MARKETING PLAN FOR DATANET CONSULTING

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1.EXECUTIVE SUMMARY

Datanet consultancy is a technology consulting company specialized in ERP systems (enterprise resource planning) or groups of IT systems that allows the adequate integration of a different functions and systems in the company, such as production, accounting, logistics, inventories, sales and purchase, etc.

During the last years, there has been an increase in the competitivity in almost all the different sector and more particularly in production, which in itself explains the need of companies to acquire the management software or ERP to be able to carry out a series of company functions in a more integrated way and as a result, be able to efficiently and competitively run their own company.

In this marketing plan an internal analysis of a company to analyze their own different resources and the differences that exist between them have been developed. And consequently, an external analysis in other to study the different competitors and the different characteristics of the environment, such as, greater demand for management software in the cloud, sales and accounting modules also have been developed. Then there will be an objective to increase by 10% the total number of the labor force, achieve an increment of 5% in total income and 10% in the total number of customers, reduces the response time by 25% in all services and finally, augment maintenance contracts by 20% across clients.

In continuation, we shall state series of actions that would be necessary to achieve this objectives mentioned above, adapted to the intrinsic characteristics of Datanet consultancy and to the new needs of consumers, which will consist mainly of the acquisition of management methods in the cloud, penetration in a new geographical area and the inclusion of new techniques to attract customers.

Finally, the budget and temporary programs needed in order to execute in an efficient way the plans of actions will be specified just as it has been mentioned above. In this part, a series of control systems to monitor the correct development of this plan of actions will be stated.

2 SITUATIONAL ANALYSIS

2.1 Internal Analysis

2.1.1 Presentation of the Company

Datanet Consulting is a company which is part of a business group of companies of the IT (Information Technology) sectors composed of Alfatec, Mobilendo, Course Betalab, Cablealia SGA. This group was founded in 2008 in Valencia, as a consequence of the coming together of prominent professionals in the technology sector who all add 25 years of experience. This company carries out its activity in different sectors such as industry, public administration, ports, health, and automobile mainly.

Datanet consulting is a Gold Partner of Microsoft, which means that its workers and the company have the official certification in management program of Microsoft Dynamics NAV and 365 for organizing multiple sectors.

The company has branches in Valencia, Castellon and Alicante but their services can be acquired through the internet or by telephone. Datanet is divided in three main units which are all specialized in a specific sector: NAV Ports Industry, NAV and NAV Health and consequently it is possible to observe some of the most important clients of this company:

Figure 1: Customers of Datanet

Source: Website Datanet Consultants

Datanet consulting, together with their group of companies are one of the biggest technology consulting companies in Valencian Community and Region of Murcia as a result of the quantity of resources destinated to Microsoft Dynamics NAV and to Communications and Systems section. One of the main compromise of Datanet is to encourage entrepreneurship through their incubating technology known as GeeksHubs.

Subsequently, the mission, vision and core values that guides and serves as the policy for Datanet consulting will be presented below:

Mission: Achieve the utmost satisfaction of clients and in order to carry this out excellences in the quality of works will be pursued.

Vision: To become one of the main consulting firm in the sector of IT in the national scope.

Values:

- ➢ Confidence

- ➢ Respect

- ➢ Efficiency

- ➢ Quick service

2.1.2 Company Resources

2.1.2.1 Human Resources

Datanet consulting boosts of around more than 80 workers with the knowledge of ERP, CRM and BI which are softwares that provide companies with knowledge on technology and how it works in order for it to be correctly implemented in the functioning of the Microsoft management program.

Figure 2: Organizational chart
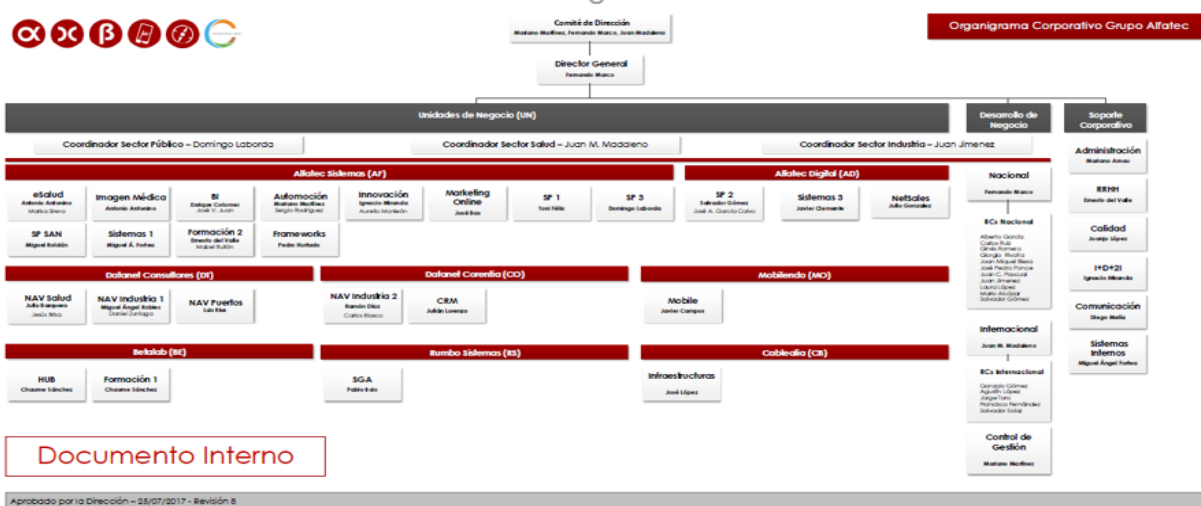
Source: Alfatec Corporative Group

2.1.2.2 Physical Resources

The company has four different branch offices around Valencia and Murcia:

- Avda. Ansaldo no. 31 L21 03540 Alicante. Spain
- Plaza Cetina, 6. Mezzanine 1° 30001 Murcia. Spain
- C. 1 Ginjols, Building, Module C 12003 CEEI Castellón. Spain
- Avd. Catalonia, 9 entlo. To 46020, Valencia.

The latter, located in Valencia, is the headquarter. Here different workers from all the companies that forms the group comes together and it has a surface space of more than 1000m². It is located in the university area in the city and it is close to the technological area and besides this the Castellón branch office is located in ECIC (European Center of Innovative Companies) which allows them to benefit from an environment of technological innovations and enrichment.

Figure 3: Datanet facilities

Source: Website Datanet consultants

Besides all this, the company also has in its possession series of materials such as computers, cutting edge electronic devices to assure efficient services.

2.1.2.3 Intangible Resources

Datanet consulting is a Gold Partner of Microsoft, as a result you have to quality certificate from them, in addition, the company has the necessary permits in order to explore and making use of the ERP Microsoft Dynamics NAV programs and systems. Also the company has a series of international certification that is composed of the ISO

9001 quality procedures, that of IT security ISO 27001 and the ecosystem protection ISO 14001.

Figure 4: Microsoft Gold Partner logo Figure5: ISO Certifications logo.

Source: Website of Microsoft Source: Website of Datanet consultants

2.1.2.4 Marketing Resources

Product

Datanet deals with and establish a single product specialized in the management system ERP and CRM Microsoft Dynamics NAV. This program is to ERP system that, as mentioned before, takes charge of giving the necessary tools to campgrounds in order for them to achieve an integrated management of all the different departments in the company, which includes operations, actions, etc. In order to achieve a better competitive edge for companies which use this system. Datanet is in charge of commercializing, adopting the product to the taste of clients, implementing and resolving any problems or issues that would occur during the use of this tool.

Figure 5: Microsoft Dynamics NAV logo

Source: Website of Datanet consultants

Price

The price of Datanet consulting is composed of the license for Microsoft Dynamics NAV program in addition to complimentary services that the company offers to its clients.

The license price depends on the number of the users that exploit the program as well as their category. The basic license is composed of three standard users with some couple of limitations to its functions all adding up to 3500 euros, plus some 7000 euros should be added on. From here onward it is possible to hire different categories of users. In the first place, there are the full license users, whose price is 2,200 euros and has all the functionality that the system is capable of offering and on the other hand, the limited access users with limited functionality and 450 euros of cost. Added on to the aforementioned prices, is to 16% in concept of program maintenance obligatory during the first year.

On the other hand, there is the service price Datanet offers its customers, ranging between 50 to 60 euros depending on the hour package and the bureaucracy needed to arrange and hire the services.

Table 1: ERP Product Portfolio of Datanet

BASIC NAVISION	
Mandatory minimum package: Basic features of Navision. It includes all the essential tools at the ERP level for the operation of a company.	• 3 full users • Financial management • Basic CRM • Project management • Human Resources
3.500€ +7.000€	
Additional users	
Limited user	**Full user**
• Limited permits. • You can read and view all Navision, but with limited write permissions (only 3 tables) • Reading permissions	• Unlimited permissions • You can read and view all Navision, and you also have write permission. • Reading permissions • Writing permissions
450€	2200€
Maintenance	16%

Source: Own elaboration. Released: Datanet consultants.

Subsequently, in the below table shows the information regarding the CRM program that Datanet offers its clients as well as its prices:

Table 2: CRM Product Portfolio of Datanet

		Microsoft Dynamics CRM on-line
	Name of program	Microsoft Dynamics CRM on-line
	Price	49,8€ user/month
	Type of system CRM	On Demand
	Company size	PYME
	Maximum users	Without specified
Marketing Area	Marketing Plan	x
	Campaign management	x
	Management of potential clients	x
	Marketing analytics information	✓
	Customer segmentation based on analytical information	x
	Customization of offers	✓
Sales Area	Planning and forecasting sales	✓
	Management of the organization and territories	✓
	Account and contact management	✓
	Activity management	x
	Opportunities management	✓
	Making offers	x
	Orders management	x
	Contract management	x
	Management of commissions and incentives	x
Service area	Customer service and support	✓
	Planning and forecast	x
	Operation management	✓
Commercial Area	Analytical information about customers	x
	Encyclopedia of products	x
	Price information	x
	Bases of commercial knowledge	x
Others	Social CRM	Yes
	Mobile CRM	Yes
	Offline operations	Yes
	Integration of others applications	Without specified
	Free trial	Yes

Source: Own elaboration. Released: Lucia Sáez-UPV/EHU Garaituz Taldea

Distribution

To a certain point, we can determine that Datanet consulting uses an indirect and short channel of distribution, since its product and programs come from Microsoft, whom could be said to be the maker or designer and afterwards, passed on from the company or retailer and finally, to the end consumers.

Designer → Retailer → end consumers

On the one hand, the final consumer is responsible for hiring Datanet management systems because of the need that this satisfies, by contacting through the website and the telephone. On the other hand, Datanet also reach out to its potential customers through its different salesman in order to help its clients see how its product is able to satisfy their monopolies. Once contact has been established, booth sites starts the negotiation process and discuss the different terms and finally, the contract closed and the program installed.

The installation period depends on the type of project. Depending on the quantity of data required by the final consumer and the amount of necessary modifications to adapt the product to the client's taste, from three months to one year, approximately, is needed.

Communication

Alfatec group dispose of communication department in charge of carrying out marketing and advertising tasks for the whole unit of business and as a result, for Datanet.

This department use different tools to communicate between the company and its surroundings:

Firstly, it carries out direct marketing schemes through the website and social networks like the companies Twitter in order to be in the online space as well as communicate its different events and updates.

Besides this, the company hires some couple of salesmen to help make its products reach its potential clients and Datanet promotions as well as being present in different events, business fairs, offers talks and meetings in the premises of the company making itself known and the use that its product are able to offer.

2.1.2.5 R & D

There is also a department of R & D for the organization in which there is a part of this department dedicated to the program that uses Datanet and which is continuously experimenting with the program and its functionality to achieve an improvement in the benefits that can be offered to customers.

2.1.2.6 Corporate Social Responsibility

The Alfatec group, in which it is embedded Datanet, it has a wide social conscience, especially aimed at labor insertion, both of the young university students and women in general. Therefore collaborates with associations such as Adecco to achieve greater literacy of women with difficulties to access the labor market for different reasons (women victims of gender violence, older than 45 years long stops, with shared family responsibilities do not, at risk of social exclusion

And with disability equal to or greater than 33%.) and incorporation with guarantees to the labor market and is positioned through training, guidance and ongoing support.

As has been explained above, has the international certificate ISO 14001 responsible practices with the environment, which certifies that the company is respectful in this regard.

Figure 6: Image of Alfatech and Adecco Foundation Asoociation

Figure 7: ISO logo

Source: Website alfatec systems

2.1.3 Capabilities of the company

2.1.3.1 Distinctive Capabilities

Datanet Consultants is a company specialized in ERP systems with the support of Microsoft and Alfatec consultants who is the corporate group to which it belongs.

- Offers a personalised service.
- Specialized in the program of ERP Microsoft Dynamics NAV.
- Staff with the certification of the Microsoft programs.

- Ability to adapt to the needs of the customer.
- Extensive experience of the steering committee.
- Certificates of quality, safety and respect for the environment ISO 9001, ISO 14001, ISO 27001.

