



Facultat de Ciències Jurídiques
i Econòmiques · **FCJE**

MARKETING PLAN OF THE COMPANY SENER FRUIT OF THE YEAR 2020

Fernando Albalate Boné

Javier Sánchez García

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1. EXECUTIVE SUMMARY

Next we will proceed to carry out the marketing plan on the fruit and vegetable company Sener Fruit, more specifically based on the citrus sector. Within this company we have found that although it offers a wide variety of products, it may be lagging a little behind in terms of market demands. Therefore, making a marketing plan for this company seemed interesting to us.

Sener Fruit has its headquarters in the Puig (Valencia) and markets its products throughout Spain and many countries in Europe.

It is a market that does not go through its best moment since young people for some reasons do not usually consume these types of products. But it is true that it is a product of great quality and that it is consumed by a large part of the Spanish population. In addition, there are currently in our society healthy lifestyles in which the products of our company are ideal to complement it

After carrying out an analysis of the internal and external sector, we carried out a SWOT analysis. After analyzing the SWOT we have developed the following objectives: The most important objective of marketing that Sener Fruit should carry out, would be to increase the product portfolio in the citrus field and combine them with other sectors. The second objective would be to obtain 1 January 5% of the company's profits which come from the Chinese market over the next 30 months. And finally increase the level of the brand until the company appears among the 20 best companies in the citrus sector within a year and a half.

To achieve the first objective, the company will create two new products more suited to what consumers demand, following the strategy of product development. The first product will be focused on those who carry a healthy lifestyle and are conscious about what they eat, for it will market organic oranges. And the second will be focused on athletes, which will be a shake with sports supplements for both athletes and people who do not exercise so much. In this way we will be able to offer a series of less generic and more attractive products for the public. There is a sales provision of 10,000 units in the first year.

The market penetration strategy will be used to start exporting the product portfolio to China. A market with great growth potential and we are confident that our products will be successful. To achieve the goal of reaching 15% of the benefits of that market and reach our customers faster, we will have the help of China in crowd that will help us to

establish ties with customers there and will work on the website in Chinese and advertising.

And finally to improve the image of the brand and position it among the top 250 of the sector within the Valencian Community, we will make a job of communicating the image of the brand to the public. For this we are going to sponsor two characters with a positive and sporty image facing society. What is more, several sports and social events will be sponsored. We will also make a strong investment in advertising and improving social networks.

Finally, the marketing plan of 2020 that has been created will positively affect the company, since it will mean a great increase in both sales and customer loyalty.

2. HISTORY AND COMPANY

Sener Fruit is a family business located in el Puig in the district of L'horta Nord in the province of Valencia, an area of great citrus tradition and as its own name indicates of huerta. The company that had its beginnings in the early 50's by Rubio under the name of Rubitar, later it passed on to his son Daniel Rubitar who directed it for more than 40 years. During this time Daniel changes headquarters to a warehouse on the outskirts of town in which larger and more innovative facilities are more accessible for truck traffic. Already in 2011 and due to the retirement of Daniel, the opportunity to acquire the company is presented to a worker who had been working for Manolo Cortés for more than thirty years. Manolo, who has many years of experience in the sector behind him and in the company, begins to take over the company with his former partners until today.

The main activity of the company is the orange in all its varieties because it is the main product of the area in which they work but they also dedicate themselves to other fruits throughout the year. For this they have contacts in other provinces of Spain to supply the demand they have. For the collection, handling and transporting to the warehouse it has its own team of people.

The company has a headquarters in El Puig, a warehouse of 2000 m² where all the fruit that is collected in the field and packaged for final consumption is made. Also in

times where production increases the company has cold rooms to store the product in an optimal state. A second location is in the Valencia coast market (Mercovasa) where the company has a stall to sell the final product directly to the consumer. Sener Fruit has two own trucks to collect fruit from the fields of origin and to distribute the product to its customers.



3. ANALYSIS

3.1 Mission

Regarding the Sener Fruit who mission want it is products and services to meet the needs of customers and exceed their expectations through quality products as natural as possible and personalized service. Additionally, the company is committed to society by providing fair prices for both its customers and its suppliers.

3.2 Vision and values

As to the vision of this company, Sener Fruit aims to reach the highest possible place knowing its limits through the sale of quality products, and continue to create close and lasting relationships with its customers, especially due to the family trait that characterizes the company and that knows how to transmit to the consumer . It seeks to be a guarantee brand that is consolidated and loyal to its customers.

Both the mission and the vision of this company are known and shared by the members of it, in order to achieve the stated purposes.

The values are shared by the organization and serve as a guide for the daily work and to find solutions to different problems according to our declaration of principles to bring our clients a quality product in the shortest time possible, that is the promise of the company to society.

Leadership:

- Support the people who work with us and encourage performance
- Show initiative and inspire and motivate everyone.
- Assume responsibility for actions and results, successes and the failures.

Integrity:

- Be an example.
- Comply with the laws, regulations and codes of business conduct.
- Trust others and establish relationships based on trust.

Flexibility:

- Promote changes and act actively.
- Be willing to adapt to future needs and trends.
- Question the current situation to improve.

Efficiency:

- Manage resources sensibly
- Focus on activities that generate value for all parts of the company.
- Do things in a simple and effective way

For the company it is very important to be the strategic partner of the business that ensures the welfare of all employees and the development of human talent, promoting a high performance culture.

3.3 EXTERNAL ANALYSIS

The external analysis is done in order to know the external factors of the company and how they directly or indirectly affect it.

We will divide the external analysis into two parts: the macro-environment , where we will carry out a PEST analysis (political-legal, economic, socio-demographic and technological factors); and the micro-environment , where the demand of the company is estimated, the target audience and the competition is analyzed.

3.3.1 Macroenvironment

Image 1. PEST Analysis



Source: <https://www.visual-paradigm.com/guide/strategic-analysis/what-is-pest-analysis/>

First let's talk about **the political and legal factors**, we will take into account all the decisions and governmental regulations that directly affect the company, the applicable legislation and the current political situation. In our country there are common rules of the market for all companies and they are fulfilled thanks to free competition, since there is freedom of choice for both the consumer and the producer.

In the first place, our economy has gone through some very complicated years in which, the laws and legal aspects have been transformed. The state has a public budget which allocates to the different activities of the nation. Therefore this budget

directed to the citrus companies of the food industry and in general all the sector has been seen reduced causing an increase of the expenses in the production of the products.

