



Facultat de Ciències Jurídiques
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MARKETING PLAN OF PLÁCIDO GOMEZ

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1. EXECUTIVE SUMMARY

Plácido Gómez is an establishment with a great reputation in Castellón due to its experience in the sector and its location near of Jaume I University and the center of the city. This business sells office material and an important variety of books to individuals and other companies.

Nowadays, as a result of the advance of the technology and the Spanish economic crisis, many customers change the traditional office materials or books to new technologies with the objective of reduce the costs of their purchases in a long period of time.

An important increase of big franchises has affected to the traditional concept of book-shop followed by Plácido Gómez, so must realizes new strategies to obtain clients, because its competitors have a greater profitability because of the lowest costs of their products.

This marketing plan analyze resources, the environment, competence, customers and the sector of the company with the objective of identify strengths, weakness, opportunities and threats of the business. Besides, this plan shows a segmentation of different types of clients that has Plácido Gómez and a number of possible objectives that the company could reach in a period of time in order to improve its revenues.

To achieve these objectives this plan proposes different strategies to realize through 10 action plans, such as include new articles in the product portfolio, new social networks, establishments in other cities, advertisements through different ways or an app of the company, with a timeline which shows when the company will apply these plans and a possible budget in function of different prices. Besides proposes a number of control measures to monitor these actions and correct errors that could exist.

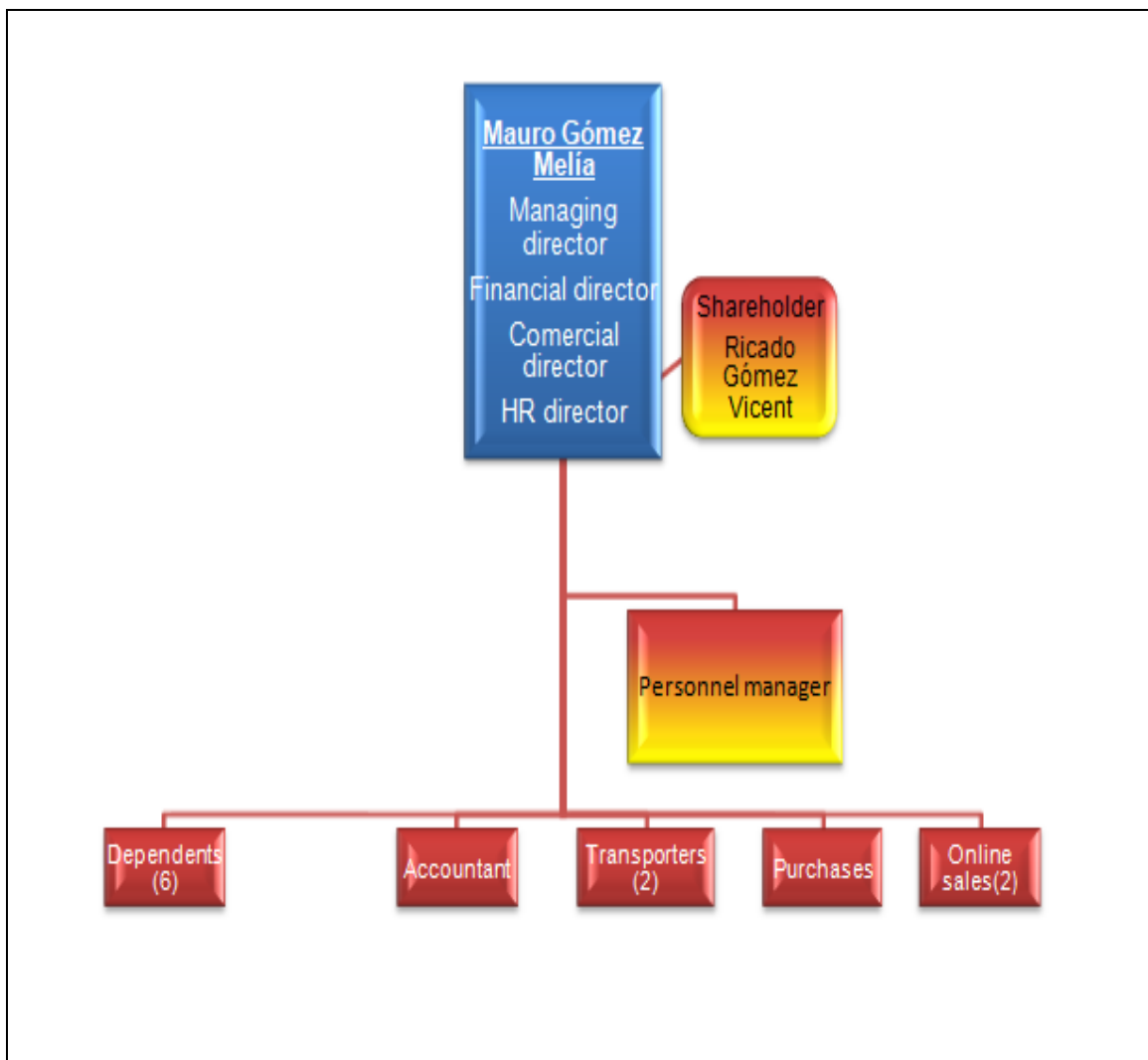
2.1.2 Company resources

2.1.2.1 Human resources

Nowadays, Plácido Gómez has approximately 15 workers, who realise different activities of this business. For example, customer support, reposition of products in the establishments, distribution of material to near companies or accounting and inventory management.

Related with the administration, Mauro Gómez Meliá is the only administrator of the company. He has the functions of managing, financial, commercial and human resources director.

Figure 2: Organizational chart



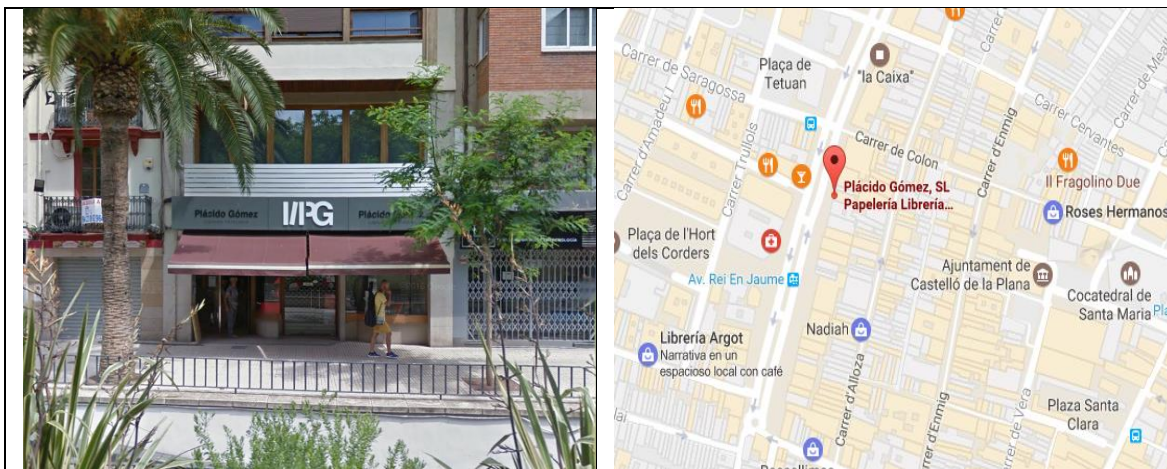
Source: Own elaboration

2.1.2.2 Physical resources

On the one hand, Plácido Gómez has **2 physical stores** where sells its products to the customers.

- First, is the physical store located at Rey Don Jaime Avenue. This store is located at the center of the city of Castellón because it is a crowded place where an important number of clients can access easily by public transport or different public car parks.

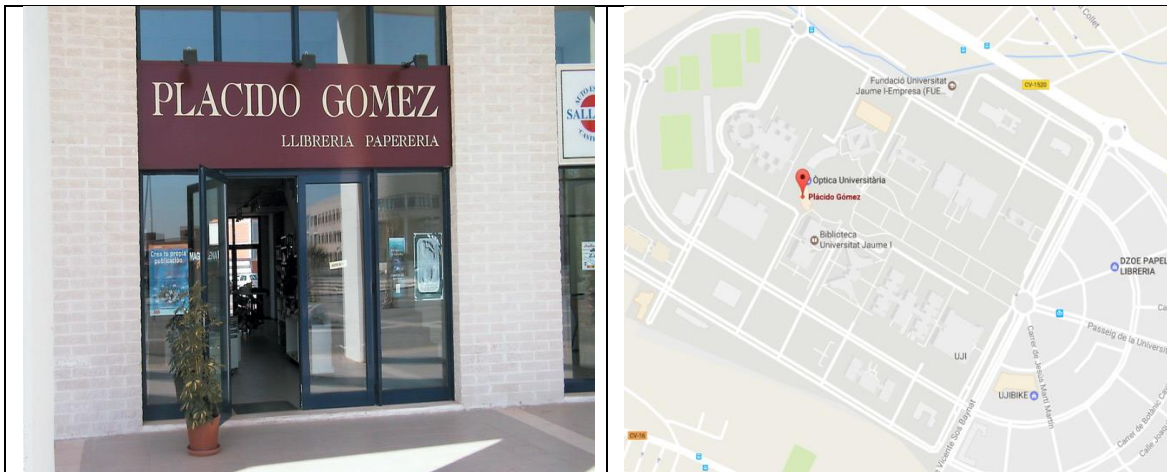
Figure 3: Physical store at Rey Don Jaime Avenue



Source: Google Maps.

- Second, is the physical store located at Campus Riu Sec (Jaume I University). This point of sale is more addressed to university students because is located within the university. The store has an important number of materials for different university students as for example books, calculators or writing material between others.

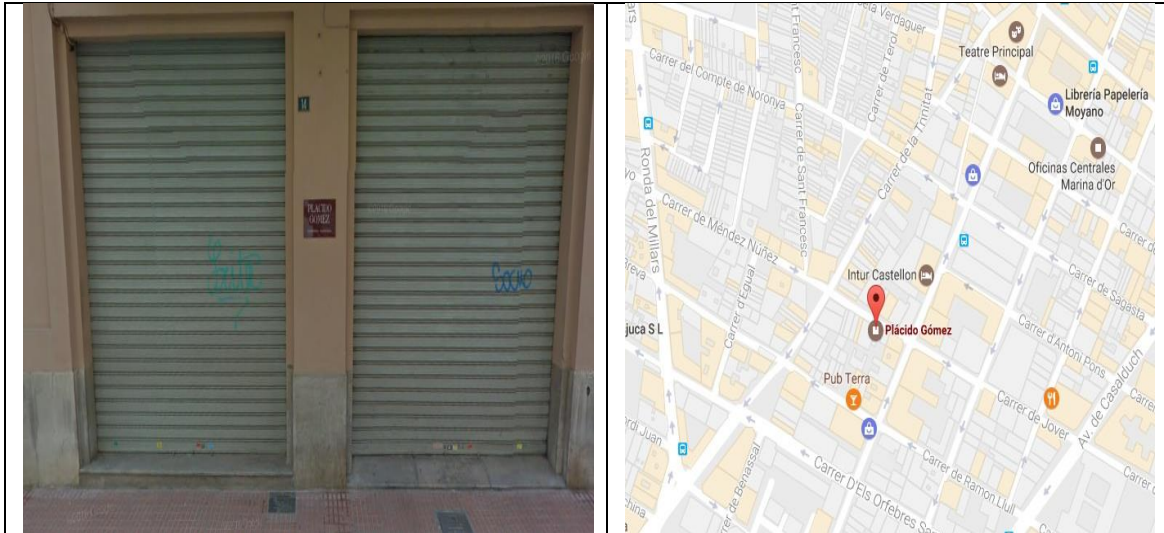
➤ **Figure 4: Physical store at Campus Riu Sec (UJI)**



➤ Source: Google Maps.

On the other hand, Plácido Gómez has a **storehouse** located at Jover Street where the company keeps its stock, except materials that are in the stores. This local is located near of the store of Rey Don Jaime Avenue to optimize time and cost of transport products from the storehouse to the store.

Figure 5: Plácido Gómez storehouse



Source: Google Maps

Finally, Plácido Gómez has **2 vehicles** that the company uses to distribute its products to different clients, mainly businesses, because Plácido Gómez realizes home delivery in the case that the customer is near. Besides it uses these vehicles to transport products from the storehouse to the stores.

Figure 6: Vehicles of Plácido Gómez



Source: Own elaboration.

2.1.2.3 Financial resources

The financial resources of Plácido Gómez are showed in the following table:

Table 1: Financial profile. Periods from 2015 to 2011.

	31/12/2015	31/12/2014	31/12/2013	31/12/2012	31/12/2011
	EUR	EUR	EUR	EUR	EUR
Operating revenues	2.033.470	2.116.468	2.176.665	2.387.843	2.801.666
Ordinary profit before tax	-65.677	24.312	22.296	-89.586	-20.674
Total assets	1.131.880	1.142.185	1.114.847	1.243.479	1.285.729
Equity capital	363.730	412.918	394.729	377.984	445.197
Current ratio	1,40	1,52	1,54	1,41	1,53
Debt to equity ratio (%)	67,86	63,85	64,59	69,60	65,37

Source: SABI database

According to the table 1, the operating revenues of Plácido Gómez have been constant from the year 2011 to 2015, being approximately 2 millions of euros.

In relation to the ordinary profit before tax, in the period between 2011 and 2012 the result has been negative, but in the years 2013 and 2014 it has increased and become positive while in 2015 it has been again negative, being approximately -66.000 euros. Although this result is negative, as a result of the current ratio is greater than 0 and the indebtedness ratio is near to 0,06 (being the optimum between 0,04 and 0,06), Plácido Gomez could face to short term debts.

In reference with the total assets, it has maintained constantly from 2011 to 2015, being this number approximately 1 million of euros.

Finally, the equity capital of Plácido Gómez has suffered a decreased in the year 2012 from 445.000 euros to 377.000 euros. After this fall, the equity capital has risen until 412.000 euros approximately in the year 2014, but in the year 2015 this value has dropped again, being it 360.000 euros.

In conclusion, because of the impact of the Spanish crisis in the year 2008, the turnover of the company has suffered an important drop of 28% from 2011 to 2015 because many customers use alternatives more economical to satisfy their needs.

2.1.2.4 Marketing resources

2.1.2.4.1 Products

Plácido Gómez has a product portfolio of more than 5.000 articles in its catalogs and promotions of office material. Besides, in the case of not find a product, the company has a base of dates with more than 65.000 references. In the following graph there are the different lines of the product portfolio:

Figure 7: Product lines

TECNOLOGY	<ul style="list-style-type: none"> → Office machines → Visual communication → Computing
STATIONERY	<ul style="list-style-type: none"> → Office material → Writing and correction → File and presentation → Labels and envelopes
PAPER AND SUPPLIES	<ul style="list-style-type: none"> → Paper → Computing supplies
GENERAL SERVICES	<ul style="list-style-type: none"> → Purifiers → Sanitation → Furniture storehouse and dressing room → Cleaning → Catering → Office stationery and common areas → Accessories → Security → Security and protection → Key chains → Storehouse accessories
OFFICE FURNITURE	<ul style="list-style-type: none"> → Office chairs → Reception furniture → Office furniture → Metal furniture
SCHOOL	<ul style="list-style-type: none"> → Educational toys → Craft paper → Carnival → Rules and measuring instruments → Crafts → To color → School furniture → Notebooks → Drawing paper → Music → Cutting instruments → To model → Lining and adhesive paper
LIBRERÍA	<ul style="list-style-type: none"> → Education → Childish → Juvenile → Literature

Source: Own elaboration. Data: Plácido Gómez website

According to this figure, the product portfolio of Plácido Gómez has 7 product lines. 6 lines make reference to products of office and school materials and the other line is related with bookshop products, which is composed by different books that clients demand. Into these lines, there is a great profundity because the variety of products of each category is considerably.