2.1.3.2 Value Chain

Figure 8: Value Chain
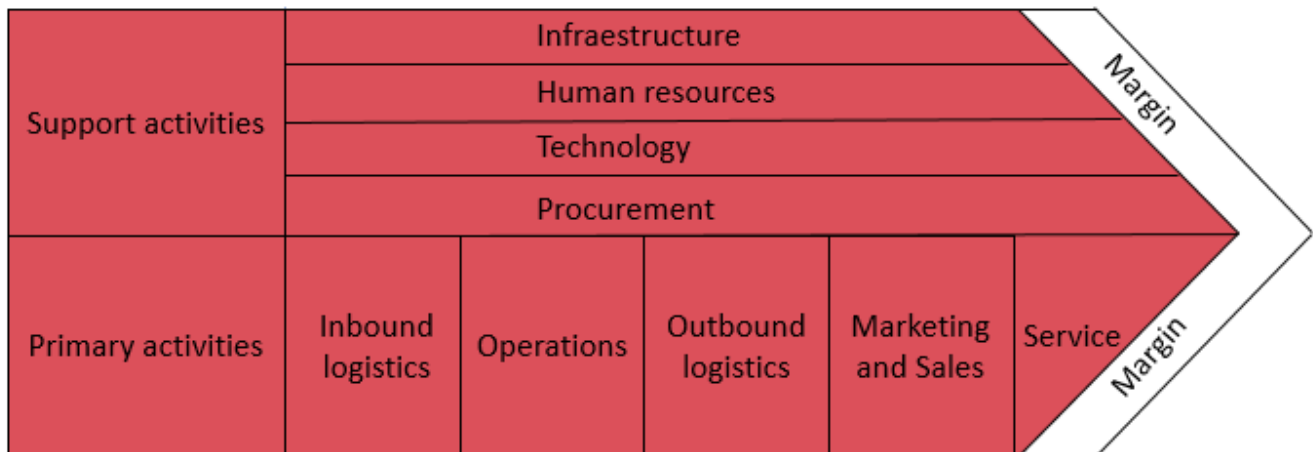
Source: Own elaboration.

Support Activities:

- Infrastructure: As you can see in the chart above, the company divides its activities into three distinct areas that are dedicated to a particular sector, the port authorities, industry and health. These three modules are supported by the departments of the group (HR Alfatec, Quality, Management, etc.) and there are also a number of coordinators for the companies of the group responsible for providing the support necessary for the proper functioning of the company.

- Human resources: The department of human resources is common to all companies of the Group Alfatec Systems. This is responsible for performing the tasks of recruitment through different portals of employment and the website itself. The selection tasks are carried out by the technical directors of the entity to evaluate whether the knowledge and credentials of the interviewee are suitable. Finally, the host training tasks and are responsible for their own peers and supervisors of the new employee.

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- Technology: For the correct operation of the different activities, datanet uses state-of-the-art materials that are at the level of the product that offers, therefore, both programs and the materials used are technologically very advanced.

- Procurement: There is a common module for the entire group Alfatec and this one is in charge of the various purchases of materials and equipment necessary for the proper development of the activities of the company, such as, computers, furniture, installation of the program in computers, etc.

Primary activities:

- Inbound Logistics: The company can access the Vía Informática thanks to the transfer of the different permits and codes on the part of the technicians of Microsoft.

- Operations: Once the product in the company, this has a standard functionality, which is retouched and modified to its adaptability in the specific sector to which it is addressed.

- Outbound logistics: The product is transferred to the customer to Vía Informática and is implanted and installed by specialized technicians in the location of the customer.

- Marketing and sales: As explained above, there is a department of communication common to all the group that is responsible for managing the web page, the different social networks in which is present Datanet. On the other hand, there is also a commercial department in charge of getting potential customers to the product and offers of Datanet.

- Service: The company offers a personalized service for the client company. In this way performs tasks of monitoring and ongoing maintenance to resolve the different questions, issues, problems that arise even after implementation.

2.2 External Analisy

2.2.1 Macroenvironment (PESTEL Analysis)

2.2.1.1 Political Factors

Spain has a system of parliamentary monarchy where the king is the head of state and there is a division of powers where the legislative power is represented by the Parliament, the executive branch of the government and the judiciary which is independent of the previous two.

In this context, the greater part of the activity of Datanet consultants is related to the ports of Spain, which depend on the budgets given to them by the government to perform in all its activities, therefore, is directly dependent on the national political factors. In this sense, Spain finds itself in a situation of relative political instability due to the political situation in Catalonia in reference to the scope of the independence. After the referendum listed as illegal by the Spanish legal power, where it was shown that the Catalan population is divided on this issue, there were numerous demonstrations and riots which led to the incarceration of Catalan political leaders, the exile of others and a discontent on the part of the population, both catalan and spanish and of the political representatives of these.

Another type of events that are generating instability and discontent in the political system and in the population are the numerous political scandals that are dotting the various political parties.

It is also necessary to emphasize the discontent that is generating the issue of pensions, in which thousands of pensioners have manifested themselves in various cities such as Barcelona, Madrid, Bilbao or Alicante to show their dissatisfaction with the loss of purchasing power in the face of what they considered to be an insufficient rise in pensions.

2.2.1.2 Economic Factors

The Spanish economy is experiencing a certain degree of improvement compared to the previous years in which suffered the great recession that began in the year 2007 and generated some devastating effects for the country.

In the first place, it will analyze the evolution of the Gross Domestic Product (GDP) that expresses the evolution of the monetary value of the production of goods and services in the country during a year. This is the main data that shows the economic development of the country. As you can see in Figure 1, there is a positive trend of this indicator since the year 2014, especially from the year 2015 from which they are logging increases of more than 3% compared to the previous year. This indicates that the Spanish economy is experiencing an annual improvement in relation to previous years.

*Graph 1: Annual GDP growth rates. In the period from 2009 to 2017*
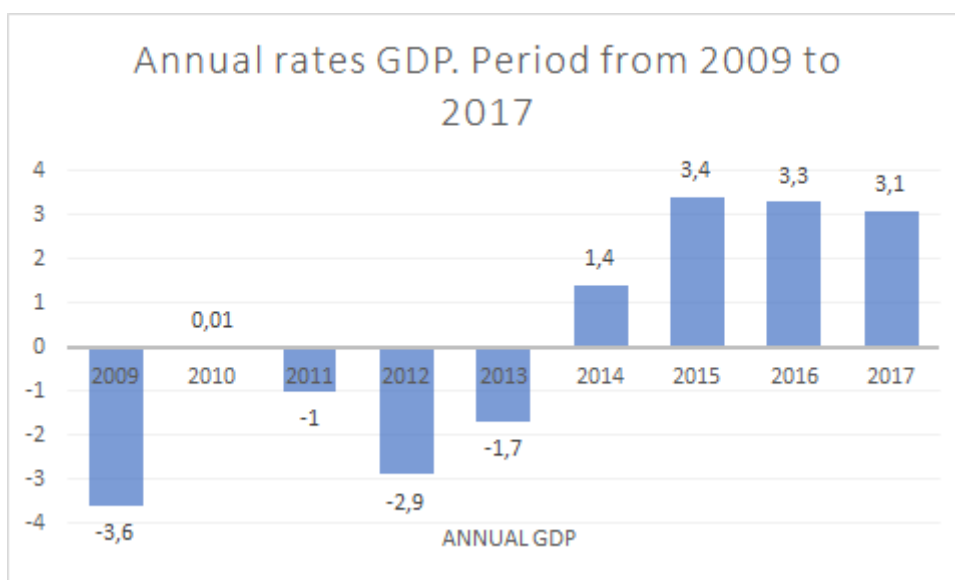
Source: Own elaboration. Date: INE

The following indicator that explains the situation and the country's economic trend is the unemployment rate. As you can see in the chart 2 the number of unemployed people is decreasing from 2013, when it reached a few historic peaks of more than 6,000.000, which corresponds to an unemployment rate of 26.94 per cent of the active population. In the last quarter of 20017 the rate of unemployment was about 16.55%,

which implies an amount of approximately 3,700,000 unemployed. This indicates that there is a positive trend of job generation in Spain.

Graph 2: Unemployment evolution. In the period from 2012 to 2018
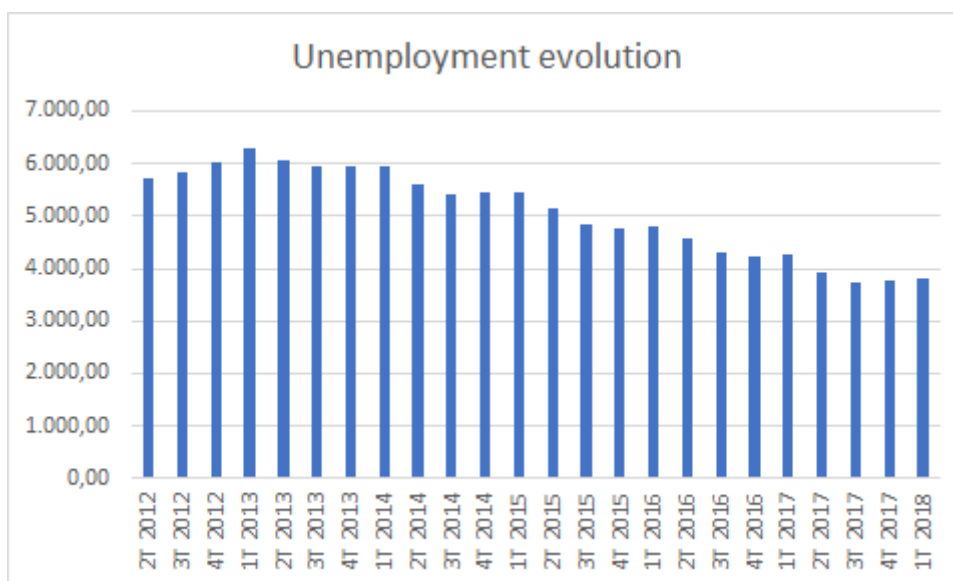
Source: Own elaboration. Date:INE

Another factor that affects Datanet is the existence and creation of new SMES. In Figure 3 you can see how, after the crisis, has increased the rate of creation of businesses in Spain, which is a positive development for Datanet, which focuses its activity in small and medium-sized enterprises.

Graph 3: Variation of number of companies. In the period from 2006 to 2016.
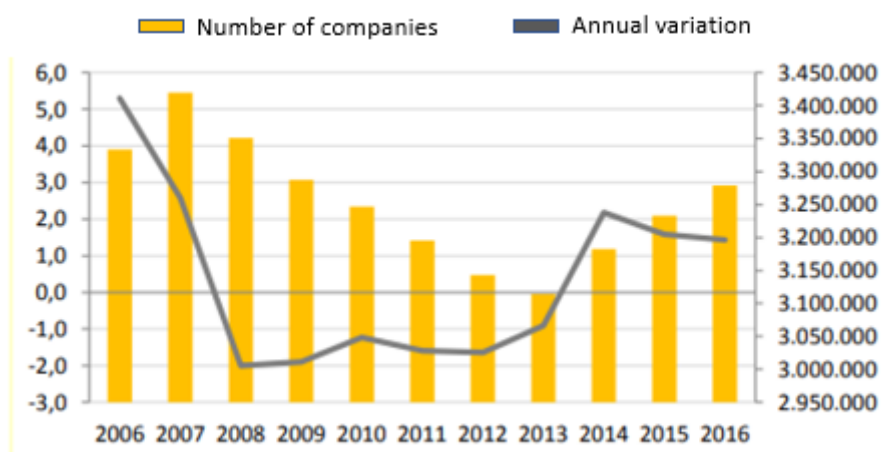
Source: SME Portal. Date:INE

Therefore, after the study of these two macroeconomic data, it can be determined that, in spite of not having reached the economic indices prior to the crisis, Spain shows signs of economic improvement and development for the coming years.

2.2.1.3 Sociocultural Factors

The set of socio-cultural factors are of great importance in any business field and recovers a great importance in the sector of Datanet consultants where it requires a high level of education for the development of its activity.

The main socio-cultural factor is related to the increasing confidence and skills on the part of the companies the use of ERP and CRM programs aware of the opportunity and the amount of benefits that can lead to this type of program.

Figure 4 shows a positive trend in the level of training of adult population which offers some positive expectations about the ability of Datanet workers with adequate training and necessary for business.

Graph 4 Evolution of trainning in adult population (25-64 years). Perios from 2005 to 2015.
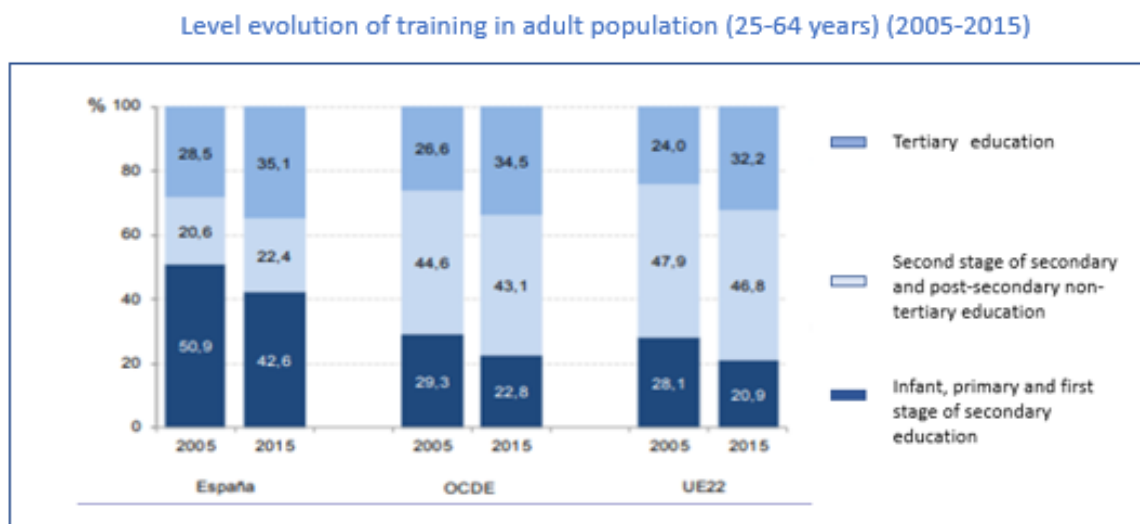
Source: OECD

The evolution of births and deaths explains the growth or decline of the population and the level of aging. An increase in the level of aging might mean a future increase in the cost of labor, for example. For this reason, Figure 5 shows the evolution and can be seen as from the year 2014 there are more deaths than births and in the first half of the year 2017 32,132 people died in Spain more than they were born, which means negative future expectations with regard to the aging of the Spanish population.