At the state level we can find the laws:

- Law 7/1996, of January 15, on Retail Trade Regulation (BOE 02/17/1996)
- Organic Law 2/1996, of January 15, complementary to the Law of Retail Trade, approved in accordance with the provisions of the Art. 81 of the Constitution, in relation to art 150.2 (BOE nº 15, of 1/17/96).
- Law 3/2004 against delinquency in commercial operations (BOE 12/30/2004).

Most of these laws are directed to the management of the retail trade to which the fruit companies are engaged, and that the commercial operations they carry out are under laws and are legal.

In addition, Article 18 states that the workplace must be a clean and safe place for the products that are manufactured and the workers of these companies must comply with basic hygiene standards for handling food.

Trade at the level of the Valencian Community

- Law 3/2011, March 23, of the Generalitat, of Commerce of the Comunitat Valenciana (DOCV number 6488 of March 25).
- Law 6/2012, of October 24, of the Generalitat, of Urgent Measures for the Promotion of Commercial Activity and the Elimination of Administrative Loads. (DOCV núm.6891 of 29.10.2012).
- Decree 114/2012, of July 13, of the Consell, by which approves the Regulation of the sanctioning procedure, the competition and the inspection in matter of commerce and consumption (DOCV number 6819, of July 16).

Prices and rates trade:

- Decree 68/2013, of June 7, of the Consell, by which regulates the Commission of Prices of the Generalitat and the procedures for the implantation or modification of prices or tariffs subject to the regime of authorization and communication. (DOCV No. 7043 of 06/11/2013). In order to agree fair prices for farmers.

Consumers:

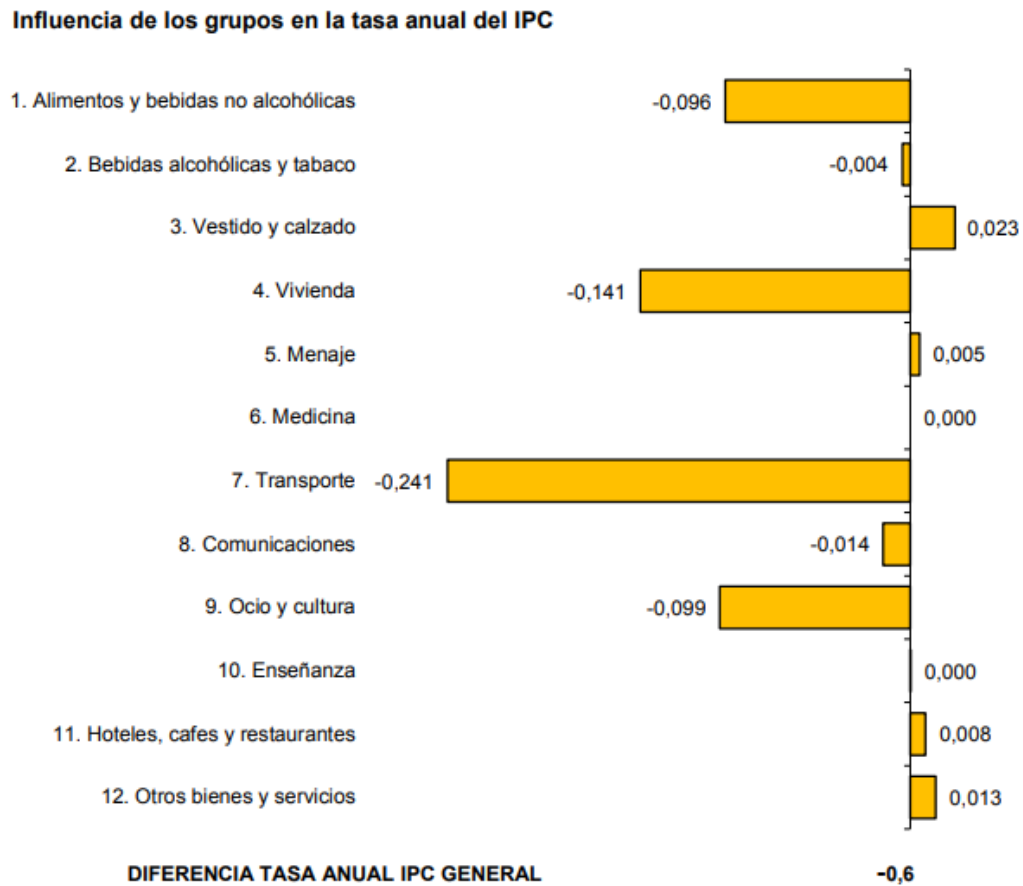
- Law 1/2011, of March 22, approving the Statute of Consumers and Users of the Valencian Community (DOCV number 6487, of March 24).
- Royal Legislative Decree 1/2007, of November 16, approving the revised text of the General Law for the Defense of Consumers and Users and other complementary laws. (BOE No. 287, of November 30).

Second, we will talk about **economic factors**.

Spain is currently in the process of recovering from a phase where the economy has emerged from a serious crisis that has greatly affected the spending of families. This reduction in spending has been reflected in the consumption of products, and although the sector to which we address its products are of prime necessity and it is true that in these products the demand did not fall to a great extent, we can differentiate between the fruit with a superior quality and others of not so much quality. The fruit with greater qualities saw its market plummeted, for many families it was a real luxury item and they could not afford it. However, the consumption of fruit in general and citrus fruits in our case was not greatly affected. Not for this reason we must draw the conclusion that the crisis did not affect the agricultural sector, but it did and a lot, increasing the production costs and decreasing the purchase prices for consumers.

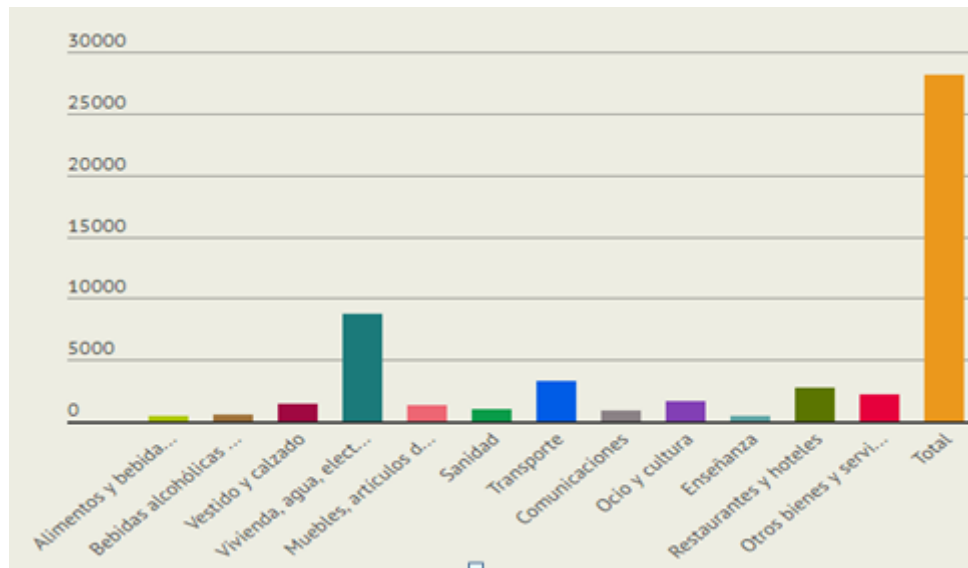
The rate of change in 2017 can be seen as the group of foods that is the one that interests us the prices decreased due to the recession of our country during those years.