In the case of Plácido Gómez there is a high consistency between its products because are destined to the same type of clients. On the one hand all material needed to offices and on the other hand a variety of books that different customers demand.

Plácido Gómez has a great variety of books, destined for readers and teaching. In the case of the store at Jaume I University, this point of sale has material of different grades and masters, from subject books to different materials such as calculators, pens or special notebooks. And in the case that the store does not have the book can request it to any editorial.

2.1.2.4.2 Price

The price range of Plácido Gómez is large because the products that are sold are destined to clients with different needs.

In this case, the company use a method of price fixing based in costs, calculating all costs associated to the product and uses the price of sale to deduce a profit margin. This method is usually in an important number of articles with low prices and, in this situation, the company must base in the margin to obtain results through an important number of articles.

Plácido Gómez uses strategies based in psychological prices in products that have a discount. In the figure 7 there are some examples of these prices.

Figure 8: Examples of psychological prices

Product	PVP	AHORRO	OFERTA
rocada Korn	237€	41%	140€
NOVIUS GRAPADORA E25	8,80€	21%	6,95€
DAHLE 22084	99€	43%	69€

Source: Plácido Gómez website

For example, the price of the stapler represents a strategy of odd psychological price and the price of the office chair represents a strategy of pair psychological price. Besides with these prices the company pretends to attract client to buy discounted products.

On the other hand, Plácido Gómez offers special prices for the businesses because are regular customers or realize an important purchase for the company. These prices are solicited by the clients without cost and they can request it in the web page of the company with an information form.

Figure 9: Information form of special prices

Solicitud de tarifas especiales para profesionales y empresas

Si es Ud. **EMPRESA** o **PROFESIONAL** con necesidad en material y suministros de oficina (papelería, consumibles, informática, tecnología, mobiliario,...) no lo dude, **solicite TARIFA ESPECIAL EMPRESA** y benefíciense de los mejores precios, condiciones y promociones del mercado.

Indíquenos sus datos mediante el siguiente formulario y nos pondremos en contacto con Ud. a la mayor brevedad posible. Gracias por su interés.

Empresa*	CIF/NIF*
<input type="text"/>	<input type="text"/>
Persona de contacto*	Cargo
<input type="text"/>	<input type="text"/>
Teléfono*	Localidad*
<input type="text"/>	<input type="text"/>
Provincia*	Código Postal*
<input type="text"/>	<input type="text"/>

Política Privacidad*

Acepto la [política de privacidad](#) y las [condiciones de compra](#)

* Campos requeridos

Source: Plácido Gómez website

In the case of the shipments, Plácido Gómez charges 5 euros in orders lower of 50 euros in concept of order processing costs, but the shipping is free in the case that the order exceed this import.

Finally, related to the books, the prices are fixed by the editorials and in this case the price cannot be lower than 5% according to the Law 10/2007, of 22th of June of the reading, of the book and of the libraries. (Dolmans, 2016)

2.1.2.4.3 Distribution

Plácido Gomez is a retail company because sells its products to the final consumer, being individuals or businesses.

Although it realizes sales of products to businesses is not a company B2B because these companies use the products bought to own consume, not to sell again.

In the case of the company, there are 2 distribution channels:

- On the one hand, Plácido Gómez realizes **physical distribution** in the stores at Rey Don Jaime Avenue and at Campus Riu Sec, located at Jaume I University.
- On the other hand, Plácido Gómez uses the web page to realize **online sales** and send the products by shipping companies or with its own vehicles.

The shipments normally have a period of 24-48 hours unless exist problems. But if the order has articles that are not in stock the period will be superior and the company will inform about it.

2.1.2.4.4 Communication

On the one hand, the most important communication element of Plácido Gómez is the **web page**.

Firstly, as the following figure shows, in the top there are different sections to registered users such as configuration of personal dates, orders or opinions about products purchased. In addition, there is a section where the users, mainly companies, can request special prices related with the order proposed.

Secondly, there are different sections of products where the client can enter and find the product that he needs. Moreover, there are the products that are newer and popular.

Figure 10: Plácido Gómez website

The screenshot displays the Plácido Gómez website interface. At the top, there is a navigation bar with links for 'BIENVENIDOS A PLÁCIDO GÓMEZ', 'MI CUENTA', 'CONSUMO HABITUAL', 'COMPRA RÁPIDA', 'SOLICITUD TARIFA ESPECIAL', and 'INICIAR SESIÓN'. Below this is the company logo 'Plácido Gómez LIBRERÍA PAPELERÍA' and a search bar. A phone number '964 24 60 56 AT. AL CLIENTE' and a shopping cart icon with '0' items are also visible.

The main navigation menu includes categories like 'INICIO', 'TECNOLOGÍA', 'PAPELERÍA', 'PAPEL Y CONSUMIBLE', 'SERVICIOS GENERALES', 'MUEBLES DE OFICINA Y SILLAS', and 'ESCOLAR'. A 'CATÁLOGO PERSONALIZADO' button is centered below the menu.

The product section is divided into three columns: 'PRODUCTOS DESTACADOS', 'MÁS POPULARES', and 'NOVEDADES'. Each product listing includes an image, name, star rating, and price. For example, the 'Plastificadora Fellowes Saturn3i A4' is priced at 82,00 €.

The footer contains four columns of information: 'Mi Cuenta' (Contactar, Mi cuenta, Historial de pedidos), 'Contacta con Plácido Gómez' (Tienda and Almacén addresses, phone numbers, and emails), 'Sobre Plácido Gómez' (Company description, publications, and policies), and 'Novedades en material de oficina' (Newsletter sign-up form with a privacy policy checkbox).

At the bottom, there are logos for 'serviempresas', social media icons (Facebook, Twitter, LinkedIn), payment methods (VISA, PayPal, American Express, Mastercard), and a copyright notice: '©Copyright 2017 Serviempresas. Todos los derechos reservados'.

Source: Plácido Gómez website

Finally, in the bottom there is information about Plácido Gómez such as contact, general information, privacy policy or purchase conditions. Furthermore, there is a section where the client can subscribe to the newsletter and a direct access to different social networks of Plácido Gómez.

On the other hand, the company has tools of direct marketing such as its **newsletter**, which sends the promotions and offers to the registered users by mail. In addition, the company has social networks such as Facebook, where Plácido Gómez publishes the current promotions.

Plácido Gómez has 3 accounts of electronic email, each of them is for different questions, related with stationery, book shop or storehouse.

- papelería@placidogomez.com
- libería@placidogomez.com
- almacen@placidogomez.com

It has **2 phone numbers** located in the stores that are other method available to contact with the company.

Finally, Plácido Gómez realizes different events to attract clients. These events are usually done in the store that is in the center. The principal objective is to attract fanatic readers through presentations of new books or signs of authors. It realizes activities in special dates such as “The book’s day” and participates in external events such as “The Fashion Night Castellon”, where the local shops open their doors at night with the objective of improving the sales.

2.1.3 Distinctive capacities of the company

Location. The points of sale are located in strategic places. The store at Avenida Rey Don Jaime is located in a center zone in Castellón and has easily access for the people and, on the other hand, the store located at Jaume I University lets to an important number of students the possibility to purchase the material that they need.

Name and logo. The activity of Plácido Gómez is related easily with the logo, which shows books. Therefore, it presents with a great importance the image of the business. In addition, in this point is important the experience of the company in this sector and in Castellón.

Figure 11: Plácido Gómez logo



Source: Plácido Gómez website

Collaboration agreements. Plácido Gómez forms part of the group Serviempresa, which is composed by different companies of the sector of office material and stationery supplier with the objective to obtain the best product portfolio and the possibility to have important advantages. Serviempresa is considered the leader group in office material supplier.

2.2 External analysis

2.2.1 Macroenvironment

2.2.1.1 Political factors

To analyze this dimension is important to pay attention to the measures of the town hall of Castellón to different retail stores of Castellón and the different taxes that these businesses must pay.

Firstly, according to the commercial action plan of 2013, it pretends to improve the local stores with the objective of reaching a great competence between the businesses and an increase in the attractiveness of Castellón. Some of the measures are the following:

- Improve the accessibility, the car parks and the public transport.
- Polyfunctional spaces with many types of commerce, leisure or culture.
- Promotions between the local stores with the objective of creating a common image and improve its results.
- Correct quality of its services.
- Manuals of different brands with the purpose of attracting clients.
- Increase the presence of local stores in playful acts.
- Conferences, contests or fashion shows.
- Street markets or thematic fairs.

These types of measures pretend to attract consumers to commercial zones of the city with the objective of increasing the results and create new establishments.

On the other hand, the local stores are favoured with determinate subventions when have certain requirements.

For example, the subventions of the project “Comerç Innova of the Conselleria de Economía, Industria y Comercio”, destined to improve the competitiveness and the quality and innovation of small stores. Some objectives of these subventions are the improvement of computers, the access, the energy-saving or the commercial integration.

The maximum of this subvention is 25.000 euros, but the store must invest at least 5.000 euros. “The Conselleria de Economía, Industria y Comercio” analyzes different factors such as the location of the establishment, the objective of the company or if it is a microenterprise. (Conselleria de Economía, Industria y Comercio, 2012).

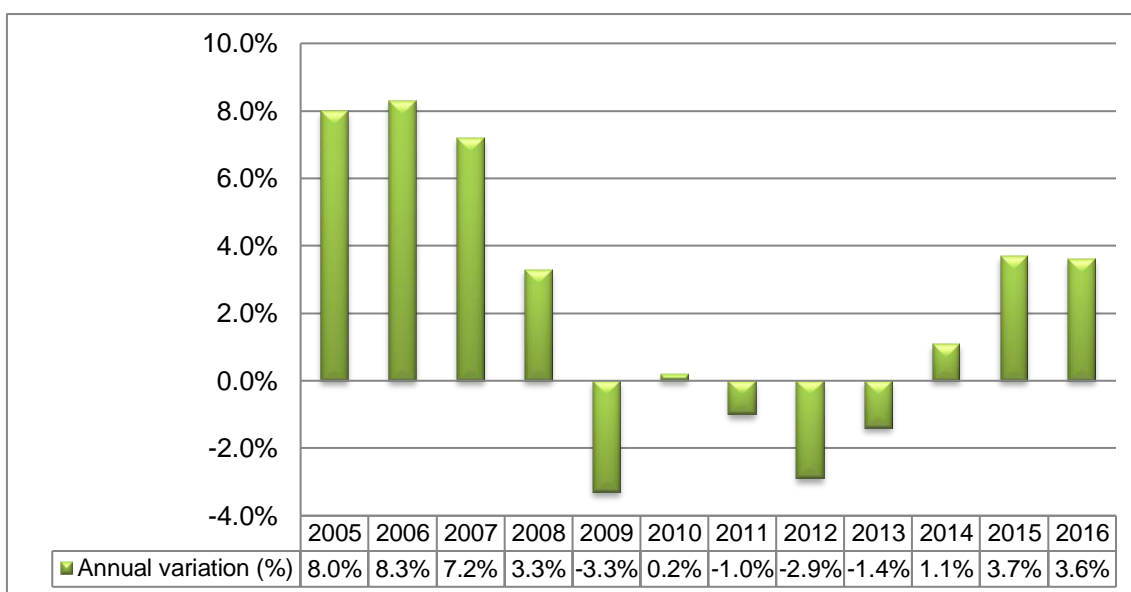
Finally, the businesses of Castellón must pay some taxes. Firstly, some companies that realize their economic activities in national territory must pay the tax of Economic Activities (IAE) if the turnover is more than 1 million of euros in the last 2 years. And the tax of Properties (IBI) if the establishment is in property.

2.2.1.2 Economic factors

To analyze this dimension there are different factors such as the Gross Domestic Product (GDP), the unemployment rate or the evolution of the companies number.

Firstly, according to the graph 1, Spain suffers an increase of the GDP in 2007 due to the favourable situation, but in 2008 the situation deteriorated due to the economic recession caused by the housing bubble and the GDP decreased 3,3% in relation with 2007. This decrease continued until 2014, when GDP began to improve until the present.

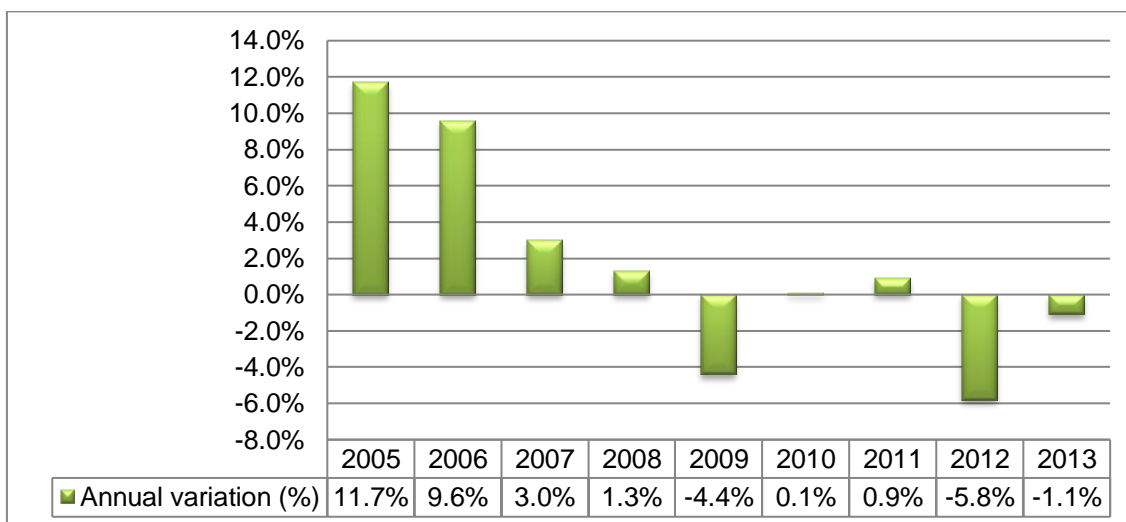
Graph 1: Annual evolution of GDP in Spain (%)



Source: Own elaboration. Data: INE.