Graph 5: Semmiannual evolution of births and deaths. Perior from 2010 to 2017.
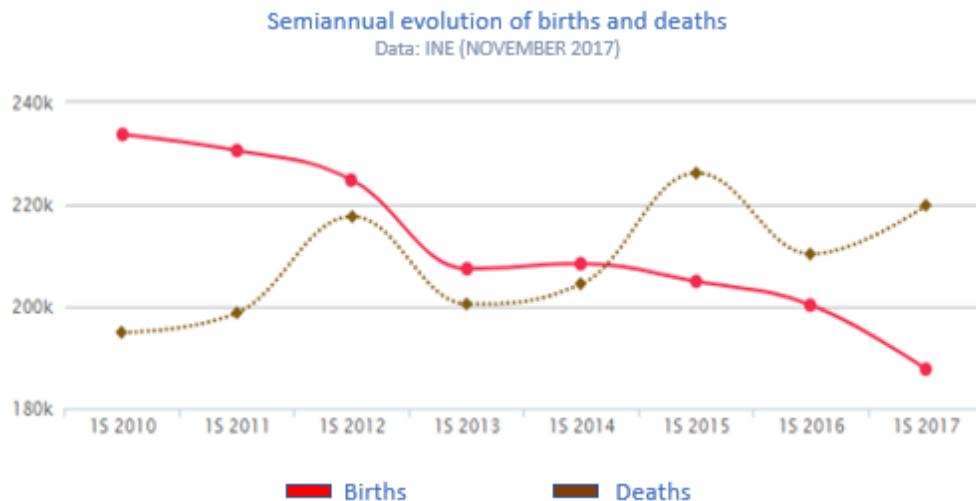
Source: INE

2.2.1.4 Technological Factors

The ERP differ mainly in the functionality we are able to offer and its technological features. Therefore, the technological factors are of great importance for the company Datanet since, this type of companies that move in this sector are fed mainly on technology to provide an effective and efficient service for their clients.
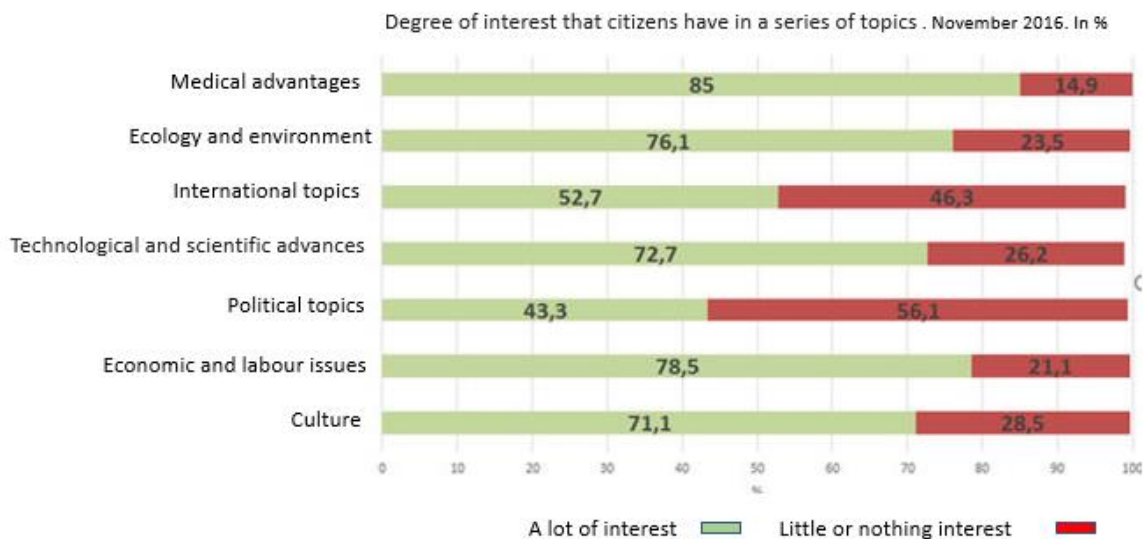
Therefore, in determining what we are now in the age of information and technology, it can be said that there is a constant appearance of innovations in virtually all sectors, including the scope of the management software. Thanks to these innovations explained above the ERP are able to evolve and offer better solutions, greater functionality and more economical for the companies. Datanet consultants must be able to adapt and implement these new technologies to be able to continue to provide adequate service and quality for your customers if you want to remain in the market.

2.2.1.5 Ecological Factors

This type of factors are related to the environment and the impact of this on the people and the company. Therefore, it is necessary to emphasize some of the effects of the so-called Climate Change in Spain. Some of these remarkable data could be that, according to the State Meteorological Agency (AEMET) rainfall levels were reduced by 15% from 2016 to August 2017, the sexto más cálido de todo el siglo XXIwatershed of the Northwest Iberian Peninsula are below 40% of capacity, which according to this group of experts are alarming data, etc.

At this juncture, as shown in Figure 6 , there is a high degree of citizenship on news and issues related to the environment and the ecological factors.

Graph 6: Degree of interest that citizens have in a series of topics.November 2016 in %.

Degree of interest that citizens have in a series of topics . November 2016. In %

Topic	A lot of interest	Little or nothing interest
Medical advantages	85	14,9
Ecology and environment	76,1	23,5
International topics	52,7	46,3
Technological and scientific advances	72,7	26,2
Political topics	43,3	56,1
Economic and labour issues	78,5	21,1
Culture	71,1	28,5

A lot of interest ▭   Little or nothing interest ▬

Source: The Daily.es. Date: CIS

After the analysis of this type of factors, it can be determined that there is a certain awareness and interest on the part of the citizenship in relation to the ecological factors. It is for this reason that Datanet cannot neglect this type of factors and act responsibly with the environment. In addition Datanet story with the international certificate of environmentally friendly practices ISO14001, which positively affects the company.
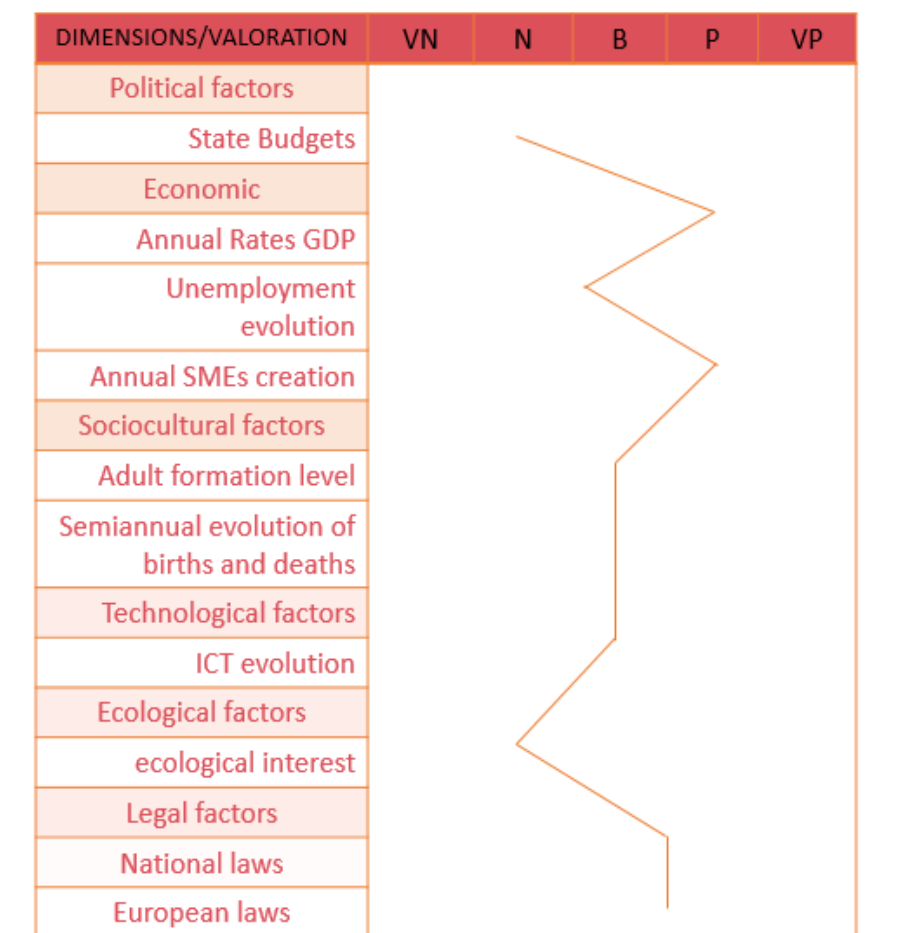
2.2.1.6 Legal Factors

The new Directive (2008/8/EC) of January 2015 that was introduced in Europe, has changed the taxes applied on digital goods by modifying the final price of prices, which affects in a negative way, as it lowers the purchasing power of consumers.

The reform of the law of intellectual property which entered into force at the beginning of 2015
Affect the Internet, as it has introduced measures that affect users of the network
In Spain, as is the 'Sinde Law' or the 'Canon AEDE'. This new reform means a threat to the sector. The new law, basically, attempts to regulate and control the Internet,
Being a partial reform, to the point that sets a time limit of one year for the Executive to approve another change more profound and complete

*Figure 9: Macroenvironment influence in Datanet enterprise*

DIMENSIONS/VALORATION	VN	N	B	P	VP
Political factors					
State Budgets					
Economic					
Annual Rates GDP					
Unemployment evolution					
Annual SMEs creation					
Sociocultural factors					
Adult formation level					
Semiannual evolution of births and deaths					
Technological factors					
ICT evolution					
Ecological factors					
ecological interest					
Legal factors					
National laws					
European laws					

Source: Own elaboration

2.2.2 Microenvironment

In this section, we are going to study the characteristics of the business environment of Datanet through the model proposed by Michael Porter that shows how the forces that make up directly affect the company, their actions, and ultimately, to its results.

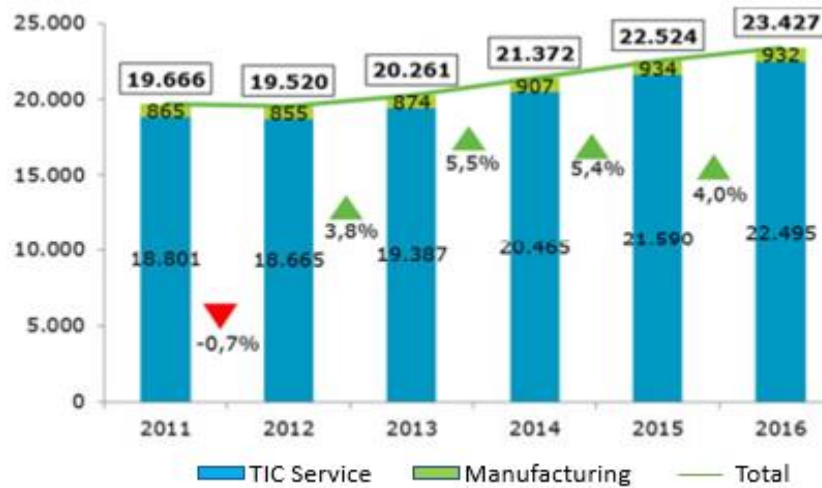*Figure 10: Porter's five forces model*
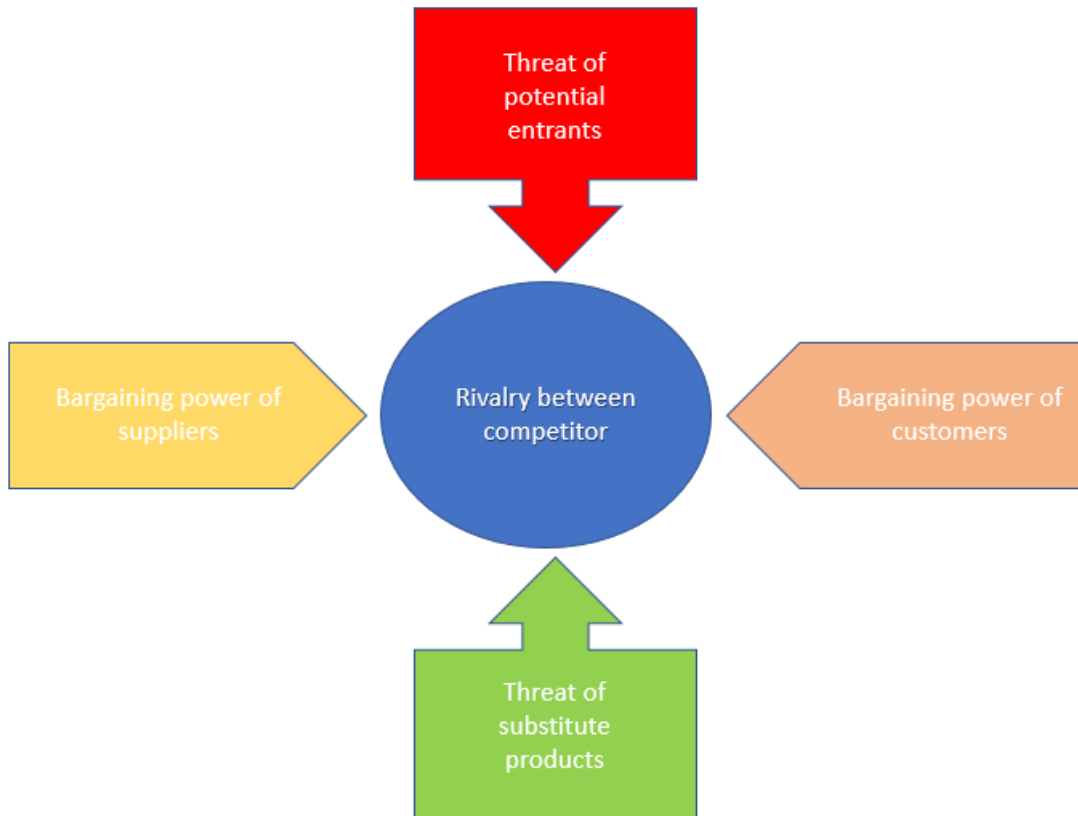
Source: Own elaboration

2.2.2.1 Rivalry between competitors

According to the annual report of the Information Technology sector (ICT) belongs to the Datanet, since the year 2013 the number of companies belonging to this sector ICT services is increasing with an increase rate of a 3.6%.