Image 2: Influence of the groups in the CPI



Source: INE 2018

The average expenditure per household increased by 2.6% in 2016, to 28,200 euros, registering its second consecutive annual increase. The groups where families most increased their spending was in communications, furniture and articles. But the health sector has also reflected a considerable increase.

Graph 1. Average expenditure per household

Source: INE (2017)

Sociodemographic factors .

The Spanish society is very heterogeneous in terms of lifestyle, in addition, in our country lives a group of people of different nationalities becoming 10% of the foreign population. Spain is a country with a great tradition in cultivating and consuming fruit, and the orange is one of the star products of our country. In the Valencia community we find the center of excellence for the production of oranges, where 70% of the total production of Spain is found. Our country and thanks to new technologies is a consumer of this product throughout the year, but especially in the season when it consumes an average of 6 kg per family per month. A fact that tells us how Spaniards like to take care of themselves with natural and quality products.

The most serious problem in the primary sector is the lack of generational change in our country, young people who are increasingly fewer do not want to work in the field because of the lack of future and because it is an unprofitable sector for the work that is done. That is why more and more farms and plantations are being cultivated in our country. In addition the vast majority of workers in this sector both in the field and in the

fruit factories are of foreign origin which shows that less and less our society is involved with this sector

On the one hand, the consumption of organic citrus is currently the big driver of this economy, given that lately there has been a trend towards all that are organic and healthy products, fruit and more concrete citrus can be a very suitable product for this demand. There is a type of people who have a way of thinking in which their principles are very clear, that is, they are very clear that they want to collaborate with the environment whatever their cost, they are people who usually have ideals that prevent them from consuming food with added chemicals, artificial fertilizers, etc. On the other hand there are also people who consume this type of citrus for their health benefits, since it is proven that they have much less chemical additives, among other things, than other types of citrus.

With regard to **technological factors**, they increase business value, improve the quality of industries and products and reduce time in exports and imports of products and services. They also reduce barriers to entry and increase production levels. They include aspects such as the impact of new technologies, public expenditure on R & D, level of development of new products, impact and speed of transmission of technology, obsolescence of existing equipment, etc.

Innovation is a very important factor in all sectors, and how could it be otherwise in the fruit sector is also. The technology can be found in the chain of product handling, today there are machines that are able to choose the fruit depending on its size and position it and fit it into its packaging for the final sale. Other innovations that have greatly improved this sector are the machines to process these products by removing all the impurities they have and giving them a waxing so that their appearance is much more pleasing to the eye.

Perhaps the technological innovation of recent times in the citrus sector is the Oxyion system for sanitizing and protecting fresh fruits and vegetables that does not release chemical residues. The effectiveness of this innovative technology has been validated by **Ainia** for use in Europe which is very important because it gives the tranquillity that is not harmful to the health of consumers.

All this technology and more that exists in the market is fundamental that the companies of our country use it to be more competitive in a globalized world in which there are countries that have a cheaper production cost.

3.3.2 Microenvironment

DEMAND

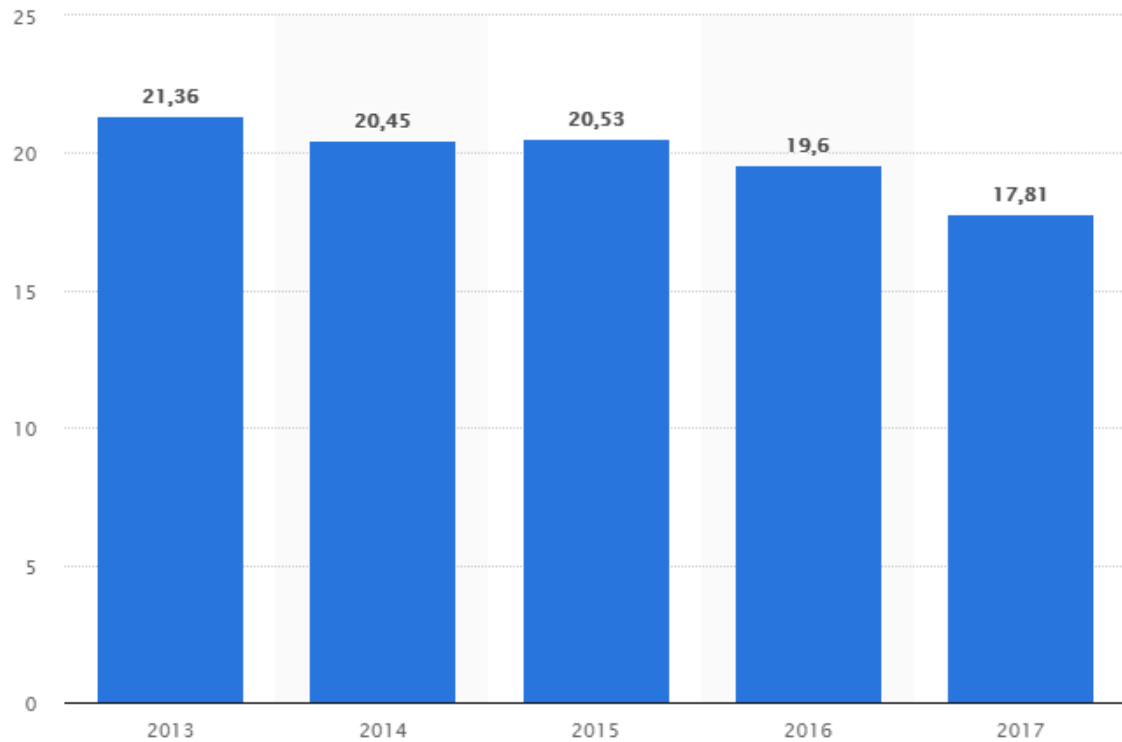
As we have said, the Valencian Community is one of the main producers of oranges in our country and at the same time one of the biggest consumers. The consumption of oranges in our country is very important, also in recent years with the tendency to take care of the population, it has caused the demand for oranges both for natural juice and to be consumed. In addition, for the 2018-2019 campaign, an increase in production was predicted due to climate conditions and the technologies used.