Related to the GDP in Castellón, according to the graph 2, in the period before the economic crisis, Castellón suffered an important decrease in the agricultural and industrial sector and an improvement of the services sector and the construction. But in 2008 there was a recession that caused a fall of the GDP affecting the construction sector and causing an improvement of the services sector, although the principal economic source of Castellon is the industry. (Domínguez, 2014)

Graph 2: Annual evolution of GDP in Castellon (%)

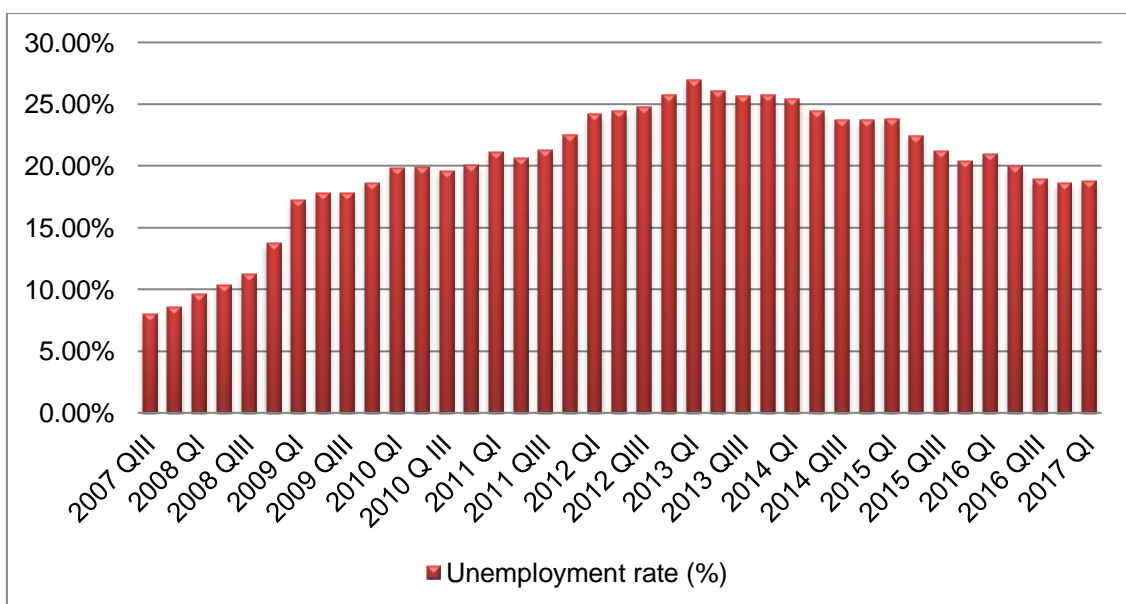


Source: Own elaboration. Data: INE.

On the other hand, another important factor to analyze the economic environment is the unemployment rate.

Firstly, related with the evolution of the unemployment in Spain, the graph 3 shows that this rate was lower than 10% before the economic recession. This crisis caused an important increase of the unemployment rate in the country until rates higher than 25% in 2012 and reaching the maximum in 2013, being approximately 27%. From the year 2015 to the present, this rate has suffered a slightly decrease to numbers lower than 20%.

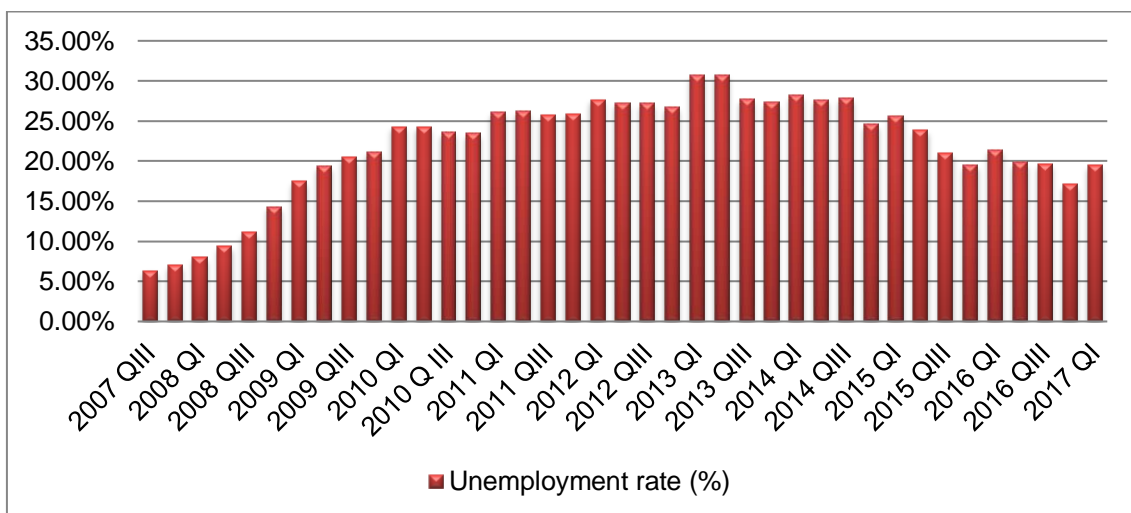
Graph 3: Evolution of unemployment rate in Spain (%)



Source: Own elaboration. Data: INE.

According to the graph 4, in 2013 the unemployment rate of Castellón reached numbers more than 30%. After this, there is a considerably decrease because Castellon is a tourism place due to the citrus agriculture and the important number of industrial companies (Ribes, 2016)

Graph 4: Evolution of unemployment rate in Castellon (%)

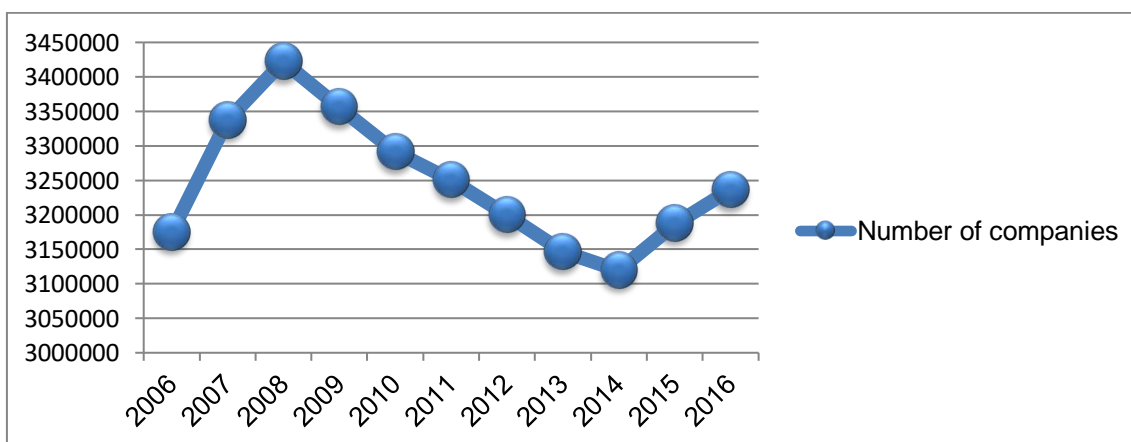


Source: Own elaboration. Data: INE.

Finally, another important factor is the number of companies because could be important consumers of office material.

According to the following graph, the number of companies increased before the economic recession in 2008, being approximately 3,5 millions of businesses. This situation caused an important decrease. In 2014 the number of companies began to improve to 3,24 millions in the present.

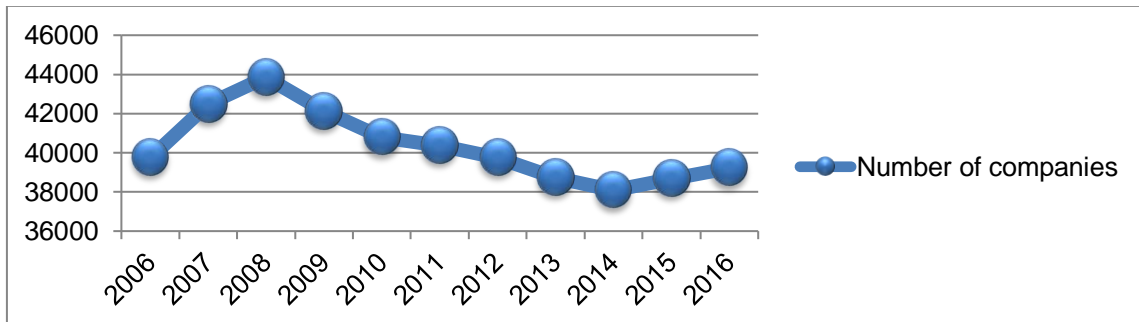
Graph 5: Number of companies in Spain



Source: Own elaboration. Data: INE.

According to the graph 6, about the number of companies in Castellon, in 2008 there was a maximum of 44 thousand of companies and in 2014 a minimum of 38 thousands due to the economic recession. After this, there is an improvement until the present.

Graph 6: Number of companies in Castellon



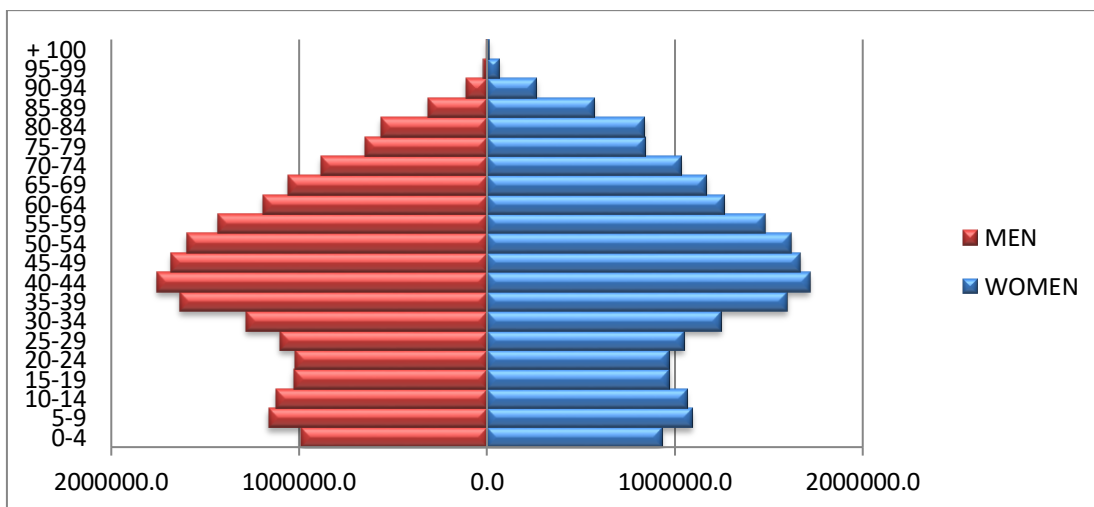
Source: Own elaboration. Data: Diputación de Alicante.

2.2.1.3 Social factors

To analyze this dimension there are important factors that can affect the environment of the company such as the number of population, active and inactive people and the education level in Spain and in the Valencian Community.

Firstly, as the graph 7 shows, the population pyramid of Spain is regressive because there are more population in superior groups. Therefore, has a population structure of a developed country with older people. The age group with a higher number of people is located between 40 and 44 years in men and women, being approximately 1,7 million of people.

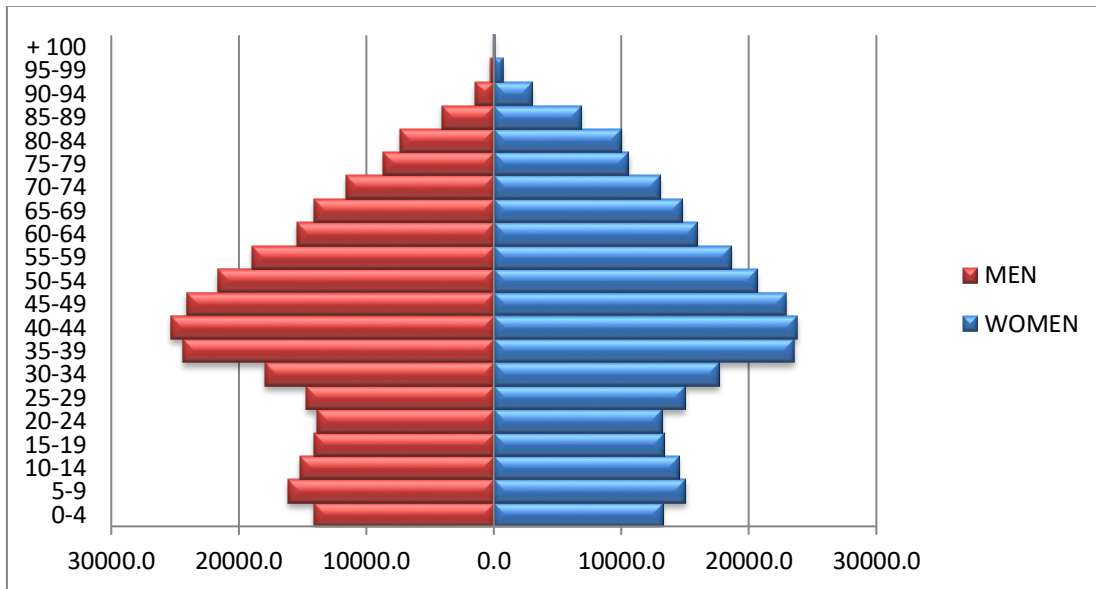
Graph 7: Population pyramid of Spain (2017)



Source: Own elaboration. Data: INE.

The population pyramid in Castellon has the same form, as shows the graph 8. The age group with a higher number of people is located between 40 and 44 years in men and woman, being approximately 25 thousand of people in each sex.

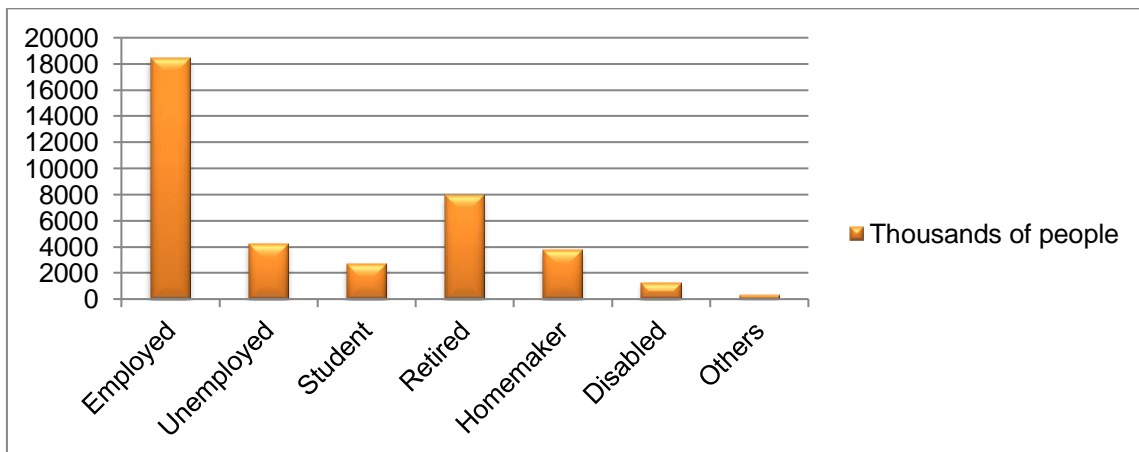
Graph 8: Population pyramid of Castellon (2017)



Source: Own elaboration. Data: INE.

Related to active and inactive population, the following graph shows the people in 2017 divided in different groups: employed, unemployed, student, retired, homemaker, disabled and other inactives in thousands. On the one hand, the total of active people is approximately 22 million of people, 18 million of employed and 4 million of unemployed. On the other hand, inactive population is around 16 million of people. In Spain, the groups with a higher percent are employed and retired owing to the old age of the population. (INE, 2017)

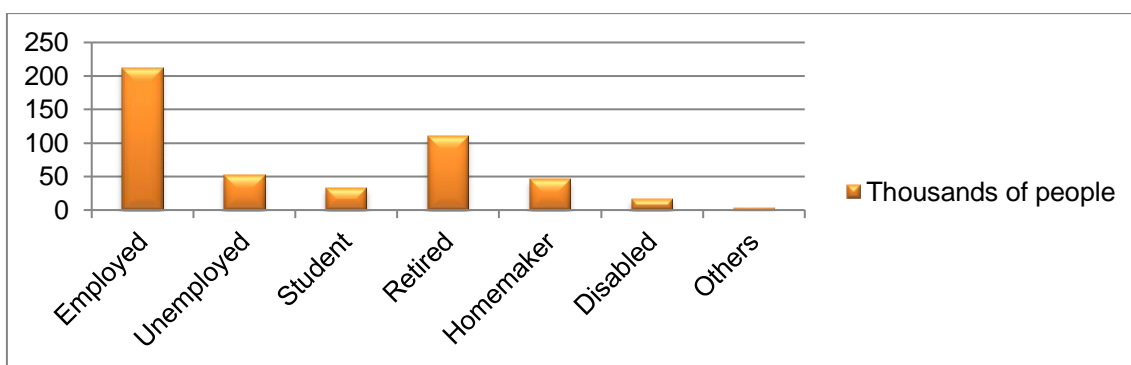
Graph 9: Occupation in Spain (2017)



Source: Own elaboration. Data: INE.