Graph 7: Evolution of IT companies quantity

Source: ontsi. Released: Social Security

In 2017 the communities of Madrid and Catalonia housed the 53% of the ICT companies in Spain, while Valencia and Andalusia are located on the second step representing the 9% each one of them. The reduced concentration of companies in the Valencian Community, suggests a low intensity which provides competitive Datanet a certain advantage to be entered in the set of regional companies. But at the national level, there is a high competition and number of companies that provide these types of services.

2.2.2.2 Bargaining power of customers

At this point is to study the power that has the customers about the company Datanet or CRM and ERP companies operating in the same sector.

The power of customers is relatively low, since, in spite of the fact that the company is adjusted to the extent possible to the claims of the customer, these are not capable of making or manage the product and in addition, they need Datanet this constantly performing tasks of consulting and maintenance.

On the other hand, the process of change of ERP system can be costly in economic terms and temporary which reduces the margin of maneuver of the customers and finally, ERP systems are usually quite differentiated and tailored to their customers, so

sometimes it is difficult for them to find programs that fit in a more effective way to their claims.

In summary, the power of the customers is minimal due to its inability to generate their own management program, the difficulties that assume a change in the system and find systems that are tailored to your needs.

2.2.2.3 Threat of potential entrants

Through the threat of new entrants is studying the possibility of entry of potential competitors in the sector in which it operates Datanet.

As you can see in Figure 8, the turnover generated by this type of business is increasing since the year 2013, so that you can determine that this is a sector that is in a growth phase. This generates a certain attraction and stimulates the creation of companies dedicated to this sector, therefore there is a potential threat of entry of new firms.

Graph 8: Investments form IT companies
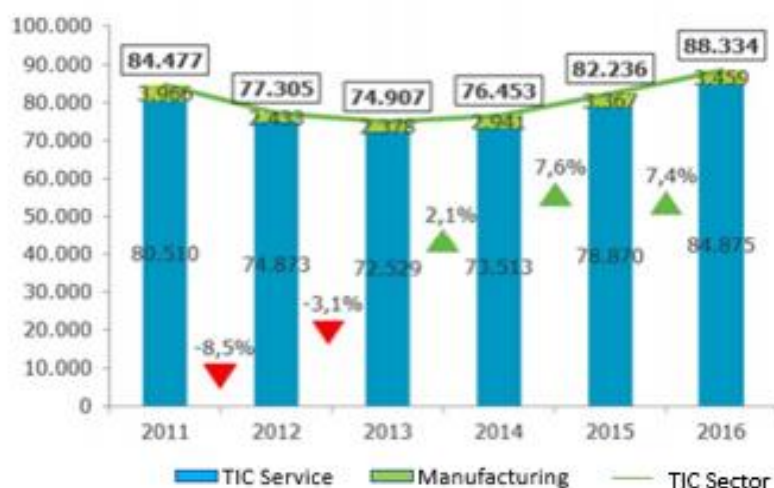
Source: ontsi. Released: Social Security

On the other hand, there are high barriers to entry, investment and knowledge, to be able to create a company specialized in ERP and CRM which reduces to some extent the high amount of potential competitors.

2.2.2.4 Bargaining power of suppliers

This section looks at the bargaining power of suppliers of datanet have about the company, its way of acting, its strategy and objectives, etc.

As has been explained above, Datanet is a partner company of Microsoft, so that its major supplier and only is Microsoft. Despite having the ability to modify the program or product, this system comes supplied by Microsoft with a series of specifications and standard versions.

Therefore, it can be said that there is a level of concentration which represents a very high power of negotiation on the part of Microsoft on Datanet.

## 2.2.2.5 Threat of substitute products

The substitutes of the ERP and CRM are those that serve the same function or meet the same need that these programs. In a sense, social networks or the Big Data could be used to meet some of these functions, but certainly these tools we are able to cover all of the functionality provided by the program that uses Datanet, therefore, the threat of substitute products is minimal.

2.2.3 Competitive Analysis

2.2.3.1 Levels of competence

There are four levels of competition from the consumer perspective to the Datanet consultants must meet to carry out their strategies and the correct achievement of its objectives, as can be seen in Figure 11:

Figure 11: Levels of competence
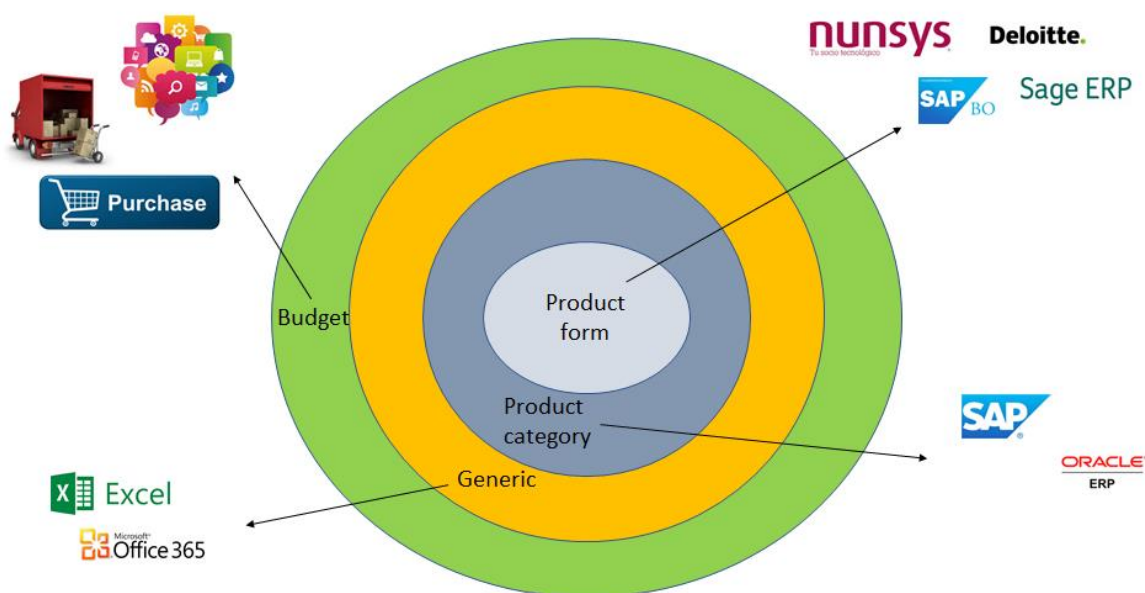
Source: Own elaboration

A product: In this level of competence are those direct competitors that offer products of similar characteristics in terms of functionality, billing, quality level, etc, to the datanet. These competitors would be those who are specialized in ERP and CRM programs targeted to small and medium-sized enterprises. The main would be, in the first place, Microsoft partner companies that have the same permissions as the datanet to offer the same product. And in addition to these, those companies that use competing programs adapted for the same type of companies that the Microsoft Dynamics NAV, such as SAP Business On, which is the version of SAP for small and medium-sized enterprises, SAGE Murano of SAGE and Unit4Ebon of Unit.

Product Category: This second level of competence encompasses those companies that offer the same product but with different attributes of functionality, level of turnover, size, etc. Within this level may be classified those companies specialized in ERP solutions for large enterprises, but which could also be implanted in the median company. The main would be SAP or Oracle ERP Cloud Solutions.

Generic Product: In this third level of competence, it encompasses those competitors who offer substitute products able to satisfy the same need that Datanet consultants. These could be Excel programs, combined with other smaller management programs,

OpenOffice, solicitors who are dedicated to collecting the data and analysing them, programs based on multiple applications, etc.

Budget of the consumer: In this last level of competition is identified to all those competitors and products targeted to the scope of the company that compete for the same budget of the consumer. How could they be communication or marketing agencies, transport companies, etc.

2.2.3.2 Main Competitors

To explain the different types of competitors of Datanet before you must divide these into two distinct groups.

First, as explained above, we find the set of Microsoft partner companies that use the same product or program that datanet and, therefore, compete by the quality and price of their services with Datanet. The main could be Deloitte, Aitana and Nunsys. It should be noted that the price of implementation is common to all these companies since it is an established and published by Microsoft for all its partners. Therefore, as specified above these companies compete by the efficiency and effectiveness of their services.

This company is a world leader in the field of professional services consulting, tax, legal, financial advice and audit. It is one of the largest and most prestigious four audits of the world. This company has a potential and economic capabilities far greater than Datanet and is able to offer a range of services for a much more comprehensive and competitive that Datanet but at a higher price.

These two company have similar characteristics in terms of price and functionality, and despite the fact that these are relatively lower than those of Datanet, it can be said that are the main competitors of Datanet quality-price of the service.

On the other hand, we can group the rest of consultancies that offer a different program that offers Datanet with features in terms of functionality and price that are also suitable for the market segments targeted by the Microsoft Dynamics NAV and CRM. The main would be Oracle, SAP Business One and SAGE. On these companies can speak in relation to the price of the licenses but each has its specific way of accounting for the hours of work and maintenance.

The companies who market the program Oracle ERP and CRM offer a product that encompasses a greater functionality and possibilities that the product of Datanet but at the same time these products are offered at a higher price than the datanet and the possibilities of a large number of SMES.

These are the prices that costs an Oracle ERP product: By user costs 300$ the standard version and 800$ the enterprise version and if it requires a large amount of users $15,000.00 and $40,000.00 respectively.These prices vary depending on the country but about are these.

Table 3 Oracle ERP prices

Version	User	Processor
Standard Edition	300.00USD	15,000.00USD
Enterprise Edition	800.00USD	40,000.00USD

Source: Own elaboration. Released: Website of Oracle Corporation

Then, in the following picture you can see the prices and functionality of the Oracle CRM system.

Table 4: CRM portfolio of Oracle

		Oracle CRM on demand
	Name of program	Oracle CRM on demand
	Price	User/Month Standard-75$ Basic-90$ Enterprise-125$
	Type of system CRM	On Demand
	Company size	PYME
	Maximum users	Without specified
Marketing Area	Marketing Plan	✓
	Campaign management	✓
	Management of potential clients	✓
	Marketing analytics information	✓
	Customer segmentation based on analytical information	✓
	Customization of offers	✓
Sales Area	Planning and forecasting sales	✓
	Management of the organization and territories	✓
	Account and contact management	✓
	Activity management	✓
	Opportunities management	✓
	Making offers	✓
	Orders management	✓
	Contract management	✓
	Management of commissions and incentives	✓
Service area	Customer service and support	x
	Planning and forecast	x
	Operation management	x
Commercial Area	Analytical information about customers	✓
	Encyclopedia of products	✓
	Price information	✓
	Bases of commercial knowledge	✓
Others	Social CRM	Yes
	Mobile CRM	Yes
	Offline operations	Without specified
	Integration of others applications	Without specified
	Free trial	Yes

Source: Own elaboration. Released: Lucia Sáez-UPV/EHU Garaituz Taldea

Sage ERP

The version of SAGE for smbs is the SAGE 200c, where the standard version that goes from a minimum of 107.23€ per month for the first three users or 1,180,00€ per year and from there the price would increase depending on the number of users. All this would have to add a price of 2,711,00€ in concept of starpack. In the case of the extra version, the price would be an initial payment of 4,914,00€ in concept of starpack more an annual quota of 2,303,00€ or 209.00€ monthly subscription. Therefore, it can

be said that the licenses of SAGE are relatively higher than those of Microsoft and with similar functionality.

Table 5: Sage ERP prices

Version	Standard	Extra
Price	2,711.00€+1.180.00€	4,914.00+2,303.00€

Source: Own elaboration. Released: SAGE corporation website

In the following table you can see the prices of the SAGE CRM:

Table 6: CRM Sage portfolio

	Name of program	Essentials	Profesional
	Price	24€ user/month	49€ user/month
	Type of system CRM	On Demand	On Demand
	Company size	PYME	PYME
	Maximum users	Without specified	Without specified
Marketing Area	Marketing Plan	x	x
	Campaign management	x	✓
	Management of potential clients	x	x
	Marketing analytics information	x	x
	Customer segmentation based on analytical information	x	✓
	Customization of offers	✓	✓
Sales Area	Planning and forecasting sales	✓	✓
	Management of the organization and territories	x	✓
	Account and contact management	✓	✓
	Activity management	x	x
	Opportunities management	✓	✓
	Making offers	x	x
	Orders management	x	x
	Contract management	x	x
	Management of commissions and incentives	x	x
Service area	Customer service and support	x	x
	Planning and forecast	✓	✓
	Operation management	x	✓
Commercial Area	Analytical information about customers	x	x
	Encyclopedia of products	x	x
	Price information	x	x
	Bases of commercial knowledge	x	x
Others	Social CRM	Yes	Yes
	Mobile CRM	Yes	Yes
	Offline operations	No	No
	Integration of others applications	Microsoft Outlook	Microsoft Outlook
	Free trial	Yes	Yes

Source: Own elaboration. Released: Lucia Sáez-UPV/EHU Garaituz Taldea

The next group of competitors would be the partner companies who market the program SAP Business One, which is one of the most complete in relation to the functionality and benefits offered and the item that has the highest price of both users and that cost 1400.00€ The Limited and 2650,00€ The Professional annual fee from three users, such as the starpack.