Image 3 Citrus production by communities in Spain

	2017/18 (p)	Promedio 5	% Promedio	2018/19 (prev)	% 2018/19	19 vs 18 (%)	19 vs 18 (t)	19 vs Pro (%)	19 vs Pro (t)
C. Valenciana	3.122.405	3.558.816	53,7%	3.894.543	53,4%	24,7%	772.138	9,4%	335.727
Andalucía	2.185.864	2.021.691	30,5%	2.212.016	30,3%	1,2%	26.152	9,4%	190.325
Murcia	859.802	819.068	12,4%	963.376	13,2%	12,0%	103.574	17,6%	144.308
Resto CC.AA	218.139	224.405	3,4%	222.757	3,1%	2,1%	4.618	-0,7%	-1.647
TOTAL ESPAÑA	6.386.210	6.623.980	100,0%	7.292.692	100,0%	14,2%	906.482	10,1%	668.713

Source: <https://www.efeagro.com/noticia/la-produccion-citricola-las-ultimas-cinco-campanas/>

The biggest problem is that there is an oversupply due to the import of oranges from abroad which causes the price of the national product to go down.

Graph 2: Consumption of oranges per capita in KG

Source : Own source

The demand for oranges in recent years has fallen, going from consuming about 20 kg of media for Spanish to 17kg, data that is largely due to processed products that are increasingly sold and in return cancel the consumption of natural fruit. Another factor that affected the demand is the increase in the prices of oranges, it is true that the producers do not have an impact on this increase but on the final consumers it does, due to the costs and benefits of the intermediaries.

COMPETITION

Levels of competition

If we talk about competition, in this market we can say that it is abundant since in Spain a large number of companies that are dedicated to handling fruit for final consumption

stand out. And, even so, it is a market in which the competition has grown considerably in these years, since now new forms of business have arisen that add to the traditional ones like the direct sale by Internet

To perform the analysis of the competition, we will follow a process in which it involves identifying, evaluating and selecting competitors.

To identify Sener's competitors fruit we will ask ourselves the following questions:

- Who are Sener's competitors? fruit ?
- What is the most direct competition?
- In what areas does the competition move or act?
- What competitive advantages do competitors have?
- What is the way of working and which product is the most important?
- What strategies do competitors use?

If we know how to answer these questions, we will know what our real and most direct competence is.

If we investigate the previous questions, we will obtain a very important information that will help us to evaluate the strengths, weaknesses and strategies of the competitors and select which are the competitors to attack or avoid. Once the process is done, we identify the competition and we have divided it into the following levels:

- **Competition in the form of a product** : where companies and / or brands sell the same product or cover the same need. The competing companies in the form of product are:

- Algitama
- Fontestad
- Frutinter
- Organic oranges Andreu

- **Competition in the product category** : Those companies or brands that sell products with the same attributes, but with a different presence. The competition found at this level is:

- Zumosol
- Zespri

- **Generic competition** : Are those companies that sell products and brands that solve the same need. Some competitors are:

- Mercadona
- Fruit store Monestir

- **Budget competition**: Are those products or brands that compete for the consumer's budget:

- Danone
- Frigo

Characteristics and products of the competition

In this section we will thoroughly explain the competition. We will show what are the main characteristics of the brand and what is its flagship product. Also, it shows how or in what it competes with Sener fruit . We will only focus on those more direct competitors: Algitama , Fontestad , Naranajas eco-friendly Andreu and Mercovasa .

Table 1: Sener Competition Fruit

Company	Range of products	Best selling product	Price (KG)	Distribution	Scope of sales
Algitama	Few lines and average depth	Clementine (Box25 kg bulk)	€ 0.80	Wholesale	National
Fontestad	Few lines with a lot of depth	Tangerines (10kg box)	€ 0.95	Wholesale, in boxes for your consumption	National and international
NEAndreu	Few lines and little depth	Clemenules(15kg box)	€ 1.50	Retail, end customers	National
Mercovasa	Many lines and a lot of depth	Oranges	€ 0.55	Retail, for shops and end customers	Local and provincial

Source: Own elaboration

Algitama : Company with a history of more than 50 years, which specializes in the sale of melons and watermelons throughout the year but also dedicated to citrus during the season. Leading company in the sector of the Valencian community, with a sales volume of € 10,275,588 , the company Algitama has increased by 6.87% respect to the previous year. They are more dedicated to the handling of oranges to sell wholesale, to customers who use it to sell in bulk or to produce by-products. In the price range, it is located in the low market positions, due to its poor handling of the product.

Fontestad : A company with a family tradition that has become one of the most important companies nationwide in the citrus sector, with facilities of more than 50,000 M2. The annual production reaches 160 million kilos, much of it from our own crops. Its

motto is based on providing the best product and customer service. It has a share capital of € 120,357 and with about 1,000 employees. The volume of sales in the year 2017 was 124,682,284 €, occupying the 35th position of companies with the highest turnover in the Valencian Community.

They have a wide range of products, a variety of citrus fruits and a wide variety of formats and types of presentation. Most of its sales are made to large supermarket chains for sale in department stores and stores, that is, they look at the presentation for the client a lot. But what most stands out of Fontestad is its innovation, with facilities of the highest level. State-of-the-art packaging machinery which accelerates the handling and packaging process and reduces costs and production failures. They have also extended the citrus season to almost all the year thanks to the maintenance of products in state-of-the-art refrigeration chambers and to the importation of countries from South America and South Africa. All this and thanks to some top selection processes have made Fontestad one of the leading companies in the sector in the Valencian Community and Spain.

Organic Oranges Andreu: It is a local producer who decides to grow oranges in a 100% organic way. The main characteristic of its product is that it does not contain any type of chemical substance, making it totally natural, a characteristic that is increasingly demanded and appreciated by the final consumers. Due to this marketing strategy, it cannot offer products throughout the year, but it has them for sale when the variety of the product is in its collection season. It does not have a large infrastructure and that is why its production is short and does not have a large variety of citrus. The sale system of this company is all through the internet directly to the final consumer, who buys the product in the desired format and can enjoy it at home in a period of two or three days, in order not to lose qualities. Being a small company, its sales do not exceed 10,000 Euros but they are looking to the future and expect to grow every year.

Mercovasa : MERCOVASA is a Wholesale Market for Fruits and Vegetables that supplies to surrounding retailers to distributors of fruits and vegetables of many provinces of Spain due to the great amount and variety of products that are sold in this market.

