the company is exposed 24 hours a day, available the 365 days of the year. Therefore it is a portal where to offer a brand identity and basic for the company.

The virality and the capability of Brand strengthening that the social networks have is very big in comparison with what the company can invest on that media. Also, having a noticeable presence makes the brand much more strong and competitive, as the 2.0 mouth to ear has a bigger power than the traditional methods.

Moreover, taking into account the features of the Company and the treatment of the emotions, it is a very good opportunity to be on that media. This is because on the net, what is shared the most and has more effect are the contents that are full of emotions.

Therefore, is here where the Company has to emphasize on being a model about the emotions as it was described on the brand positioning strategy. Being present on Internet as experts on people and emotions is a strategy to follow for an important notoriety and viralization. This way, it is positioned in communities of users as company that cares about people and their feelings, and tries to influence in their comprehension of their behaviours and stimulate the happiness of that community. That identification of the brand with emotions and especially with positive emotions as happiness, humour, joy and life experiences is searched.

To get to this positioning, we will describe several steps to follow, on the web as well as on social networks. Even the target of InHedit is normally companies or people with high decision power on investments, some actions are destined to final consumers and not so much to potential clients. This is because the brand of InHedit has to go further than its public objective and have brand notoriety able to get to any user. With this, at the same time we try to get to possible purchase influencers or informers, we are making the brand known. This can be done thanks to the advantages that internet and the social networks offer, as it is a media that requires a very little investment and the impacts can be very high. They are then, very efficient media, and this positioning strategy is very helpful to have a good presence on internet and get the brand known.

InHedit's web should make certain changes on what we have analysed regarding the product, taking into account the series of model products with its portfolio, to have a clearer vision of the concept of company and what it can get to do. Moreover, a most interactive web must be done, where the user can make tests, dynamics and games connected to emotions, always trying to do it from a humorous and scientific side. The gamification and the power to interact with the company and the users.

Also the corporative blog should be updated regularly, with at least one or two new posts per week. The blog will be about emotions study, curiosities and always trying to look for the expert side of that emotions and people. It also can be about technological issues linked to InHedit.

Regarding the social profiles of the Company, we will do a short description of the strategies to follow on different social network topologies.

LinkedIn: this social network is purely professional, so the emotional side will be less important, and fields as technology, innovation and Company calendar will be exposed. This is like this because the social network is about companies and professionals, and the relationship would be more formal and based on the presence of the expert on this kind of technology that InHedit has. This is where the B2B is found, and where essentially a part of our target and clients are.

Facebook and Google+: in this two social networks, the strategy of experts on emotions and people will be used. Due to this networks typology, we will try to be the less intrusive possible as the users do not want normally information about their companies but they want firms to make them feel well without intrude on their activity. Therefore, interesting issues should be touched about people and emotions, with a very visual content, as well as pictures and videos that are viral on internet or that cause emotions. Also, following the rule of the 80-20 (80% network content – 20% company content), curiosities and information about InHedit could be posted and most of all videos or pictures that show some projects and how people got excited with them.

Twitter: this social network has any kind of public, more and more companies are on this horizontal social network, so a special treatment should be given here. In this network, curiosity, innovation and technology content connected to InHedit will be posted. Moreover, emotions and people will also be issues to talk about and a mixture of both issues will be done to hook users and surprise them.

Pinterest: pictures regarding the most visual and surprising parts of the marketing will be uploaded, with pictures where emotions are shown and likeable for the users.

Youtube and Vimeo: this two video networks are important as the capacity the video has to viralize and impact people's emotions is very big. Then, the videos uploaded on this network will be connected to emotions and could be viral videos of internet, together with the projects that InHedit does, showing how the final consumers are excited with their projects, with some of the done experiences and even showing how the work is inside the company or some making of of the projects, interviews with the workers, etc. Everything to

try to make the brand more human and demonstrate that behind the brand there is people and they are close people.

Direct Marketing

On the direct marketing actions, a subscription to the newsletter of the company's blog will be offered, so it would be sent weekly or with certain regularity to keep the interested ones informed about InHedit's content.

Because of the typology of the product of the Company, this tool has not so big importance as the others, but it can have a high utility to maintain a continuous relationship with the users that are interested on the content about the company and what is around it.

Sponsorship

If we talk about sponsorship, it is maybe a bit earlier until the brand gets more brand notoriety. But with enough time, some event sponsorship that they want to connect to their values could be taken into account. The positioning strategy that was looked for was to be experts on people and emotions, a sponsorship connected to that kind of events should be taken into account. To sponsor events where is talked about people and about their emotions or even some sponsorship to people with a great importance that are models for certain values and work with the coaching or the personal motivation such as Emilio Duró or Elsa Punset.

With this, it will not only be increased the visibility of the company, but it would improve its image, it will differentiate it from its rivals and certain values will be associated with its brand.