Table 7: SAPBO ERP price

Version	Limited	Professional
Price	1,400.00+Starpack	2,650.00+Starpack

Source: Own elaboration. Date: SAP Corporation website

The prices of the SAP CRM programs for small and large companies are those in table 8:

Table 8: CRM SAP Portfolio

	Name of program	SAP B. ByDesign	SAP BO
	Price	149€ user/month	Without specified
	Type of system CRM	On Demand	On Demand
	Company size	100-500	PYME
	Maximum users	100	100
Marketing Area	Marketing Plan	✓	✓
	Campaign management	✓	✓
	Management of potential clients	✓	✓
	Marketing analytics information	✓	✓
	Customer segmentation based on analytical information	✓	✓
	Customization of offers	✓	✓
Sales Area	Planning and forecasting sales	✓	✓
	Management of the organization and territories	✓	✓
	Account and contact management	✓	✓
	Activity management	✓	✓
	Opportunities management	✓	✓
	Making offers	✓	✓
	Orders management	✓	✓
	Contract management	✓	✓
	Management of commissions and incentives	✓	✓
Service area	Customer service and support	✓	✓
	Planning and forecast	✓	✓
	Operation management	✓	✓
Commercial Area	Analytical information about customers	x	x
	Encyclopedia of products	x	x
	Price information	x	x
	Bases of commercial knowledge	x	x
Others	Social CRM	No	No
	Mobile CRM	Without specified	Yes
	Offline operations	Without specified	No
	Integration of others applications	Without specified	Microsoft Outlook
	Free trial	Yes	Yes

Source: Own elaboration. Released: Lucia Sáez-UPV/EHU Garaituz Taldea

After the explanation of this group of competitors, is to expose an analysis chart on the satisfaction they feel customers using the product that offers Datanet (Microsoft Dynamics NAV) and the other two products (SAP BO and SAGE 200c) involving greater competition for your product:

Graph 9: Comparison on the satisfaction felt by customers using Microsoft Dynamics NAVSAP BO and SAGE 200c
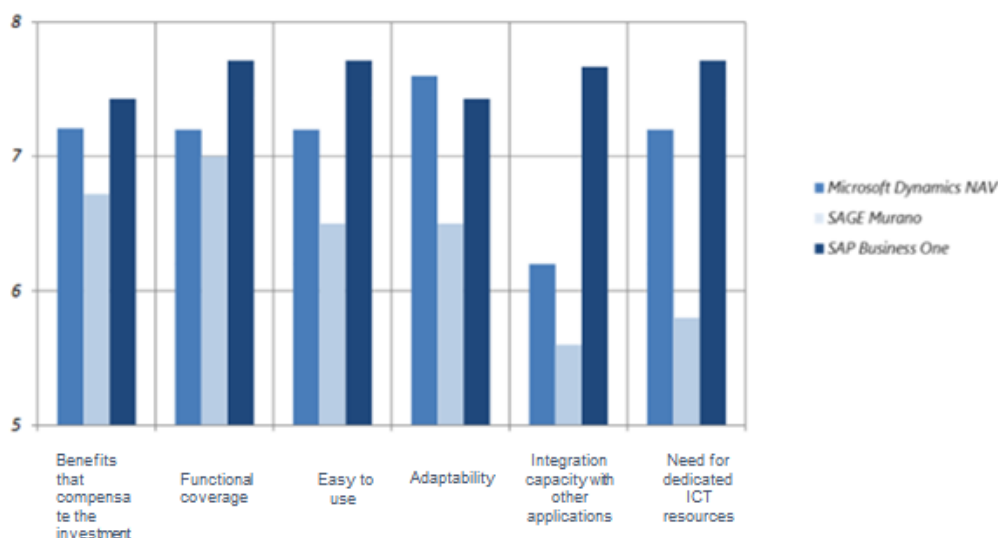
Source: Arteroconstructores

## 2.3 Market Analysis

2.3.1 Sector Analysis

In this section is to analyze the situation on the market of ERP software in depth and will also be a series of small brushstrokes on the sector of the CRM software.

The market of ERP vendors participating in the Datanet consultants is on the rise due to the fact that the companies consider it a priority to manage in a more efficient way their respective businesses and operations. Through a survey by the gauge software in Spain SoftDoit is 77.8% noted that software vendors consulted are improving their sales of ERP in 2016 and only 4.2% stated that they had been reduced. In addition to this, the company Allied Market Research, through its report "Global ERP Software Market – Size, Industry Analysis, Trends, Opportunities, Growth and Forecast, 2013-2020" says that the global market of ERP will exceed $40 billion in 2020. Therefore, it can be said that there is talk of a booming market in these moments.

The 19% of the market share is represented by the set of SAP program providers while 16% is represented by consultancies that supplied the program Microsoft Dynamics,

including the Datanet, followed by providers of Oracle and Infor with 13% of the shares. The remaining 39% is represented by the rest of the providers of ERP software that traded with other products.

Graph 10: Market share of ERO suppliers in Spain
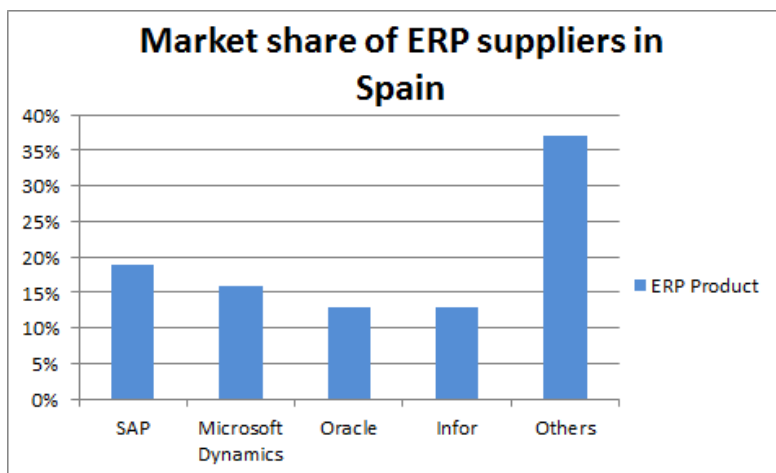
Source: Own elaboration. Released: Reseller Tech&Consulting

In relation to income, as shown in figure 11, the income of the software industry ERP, CRM and BI are the sectors to which it is addressed Datanet, are experiencing a continuous growth since 2010 reaching in 36,509 34,258,00,,00, $18,625.00 million respectively. Therefore, as has been argued above, this is a market that offers a lot of possibilities for companies.

Graph 11: Worldwide Enterprise Software Revenue by subsegments 2010-2017 (in million dollars)
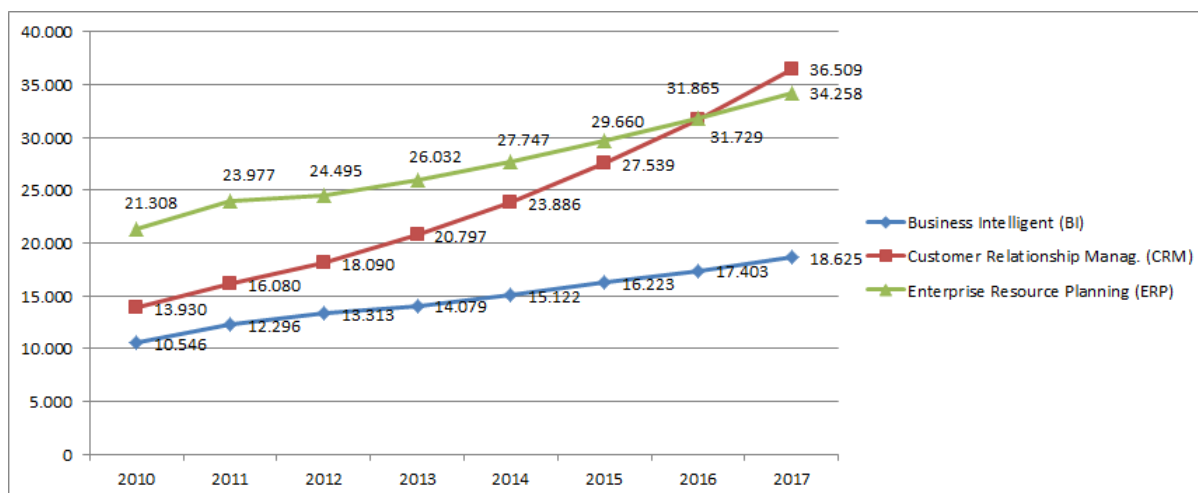
Source: Own elaboration. Released: Diarium.usal

As has been explained previously in the analysis of the competition, more than 50% of this type of companies that belong to the sector of ICT services are located in the communities of Madrid and Catalonia, Andalusia and the Valencian Community represent two percentages of 9%, so it can be said that this type of companies are concentrated in the geographical aspect.

According to the Gartner study *(The Rise of the Postmodern ERP and Enterprise Applications World)* there is a growing trend in the world of the ERP cloud or in the cloud that has been superseded to the traditional on-premise ERP where the program is installed on the company itself. As suggested by the data of "Worldwide Quarterly Cloud IT Infrastructure Tracker" income for servers, storage and networking equipment for the cloud grew 27.3% in the last quarter of 2017 and have nearly doubled in the past two years. 12 In the following chart you can see the forecasts on the market value of the cloud ERP systems for the next few years up to 2022:

Graph 12: Forecasts on the market value of ERP cloud systems for the next years up to 2022
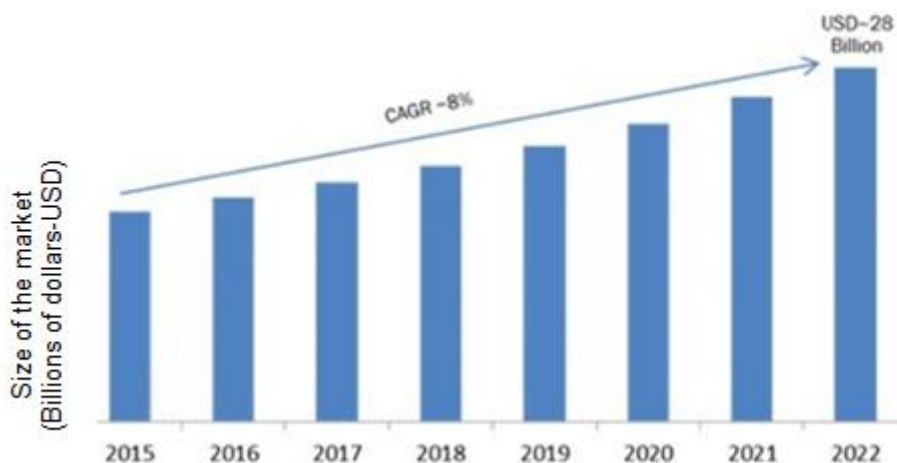
Source: Datadec Released: *2018 Worldwide IT Industry Predictions*

2.3.2 Consumer Analysis

In this section, we will study the most relevant characteristics of the different current and potential customers that are engaged in the market for ERP and CRM.

According to a study carried out by Softdoit "El uso del software ERP en España 2017", the 84% of Spanish companies use ERP system that allows them to maximize benefits and cost savings by automatically manage their business, while the 16% that is not used, the 33.3% is looking for one that suits your characteristics, a 27.7% believe that don't need it or that it is a priority and a 38.8% do not use it for other reasons.

In addition, according to the study "Current Status and Future of software in Spain Softdoit" of 2018, a 83.8% of Spanish companies use an ERP system for the management of the business group and 43.8% used a CRM system. Third place goes to the HR software that is used by a 35.2%. Behind these categories are the document management solutions, employed by a 30%, the Business Intelligence (29.5%), eCommerce (20%), Call Center (19%), POS in stores (12.4%), warehouse management systems or SGA (9.5%) and Fleet Management (6.7%)

Graph 13: Percentage of use of management software in Spain
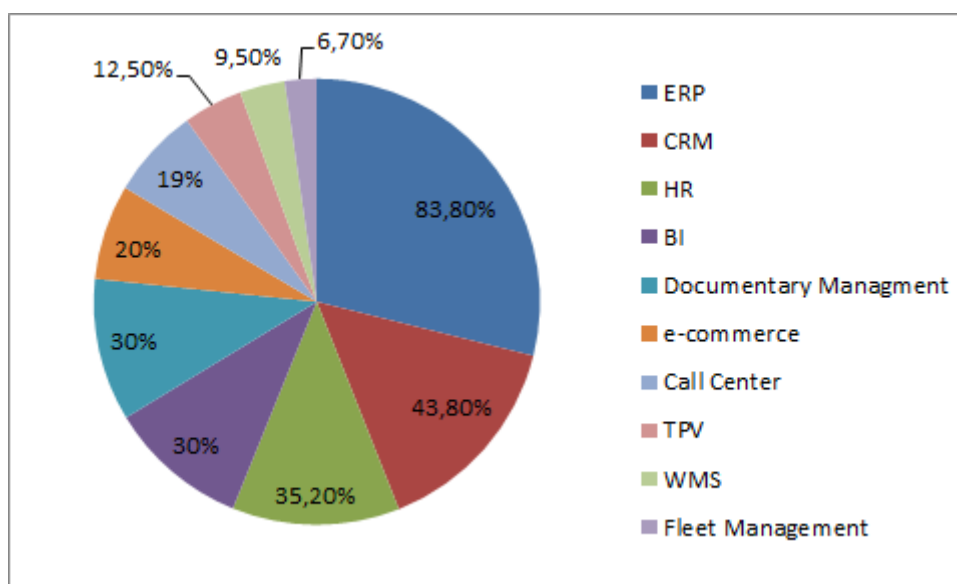
Source: Own elaboration. Released: Softdoit

According to a study on the demand for software in Spain performed by Softdoit, Demand Solutions ERP and CRM are still much in demand by businesses or customers and in addition, the demand for these products in the cloud also grows in the businesses of more than 2 million euros

This same study also revealed, as you can see in the chart14 ,that the 61% and 19% of the companies demand software ERP and CRM to consultancies followed by a 5% of

consultations in regard to Warehouse Management System (WMS) and a 5% in HR. With regard to the solutions of POS and telephone exchanges, the demand is of 4% and 3%. Finally, the Document Management software and e-commerce are the least defendants, with a percentage of 1%.