MERCOVASA is a market that was created and is managed by the shareholders that, in their great majority, are the own settlers. It has an area of 90,000 m² and is distributed in 87 sales positions .

MERCOVASA is located in the municipality of El Puig de Santa María 15 km north of the city of Valencia having an easy and fast access.

Although it is true that it is not dedicated to the citrus sector exclusively, much of the sales volume and one of its best-selling products does come from this type of fruit. They sell mostly to small shops and trades in the area such as restaurants. Most companies in the area have a sale stop in this market as it is a way to reach the final consumer directly.

With a sales volume of 1,663,502 € in 2016 , the company MERCOVASA takes the years 2016 and 2017 reducing its sales volume.

Market share and positioning

Analyzing the market of the company Sener Fruit we can see how it has had a favourable year both in strategic and operational terms. "In the operational field, it was another record year for Sener Fruit .Sales reached the highest levels in the history of the company and exceeded 4,600,000 million Euros. Net EBITDA experiment a substantial increase compared to 2017 by 3 million.

Graph 3: Sener's annual sales Fruit



Source: Own elaboration

On the other hand, not all have been good results for the stall that they have in Mercovasa which has suffered a drop in sales of around 15%. This decrease in the sales quote follows the trend of the market itself in which there has been a general decline of all members.

Regarding the most direct competition, there are leading companies in the sector that try to maintain their position, while the followers continue to gain market share, as is the case of the company we are analyzing. The main competitors, like our company, continue innovating and trying to gain market share to be as well positioned as possible.

The main companies in the sector continue to invest significant amounts of money to develop new ways of processing the product so that it does not lose any of its qualities and new business forms.

Companies like the ones we have named above are positioning themselves in the market, launching new ways to sell the product, to go out in the traditional way and make it easier or more accessible for different audiences. The strategic commitment results in an increase in advertising investment in fruit consumption and healthy life in society.

Graph 4. Positioning map



Source: Own elaboration

SEGMENTATION

Market segmentation is the process of dividing or segmenting a market into smaller uniform groups that have similar characteristics and needs. The segmentation of a market can be divided according to their characteristics or variables that may influence their purchasing behaviour.

The segmentation serves to determine the basic and general features that the consumer of the product will have taking into account that it is not directed to all target audiences.

There are several types of segmentation:

Geography : is divided by countries, cities, regions or neighbourhoods. Sener fruit uses this type of segmentation since it distributes its products by different regions of Spain and Europe . By having only one headquarters located in El Puig, the distribution is carried out most of the time with trucks. In addition, the proximity of the company to the ports of both Valencia and Puerto de Sagunto gives a competitive advantage to use this means of transport. It is a bit more complicated to reach markets by not having different locations but it is compensated by a wide network of contacts.

Demographic : they are divided by age, stage of the life cycle and by gender. This type of segmentation the company we are studying is difficult since consuming citrus fruits which all society consumes without age exceptions. Yes it is true that perhaps it is aimed more to housewives and middle-aged people who are usually those who normally make home purchases.

Psychographic : divided by social class, lifestyle , personality and tastes. In this case the company also carries out this type of segmentation and that the fruits are aimed at all kinds of people but especially those people who want to lead a healthy life and who want to take care of themselves . In addition, it is likely that products of a superior range or exceptional quality are demanded by people of higher classes who wish to acquire a product with a higher cost but that is rewarded by the qualities of the product.

Economic leisure : it is divided by the level of income, lifestyle ... This type of segmentation Sener fruit does not use since, as we have said before, citrus fruits are foods, perhaps not of first necessity but they are consumed by all kinds of people, regardless of the level of income. Abroad if the pieces of fruit are more expensive and is not a product that people buy so assiduously.

TARGET AUDIENCES

The target audience of a company or product are those people or agents who represent to whom the product or service is directed. The factors that Sener Fruit considers to establish are mainly the age , whether they are parents or family members or people who want to take care of themselves. On the other hand, the company sells wholesale and in this aspect it looks for large areas where it can sell large quantities of its product.

Therefore, the target public of the fruit and especially of the citrus fruits are, generally, men and young and middle-aged women who usually have a family or look for food for their well-being, who lead a healthy lifestyle , based on sports, good nutrition and a good image.

It must be said that the percentage of men is higher than that of women who consume them according to several studies carried out by the University of Granada (Spain), although the product does not distinguish between sexes. And a curious fact is the decline in the consumption of fruits and vegetables among social groups such as millennials , the young people belonging to this group are the ones that consume fewer products of this type, although precisely the oranges are one of the most.

4. INTERNAL ANALYSIS

4.1 Resources and capabilities

Financial resources: from the information obtained from Sener Fruit in various interviews that we have had with the owners of the company and the information search on the Internet, we have obtained data of the economic and financial situation to know better how this company works.

Sener Fruit invoiced approximately 4.2 million euros in 2016, in the following year this figure increased to 4.5 million euros and in 2018 4.6 million, increasing 10% since 2010. This figure means that the company grows at a good level and despite its young age, it is exceeded annually.

On the other hand, one aspect where the company has not improved is the debt ratio, which has not been reduced, but has increased by 0.5% with respect to 2016. Although this figure is not so worrisome, due to it is a young company with just ten years of life and has had to make a significant investment and disbursement, which make that the debt increases and it is more complicated to reduce it.

Technological resources: the company Sener Fruit has begun to promote new ways of distributing its products, as well as innovative production methods in order to reduce costs and speed up the handling and distribution process.

The truth is that our company is beginning to develop new forms of distribution and sale to the final customer, although there is still a long way to go. Currently, picks up orders via phone or email clients who buy with a certain frequency and want a product of superior quality, since these orders sell fruits directly from the field to the customer without going through any process. Giving an added value to the product which makes it a top quality product that cannot always be offered.

In its facilities have a system called Bio Turbo, which purifies the air from the cold storage destroying almost 97% of bacteria. The benefits are a better conservation of the fruit, lower losses due to deterioration and safe storage for products and people.

Human resources: Sener Fruit is a company where its employees are the most important and therefore are treated as such. They have approximately 25 employees during the orange campaign. The task of these workers is hard activity, because they

have to work make an effort and in some days do extra hours. But the company has it and enables several breaks during the day and has available areas for the rest.

Sener Fruit offers great opportunities to experienced professionals to join their team. Its incorporation program aims to integrate employees without problems in the organization and help them to be productive as quickly as possible, fundamental in this type of companies. By supporting individual growth among employees, not only are they offered unique opportunities to achieve their professional and personal goals, but they are given opportunities to learn. As it is a company with not many workers, it focuses on continuing to grow and learning new jobs, courses are implemented to manipulate the products in the best way and properly use the latest generation machinery.