On the one hand, related to the population in Castellón, according to the graph 10, the total of active population is approximately 260 thousand of people, 210 thousand of employed and 50 thousand of unemployed. On the other hand, the number of inactive population is around 207 thousands in 2017. The percent of people in each group is similar to Spain. (INE, 2017)

Graph 10: Occupation in Castellon (2017)

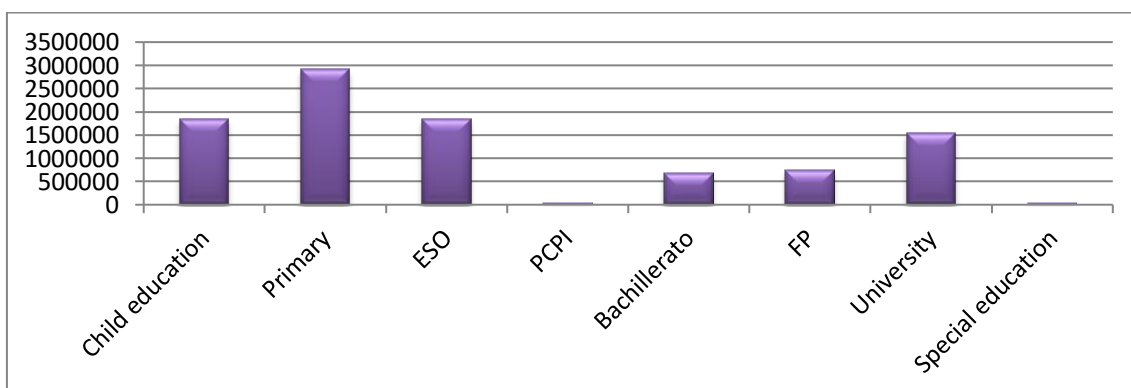


Source: Own elaboration. Data: INE.

Another important factor is the number of student and their levels because could be important consumers of school material or books.

In the case of Spain, the groups with a higher number of students are primary, ESO, child education and university. Therefore, these groups are important sectors of consumers to sell them school material. Around 3 million of students are at primary schools, 1 and half millions are at university and approximately 2 millions are at ESO, as the following graph shows.

Graph 11: Education in Spain (2014-2015)



Source: Own elaboration. Data: Ministerio de Educación, Cultura y Deporte.

2.2.1.4 Technological factors

To analyze this sector is important the advance of TICs or the preoccupation of the R & D in the stores of Castellón.

The evolution of the technologies causes an important change in the local stores, but this change is different in each company due to the variety of economic activities.

There have been different inventions that have favoured the advance of the stores, from the barcode in 1974 to new methods such as QR codes or databases. Besides, the appearance of web pages in many shops has caused that an important number of consumers use these pages because the prices are similar to the physical shops and they do not have to go. Another important factor is the use of social network to promote the businesses. Nowadays, around 50% of the stores use Facebook to show their products and services. (Martínez, 2014)

In conclusion, the stores of Castellón have certain interest in the innovation of their economic activities owing to the implantation of new technologies to the economic development. These technologies and the use of social networks and web pages to sell and promote products could cause an increase the results of the company in a turbulent environment.

2.2.1.5 Ecological factors

This section analyzes the ecological environment of Plácido Gómez through some measures realized by the town hall of Castellón with the objective to protect the environment.

On the one hand, an important aspect is the waste management in Castellón. To manage this situation, with the help of the company “Fomento de Construcciones y Contratos”, recollects the wastes in bins from 00:00 to 6:00 of the next day. Another measure realized by the town hall is to implant special bins for a correct recycling, after this, the company Reciplasa manages these residuals in its plant located in Almazora.

On the other hand, the town hall has an Ecopark where is possible to deposit urban residuals that have not special bins in the city with the objective of improving its management. Besides, the town hall offers to the population a movable Ecopark for the population with reduced mobility or people that live far of the Ecopark.

Finally, there is a program called Castelló+Sostenible, created in 2016, with the objective of informing to the population of the city about the environment and some measures to safe it. This program realizes monthly events, courses and conferences for the people with the mission of protecting the environment.

In conclusion, the town hall of Castellón is aware of the protection of the environment and realizes an important number of measures to have a great urban space.

2.2.1.6 Legal factors

The local stores of the Valencian Community must face a serial of legal dispositions according to the Generalitat Valenciana.

- Law 3/2011, of 23th of March, of the Generalitat de Comercio of the Valencian Community (*Diari Oficial de la Comunitat Valenciana*, DOCV núm. 6488, de 25 de marzo).
- Royal Decree 1/2007, of the 16th of November, approving the revised text of the General Law for the Defense of Consumers and users and other complementary laws. (*Boletín Oficial del Estado*, BOE nº. 287, of 30th of November).
- Law 7/1998, of 13th of April, about General Condition of the Recruitment (*BOE* nº. 89, of 14 of April).
- Law 1/2011, of 22th of March, approving the Statute of Consumers and Users of the Valencian Community (*DOCV* nº. 6487, of 24th of March).
- Decree 77/1994, of 12th of April, which regulates the Claims Sheets of Consumers and Users of the Valencian Community. (*DOGV* nº. 2.249, of 20th of April).
- Law 34/1988, of 11th of November, General Advertising (*BOE* nº. 274, of 15th of November).
- Law 7/1996, of 15th of January, of Retail Trade Management (*BOE* nº. 15, of 17th of January).
- Royal Decree 1496/2003, of 28th of November, which approves the Regulation that regulates billing obligations. (*BOE* nº. 286, of 29th of November).
- Law 28/1998, of 13th of July, of Sale in Payments of Properties (*BOE* nº. 167, of 14th of July).
- Civil Code (art.1280) y Commercial Code (arts. 51 y 52).
- Law 60/2003, of 23th of December, de Arbitration (*BOE* nº. 309, of 26th of December).

- Royal Decree 231/2008, of 15th of February, which regulates the Consumer Arbitration System (*BOE* nº. 48, of 25th of February).
- Order of 15th of June of 1998, of the Conselleria de Empleo, Industria y Comercio, which delimits the seasons of sales in the Valencian Community (*DOGV* nº 3.266, of 17th of June).

This normative is based in the following aspects:

- **Authorizations** for opening, modification or expansion of establishments.
- **Registration of commercial activities** with or without establishment.
- **The regulation of advertising posters and information about the activity** (opening and closing, prices, conditions of the offers or the existence of complaint forms).
- **The veracity of the advertisement showed.**
- **The commercial schedule**, which is related with the size of the establishment or the activity that the company realizes.
- **The prices**, which show clearly in euros the total of taxes, shipment costs and each discount or increment by additional services (in the case of there are 2 prices will prevail the lowest).
- **Documentary evidence** about the sale of each product through bills and tickets.
- **The warranty** of the products, which pretends that the description and the objective of its use are correct. Besides, offers a correct reparation or substitution in the case that exist any error.
- **Changes or refunds** in case of disagreement.
- **Claims** of the consumers through complaint forms or arbitration in some cases.
- **The regulation of promotional sales** such sales with discount, gifts or liquidation). This has aspects such as the differentiation of products, the clarity of the information or defects of some clothes discounted.

2.2.2 Microenvironment

In order to analyze the competitive environment, the model of the 5 competitive forces of Porter has certain importance because shows the capacity of the company to establish a great position against the competence due to factors such as suppliers, buyers, substitute products or the threat of new entrants.

Figure 12: Model of the 5 competitive forces of Porter



Source: Own elaboration

2.2.2.1 Bargaining power of buyers

On the one hand, in relation to the buyers of books, their power is limited. Although they pretend to find the best discount, the prices of these products are fixed by the editorials. Therefore, the consumers do not have excessive interest of finding other alternatives to obtain the products that demand. Other factors to pay attention are the importance libraries, because of potential clients can borrow many books or the deposits in many schools with the objective to reduce the expenses of their students, these damage the book shops.

On the other hand, the consumers of office supplies have an important power because in this sector there are many businesses that offer these products, so the buyers pay attention to factors such as the proximity to the establishments or discounts of products in other stores.

2.2.2.2 Bargaining power of suppliers

In this aspect the editorials have an important power because they fix the prices of the books in function of the demand and the offer of the market. The negotiation of the company is based in the margins that are established in proportion of the number of copies that acquire.

Related to supplies material, the suppliers have low power because the consumer, the company in this case, can find an important number of alternatives if the current suppliers do not offer the conditions that the company demand. Usually, the providers offer discounts in function of the units or lots that the client purchases through price reductions or gifts, which can be more products.

2.2.2.3 Threat of new competitors

The threat of new competitors can be important because the cost of material resources and the cost to open a new book shop are not excessive, so the companies can acquire the products in function of the demand. Moreover, the books are not exclusive products and any store can sell them.

Another factor is the location, because the stores near schools or businesses that request office supplies, have an important advantage, are the stores located far away of these places, except if these companies offer lower prices than the competence and sell an important quantity of them. In this case, the buyers have to go to these shops in order to obtain the products that they need.

2.2.2.4 Threat of substitute products

Nowadays, the number of substitute products in this sector has increased considerably due to the advance of the new technologies.

Firstly, in the sector of the book shops, there are gadgets such as e-books, computers or smartphones among others that have caused a decreased in the consumption of books. The principal substitute product is the e-books because its cost is lower. In the present we can read a book in a computer or in a mobile phone. In this case, the piracy has an important impact in the sector of electronic books. Nowadays, only a 28% of electronic books exist in proportion to the total and the turnover reaches a 5% of the total of sold books. Therefore, this sector is growing, but there is a dominion of paper books. (EFE, 2017)

Secondly, the advance of the technologies at schools has damaged the sale of books due to virtual classrooms, where many teachers upload material to do the classes, causing an important decrease of paper books. In this situation, many families only have to buy a computer to access at this material. In Spain, 32% of students have personal computer because 9 of 10 teachers use electronic resources to prepare the classes. (Universia España, 2015)

Finally, the advance of the new technologies has caused a decrease of office supplies in many offices and schools because the students can use software such as databases, word processors or more specific programmes, causing a considerably impact in the use of these materials.

2.2.2.5 Rivalry among existing competitors

Related to the rivalry among existing competitors, an important factor is the location of the establishments. Usually these businesses are located near of crowded places or schools where can attract potential consumers and can compete against hypermarkets, which are located on the outskirts. Moreover, if two establishments are located nearby, only obtain results who offer the lowest prices.

On the other hand, in the case of the sale to companies, these customers pretend to obtain great discounts because realize purchases of large quantities.

2.2.3 Competitive analysis

2.2.3.1 Levels of competence

The competence of Plácido Gómez is composed by businesses that realize the activity of selling books and office supplies to the final consumer. From the perspective of the buyer, we can classify it in 4 levels as shows the figure number 13.

Figure 13: Levels of competence



Source: Own elaboration

Competition in product form: In the first level there are companies that are direct competitors of Plácido Gómez because offer the same products with the same attributes. In this case, these businesses are destined to sell office material to the final consumer, companies or individuals. Moreover, there are competitors in this group that are dedicated to the sale of books, being direct competitors. Some examples of companies that sell office supplies are Folder, Picking Pack, Ofiarea, Carlin, Atlas or Ofigrao and examples of book shops are La Casa del Libro and Argot.

Competition in product category: In the second level there are competitors that offer the same products with the same attributes, but are destined to other market segments. This group is composed by establishments of furniture, books or office supplies to other type of buyers. Some examples are Carrefour, Leroy Merlin, Tuco or Merkamueble.

Generic Competition: In the third level there are companies that offer different products, but satisfy the same needs. This group is formed by businesses that sell gadgets such as computers, which are substitutes of office material and books. Some examples are Media Markt, App informática, PcBox or Beep.

Budget: In the fourth and final level there are all the competitors that have the same budget than Plácido Gómez.

2.2.3.2 Main competitors

Nowadays, there is a great number of establishments dedicated to offer office material, so it is consider an important source to obtain incomes. Moreover, Plácido Gómez has become an establishment with reputation in Castellón due to the location of its stores in the center of the city and in the Jaume I University.

On the one hand, the direct competitors of office material are the followings:

Figure 14: Folder logo



Source: Folder website

Firstly, Folder is a company dedicated to offer office supplies and stationery products and has more than 15 years of experience in this sector. It realizes sales to national level and nowadays is composed by 134 franchises in Spain.

The product lines that Folder offers are the followings:

Figure 15: Folder product lines

<p>STOREHOUSE</p>  <p>CAJAS DE SEGURIDAD</p> <p>Fabricado en aluminio. Llave y cerradura interior resistentes y de alta precisión. Caja de seguridad y alarma. Fabricado en España. 19 x 26 x 14 cm.</p>	<p>GENERAL OFFICE ARTICLES</p>  <p>Una línea única de artículos de oficina para facilitar el trabajo.</p>	<p>CLEANING AND HYGIENE</p>  <p>Productos de limpieza APLI</p> <p>Para oficina y escuelas. Aromatizados. Impresoras, pantallas, teclado, CPU's, etc.</p>	<p>GENERAL SERVICES</p>  <p>Aquarel Mineral, en envases de plástico de 33 cl. y 1,5 l.</p>
<p>FILE AND PRESENTATION</p>  <p>File 10 unidades</p> <p>Multicolor. Fabricado en España.</p>	<p>DESKTOP ITEMS</p>  <p>Tarjeteros De arriba y recambio.</p>	<p>MACHINERY</p>  <p>Escap. 150</p> <p>Escapatoria manual de carterito de plástico. Perfora hasta 12 hojas. Servicio proceso de encuadernación gracias a sus dos poleas independientes. Perforación rectangular para papel tamaño A4. Política ergonómica de perforación.</p>	<p>TRAVELS</p>  <p>JUERO DE 3 MALETAS RIGIDAS</p> <p>Fabricado en ABS. 4 ruedas. 76 cm. 88x62x27 cm. 4,2 kg. 80 cm. 81x60x31 cm. 5,1 kg. Color: 34x3x19 cm. 2,5 kg. Color:</p>
<p>SHIPMENT AND PACKAGING</p>  <p>Rollos de burbujas</p> <p>De plástico. Especiales para embalar. Ancho de 0,6 m.</p>	<p>PORTFOLIOS</p>  <p>Portafolios</p> <p>Para todos los formatos de alta resistencia, cierre con cremallera y gomas. Color: AA.</p>	<p>SCHOOL MATERIAL</p>  <p>Rollos Resistentes</p>	<p>COMPLEMENTS</p>  <p>Europa</p> <p>Translúcidos, colores brillantes. Color:</p>
<p>STAPLERS</p>  <p>Grapadora y taladradora</p> <p>Especiales para oficinas.</p>	<p>COMPUTER ACCESSORIES</p>  <p>Alfombrillas De ratón antideslizantes. Color: 01 02 03 04 05 06 07 08 09 10</p>	<p>PAPER AND ENVELOPES</p>  <p>Tapas plástico</p> <p>80 hojas. Cuadrícula. Folio. DISPONIBLE A PARTIR DE DICIEMBRE 2016</p>	<p>WRITING AND CORRECTION</p>  <p>Cristal Clic</p> <p>Colores: 01 02 03</p>
<p>HARDWARE</p>  <p>Batería portátil externa</p> <p>Para recargar cualquier dispositivo electrónico autónomo compatible USB (teléfono, Tablet PC, cámaras, consolas, GPS, MP3, etc...). Linterna Incorporada.</p>	<p>COMPUTING</p>  <p>Alfombrillas de ratón</p> <p>Color: 01 02 03 04 05 06 07 08 09 10</p>	<p>PRESENTATION AND COMMUNICATION</p>  <p>Tablero de anuncios</p> <p>Color: 01 02 03 04 05 06 07 08 09 10</p>	<p>OFFICE FURNITURE</p>  <p>Silla confidente</p> <p>Tallada con estructura metálica. Color: 01 02</p>
<p>LABELING AND SIGNALING</p>  <p>Etiquetas blancas</p> <p>Escritura manual. Bolsa de 10 hojas.</p>		<p>HOSTELRY</p>  <p>NÚMEROS PARA MESA APILABLES Y LAVABLES</p> <p>RESERVADO</p> <p>RESERVADO 5x10x1cm</p>	

Source: Own elaboration Data: Folder website.