Graph 14: Small and Medium Company demand percentage of management software in Spain
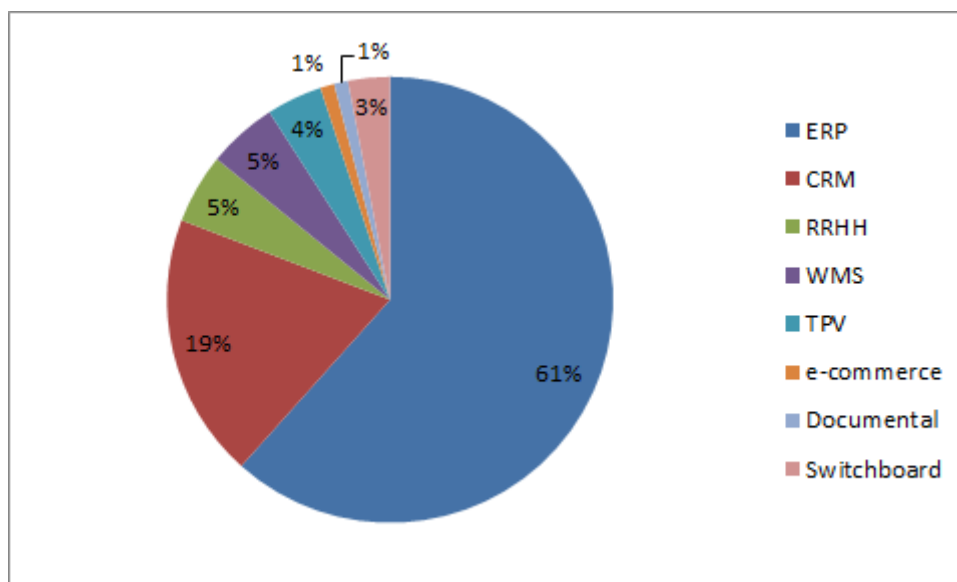
Source: Own elaboration. Released: Softdoit

This report also confirms that small and medium-sized enterprises is the interest shown by the cloud solutions, since in the year 2017 the companies with a turnover of less than €1 million was 89 per cent in CRM, while in 82% of the PRS was. In the case of the company that billed between 1 and 5 million euros, the demand was 87% in the case of CRM and a 70 per cent in the case of the ERP. Finally, in the case of small and medium-sized enterprises of more than 5 million euros demand was about 71%. Which confirms the interest, especially of small and medium-sized enterprises, in relation to cloud systems in place traditional on-premise system in the field of small and medium-sized enterprises.

Graph 15: Interest of small and medium enterprises in ERP and CRM cloud
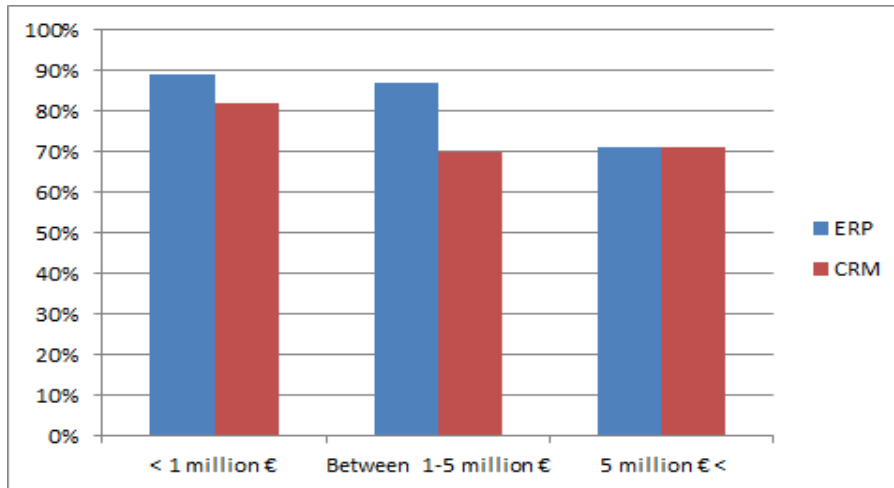
Source: Own elaboration. Released: Softdoit

As explained above, the ERP software combine the different modules that are involved in functioning and operations of the company (production, accounting, sales, inventory, HR, etc), it is therefore desirable to study to which modules give more importance the different companies. Therefore, it can be said that in relation to the ERP software, the main modules are the billing, sales, accounting and inventory. A 94 per cent of the consultations was on billing modules, followed by the modules of sales, with a 86%. The demand for accounting modules is 76 per cent, while 73 per cent of the consultations have been on inventory modules. While in relation to the software CRM, the demand for the sales is 81%, and a 77% Requests modules of marketing campaigns (e-mailing and telemarketing). In the last place, are the modules of issuance of invoices, whose demand is 44%.

3 SWOT ANALYSIS

Table 9: SWOT Analysis

SWOT ANALYSIS	
Strengths	**Weaknesses**
❑ Experience in the sector ❑ Brand backup ❑ Adaptability ❑ Support of the AlfaTec Group ❑ Association with public organizations ❑ Quality certificates ❑ Technology ❑ At international level	❑ Product limitations ❑ Complexity of the product ❑ Price ❑ Development time and product implementation ❑ Lack of information on ICT ❑ Development time and product implementation ❑ Lack of information on ICT ❑ Lack of information on ICT
Opportunities	**Threats**
❑ GDP growth ❑ Increase in the number of small and medium-sized enterprises ❑ Need for process integration by companies: ❑ Ability to obtain program improvements through technology. ❑ Greater awareness	❑ Digital VAT increase ❑ Reform of the intellectual property law ❑ High competition ❑ Threat of entry of new competitors ❑ Possibility of appearance of a program with more superior ❑ Substitute products

Source: Own elaboration

Strengths:

❑ Experience in the sector: As explained above, an important part of the staff has extensive experience in the sector, which allows them to work in a competent and adequate training for new employees.

❑ Brand: Datanet Consultores is a Microsoft partner company, therefore the program that implements account with the support and prestige of this multinational company.

❏ The ability to adapt: The program that uses Datanet, the Microsoft Dynamics NAV is a capacity to adapt to the demands of the consumer greater than those of the competition.

❏ The Group's endorsement of Alfatec: As part of the business group Alfatec, has the support economic, professional, logistical support, etc., of this. Which provides, and more room for maneuver than they would if they were independent.

❏ Association with public organizations:An important part of the clientele of Datanet belongs to the public sector, since it works mainly with several ports of the state, such as the Port of Valencia and this gives them some positive recognition for the future uptake of public or private clients.

❏ Quality certificates: Datanet consultants has the certificates ISO 9001, 14001 and 27001, which are a type of international certification which ensures that the company complies with a number of requirements in relation to Quality Management Systems (ISO 9001), respect for the environment (ISO14001) and to the information security (ISO 27001)

❏ Technology: Thanks to the use of the technology, the company is able to manage its different clients and work on their own data bases from their jobs in the offices and without the need to travel, which means greater efficiency.

❏ International sphere: The program has different time zones, currencies, and languages for the business process to develop in a more comprehensive way.

Weaknesses:

❏ Product Limitations: Datanet only sells the program Microsoft Dynamics NAV, which, despite its capacity of adaptability, it has certain limitations, since it has problems to cover the operations of large companies or companies that generate large quantities of production and for multinational companies that operate in various countries conducting joint accounts.

❏ Complexity of the product: The program that uses Datanet, is a complex program that you need in a lasting and effective training to acquire the

necessary knowledge to use it correctly, therefore the possibility of problems on the part of both the client and the consultant.

❏ Price: problems frequently arise especially in counting the hours of service for the price for businesses.

❏ Time of development and implementation of the product: The implementation processes in new businesses require a great deal of time and work that in certain cases the companies are not willing to endure.

❏ Lack of information on ICT: There is a certain lack of knowledge on the part of the small and medium company of the existence of datanet and the possibilities offered by ERP management software.

❏ Limited resources: One of the main weaknesses of Datanet consists in the limitations of staff resources with it. This is a sector with a large amount of rotation of personnel and the company it is difficult to find skilled workers in this program, so it is necessary to train new employees.

Opportunities:

❏ Gdp Growth

❏ Increase in the number of small and medium-sized enterprises

❏ Need for integration of processes on the part of firms: The increase of competition who are suffering from the companies leads them to the need to become more efficient and competitive and Prss are able to achieve this through the integration and automation of processes.

❏ Ability to obtain improvements of the program by means of the technology.

❏ Greater awareness on the part of the companies of the need to introduce integrated management systems to improve business efficiency.

Threats:

- The VAT increase digital

- Reform of the law of intellectual property

- High competition: Datanet has to cope with the companies that use different ERP programs of great recognition as SAP or SAGE but in addition to this, you must also deal with other companies or partners who also market the same product they (Microsoft Dynamics NAV), what implies a wide competition.

- Threat of entry of new competitors: There are high barriers to entry, economic, technological and knowledge, but the demand for this type of product is rising and this always stimulates the entry of new competitors.

- Threat of substitute products: as has been explained previously, there is the possibility of combining certain platforms such as social networks, excel sheets, BIG DATA, to achieve results similar to those of the ERP and CRM.

- Possibility of appearance of a program with superior performance to the competition: In this sector where the relevant technologies are so there is the possibility of a program that exceeds the capabilities of the rest and leave them obsolete.

4 MARKET SEGMENTATION

As you can see in Figure 13, Datanet consultants meets the need for correct management of business for private companies and public organizations through management software ERP, CRM and BI solutions.

Figure 12: Product-market of Datanet
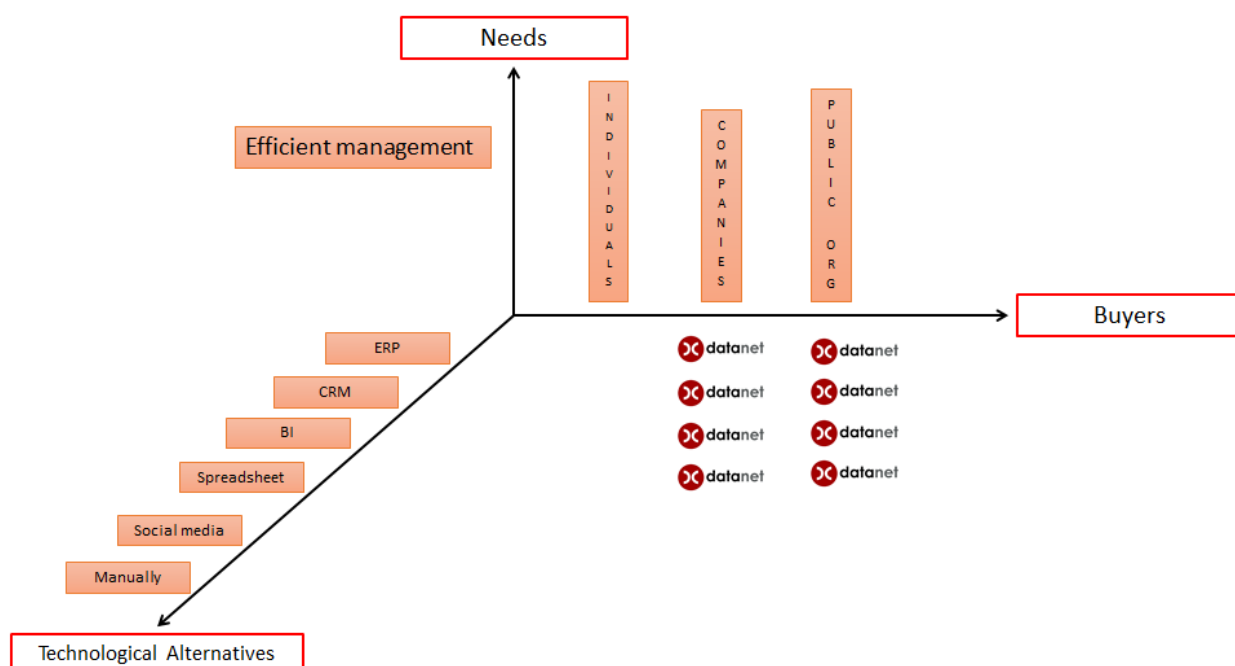
Source: Own elaboration

With these data, for the correct product-market analysis to which directs its offer Datanet is demographic segmentation criteria used, according to the sector of activity and according to the ownership of capital.

In the first place, the demographic criteria are important to differentiate the companies-customers of Datanet in function of their size, level of turnover, number of operations and movements that usually carried out. On the other hand, the criteria that segmented depending on the sector of activity try to differentiate the type of activity that is mainly, that could be production, distribution, sale, delivery of services, etc. Finally, the criterion of segmentation refers to the ownership of capital is to differentiate between public agencies, private companies and joint venture.

<u>MS1: Small and medium-size private enterprises whose main activity is different to the production.</u>

In the first place, is to talk about the target at the time of the company formed by small and medium-sized companies with a turnover of approximately between 100,000 and approximately EUR 90,000,000, whose main activity consists in the transportation, purchase and sale of products, service delivery but not in production activities. This

occurs because the program that sells Datanet is adapted for the above activities but has certain limitations to collect the set of activities carried out by certain companies. It also has difficulties to carry out the accounting of multinational companies. In addition, the program marketed has some deployment and maintenance costs approximate hardly bearable for companies of lower level of billing and the companies of greater size and turnover usually need programs with another type of functionality to be able to register the various operations that you do on a daily basis.

MS2: Public Bodies and mixed companies dedicated to the provision of services and commercial activities.

Public agencies and joint ventures, generally the ports, are the main target of the company since they are the main source of income of Datanet. This is due to the fact that the product that sells Datanet has characteristics of adaptability which conform to the requirements and legislation of this type of public organizations. Joint ventures and the ports have to complete a series of administrative formalities and approvals before being able to carry out their various operations and the program Microsoft Dynamics NAV is capable of fulfilling this series of specifications without that the process is virtually affected. Therefore, we can define this market segment is formed by public agencies and joint ventures that are dedicated to the provision of services and commercial activities.