Sener Fruit uses the evaluation system 360 ° Feedback that it is a development tool to improve leadership and performance, and to support professional development and personal growth. Every month there is a balance where the workers are present and so they can put their thoughts in common to improve the results and the way of working of the company. In this way, all the proposals are put together and analyzed from all parts of the company to see if it is viable or not.

4.2 Ethics and social responsibility

Sener Fruit is a company committed to society and therefore carries out various activities and campaigns.

Sener Fruit understands Corporate Social Responsibility as a part of its general sustainability policy. The activity of Sener Fruit goes hand in hand with the responsibility to work for the benefit of the human , to engage with society and to make a constant contribution to the economy, ecology and social behavior as much as possible from a small company. They believe that if the industry contribute with all their efforts, everything will go better.

Our company has developed in recent years several activities such as:

- Committed to the people of the area, Sener Fruit offers work places to people in the area who have been unemployed for a long time or who are in age ranges with the highest unemployment rate.

- Sener Fruit cooperate with different associations to support the most needy like Caritas donating products.

In addition, Sener Fruit is implicated to generate a work environment in which respect and dignity of employees predominate. It tries to generate an adequate climate inside the company and that its employees are motivated and realized.

4.3 Marketing Mix

The Marketing Mix of a company is formed by a set of elements that the Marketing department modifies to achieve the objectives of a company. The Marketing Mix strategy depends directly on four tools known as the 4 Ps : product, price, distribution and promotion.

PRODUCT

The product is the most important tool of the marketing mix strategy , serving the other 3 Ps to differentiate it. It is about what the company offers to the market to satisfy a need. In our case Sener Fruit offers a range of food and nutritious products for a large part of the population.

Taking stock of your Product Mix , Sener Fruit is a very consistent and not very diversified company, since it offers a variety of products within its few lines, so that it satisfies its target market.

It presents a main line of product, which are fruit products.

In terms of the length of the company we find the citrus product, the larger fruits such as watermelons and summer melons and summer fruit such as pears and peaches.

If we analyze its depth, Sener Fruit has a great variety since it has a great variety of citrus classes, each class has different varieties. Sener Fruit has a wider range of products for select customers or those looking for high quality products. It also offers the market different presentation formats in all its products adapting better to the needs of the client.

- Clementine is the flagship product in this field, due to its taste and soft texture that makes most customers like it. In addition, it is a resistant variety and that with the past of time loses very few qualities. It is a highly diversified product that is aimed at all audiences, containing a large amount of vitamin C and many health benefits. It is sold under the brand name Rubitar , and it is the best-selling product of the company

- Sener Fruit offers part of its main brand Rubitar , the brand Condesa and Camila. The main difference of these with the others is the quality of the product, usually they are more exclusive varieties of clementinas and with a treatment of better quality as the Orri , an exclusive variety of Spain.

It has also begun to market organic oranges in the last year, under the name of "fresh and natural" aimed at a sector of the population more aware of what they eat and the environment.

- In terms of formats, the company has a great variety that fit its audience, but the most successful has been the format of ten kg, ideal for families. According to several consumers it is very convenient to transport and carries enough quantity for a home for a week.

- It also offers a series of citrus and food products that are consumed by all kinds of people. Consumers buy these products because they are healthy and provide nutrients and vitamins necessary for human needs. Some examples are pears, peaches, watermelons, etc.





PRICE

The price is the second variable of the Marketing Mix . It is the amount of money that a consumer must pay to satisfy a need. It is an important variable, since it produces psychological effects on the consumer, it is a great competitive instrument and, in many cases, the consumer only has this information.

After doing an analysis, we consider that the price objective of the company Sener Fruit is the one to increase the market share, maintaining its position of quality and experienced company, which is an advantage over the competition.

Fixing methods o price uses by our company we consider that there are two: based on competition and perceived value. It is common that the prices of brands, even the largest, are influenced by competition to a great or less part. The same happens in the case of Sener Fruit , which is slightly below its main competitors in order to continue increasing market share. The second method is based on the perceived value, our company has a series of wide range of products which have special characteristics that we cannot see in all the varieties, because the price of these products is higher than the rest.

Table 2: Sener product portfolio Fruit

Product	Price in store	Picture
Clementina 5kg	0.85€/kg	
Orri 2kg	1.30€/kg	
Clemenules (ecológicas)	1.15€/kg	
Oranges (10kg)	0.60€/kg	

Source: Own Elaboration

DISTRIBUTION

This variable analyzes the channels that a product passes from when it is created until it reaches the consumer's hands. In addition, we also find the storage, the points of sale, the relationship with the intermediaries, the power of the same, etc. The necessary is to get the product at the desired time, to the right place and the appropriate person.

The company has several forms of distribution to meet the needs of all customers. The vast majority of sales are wholesale to big customers who will sell them to consumers, or to brokers and brokers who resell the merchandise at a higher price.



Another way that the enterprise has to distribute the products is through its in their store in Mercovasa , the company sells in direct point to the final consumer. Normally the business does not sell to the consumer although to small retailers such as greengrocers and restaurants that they resell to the final consumer.



Finally, the latest and most innovative system of distribution is through on the Internet, for example the company sells a line of high-end products. Its logistic he uses is very simple, customers choose the product on his webpage, and additionally they can select the packaging of their orders, depending on the weight, shipping cost will change. According a delivery platform, order are sending to final consumer within two or three days, so products do not lose its qualities. At the same time, orders are received, customers pay on the website. It is a way to get closer to the client and that he has access to buy seasonal fruit of better quality.

PROMOTION

The product promotion analyzes all efforts that the company makes to publicize the product and increase its sales in the public.

Regarding this P, you can use different tools such as: advertising, sales promotion, sales force, public relations and interactive communication (for instance, internet).

With the sales promotion, it seeks new customers attraction during a specific period of time. Its target is to stimulate products demand in order to achieve a direct response in the form of an increase in the sales of the company. This does not obtain the loyalty of customers, but, it can afford a first contact with the new product to make it known in different market segments. Among the different promotions that the company makes to potential customers, one of them is the discount for purchase volume.

Special discounts are also offered to the most loyal customers who buy frequently and maintain a more lasting relationship with the company.

The objective of advertising is to present new products and the models of the company, so as to communicate characteristics that make the difference from existing products in the market, and create an image while achieving a market positioning. Therefore, the company uses a fairly economical means compared to others. It is about product ads through the use of local magazines, newspapers or opinion pieces. These are articles that give information to customers about the benefits of seasonal fruits with Sener Fruit trades. It is a mode to tell people what the benefits are going to be for the purchase of these products and bring them closer to the people of the area.