As we can see in the figure number 14, Folder has a **product** portfolio with an amplitude of 22 lines. Moreover, it has certain consistency because the products are similar and have the mission of supply an office. Folder has 3000 articles in stock approximately and the buyers have the possibility to solicit some products by catalogue.

Related to the **prices**, its amplitude is large due to the great quantity of products that offers and its differences of value. Therefore, Folder tries to fix the lowest prices through a strategy of cost leadership with the objective of reaching incomes by margins in sales of important quantities. Folder realizes discounts per quantity in order to the buyers can obtain the best prices in great purchases and the company can reach profitability in a long-term. And another factor is the price of the shipments, which are free in orders more than 40 euros.

In relation to the **distribution**, Folder is a retail company because sells the products to the final consumers, who are its principal market segment. On the one hand, Folder has a web page where realizes online sales for registered users and the shipments last about 24 hours approximately and are realized by DHL. On the other hand, the company has 134 physical stores that are located in different cities of Spain with the mission of attracting the maximum number of clients.

Finally, related to the **communication**, Folder has a web page (www.folder.es) where the people can obtain information about products, offers, location of the establishments, the last catalogues or how to contact with the company. Moreover, Folder has a general phone number (900365337) and an office located in Madrid, as well as direct marketing tools such as social networks as Facebook, Twitter or e-mail (folder@folder.es) to consults or suggestions.

Figure 16: Picking pack logo









Source: Picking pack website

Secondly, Picking Pack is a Spanish franchise of school and office material and computer accessories that sells products of important brands through a large catalogue. This company was founded in 1974 and has become important in this sector due to its competitive offers.

The product lines that Picking Pack offers are the followings:

Figure 17: Picking Pack product lines

<p>ACCESSORIES AND COMMUNICATION</p>	
<p>FILE AND CLASSIFICATION</p>	
<p>TONERS</p>	
<p>COMPUTING</p>	
<p>FURNITURE</p>	
<p>STATIONERY</p>	
<p>GENERAL SERVICIES</p>	

Source: Own elaboration. Data: Picking Pack website.

As the last figure shows, the **product** portfolio of Picking Pack has an amplitude of 7 lines with a great consistency, so all the products are destined to supply offices. Moreover, this company has a stock of more than 8500 references.

Related to the **prices**, Picking Pack tries to obtain an advantage in costs against the competitors because sells important quantities of products with low value and its intention is to reach incomes through the margins. This company has great amplitude of prices due to the variety of products that offers. And in relation to the shipments, are free in orders more than 69 euros.

About the **distribution**, Picking Pack is a retail company that uses 3 ways in order to sell the products: it has 49 physical stores, where the customers can buy the products that they demand, the sale to businesses and the online store, which facilities the attraction of new clients.

Finally, related to the **communication**, Picking Pack has a web page (www.pickingpack.es) where the people can obtain information about products, offers, location of the establishments or how to contact with the company. Moreover, Picking Pack has a general phone number (902999242) located at the office of Barcelona, as well as direct marketing tools such as social networks as Facebook, Twitter or e-mail (pedidoselectronicos@pickingpack.es) to consults or suggestions.

Figure 18: Ofiarea logo



Source: Ofiarea website.

Thirdly, Ofiarea is a company of office and stationery supplies and offers services of reprography in its establishments.

The product lines of its product portfolio are the followings:

Figure 19: Ofiarea product lines

STATIONERY




SCHOOL



OFFICE



CONSUMABLES



REPROGRAPHY

Centro de Impresión Ofiarea
Graphic
Imprima lo que quiera en más de 30 materiales distintos



Fotocopias, Etiquetas, Pegatinas, Tarjetas de visita, Fotos, Cuadros, Planos, Lonas, Roll-Ups, Vinilos Decorativos, Cristaleras, Vehículos, ...

Source: Own elaboration. Data: Ofiarea website.

As figure number 18 shows, Ofiarea has a **product** portfolio with 5 product lines with an important number of references in each line. Therefore, the consistency of its products is important because are destined to customers of office and stationery material.

Related to the **price**, Ofiarea tries to obtain the lowest costs and reach incomes through the margins in important sales.

In relation to the **distribution**, Ofiarea is a retail company that only sells the products in physical stores. Nowadays, Ofiarea has 6 stores which are located in Majadahonda, Alcorcón, Madrid, Zaragoza, Castellón and Valencia, where distributes its products.

Finally, related to the **communication**, on the one hand, each establishment have number phone, fax and e-mail where we can address to its. On the other hand, in the webpage of Ofiarea (www.ofiarea.com) only can obtain information about how contact with the establishments and the different lines that offer.

Figure 20: Carlin logo



Source: Carlin website.

Another competitor of Plácido Gómez is Carlin. This company sells office and stationery material and computing accessories through a great number of franchises. It was founded in Madrid in 1989 and nowadays is composed by 524 stores. Carlin has obtained different awards such as the FIFSUR2016 or the award to the best franchise of commerce by the SIF, between others.

The product lines that Folder offers are the followings:

Figure 21: Carlin product lines

FILE AND CLASSIFICATION			
OFFICE COMPLEMENTS			
WRITING AND CORRECTION			
PACKAGING			
LABELING			
COMPUTING ACCESSORIES			
BACKPACKS			
MANIPULATED			
MACHINERY			
FURNITURE			
PRESENTATION AND CLEANING			

Source: Own elaboration. Data: Carlin website.

According to the last figure, the **product** portfolio of Carlin has an amplitude of 11 lines and the consistency between the products is important because are destined to the same market.

In relation to the **price**, Carlin tries to fix the lowest prices through a strategy of cost leadership with the objective of reaching incomes by margins in sales of important quantities. Carlin realizes discounts per quantity in order to the buyers can obtain the best prices in great purchases and the company can reach profitability in a long-term. This company has great amplitude of prices due to the variety of products that offers. And in relation to the shipments, are free in orders more than 50 euros.

Related to the **distribution**, the company has a web page where realizes online sales and publishes information about products, prices or discounts. The orders that the clients do through the web page have a term of 24-48 hours if the product is in stock. Moreover, Carlin has different physical stores that are located in different cities in order to attract the maximum of costumers.

Finally, related to the **communication**, Carlin has a webpage (www.carlin.es) where the clients can realize their purchases and can obtain information about products or information about the company such as the phone number (900351199), the location of the establishments or the e-mail (info@carlin.es), where the customers can do questions or give suggestions. Moreover, it has a central office in Madrid.

Figure 22: Atlas logo



Source: Atlas website

Atlas is an establishment located in Castellon which is oriented to sell stationery material and offer reprography service.

This establishment offers the following product lines:

Figure 23: Atlas product lines

WRITING	
ORGANIZATION	
TONERS	
OTHERS	
PAPER	
CUT, ADHESIVE AND CORRECTION	
NOTEBOOKS	
OFFICE COMPLEMENTS	
OFFICE MACHINES	

Source: Own elaboration. Data: Atlas website

According to the last figure, the **product** portfolio of Atlas has an amplitude of 9 lines, but the number of references is lower than the competitors because is a familiar establishment and the number of clients is limited. However, the consistency is high and, in this case, the products are destined to customers of office material.

Atlas offers a medium **price** to the clients. This situation is produced because the company tries to become in a leadership of costs, but realizes less sales than the competence. Therefore, Atlas tries to show an image of establishment with quality products. And in relation to the shipments, are free in orders more than 50 euros to national destinations, but if the order is near of the establishment is free. In the case of orders away of Spain, there are different prices.

Related to the **distribution**, Atlas has 2 ways to sell the products: has a physical store in Castellón and realizes online sales through the webpage and courier companies.

Finally, related to the **communication**, Atlas has a web page where the people can contact with the company. Moreover, the company has a general phone number (964741410), as well as direct marketing tools such as social networks as Facebook or e-mail (administracio@comercialatlas.com) to consults or suggestions.

Figure 24: Ofigrao logo



Source: Ofigrao website.

Ofigrao is an establishment which was founded in 2007 and is located in Grao de Castellón and is dedicated to offer office material to individuals or businesses.

The product lines of its product portfolio are the followings:

Figure 25: Ofigrao product lines

<p>WRITING AND CORRECTION</p> 	<p>DRAWING AND CRAFTS</p> 
<p>GENERAL OFFICE ITEMS</p> 	<p>NOTEBOOKS</p> 
<p>ARCHIVE AND CLASSIFICATION</p> 	<p>LABELING</p> 
<p>PAPER</p> 	<p>ENVELOPES AND SHIPMENTS</p> 
<p>SCHOOL ACCESSORIES</p> 	<p>PRESENTATION AND COMMUNICATION</p> 
<p>OFFICE ACCESSORIES</p> 	<p>FURNITURE</p> 
<p>OFFICE MACHINES</p> 	<p>ENTERTAINMENT</p> 
<p>COMPUTING PRODUCTS</p> 	<p>GENERAL SERVICES</p>

Source: Own elaboration. Data: Ofigrao website.

According to the last figure, the **product** portfolio of Ofigrao has an amplitude of 16 lines, but the number of references is lower than the competitors because is a familiar establishment and the number of clients is limited. However, the consistency is important. In this case, the products are destined to customers of office material.

Ofigrao offers a medium **price** to its clients. This situation is produced because the company tries to become in a leadership of costs, but realizes less sales than the competence. Therefore, Ofigrao tries to show an image of establishment with quality products.

Related to the **distribution**, Ofigrao has 2 ways to sell the products: has a physical store in Grao de Castellón and realizes online sales through the webpage and courier companies.

Finally, related to the **communication**, Ofigrao has a webpage (www.ofigrao.com) where the clients can realize their purchases and can obtain information about products or information about the company such as the phone number (964069005), the location of the establishments or the e-mail (info@ofigrao.com), where the customers can do questions or give suggestions. Moreover, Ofigrao has direct marketing tools such as social networks as Facebook or Twitter.

On the other hand, the direct competitors of Plácido Gómez in the book sector are the followings:

Figure 26: Argot logo



Source: Argot website

Firstly, Argot is a new concept of book shop in Castellón, where the clients can take a coffee while buy books or newspapers.

The product lines of its product portfolio are the followings:

Figure 27: Argot product lines

<ul style="list-style-type: none"> • Education • Business • Marketing • Art • Sports • Philosophy and Ethics • Travel and Tourism Guides • Medicine • Self-help and Spirituality • History and Geography • Humanities • Society and Social Sciences • Economy and Finances 	<ul style="list-style-type: none"> • Atlas and Dictionaries • Science Fiction, Comics and Terror • Esotericism • Languages • Magazines • Child and Youth lecture • Literature and Poetry • Narrative • Technicals • Cooking and Gastronomy • Maths and Science • Technology and Engineering • Health and personal development 	<ul style="list-style-type: none"> • Offers • Opositions and Textbooks • Social topics • Other Sciences • Law • eBooks • Biographies <div style="text-align: center; margin-top: 20px;">  </div>
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Source: Own elaboration. Data: Argot website

According to the last figure, the **product** portfolio of Argot has an amplitude of 33 lines and the consistency between the products is important because are destined to the same market. Moreover, the establishment offers some drinks and coffees to the clients.

In relation to the **prices**, are fixed in function of the editorials and obtain incomes due to the sale of drinks.

Related to the **distribution**, Argot has a physical establishment at the center of Castellón where sells products such as books or newspapers and offers some drinks. Moreover, Argot uses the webpage to realize online sales and Seur to send the products to the clients in a term of 24-48 hours approximately, except to Canarias, that uses Correos to send it.

Finally, related to the **communication**, Argot has a webpage (www.argot.es) where the clients can realize their purchases and can obtain information about products or information about the company, the location of the establishments or the e-mail (argot@argot.es), where the customers can do questions or give suggestions. Moreover, Argot has direct marketing tools such as social networks as Facebook or Twitter.

Figure 28: La Casa del Libro logo



Source: La Casa del Libro website

Nowadays, La Casa del Libro is a franchise that is composed by 40 bookshops. Its mission is to offer books to organisms, libraries and individuals.

The product lines that La Casa del Libro offers are the followings:

Figure 29: La Casa del Libro product lines

<ul style="list-style-type: none"> • Accessories for electronic devices • Desktop accessories • Reading accessories • Agendas and calendars • Art • Self-help and Spirituality • Gift boxes • Human Sciences • Political and Social Sciences • Sciences • Merchandising • Miscellany • Medicine 	<ul style="list-style-type: none"> • Law • Ebooks • Economy • Business • Philology • Photography • Travel Guides • History • Languages • Infantile • Comuting • Engineering • Educational games • Games • Juvenile • Used books • Textbooks and Formation • Latin American books • Literature • Crafts 	<ul style="list-style-type: none"> • Music • Historical narrative • Contemporary novel • Black novel • Leisure • Opositions • Psychology and Pedagogy • Romantic and Erotic • Health and diets • Tourism • Cooking • Adult Comics • Infantile and Juvenile Comics • Sports and Games
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Source: Own elaboration. Data: La Casa del Libro website

According to the last figure, the **product** portfolio of La Casa del Libro has an amplitude of 47 lines and the consistency between the products is important because are destined to the same market. However, the objective of the company is to diversify its catalogue. Nowadays, it has 1 million of products in its stock.



In relation to the **prices**, are fixed in function of the editorials and has a section of promotions with discounted products. And in relation to the shipments, are free in orders more than 19 euros.






About the **distribution**, La Casa del Libro is a retail company that uses 2 ways to sell the products: it has 40 physical stores, where the customers can buy the products that they demand and the online sale, where the clients can see prices, discounts and descriptions about the books.


Finally, related to the **communication**, on the one hand, each establishment have number phone, fax and e-mail where we can address to its. On the other hand, in the webpage of La Casa del Libro (www.casadellibro.com) the clients can consult prices, discounts, information about the company and how arrive and contact with the establishments. Moreover, La Casa del Libro has direct marketing tools such as social networks as Facebook or Twitter and participates in different events, expositions and presentations of books.