After this explanation about the two main segments for the company, it can be determined that the main segment that is dedicated is the public and mixed companies dedicated to the provision of services and commercial activities, because, in addition to which account for the bulk of customers and revenue for the company, Datanet is an expert in dealing with this type of clients because a large proportion of workers come from an old company that already dealt with ports (CESER) and therefore, is already specialized in this type of customers. In spite of this Datanet consultants does not discriminate on the other main segment and is also open to receive customers from other segments such as large companies provided you have sufficient resources to provide their services.

### MS3: Public agencies and private companies operating in the health sector.

The last segment to which it devotes its activity Datanet, is the health, composed of hospitals, clinics, foundations and health administrations to Datanet offers solutions

created specifically for this type of customers in order to digitize and computerize all procedures and formalities, getting to interconnect all departments and improving the relationship between the different professionals and their patients.

4.1 Positioning

After the analysis of the company and its product, it is convenient to carry out two maps of positioning based on the analysis of the competition conducted to determine their relative position in the market. In the first place, there will be a Positioning map to analyze the quality of the product with its five main competitors of different products. In the second place, the positioning map classified to Datanet in function of the service, taking into account the competence of the company with other Microsoft partners.

Figure 13: Positioning map 1
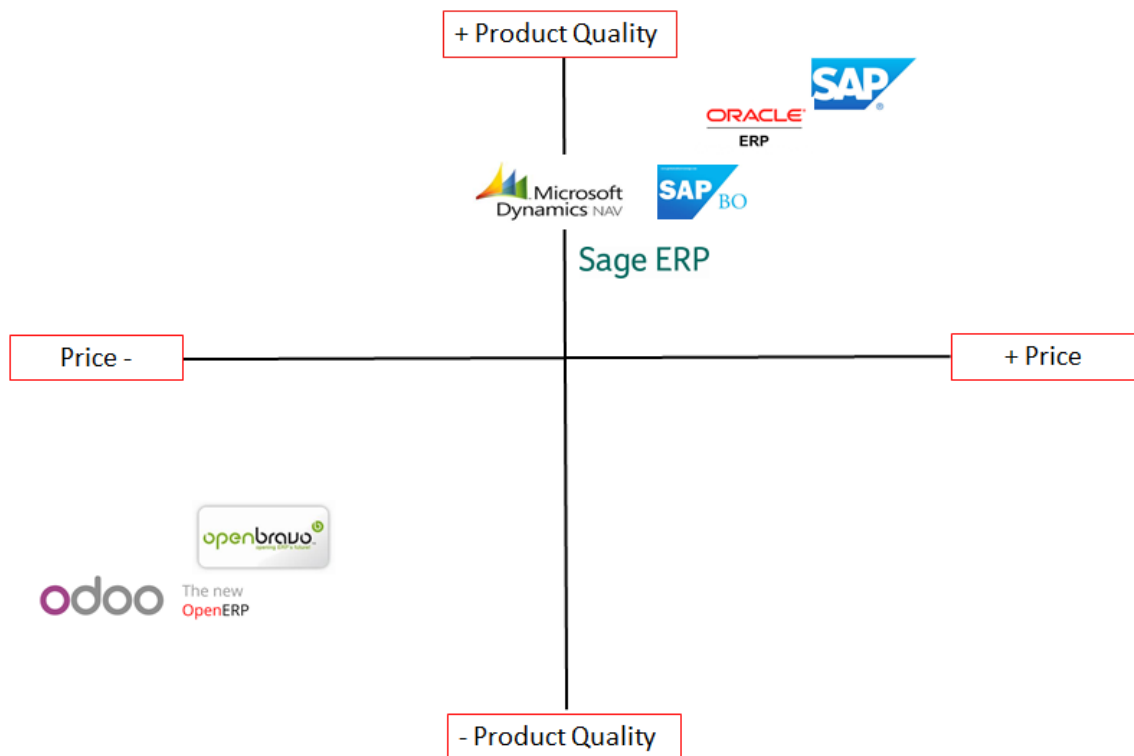
Source: Own elaboration

Figure 14: Positioning map 2
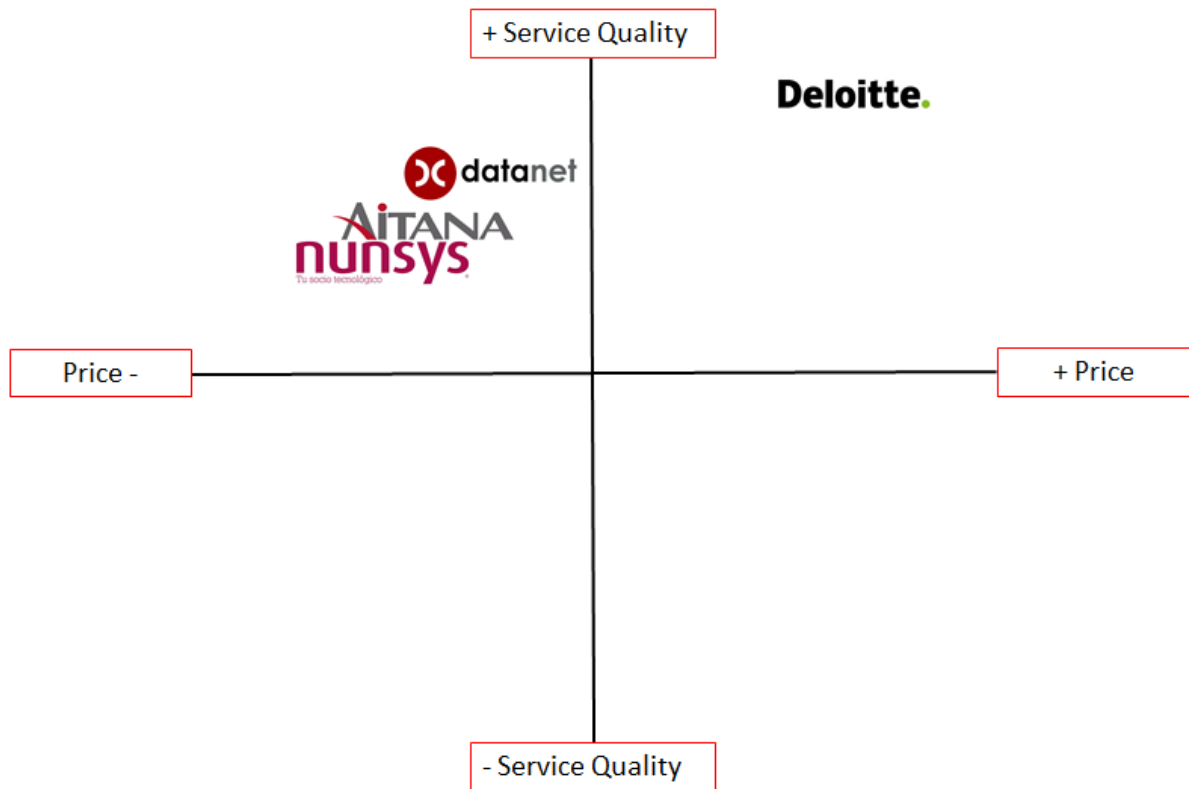
Source: Own elaboration

5 OBJECTIVES

1.Achieve a staff increase of 10% in a year.

One of the main problems of Datanet is the excessive workload of the employees and the complications that exist in finding specialized workers in the Microsoft Dynamics NAV program, this is why this objective has been proposed.

Management objectives of marketing activities

2. Achieve an increase in turnover by 5% in one year.

Achieving an increase in billing would give Datanet a greater amount of economic resources that would allow it to carry out actions for which it was previously limited

3. Achieve an increment of 10% in the total number of customers.

In the sector in which Datanet operates, there is a high turnover of customers, so one of the main objectives is to achieve an increase of 10% of customers, in order to grow as an entity.

Objectives of commercial relationships

4. Reduces the response time of the service by 25% in one year.

Reducing the response time to different customer suggestions is a vital goal to achieve greater customer satisfaction with services and attract new customers.

5. Increase in the number of customers with a maintenance contract by 20% in one year.

The maintenance contracts represent a fixed annual income for the company, therefore, an increase in this type of contracts would mean an economic cushion for the company that will allow you to plan its different economic operations with greater security and certainty.

6 MARKETING STRATEGIES

6.1 Growth strategy

Figure 15: Ansoff Matrix
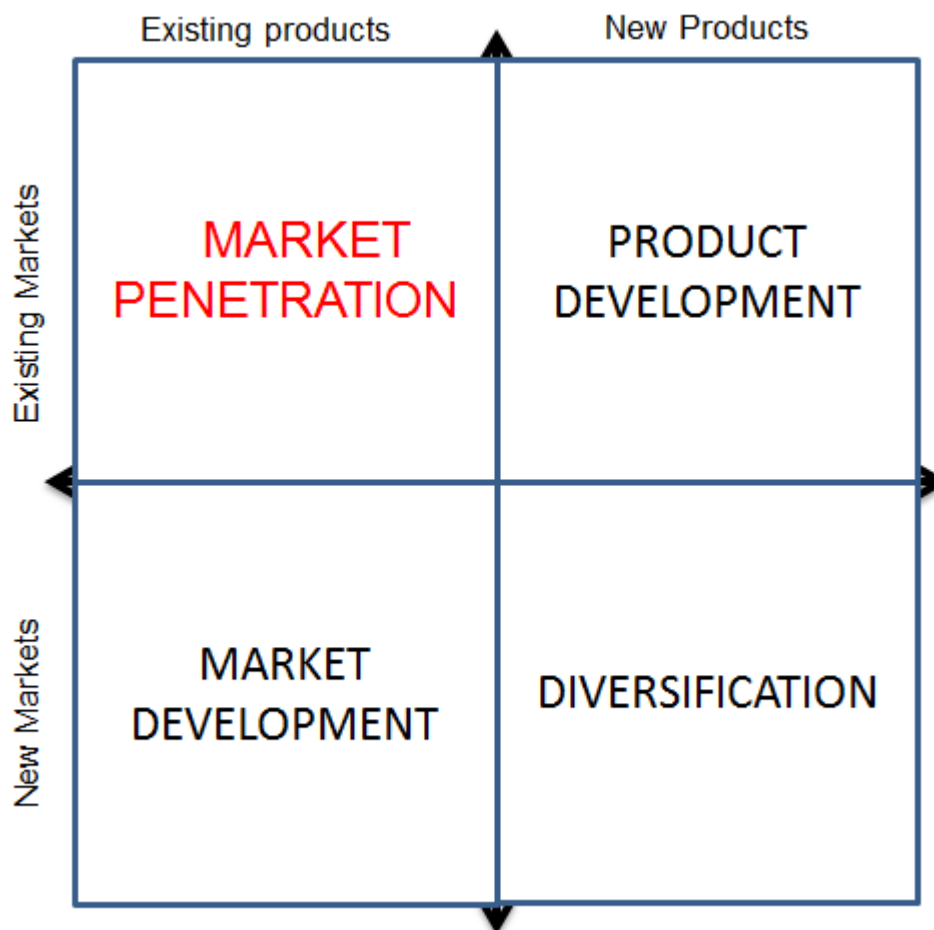
Source: Own elaboration

For the correct analysis of the growth strategy of the Datanet consultants, to use the Ansoff growth model, which includes all those modifications that produce variations in the economic structure or organizational structure of the company.

Once evaluated the different strategies proposed by the Ansoff model, it can be determined that Datanet carries out a strategy of market penetration since it seeks to increase their volume of sales, operations, and number of customers in the market or market segments, above, in which is currently set and with your current product (Microsoft Dynamics NAV).

6.2 Competitive strategies

For the study of the competitive strategy is using the method of market position of Kotler, where there are four types of strategies: Leading, challenging, follower and a specialist in niche markets.

After this brief explanation, it can be said that the strategy followed by Datanet consultants is the specialist in niche markets, because, despite having a customer that differs from their market segments previously explained, the company focuses its efforts on getting clients that belong to the small or medium-sized business, the health sector and mainly, port authorities because they are the submarkets on which more knowledge, experience and confidence is owned and therefore, the submarkets or market niches in which it specialises.

6.3. Competitive advantage strategy

According to Porter, Strategy of competitive advantage is to make a series of decisions to establish a defensible market position against competitors and industry and thus achieve, a return on the investments of the company. Therefore, Porter difference between three types of general strategies: cost leadership, differentiation and focus or concentration.

Therefore, taking into account these three types of competitive advantages, we can determine that datanet uses a strategy of competitive advantage of differentiation of the service and the product offered. In the first place, the company tries to differentiate itself from the competition through quality, adaptability and reliability of the product it sells and implements, Microsoft Dynamics NAV, which is one of the most suitable products for small and medium-sized enterprises and which has the support of Microsoft. On the other hand, it is also necessary to conduct a differentiation of the service offered, because, like datanet, there are more Microsoft partners with the licenses to offer the same product, therefore Datanet dispute its services offered of this type of competition, offering a service of adaptability and conflict resolution of the product that customers perceive as a value added to the product.

6.4 Adaptive strategy

According to the Miles and Snow model, companies show a number of models of behavior from which it derives its ability to adapt and cope with the changes in the environment. Therefore, the Miles and Snow model proposes four types of strategies: Defender, analyzing, reactive and prospective.

After the study of this model, it can be concluded that Datanet consultants used a strategy analyzing, because, in the first place, it has characteristics of the defenders by their degree of specialization in a single product and in market niches as specified above. But on the other hand, thanks to that specialization in a particular product, have the capacity to be continuously innovating on this and making improvements in both functionality as in informatics to enable them to adapt and take advantage of the different and new market opportunities.

7.ACTION PROGRAMS

7.1 Summary of actions plans

Table 10: Summary of actions plans

Actions	Objectives
Action 1: Improve the website and presence in current social networks.	1.Achieve a staff increase of 10% in a year. 3. Achieve an increment of 10% in the total number of customers.
Action 2: Publish a portfolio with the prices of the product and its users.	3. Achieve an increment of 10% in the total number of customers. 5. Increase in the number of customers with a maintenance contract by 20% in one year.
Action 3: Create a new maintenance package based on the years that customers have with Datanet.	5. Increase in the number of customers with a maintenance contract by 20% in one year. 2. Achieve an increase in turnover by 5% in one year.
Action 4: Create an offer to attract new customers.	3. Achieve an increment of 10% in the total number of customers. 2. Achieve an increase in turnover by 5% in one year.
Action 5: Create a regulated training program.	4. Reduce the response time of the service by 25% in one year. 3. Achieve an increment of 10% in the total number of customers. 2. Achieve an increase in turnover by 5% in one year.