Our company also promotes various activities such as the children good nutrition day, where donates pieces of fruit to students in schools in the area so that they learn to eat well and have a good diet. In this way, the company do publicity of its products and creates a group of potential clients who will buy the products of Sener Fruit in the future or in the present through their families . In addition, our company participates in fairs and exhibitions that are held on the sector nationwide as Fruyver or Eurofruit .

5. SWOT ANALYSIS

The SWOT analysis is often used to know the situation of a company or project to achieve a competitive advantage. The internal situation is analyzed: strengths and weaknesses, as well as the external one: threats and opportunities.

Graph 5: SWOT table

EXTERNAL ANALYSIS	
Threats	Opportunities
<ul style="list-style-type: none"> ➤ Sector with great competition ➤ Little innovation in the sector ➤ Weather 	<ul style="list-style-type: none"> ➤ Health trends ➤ Quality product ➤ Financial aid ➤ Greater integrity
INTERNAL ANALYSIS	
Weaknesses	Strengths
<ul style="list-style-type: none"> ❖ Little differentiated product ❖ Scarce web page ❖ Little formalization 	<ul style="list-style-type: none"> ❖ Product ❖ Innovation ❖ Market share ❖ Commitment to society

Source: Own Elaboration

Threats : these are negative characteristics of the company's environment, unrelated to the activity carried out by the group itself. Therefore, sometimes you have to be prepared to avoid them. The main dangers are the next:

- The sector is formed by a large number of companies, there is a lot of competition, and each of them will try to maintain or gain market share. This great rivalry reduces the profitability of the division. In addition, the citrus area is in the

stage of maturity, which is a slow growth, and with it the competition increases among companies.

- A very important aspect is the lack of innovation and development in this sector and it provokes that market is less competitive than before. Generally, R & D budget in Spanish agricultural are low. In comparison with European average, the pace of growth of Spanish innovation is below. This is because business spending on R & D is very scarce.
- This sector has a very difficult variable to control which is meteorology, the product depends largely on the climate to be a product of higher quality or less or to make it a good season. They are also seasonal products that are not found all year.

Opportunities : if the company detects positive factors of the economical environment, they can take advantage of them. However, threats are been unrelated by the company.

- Current consumer tendencies, good health and being fine are trends that affect the consumption of this type of food.
- Internationally competition, our region has a high quality product compared with the rest of the world, there is a large market, which we can go and compete with a superior product. We should create a common brand that differentiates us from other companies and exports products abroad.
- European subsidies are great for this sector because they can increase business.
- Greater integrity among the parties in the sector, because at present there is no cooperation between the parties, if the farmers and the businessmen and commission agents were only one part, perhaps the sector would be more beneficial for all.

Weaknesses : they are elements owned by the company that represent a barrier to achieve their purpose. They should be removed as soon as possible upon detection.

- Little differentiated product, Sener Fruit trades with a product that does not differ to a great extent from that of the competition, consumers will be guided more by the price many times than by the quality product. In addition, the value of the product can be complicated to observe by the clients before the purchase.
- Website with very little information, does not contain information that provides information about the company to customers. It does not accurately show all the products that the company has and it is difficult to buy through it for customers.
- Little formalization in the decision processes, because it is a small company in which there are no formal lines of taking decision.

Strengths: these are attributes that a company possesses, which allow it to generate a competitive advantage over the rest of its competitors.

- The greatest strength that the company has is the product with which it deals, a high quality product that can be found in your region. This gives the company a certainty that the product it sells is the best in the market, being geographically close to its place of cultivation the company itself can follow the process of ripening the fruit and decide which is the best moment of its collection so that it reaches the client in the best possible conditions
- Sener Fruit has some innovation systems such as the machines that treat the product and the Bio Turbo system that make the machining and stay of the goods in their facilities as safe as possible.
- Sener Fruit has a large number of options to gain market share, although it is a mature sector, new ways of business are emerging that for medium companies like these can be a great opportunity.
- Commitment to the society that surrounds them and the environment: it provokes the loyalty of the clients with the company and approaches potential clients.

6. OBJECTIVES AND STRATEGIES

6.1 Marketing objectives

The most important objective of the Sener brand Fruit will be expanding **the portfolio of fruit products especially in the citrus sector in the next 12 months**. It is a market that, as we have analyzed, is at a standstill, but in recent years there have been several trends that invite optimism. It is a great opportunity for the company Sener Fruit and could open the range of possibilities of products that offers sufficient. Continuing with the culture that the company has to increase the quality of life of society through its products.

For this, **two new products will be developed**, the first one will be a new variety of clemenvilla in a 12kg format (Orange Ecosener) that will be served directly to the final consumer in a totally ecological way. And the second will be an orange juice with carbohydrate contributions for athletes (Zumex +). The launch of the new products is expected to be done within **12 months**.

Image 4: Product 1 and 2; Ecosener and Zumex oranges +



Source: Own Elaboration

Another objective that the company proposes would be to **introduce itself and get 15% of the profits of the company from the Chinese market in the next 30 months.**

Currently, China is one of the countries with the highest growth in consumption and this also affects fruit products. This is due to the appearance of a large middle class which can afford to spend part of their earnings on quality products for their physical well-being. It is a country where there is great growth potential due to the large market that exists and the large population there. China is one of the largest consumers of orange in the world consuming approximately 9.5 million tons. From 2007 to 2017, China is the country with the most growth in terms of consumption of oranges, 10.6% more per year. To carry it out is very sophisticated website with great potential should be created, focused on health through a balanced diet, and translated into Chinese. In addition, it would begin its distribution through China in Crowd specialized in advising companies to enter the fruit market in China. It will help us gain market share and give value to the brand.

We must bear in mind that the launch of the new products will allow the brand to have new products to offer and get more market share

Finally, the third objective of the company that should be carried out **would be to increase brand awareness until the company appears among the 20 best brands of fruit distribution in the Valencian Community within 18 months**, in order to increase confidence in the brand. For this, what the company will do is publicize its products through well-known characters that lead a healthy life and preferably athletes.

To achieve this goal, in addition to offering a quality product and service, we will sponsor our products with a known character or advertising campaign and participating in various events whether related to the sector or not. In this way we will be able to give a positive and close image of the brand, which will makes the public see our products as quality products which can be trusted.

To conclude, it should be mentioned that the main objective of Sener Fruit is to increase the product portfolio they have, while introducing us to the Chinese market, which would also be important but in long term. And finally it would be to increase the notoriety of the brand.

6.2 Marketing strategies

When it comes to selecting marketing strategies we have to differentiate first according to the author.