Experiential Marketing

As the Company is dedicated importantly to the experiential marketing, a good way of showing what it can do and the experiences that can take carry out would be doing their own brand experiences or events that can surprise people. The best way to demonstrate that something is controlled is by giving an example of what can be done. To do this, some brand experience can be done where they collaborate with some company or themselves in which an experience can be recorded and try to make that video viral through the networks.

It should be done in some public place with many people around to have the highest impact possible and join the available technology with the emotion generation on the street.

With this kind of actions it is pretended to demonstrate what the Company is able to do and have it also as a portfolio of Brand experiences that can be accomplished, and that also helps to understand the concept of InHedit.

5.5. CONTROLS

In this stage, we will measure up the effectiveness of decisions carried out, in order to correct the parts that need to be fixed. This way, we will know at every moment the company's situation so we can control it.

At the start of the second stage, we have established different objectives in a strategic level and in an operating level and these ones will control the deviations. The general objectives are the guides to be followed, so the control will be in a long term. On the contrary, the marketing objectives are more concrete and defined, so the control and the deviations are seen easily. Therefore, as the actions are more medium-long term, not relevant changes can be seen in a short time lapse. These objectives will be quarterly controlled, and we will analyze the different objectives that were established and the situation in which we are in respect to them.

If no changes are seen in the first 6/12 months in some objective, actions and decisions must be taken to change the direction and continue in the correct way.

Strategic objectives

- To encourage the long-term customers. Indicator: Number of customers.
- Satisfaction of costumers: Achieve a satisfaction of 95% or more in the feedback. Indicator: Satisfaction test.
- To achieve high recommendation levels between companies to obtain new customers. Indicator: Recommendations.
- To invest profitability in marketing activities: to increase in 15% over the investment in marketing decisions. Indicator: Profitability.

- Notoriety: to become an important brand in Spain in the experience design and Smart Cities. Indicator: Notoriety test to companies.
- To decrease the time used in managing projects more efficient and quickly. Indicator: Time to develop the projects.

Operative objectives

- Client attraction: to expand client with double projects realized in the last year. Indicator: Projects realized.
- Sign agreements with suppliers of technology for a more economic service. Encourage long term relations. Indicator: agreements with suppliers.
- Product development: to develop and communicate 3 new model products in the next year. Indicator: Model products.
- Commercial profitability: to increase the profitability before taxes in 20% in the next year. Indicator: Profitability before taxes.

5.6. TIMING

In this stage, we will see the distribution of actions along the time (Table 5.6.). Therefore, we will appreciate visually the duration of each action and when does it start and finish. A yearly timing has been done, but it can be prolonged and changed to improve the actions.

Table 5.6

ACTIONS	J	F	M	A	M	J	J	A	S	O	N	D
PRODUCT DEFINITION												
PRICE												
DISTRIBUTION												
PPRR												
SALES PROMOTION												
SALES FORCE												
ADVERTISING												
DIGITAL MK												
DIRECT MK												
EXPERIENTAL MK												

5.7. FINANCIAL FORECAST

Next we will do cost estimation on the actions described previously in the “4Ps” (Table 5.7.). The salaries are annual average educated guesses although there has been a fair variation in the salaries lately. Some of the actions that have to be taken do not bring with them any additional cost because no investment has to be done to actions such as model products and business agreements.

As a rule, the process will try to be as creative as possible trying to merge and take advantage of the new technologies and the new online communion networks to create the cheapest, most affordable campaign and trying to favor viralization so it reaches a wide span of the audience. Traditional advertising can be renounced favoring internet advertising and advertising features in sites specialized on marketing, communication or economy.

However, the best way of advertising is the one created with no further cost as a result of creativity and viralization. This can be achieved through videos generated by employees of the actual business resulting on an insignificant price for the advertising campaign. As we mentioned in the publicity section this is an option when there are on the company enough resources to put it through. When that is not the case, the resources must be invested in Internet advertising, which is a far more economic option.

Therefore actions that have a low investment and a high repercussion will always be favored. For example: ambient marketing, experience marketing, guerrilla marketing and similar actions.

Table 5.7.

Actions	Coments	Annual otal cost
Product definition		0€
Decrease price		0€
Increase distribution		0€
Public relations	Internal. Travels and representation expenses	2.000€
Promotional sales		0€
Sales force	Average wage + expenses	35.000€
Traditional publicity	Specialised magazines and newspapers. Emprendedores ½ page 6550€.	(40.000€)
Digital advertising	Megabanner Emprendedores: 50€ Publicity on Sites like PuroMarketing o Cinco Días	5.000€
Digital Marketing	Wage Community Manager + operative expenses and Adwords	8.000€
Direct Marketing		0€
Experiental Marketing	Own Experience	Depend
Total		(80.000€) 40.000€

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