Action 6: Create a public training blog about Navision.	1.Achieve a staff increase of 10% in a year. 3. Achieve an increment of 10% in the total number of customers. 4. Reduce the response time of the service by 25% in one year.
Action 7: Add an ERP cloud to the product portfolio.	3. Achieve an increment of 10% in the total number of customers. 2. Achieve an increase in turnover 1.Achieve a staff increase of 10% in a year.
Action 8: Launch an advertising campaign on Facebook.	3. Achieve an increment of 10% in the total number of customers. 2. Achieve an increase in turnover by 5% in one year.
Action 9: Create an attractive maintenance program for new customers.	5. Increase in the number of customers with a maintenance contract by 20% in one year. 2. Achieve an increase in turnover by 5% in one year.
Action 10: Create a radio wedge for NAV Puertos.	2. Achieve an increase in turnover by 5% in one year. 3. Achieve an increment of 10% in the total number of customers.

Source: Own elaboration

7.2 Marketing decisions

Action 1: Improve the website and presence in current social networks.

Objectives supported: 3. Achieve an increment of 10% in the total number of customers. 1.Achieve a staff increase of 10% in a year.
Implementation time: 3 months
Budget: No additional cost

Remodel the web page and give more importance to the social networks of Datanet is one of the proposed actions due to the fact that, as may be seen from the internal data, most of the customers have not established contact with the company through these, but they have done so through the trade of the company or by means of marketing "mouth to mouth".

The information on the website is well structured but this action focuses its intentions to give greater importance to the fact of being a Microsoft Gold Partner and to certain customers of prestige as the port of Valencia or Sanitas to try to better capture the attention of the consumer. On the other hand, job offer are also published on the web page, but they are not easy to find, for this will create a specific section to display them clearly. In the case of social networks, you will also be given more importance to what was commented previously, because nowadays, there are a large number of publications but in the vast majority of potential clients don't understand what it is and not just connected with them.

Action 2: Publish a portfolio with the prices of the product and its users.

Objectives supported: 3. Achieve an increment of 10% in the total number of customers.   5. Increase in the number of customers with a maintenance contract by 20% in one year.
Implementation time: 3 months
Budget: No additional cost

The next action is to create an information document adapted and directed to the web page to display information about prices and the services that the company offers above along the marketing plan. This will be done with the aim of clarifying the services and prices for the different potential customers, as this information is not available in any of the company's web portal. That is to say, in the web page will be included a paragraph indicating "prices from…" and a link that will redirect to a style that has been exposed to throughout the document:

Figure 16: Example of prices summary

Source: Own elaboration. Released: Datanet consultants.

Source: Own elaboration. Released: Lucia Sáez-UPV/EHU Garaituz Taldea

These documents will serve as guidance for the different customers but, preferably, to capture the attention of the client. This will be accompanied by a series of indications that emphasized the possibility to negotiate prices depending on the individual characteristics of the company and of the project in question.

Action 3: Create a new maintenance package based on the years that customers have with Datanet.

Objectives supported: 5. Increase in the number of customers with a maintenance contract by 20% in one year.   2. Achieve an increase in turnover by 5% in one year.
Implementation time: 3 weeks
Budget: No additional cost

The annual maintenance contract consists of a monthly sum of capital, which comprised 16 per cent of license of Microsoft Dynamics NAV contracted by the client and gives access to new versions of the program or object updates that improve the functionality of the system or solve unexpected behavior of the application. In addition to these users also have access to a portal-specific content of the product Customer Sourcer, with reference material on the local and standard functionality of Microsoft Dynamics NAV, e-Learning Resources, Training Plans, suggestions, etc.

This type of contracts pose to the datanet a monthly minimum capital that allows you to have sufficient resources to cope with the economic obligations necessary for the proper functioning of the company. In addition, it saves having to compute the hours worked for companies that do not take up this package.

Because of these issues, the action number 3 is designed to increase the number of maintenance contracts which, if accepted, would lead to an increase in the turnover of Datanet. To do this, will create a offer for customer loyalty and at the same time increase the number of maintenance contracts, which will be to reduce to a 14% this contract for those companies that carry more than 5 years.

Action 4: Create an offer to attract new customers.

Objectives supported: 3. Achieve an increment of 10% in the total number of customers.   2. Achieve an increase in turnover by 5% in one year.
Implementation time: 1 month
Budget: No additional cost

The action number 4 is designed to increase the number of clients of the company and the level of billing through the launch of an offer in relation to the number of users of NAVISON. The offer will be to provide a user at zero cost to all those new companies that acquire a minimum of 6 premium users, which is a significant investment for the client which should pay around 8 thousand euros in users and therefore Datanet wins if you get customers to bill these amounts despite providing a free extra user.

Action 5: Create a regulated training program.

Objectives supported:
4. Reduces the response time of the service by 25% in one year.
3. Achieve an increment of 10% in the total number of customers.
2. Achieve an increase in turnover by 5%.
Implementation time: 3 months
Budget: 2,500,00€

One of the main problems of this type of consulting is to find people who specialize in implementing the program. Therefore, in many occasions they hire people without experience . The problem that exists in Datanet is that there is a regulated program of training. New workers receive an unstructured training by different workers of the organization and practice individually with the knowledge of their own. This creates a certain disorientation and dependence on the rest of the workers to be able to perform the tasks assigned to these new workers and therefore slows down the time of the services offered.

To do this, the action 5 proposes to regulate a training process in which 2 hours of training is received from a skilled worker designated to train new workers during the first three months. The new worker will use the rest of the time to carry out the proposed training exercises. In addition, the new workers will carry out a series of group trainings at headquarters (Valencia) to enable them to be move mobile and get to know their colleagues in different locations. This is a spending and a major effort that the Datanet will undergo but that will allow it to train workers more quickly and ensure that work in a more efficient way.

The budget for this training plan is based on the number of hours per week that take place in worker multiplied by the salary that the trainer will receive 10 €/hour plus the extra time needed for the worker need to resolve doubts. That is to say, 10*160hours+time resolution of issues in hours*10€+training courses=2,500,00€ approximately.

Action 6: Create a public training blog about Navision.

Objectives supported:
1.Achieve staff increase of 10% in a year.
3. Achieve an increment of 10% in the total number of customers.
4. Reduces the response time of the service by 25% in one year.
Implementation time: 1 month
Budget: 300€

Action 6 consists in the creation of a blog about Microsoft Dynamics NAV property of Datanet to resolve issues internally and externally in nature where the workers, especially those who have no experience in the program, can resolve their doubts when no other partner is available to do so. This blog will be called Datanet NAVISION Blog and it can also be used by people outside the company who has doubts about the program, on the ERP and on Datanet. In this way, the company, in addition to helping workers of the company itself, you will be able to enter in contact with clients and potential new workers. This blog will be managed by an expert on Microsoft Dynamics NAV of the company and will cost approximately 300 euros. This budget comprises of 9.17 €/year by the .es domain, 63.35 €/year the hosting and the rest will correspond to the cost of the person hours to respond to the questions and upload copyrighted material.

Action 7: Add an ERP cloud to the product portfolio.

Objectives supported:
1. Achieve staff increase.
2. Achieve an increase in turnover
3. Achieve an increment in the total number of customers.
Implementation time: 12 months
Budget: No additional cost

The status of Microsoft Gold Partner that Datanet holds allows it to market the license of Microsoft Dynamics 365, a solution which is intended to supplement the rest of cloud

solutions from Microsoft. It is therefore a solution that encompasses the existing CRM Online and Office 365, and incorporates the basic functionalities of the ERP as already used by any of the Alfatec business units. Therefore, taking into account the data presented in the study of the market and the customers it can be deduced that the demand for this type of software by smes is booming,this action number 7 of marketing licenses for this software can have positive effects for Datanet. First, you can be attracted to that niche market that seeks to manage its operations by means of a software in the cloud and this would increase the number of clients. This increase in the number of customers would result in an increase in the turnover of Datanet and finally, the inclusion of this system would allow the attraction of new workers specialized in a software other than Microsoft Dynamics NAV.

This action has a time horizon of 12 months due to the necessary, although reduced, training of some workers who together with the newly hired workers will be responsible for managing the companies that use this software.

Action 8: Launch an advertising campaign on Facebook.

Objectives supported: 2. Achieve an increase in turnover   3. Achieve an increment in the total number of customers.
Implementation time: 5 months
Budget: 1500€

The action number 8 is to carry out a segmented advertising strategy through Facebook. All this with the aim of achieving Datanet is set with a greater presence in Andalusia, mainly due to the potential of the port sector of the Autonomous Community. This will be done by the digital platform of Facebook because of their low cost in comparison with other platforms and its wide capacity for segmentation. This campaign will be aimed at the generation of new potential customers. The campaign will be launched in the cities of Andalusia, where are the port authorities to Datanet wants to grasp and segment in function of the interests of ships and ports.

A daily budget of 10€/day will be established and based on these data, Facebook believes that the campaign will have an estimated range of between 510-2100 people. This announcement will be issued during 5 months.

The budget will compose of 10€/day*5 months*30 days= 1500€

Action 9: Create an attractive maintenance program for new customers.

Objectives supported: 2. Achieve an increasement in turnover   5. Increase in the number of customers with a maintenance contract by 20% in one year.
Implementation time: 2 months
Budget: No additional cost.

This action is directed at the increase in the amount of maintenance contracts and the increase in the turnover of Datanet. For this purpose, the Government has designed an offer for this type of contracts is to offer them to a 15% of the cost of the license for those customers who are committed to sign it for a minimum period of 5 years. In this way, the company would work with this new customer over the next 5 years. In addition, a maintenance contract, which would represent a significant revenue entry for Datanet.

Action 10: Create a radio wedge for NAV Ports.

Objectives supported: 2. Achieve an increase in turnover   3. Achieve an increment of 10% in the total number of customers.
Implementation time: 4 months
Budget: 11,404.75€

The radio will be issued in a series of regional media to reach certain segments or niche markets. For this reason, these will be issued in the cities where the various ports are located and to which Datanet wants to reach and grasp. Therefore these cribs will be launched three times a day during the week for five months, coinciding with the campaign that is specified in the action number 8, in the cities of Algeciras(39.84€/day), Almería (39.84€/day), Cadiz(39.84€/day), Seville(100€/day)and Motril (17.71€/day) through the radio station Cope. We have chosen these ports to try to get a greater weight in Andalusia the autonomous community in the area of port authorities. This action is connected with the action number 8 and will be strengthened together.

The budge shall compose of: 5 months*4 weeks*3 days/week*(39.84€/day+39,84€/day+39,84€/day+17,71 €/day 100€/day) what it will mean for Datanet an investment of 11,404.75€.

8 TIMELINE

Table 11: Timeline

Actions	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: Improve the website and presence in current social networks.	■	■	■									
Action 2: Publish a portfolio with the prices of the product and its users.	■	■	■									
Action 3: Create a new maintenance package based on the years that customers have with Datanet.	■											
Action 4: Create an offer to attract new customers.	■											
Action 5: Create a regulated training program.	■	■	■									
Action 6: Create a public training blog about Navision.	■											
Action 7: Add an ERP cloud to the product portfolio.	■	■	■	■	■	■	■	■	■	■	■	■
Action 8: Launch an advertising campaign on Facebook.		■	■	■	■	■						
Action 9: Create an attractive maintenance program for new customers.	■	■										
Action 10: Create a radio wedge for NAV Puertos.		■	■	■	■	■						

Source: own elaboration

9 BUDGET

Table 12: Budget

Actions	¿Who does the action?	Budget
Action 1: Improve the website and presence in current social networks.	Own development	No additional cost.
Action 2: Publish a portfolio with the prices of the product and its users.	Own development	No additional cost.
Action 3: Create a new maintenance package based on the years that customers have with Datanet.	Own development	No additional cost.
Action 4: Create an offer to attract new customers.	Own development	No additional cost.
Action 5: Create a regulated training program.	Own development	2.500€
Action 6: Create a public training blog about Navision.	Own development	300€
Action 7: Add an ERP cloud to the product portfolio.	Own developed with Microsoft licensed	No additional cost.
Action 8: Launch an advertising campaign on Facebook.	Developed by a graphic design company	1500€
Action 9: Create an attractive maintenance program for new customers.	Own developed	No additional cost.
Action 10: Create a radio wedge for NAV Puertos.	Developed by a graphic design company	11.404,75€

Source: Own elaboration

➤ Budget: 2500€+1500€+300€+11404.75€= **15.704,75€**

10 CONTROL

This final section will require a series of control systems to monitor the correct development of the plan of actions.

Table 13: Control systems

Objectives	Measuring Frequency	Control Method
1.Achieve a staff increase of 10% in a year.	Quarterly	HR will be responsible for issuing a quarterly report on the evolution of the staff.
2. Achieve an increase in turnover by 5% in one year.	Bimonthly	Accounting department will be responsible for issuing a bimonthly report on the evolution of the turnover.
3. Achieve an increment of 10% in the total number of customers.	Quarterly	Commercial department will be responsible for issuing a quarterly report on the evolution of the number of customers.
4. Reduce the response time of the service by 25% in one year.	Quarterly	The quality department will create a survey that will be sent to clients to monitor this objective.
5. Increase in the number of customers with a maintenance contract by 20% in one year.	Quarterly	Commercial department will be responsible for issuing a quarterly report on the evolution of the number of customers.

Source: Own elaboration.

11 INDEX WITH FIGURES, TABLES AND GRAPHS

Figures

Tables

Graphs

12 REFERENCES

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