2.2.3.2.1 Table competition summary

Table 2: Competition summary

	PRODUCTO	PRECIO	DISTRIBUCIÓN	COMUNICACIÓN
FOLDER 	<ul style="list-style-type: none"> • High stock • 22 lines • + 3000 products • Products by catalogue 	<ul style="list-style-type: none"> • Low • Leader in costs • Free shipping (+40€) 	<ul style="list-style-type: none"> • Physical stores (134) • Online sales 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • Fax • E-mail • Direct Marketing (Facebook and Twitter)
PICKING PACK 	<ul style="list-style-type: none"> • High stock • 7 lines 	<ul style="list-style-type: none"> • Low • Leader in costs • Free shipping (+69€) 	<ul style="list-style-type: none"> • Physical stores (49) • Online sales • Sales to businesses 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • Fax • E-mail • Direct Marketing (Facebook and Twitter)

<p>OFIAREA</p> 	<ul style="list-style-type: none"> • Medium-High stock • 5 lines 	<ul style="list-style-type: none"> • Low • Leader in costs 	<ul style="list-style-type: none"> • Physical stores (6) 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • Fax • E-mail
<p>CARLIN</p> 	<ul style="list-style-type: none"> • High stock • 11 lines 	<ul style="list-style-type: none"> • Low • Leader in costs • Free shipping (+50€) 	<ul style="list-style-type: none"> • Physical stores (524) • Online sales 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • Fax • E-mail
<p>ATLAS</p> 	<ul style="list-style-type: none"> • Low stock • 9 lines 	<ul style="list-style-type: none"> • Medium-High • Quality products • Free shipping (+50€) 	<ul style="list-style-type: none"> • Physical stores • Online sales 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • E-mail • Direct Marketing (Facebook and Twitter)
<p>OFIGRAO</p> 	<ul style="list-style-type: none"> • Medium-Low stock • 16 lines 	<ul style="list-style-type: none"> • Medium • Quality products 	<ul style="list-style-type: none"> • Physical stores • Online sales 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • E-mail • Direct Marketing (Facebook and Twitter)
<p>ARGOT</p> 	<ul style="list-style-type: none"> • Stock medo-bajo • 33 lines 	<ul style="list-style-type: none"> • Editorial • Medium in drinks 	<ul style="list-style-type: none"> • Physical stores • Online sales 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • E-mail • Direct Marketing (Facebook and Twitter)

<p>LA CASA DEL LIBRO</p> 	<ul style="list-style-type: none"> • High stock • 47 lines 	<ul style="list-style-type: none"> • Editorial • Competitive prices • Free shipping (+19€) 	<ul style="list-style-type: none"> • Physical stores (40) • Online sales 	<ul style="list-style-type: none"> • Establishments • Webpage • Phone number • E-mail • Direct Marketing (Facebook and Twitter) • Events and Expositions
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Source: Own elaboration

2.3 Market analysis

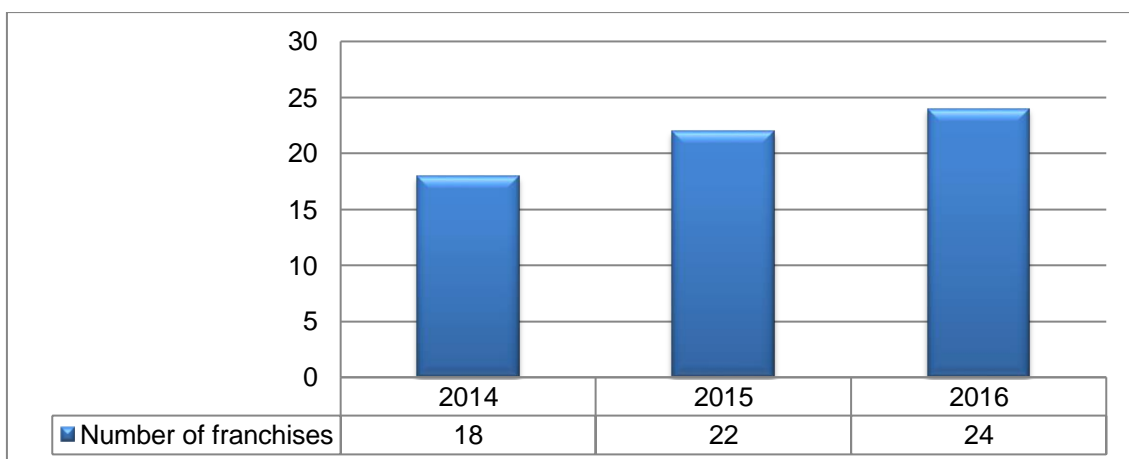
2.3.1 Sector analysis

Nowadays, the stationery sector there is in a mature phase, where the margins are limited and the companies tries to improve the efficiency with strategies of leadership in costs. These establishments obtain more incomes at the beginning of the school course and in the reposition of offices.

Due to the situation, the concept of traditional stationery shop has changed to franchises because the possibility of reducing the costs and attracting new clients is easier. These businesses are located in industrial and commercial areas and in new neighbourhoods that are growing.

As the following graph shows, the number of franchises of office material in Spain has increased considerably in the last years from 18 in 2014 to 24 in 2016.

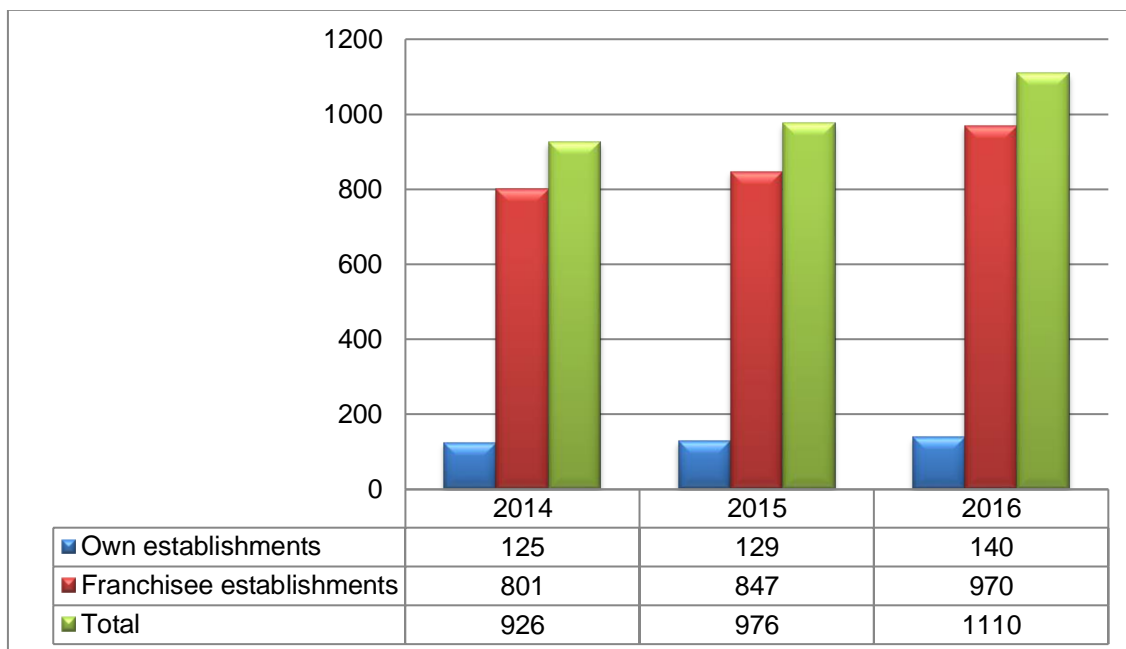
Graph 12: Number of office material franchises in Spain



Source: Own elaboration. Data: Informe de la franquicia en España (AEF)

Related to the number of franchise establishments of office material, it has increased in 184 from the year 2014 to 2016, being 15 establishments property of the franchises and 169 of the franchisee.

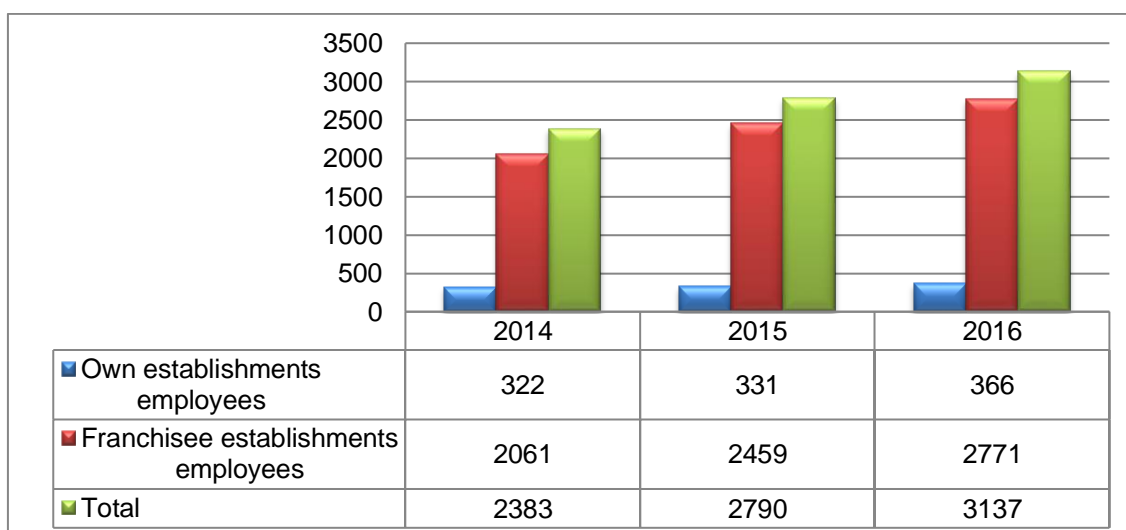
Graph 13: Number of franchise establishments in the office material sector in Spain



Source: Own elaboration. Data: Informe de la franquicia en España (AEF)

In relation to the number of employees, it has improved in 754 of people from 2014 to 2016, being 44 of them workers of the franchise and 710 workers of the franchisees.

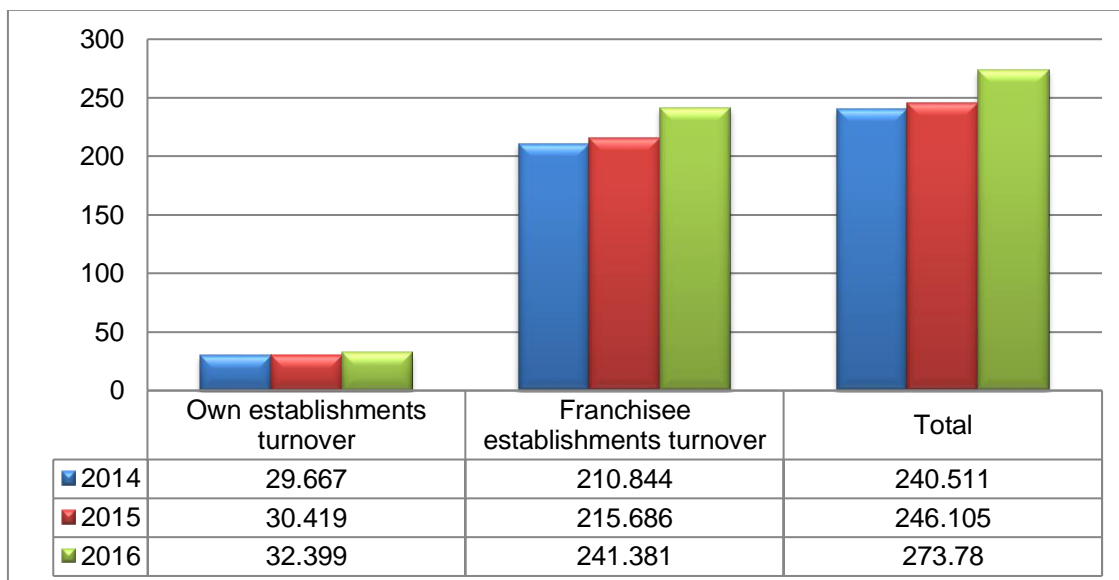
Graph 14: Number of franchise employees in the office material sector in Spain



Source: Own elaboration. Data: Informe de la franquicia en España (AEF)

Finally, related to the turnover of the franchises, it has suffered an increase of 33 millions of euros approximately from 2014 to 2016 and is composed by 3 millions of franchise establishments and 30 millions of franchisee.

Graph 15: Turnover of franchises in the office material sector in Spain (millions of euros)



Source: Own elaboration. Data: Informe de la franquicia en España (AEF)

However, there are different alternatives to this business model such as the “mixed franchises”. It is based in an agreement between a franchise and a traditional stationery shop with the objective to attract many clients that prefer familiar establishments. An example of it is the case of the stationery shop at Sabadell, property of Oriol Vives Fayos. This establishment accepted an agreement with Bureau Vallés and the number of the new store is “Bureau Vallés by Fayos”. It has produced an important increase of its incomes and a reduction of the costs.

This sector is damaged considerably by the appearance of new technologies and the importance of the paper has decreased. These offer new services such as contact with the establishment by internet and the clients can realize their orders faster and more efficient.

Related to the sales of school material, the reduction of it is important due to diverse factors such as the economic crisis or the sales of second-hand books. In this situation, the editorials, who are the 40% of the market, have suffered a decrease of 19% in the sales. To confront it, the LOMCE renovates the school material, favouring the incomes of the editorials. (Blázquez, 2015)

Finally, there are problems in this sector such as the environment due to the decrease of trees or the use of industrial products in order to produce paper. Some companies pay attention to this situation and fabricate products with ecological or recycled materials.

2.3.2 Consumer analysis

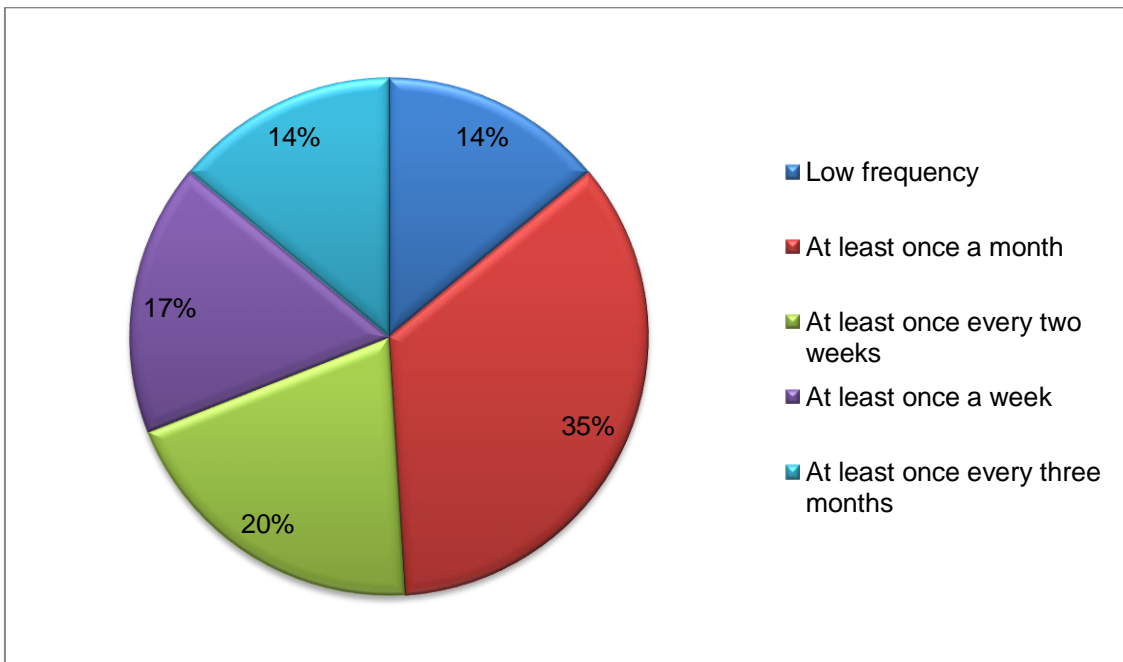
An important group to pay attention is the businesses because are the clients that purchase large quantities of office material. As the graphs 5 and 6 show, there was an increase in the number of businesses until 2008, but the economic crisis caused a decrease in this number, and in 2014 the situation has began to improve. This produces a rise of clients who need the products that Plácido Gómez offers.

The clients of school material are another important sector. On the one hand, related with textbooks, the consumers spend around 220 euros per student, 103 euros in pre-school, 237 in primary and 296 in secondary. However, in this sector, a factor that affects considerably is the sales of second-hand books or lendings between students. On the other hand, related with the school material, the medium cost is approximately 125 euros, being the secondary students who spend more money. (EFE, 2014)

Moreover, each student spends additionally a medium of 167 euros during 2016, causing an increase of 36% in relation to 2015. Against this situation, many consumers plan their purchases with the objective to save money finding the best discounts, being approximately 67% of Spanish people. In addition, the big chains are more dominants in this sector due to offer lower prices. Around 64% of school material clients buy in these establishments. Therefore, as we the graph number 11 shows, the primary students are the most important clients of school material, followed by primary students. (Europapress, 2016)

In relation to the books, according to the “Encuesta a usuarios de librerías” in 2015 by the “Laboratorio de Ideas sobre el Libro”, 35% of people visit the book shops once a month while the lowest percent is the readers that go to these establishments once every three months or less, as the following graph shows.

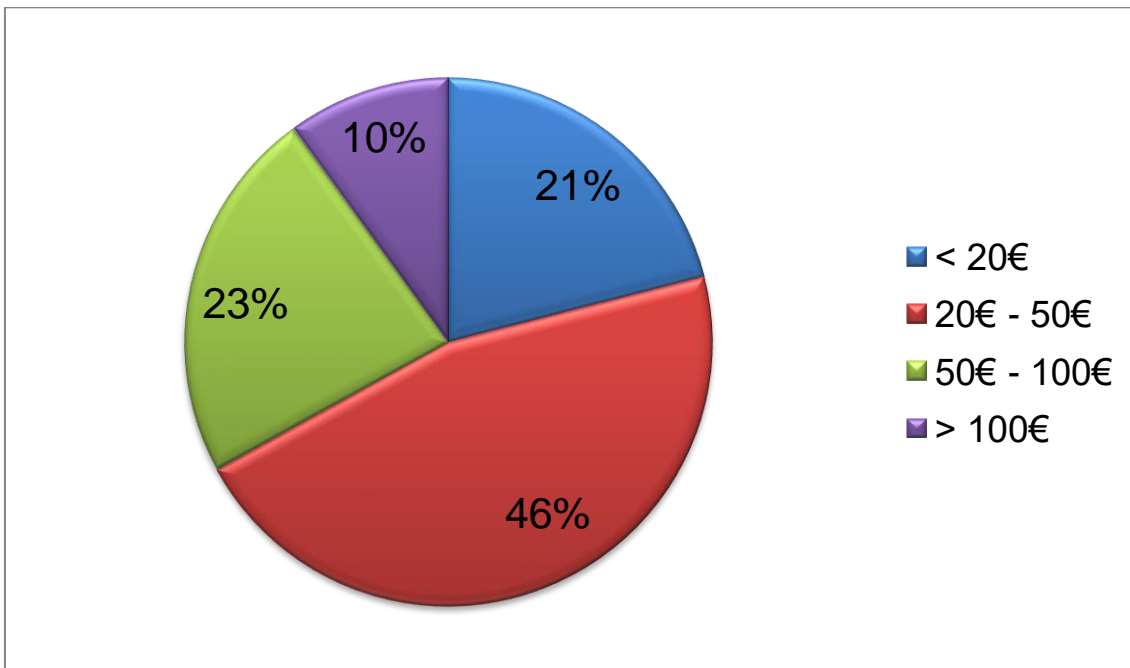
Graph 16: Frequency of visit to bookstores



Source: Own elaboration. Data: Laboratorio de Ideas sobre el Libro.

On the other hand, the majority of these readers spend around 20-50 euros each month in these stores and the minority of them, approximately a 10%, spend more than 100 euros, as the graph number 17 shows.

Graph 17: Monthly spending on books (€)



Source: Own elaboration. Data: Laboratorio de Ideas sobre el Libro.

3. SWOT ANALYSIS

Figure 30: SWOT

<u>STRENGTHS</u> <ul style="list-style-type: none">• Location at the center of the city and University• Online sales• Own vehicles• Competitive prices• Traditional establishment with experience• Great number of articles• Sales to companies and individuals• Special prices for companies• Solvent company• Collaboration agreements• Quick shipments	<u>WEAKNESSES</u> <ul style="list-style-type: none">• Car park problems• Only there are establishments in Castellón• There are not book articles in the web page• Difficulty to obtain economies of scales• Limited budget• Few establishments in relation to the competence
<u>OPPORTUNITIES</u> <ul style="list-style-type: none">• Increase in the number of companies• Adult population• Economic recovery• Possibility of expansion• Products with recycled or natural materials• Periodically changes of the school books by the LOMCE• Increase in the number of students• Relationship with customers through a traditional business	<u>THREATS</u> <ul style="list-style-type: none">• The advance of the technology• Sector in phase of maturity• Increase in the number of franchises• Increase in the prices of school material• The prices of the competence• Competitors located in the periphery• Public libraries• Second-hand stores• Loans of books among students

Source: Own elaboration

STRENGTHS

- **Location at the center of the city and University:** Plácido Gómez has two establishments, located in the centric zone of Castellón and into the Jaime I University. Therefore, the company tries to attract clients who transit the center of the city and university students.
- **Online sales:** The company offers the possibility of realizing purchases through the web page and sends the products to the customers.
- **Own vehicles:** Plácido Gómez has vehicles in order to transport the products from the storehouse to the establishments or to clients who are near.
- **Competitive prices:** Due to the large products bought to the suppliers, the company offers important discounts.
- **Traditional establishment with experience:** Plácido Gómez has an image of traditional establishment in the stationery material and book sector due to its experience.
- **Great number of articles:** The company has a great variety of products in stock. Moreover the number of articles that it can sell by catalogue is considerably large.
- **Sales to companies and individuals:** This company sells its products to individuals and businesses that need office material.
- **Special prices for companies:** Plácido Gómez realizes discounts to businesses in function of the quantity of products that purchase.
- **Solvent company:** The company, with its financial resources, can pay its short-term debts.
- **Collaboration agreements:** Plácido Gómez forms part of the group Serviempresa and has important advantages.
- **Quick shipments:** The shipments arrive to the clients in a term of 24-48 hours.

WEAKNESSES

- **Car park problems:** Related to the establishment located at the center of Castellón, an important number of clients have problems to park their vehicles and the only solution is the public car parks.
- **Only there are establishments in Castellón:** The company only has establishments in Castellón and many potential clients of other cities cannot access to these physical stores.

- **There are not book articles in the web page:** Many clients of books cannot buy any book because Plácido Gómez only sales these at the physical establishments.
- **Difficulty to obtain economies of scales:** This business realizes irregular sales, normally in certain periods, and in the case of individuals, they do not realize sufficient purchases to maintain the business.
- **Limited budget:** Plácido Gómez is a small company and is limited in order to do advertising campaigns or important investments.
- **Few establishments in relation to the competence:** The company has 2 establishments, but there are competitors in the same sector with more establishments than Plácido Gómez.

OPPORTUNITIES

- **Increase in the number of companies:** Due to the increase in the number of companies in the last years, the sales of office material will improve. Therefore, it is an opportunity to attract new clients.
- **Adult population:** Due to in Spain there are an important number of adults and the number of students is growing, in the future there will are more adults fanatics of the reading.
- **Economic recovery:** The Spanish population are in a period of economic recovery, so the clients can spend more money in their purchases.
- **Possibility of expansion:** The initial invest in this business is reduced, so the possibility to expand the number of establishments does not have serious difficulties.
- **Products with recycled or natural materials:** Due to the impact of consuming paper in the environment, the use of recycled or ecological products, causes a reduction in the contamination. Moreover, the company has the possibility to attract clients sensitized with the nature.
- **Periodically changes of the school books by the LOMCE:** Through the periodic changes of the school books by the LOMCE, the students should buy the new material and it is a great source of income for the company.
- **Increase in the number of students:** Because of the economic crisis many people began to study, causing an increase in potential clients of school material.

- **Relationship with customers through a traditional business:** There are clients in this sector who prefer the traditional stores of stationery and office material because the products have more quality. Moreover, the older population do not use the new technologies and prefer the traditional establishments.

THREATS

- **The advance of the technology:** The increase of new technological products damages the stationery sector.
- **Sector in phase of maturity:** There are difficulties to obtain incomes through the margins due to the difficulty of obtaining new clients.
- **Increase in the number of franchises:** The new competitors are big chains and are located in new places in relation of companies of this sector. Therefore, these businesses have more incomes because the costs are lower and have a major variety of products.
- **Increase in the prices of school material:** The progressive increase in the price of the school material causes that many clients search other ways in order to save money.
- **The prices of the competence:** The competitors have lower costs. Therefore, its prices are lower too.
- **Competitors located in the periphery:** The accessibility is easier for people who live in the periphery or use vehicles.
- **Public libraries:** An important number of readers prefer borrow some books of the libraries because can read without any cost.
- **Second-hand stores:** The economic crisis has caused an increase of these businesses, where the clients can buy used books or material with a low price.
- **Loans of books among students:** Many schools realize campaigns where the students can give their used books to others students. These schools pretend that the families save an important quantity of money.

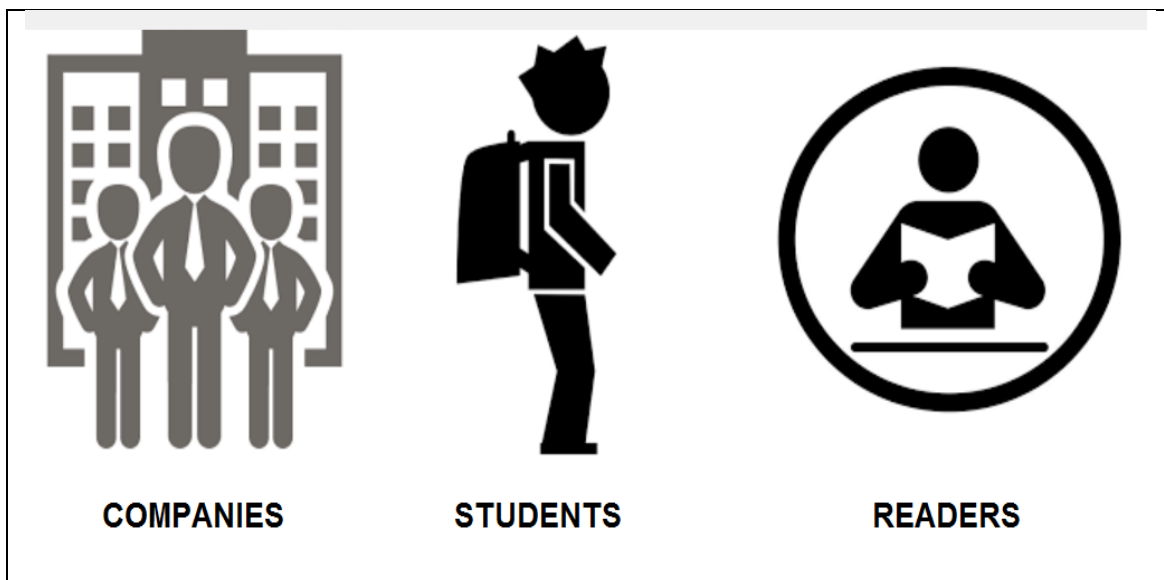
4. SEGMENTATION

Plácido Gómez is a business based in the sale of school and office material and is an important book shop of Castellón.

There are 3 groups of clients:

- **Companies:** It is the principal segment of the company. This type of consumers tries to acquire important quantities of products in order to supply its offices with the lowest cost. The mission of Plácido Gómez is to offer the major discounts in order to improve its incomes.
- **Students:** This segment is important because they need books and material for their courses. Related to the school material, they tries to find the lowest prices and do not pay attention to the quality.
- **Readers:** This segment is composed by various groups depending on the age. Firstly, the infantile reader prefers books that provide diversion. Secondly, the juvenile reader is who prefer books that are related to his stage of life. Finally, the adult reader prefers popular books, which are destined to fanatic readers. Normally, these clients go to establishments with a great variety of books because the prices are similar in all the stores.

• Figure 31. Plácido Gomez segmentation



Source: Own elaboration.

5. OBJECTIVES

Objectives of commercial relationships

- 1) Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
- 2) Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
- 3) Increase the relationship with the clients in the next 12 months.
- 4) Getting 90% of customers to be satisfied in the next year.

Management objectives of marketing activities

- 5) Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.

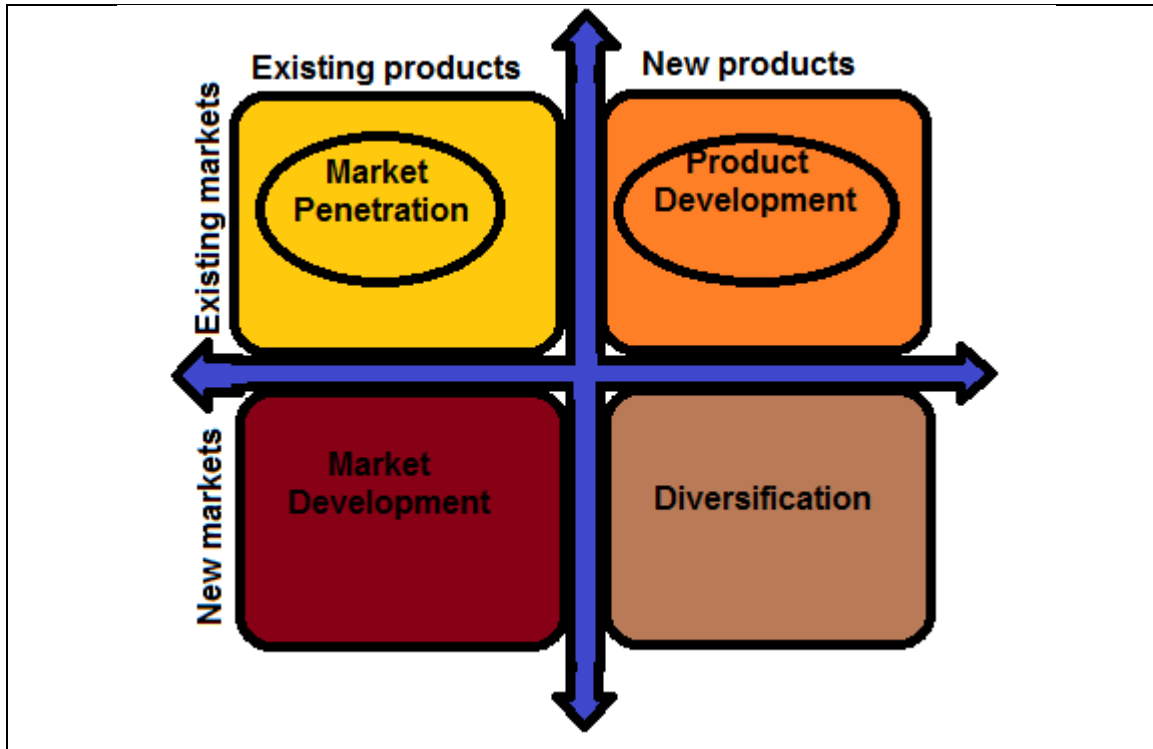
Business financial objectives

- 6) Increase the incomes of Plácido Gómez by 150% in the next year.

6. STRATEGIES

6.1 Growth and diversification strategy

Figure 32. Ansoff's Matrix



Source: Own elaboration.

On the one hand, after analyzing the different strategic options of the Ansoff's Matrix, Plácido Gómez must establish a strategy of **market penetration** to sell its products in the current markets. To do it, the company must increase the sales of products in stock through marketing activities that are described in the following sections.

On the other hand, another strategy to establish in Plácido Gómez is the **product development**. To achieve it, the company must to sell new products to the current markets due to the commercial situation with the objective of reaching more incomes. In the case of Plácido Gómez, the development of new products such as computers could favour the increase of its incomes due to the change from stationery and book products to these.

6.2 Competitive strategies

The competitive strategy adequate to the case of Plácido Gómez is the **follower strategy** because this company has a lower position in relation with its competitors, which are big chains of book and office products. To establish it, Plácido Gómez must develop its proper strategies offering advantages to the clients such as the location of the establishments or different services, online or in the store with the objective of maintaining its market share and trying to increase it progressively.

The company, in this case, must offer quality products with competitive prices, trying to achieve the lowest costs. Therefore, Plácido Gómez has to establish an adaptation strategy, offering products that are similar to the articles of the market leader and trying to improve this with the mission of increasing its market share.

6.3 Strategy as competitive advantage

To improve the competitive advantage of the company, Plácido Gómez must establish a **differentiation strategy**. There are different options:

On the one hand, the differentiation of services has a great importance in this sector. For example, the mounting of certain products, pay attention to the orders in any moment or the after-sales service are some examples of differentiation in relation with the services offered.

On the other hand, the differentiation through people is another strategy to pay attention in relation to the sales in the physical stores, due to the clients that go to these establishments pretend to have a close and professional treatment in order to obtain the product that satisfy their needs. Moreover, they pretend to know all the characteristics of the articles for a correct use.

6.4 Segmentation strategy

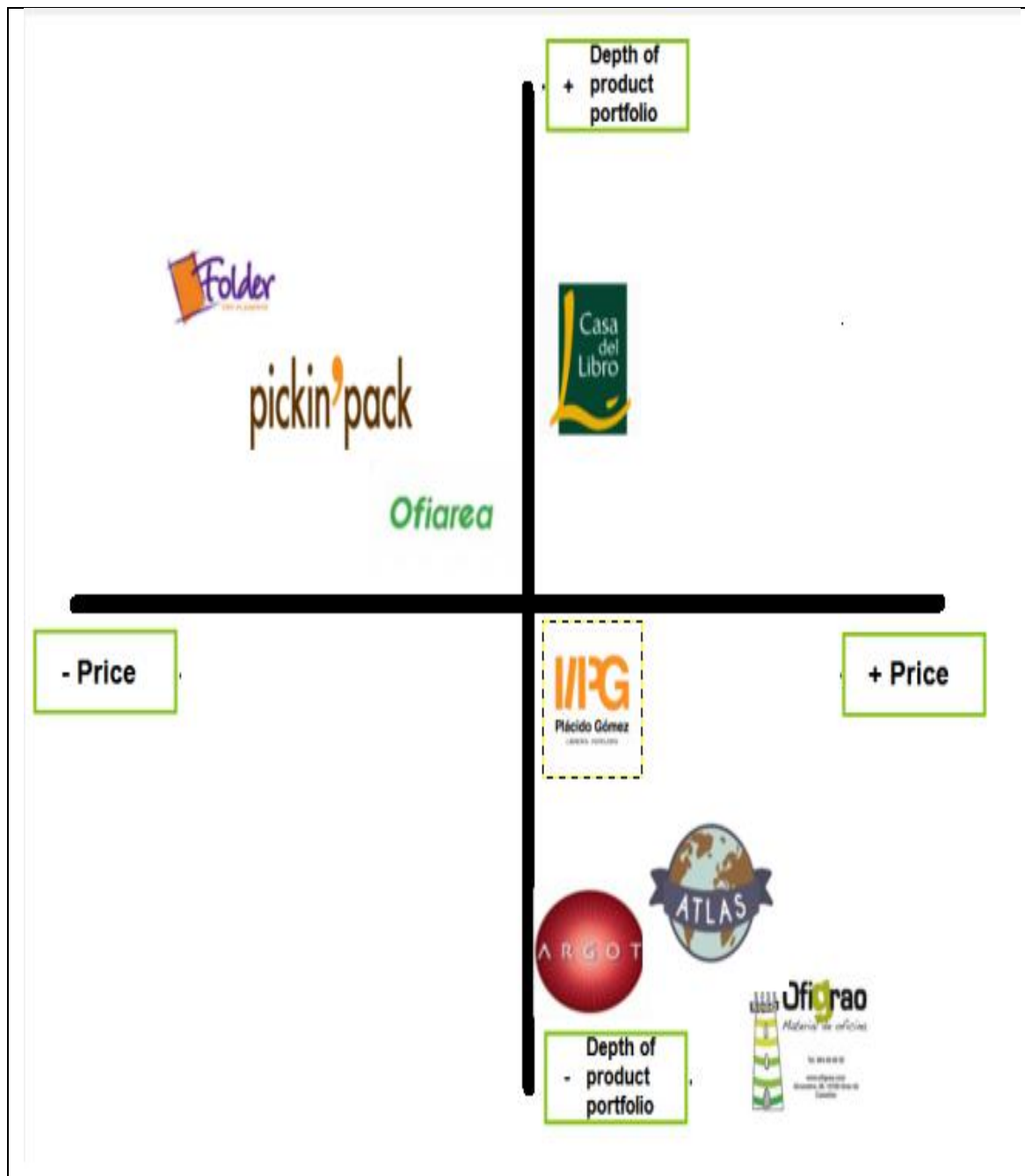
The adequate strategy for Plácido Gómez is a **differentiation strategy** related to the competence, so the company offers diverse products based on the market segment. On the one hand, there are different articles of school and office material and on the other hand, there are a variety of books that are destined to different readers.

6.5 Positioning strategy

According to the previous study of the Plácido Gómez competence, we can classify these competitors in two groups, the related to the sale of school and office material and the book shops.

Therefore, the variables to pay attention in relation to the position of the companies are the price, which has more importance in establishments of school and office material, and the depth of the product portfolio.

Figure 33: Positioning map



Source: Own elaboration

7. ACTION PROGRAMS

7.1 Summary of action plans

ACTIONS	OBJECTIVES
<p>Action 1: Restructuring of the technology line</p>	<p>1.Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.</p> <p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>
<p>Action 2: New product line: Merchandising</p>	<p>1.Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.</p> <p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>
<p>Action 3: Realize an after-sales service for certain products</p>	<p>3.Increase the relationship with the clients in the next 12 months.</p> <p>4.Getting 90% of customers to be satisfied in the next year.</p>
<p>Action 4: Fix the prices in function of the costs and the competence</p>	<p>1.Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.</p> <p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>
<p>Action 5: Increase the number of physical establishments in other cities</p>	<p>1.Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.</p> <p>3.Increase the relationship with the clients in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>

<p>Action 6: Incorporate the books line in the online store</p>	<p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>
<p>Action 7: Create an account in social networks such as Twitter or Instagram</p>	<p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>3.Increase the relationship with the clients in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>
<p>Action 8: Advertising in radios, newspapers and local television channels</p>	<p>1.Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.</p> <p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>
<p>Action 9: Realize monthly raffles in the social networks</p>	<p>1.Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.</p> <p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>
<p>Action 10: Create an app for Android and iOS</p>	<p>1.Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.</p> <p>2.Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.</p> <p>3.Increase the relationship with the clients in the next 12 months.</p> <p>4.Getting 90% of customers to be satisfied in the next year.</p> <p>5.Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.</p> <p>6.Increase the incomes of Plácido Gómez by 150% in the next year.</p>

7.2 Product decisions

Action 1: Restructuring of the technology line

Objective to wich contributes:

1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 1 week

Description: Due to the advance of the new technologies and the change from stationery materials and books to these products, an important action could be to restructure the technology line. To do it, an option could be to add products such as computers or tablets into the computing section. For it, Plácido Gómez must contact with computer suppliers.

Figure 34: Restructuring of the technology line

<u>TECHNOLOGY</u>	Computing	<ul style="list-style-type: none"> - Ergonomics - Computer accesories - Cases - Peripherals Pc - Data storage - Computer file - Printers - Computers - Tablets
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Source: Own elaboration

Action 2: New product line: Merchandising

Objective to which contributes:

1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 1 week

Description: An important action could be the creation of a new line of merchandising products with the objective of promoting new or important books. There are fanatic readers of books or sagas that are addicts of obtaining different articles about these thematic. Some examples of these products could be figures, cups, key rings or t-shirts.

Action 3: Realize an after-sales service for certain products

Objective to which contributes:

3. Increase the relationship with the clients in the next 12 months.
4. Getting 90% of customers to be satisfied in the next year.

Implementation period: 12 months

Description: There are articles in the product portfolio of Plácido Gómez that need maintenance and periodically revision. Therefore, the company must offer revisions and periodically updates in certain products in its first years, achieving the satisfaction of the clients and the possibility that they can realize another purchase in the future.

7.3 Price decisions

Action 4: Fix the prices in function of the costs and the competence

Objective to wich contributes:

1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 12 months

Description: Because of the great increase of big chains in the sector of stationery and office material or book shops, Plácido Gómez has to fix the prices in function of the costs and in relation to the prices of its competitors. Thereby, the company try to attract the clients with the objective of increasing its sales and incomes.

7.4 Distribution decisions

Action 5: Increase the number of physical establishments in other cities

Objective to wich contributes:

1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
3. Increase the relationship with the clients in the next 12 months.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 12 months

Description: Plácido Gómez only has two establishments, both located in Castellón, and it is an important disadvantage in relation to the competence. Therefore, a great solution could be to open new stores in other cities in order to attract new clients.

Figure 35: Expansion of Plácido Gomez establishments



Source: Own elaboration

Action 6: Incorporate the books line in the online store

Objective to wich contributes:

- 2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
- 5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
- 6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 1 week

Description: The mission of this action plan is to include all the products related to the book line in the web page with the objective of improving the book sales and the incomes of the company. This situation is produced because many readers cannot go to the physical stores and they choose another alternative in order to purchase their books.

7.5 Communication decisions

Action 7: Create an account in social networks such as Twitter or Instagram

Objective to wich contributes:

2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
3. Increase the relationship with the clients in the next 12 months.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 1 week

Description: Nowadays, the social networks are an important way of attracting new clients. Therefore, an option to improve the customers is to create accounts in Twitter and Instagram and offer information about the company, products or discounts.

Figure 36: Example of Plácido Gómez Twitter account



Source: Own elaboration.

Figure 37: Example of Plácido Gómez Instagram account



Source: Own elaboration.

Action 8: Advertising in radios, newspapers and local television channels

Objective to wich contributes:

1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 12 months

Description: The objective of this action plan is to attract potential clients, offering information about products and discounts through different ways. There are different options such as advertisements in television, in the local radio or in newspapers. In this case, Plácido Gómez should promote its establishments in “TVCastellón”, “Cadena 100”, which is the cheapest radio in Castellón, and in the “Mediterráneo” newspaper.

Action 9: Realize monthly raffles in the social networks

Objective to which contributes:

1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 12 months

Description: The mission of this action plan is to increase the number of followers in the social networks and show the quality of its products. An option to realize these raffles is through the “Likes” in the different social networks of Plácido Gómez. Some examples of prizes could be new products or trips.

Action 10: Create an app for Android and iOS

Objective to which contributes:

1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.
2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.
3. Increase the relationship with the clients in the next 12 months.
4. Getting 90% of customers to be satisfied in the next year.
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.
6. Increase the incomes of Plácido Gómez by 150% in the next year.

Implementation period: 1 month

Description: The advance of the new technologies has caused that an important number of people have a smartphone. This action plan try to create an app of Plácido Gómez in Android and iOS, where the clients can realize their purchases, communicate with the company and know different offers in any moment.

This application has a principal page with different sections:

- **Sobre Nosotros:** where the client can know information about the company such as the location of the stores, social networks, e-mails or phone numbers.
- **Compra online:** where the customers can realize their purchases.
- **Promociones:** where the clients can see all the offers and discounts of Plácido Gómez.
- **Configuración:** where the registered users can manage their notifications, purchases or personal information such as name, direction, e-mail or phone number between others.

Figure 38: Example of Plácido Gómez App



Source: Own elaboration

8. TIMELINE

After analyzing the different proposals for the action plan, we can see a timeline with the different activities to realize.

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: Restructuring of the technology line												
Action 2: New product line: Merchandising												
Action 3: Realize an after-sales service for certain products												
Action 4: Fix the prices in function of the costs and the competence												
Action 5: Increase the number of physical establishments in other cities												
Action 6: Incorporate the books line in the online store												
Action 7: Create an account in social networks such as Twitter or Instagram												
Action 8: Advertising in radios, newspapers and local television channels												
Action 9: Realize monthly raffles in the social networks												
Action 10: Create an app for Android and iOS												

9. BUDGET

ACTIONS	BUDGET
Action 1: Restructuring of the technology line	Free
Action 2: New product line: Merchandising	Free
Action 3: Realize an after-sales service for certain products	1000€ x 12 months= 12000€ (salary of a computer technician)
Action 4: Fix the prices in function of the costs and the competence	Free
Action 5: Increase the number of physical establishments in other cities	500€ x 3 (establishments) x 12 months = 18000€
Action 6: Incorporate the books line in the online store	Free
Action 7: Create an account in social networks such as Twitter or Instagram	Free
Action 8: Advertising in radios, newspapers and local television channels	Radio= 25,78€ x 365 days= 9409,7€ Television= 40 x 365 days = 14600€ Newspaper= 50€ x 52 (weeks) = 2600€
Action 9: Realize monthly raffles in the social networks	Free
Action 10: Create an app for Android and iOS	1000€ (price of developer)

BUDGET: 12000€ + 18000€ + 9409,7€ +14600€ + 2600€ + 1000€

= 57609,7€

10. CONTROL

OBJECTIVE	FREQUENCY	CONTROL METHOD
1. Increase the visits by 150% to the physical establishments of Plácido Gómez in the next 12 months.	Quarterly	Number of sales of new items and sales in the new establishments
2. Increase the visits by 50% to the web page of Plácido Gómez in the next 12 months.	Daily	Number of visits in the web page
3. Increase the relationship with the clients in the next 12 months.	Quarterly	Number of followers in the social networks and number of contestants in the raffles
4. Getting 90% of customers to be satisfied in the next year.	Biannual	Realize questionnaires to the customers about their satisfaction and have a control of complaints and suggestions
5. Increase the sales of Plácido Gómez by 150% (in the physical stores and on the webpage) in the next 12 months.	Quarterly	Control the sales and compare it with the sales of the previous year.
6. Increase the incomes of Plácido Gómez by 150% in the next year.	Quarterly	Control the incomes and compare it with the incomes of the previous year.

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