According to **Michael Porter**, three generic strategies can be distinguished: global cost leadership, differentiation and focus or concentration. Through them, a company can face the five competitive forces in a sector and in this way achieve a sustainable competitive advantage that allows it to overcome its rivals

Once analyzed Sener Fruit we can identify the **strategy of focus or concentration** (segmentation or specialization) since our company, above all with the new products that are going to market, will be directed to a specific segment of the market. As for the new product, Ecosener will be aimed at a group of the middle-aged population that is aware of consuming the best quality products and that will benefit their health and well-being. And ZUMEX + orange juice is the company's great bet to break through in the segment of sports supplementation and therefore will be aimed at people with a healthy lifestyle and who regularly do sports.

On the other hand according to **Kotler** we can distinguish seven strategies: low cost strategy, create a unique experience for the consumer, reinvent the business model, offer maximum product quality, focus on niche markets, be innovative and stand out in the design of the products. According to Kotler we live in a world of slow growth and for this reason companies should not remain immobile, but should establish strategic and operational actions that reduce costs or help the company grow.

Focusing on the study of our company, Sener Fruit carries out the following strategies:

It offers the maximum quality of its product, since it dedicates all the resources that it has at its disposal to offer a product of maximum quality to its customers and that is also perceived by them. Because of this it is necessary to understand our target audience and know that they value the product and which attributes are the most valuable to them. Sener Fruit, as it explains in its mission, wants to contribute to the welfare of its customers through growth and innovation. It establishes as a priority commitment to continuous quality improvement processes as a result of their daily work collaborating with the best professionals to offer the best possible product.

Finally, according to the **Ansoff** Matrix (product-market matrix) it is the perfect tool to determine the strategic direction of growth that a company follows. So it's perfect

for Sener Fruit since one of its objectives is to grow as we have explained previously in China in the next 30 months.

In the matrix, these four strategies can be differentiated: market penetration strategy, new market development strategy, new product development strategy, diversification strategy.

Sener Fruit uses both the market penetration strategy and the new product development strategy.

Based on the **market penetration strategy**, as explained above, our company aims to have 15% of the company's profits from the Chinese market in the next 30 months.

Regarding the **strategy of development of new products** we find as Sener Fruit aims to introduce two new products, the first more focused on a niche market that want a variety of more natural fruit such as Ecosener and the second to enter a new market such as sports supplementation with a juice with carbohydrates called Zumex +.

7.MARKETING MIX**Table 3: Summary of actions for each objective**

OBJETIVE	ESTRATEGY	ACTION
Development of 2 new products in the next 12 months	<p>Focus</p> <p>Innovation to grow the business</p> <p>Development of new products</p>	<p>Promotional prices</p> <p>New distributors , reward the best</p> <p>Obtain ecological product certificate</p> <p>Promotion in fairs and stalls</p>
Obtain 15% of the revenues of the Chinese market in 30 months	<p>Market penetration</p> <p>Innovation to grow the business</p>	<p>New product design</p> <p>Cooperation with China inCrowd</p> <p>Protected indication of origin</p> <p>Web page in Chinese , Forms.</p>
Position the brand in the top 20 of notoriety of the CV in a year	<p>Create a unique experience for the consumer</p>	<p>Sponsorship of events and people.</p> <p>Participation in society</p> <p>Participation in fairs.</p>

Source: self made

7.1 Actions for the purpose of increasing the product portfolio

In the next months Sener Fruit will develop two new products related to the citrus sector, although introducing new niche markets. At present, it has different products that satisfy the needs of the clients but none that specializes in a particular segment of the population, that is why implanting two new and novel products that focus on a specific type of consumer will give the brand a value added.

In the first months after the launch, the company will opt for a promotional pricing strategy, in order for the consumer to try the new product during the discount period. Six months later, the price will adopt the dominant strategy in its other products: based on perceived value and competition.

In terms of distribution, first and after the launch, the company's commercial will be responsible for presenting the product to the customers of the company that provide the most value, that is, the most important retailers that Sener Fruit has. All of these customers will be provided with a totally free item to be actively promoted among their own customers. In addition, we will apply discounts on upcoming purchases to those customers who deal favourably with our products, such as placing them at the entrances of stores or in places with greater visibility.

With the purpose of giving value to the products, the company has thought for its product of ecological oranges Ecosener to request the certificate of ecological product of the European Union. To do so, it must pass controls that prove that the product is treated from start to finish with products that respect the environment and also this process must be checked annually to verify that the product is still under the established parameters.

As a more innovative activity related to the proposed objective, Sener Fruit is going to bet on a special promotion: the announcement in gyms and parks where sports are carried out. Being a task that a large number of people do around the world, it is a good place to publicize their new products for athletes and customers with a healthy life. In these places Sener Fruit will organize days to distribute their products to potential clients so that they get to know their product. In addition, they will also use their previous promotion strategies to continue to get the information to the regular customers.

7.2 Actions to increase the market share China

China is one of the world markets that experience more growth annually in the consumption of oranges, but Sener Fruit does not have a market share in the area. In the next 30 months, the goal is to get 15% of the profits of our company from this market.

The product will change completely in terms of visual terms, since Chinese culture is simpler than Western culture. For this, a completely new white packaging will be designed, where only the brand logo and the name of the product will appear, in order to lower costs.

So is very difficult to enter a China market and without much experience the company will agree on various cooperation agreements. The first cooperation agreement comes from China in Crowd , a consultancy with links in China that helps Spanish companies especially in the agricultural sector to establish agreements and start their business career. Through this consultancy a commercial strategy will be designed according to our needs and current market needs. They also have a network of potential customers with whom they will contact us and we can establish businesses with them, such as a start-up in the HORECA channel of Spanish products in Chinese supermarkets.

China is a country that knows how to appreciate quality products and that are increasingly demanded by its people. That is why, we are going to bet on our best range of products in order to differentiate ourselves from the competition of other countries and reach a more selective public. Our great product, the Ecosener oranges will undoubtedly be the strong bet of the company since according to different parameters it is the fruit of more quality with which the company counts on being its production in an ecological way. The fruit will be exported under the PGI (Protected Geographical Indication) certificate, it is a great opportunity for the company since the consumer knows that the product they are going to consume comes from the best region for the cultivation of such product, it is a great data to decide for him it.

Finally, Sener Fruit is going to need a website oriented to the Chinese consumer. For this, and following the pact of China in Crowd will be responsible for the part of online marketing through social networks and commerce in the main platforms of online sale in China, as well as web design and adaptation to the market . As the main idea of

the company through the website is to inform and retain customers, the company will prepare some forms to see if customers are satisfied with the product they have consumed. To do so, some cards will be distributed with the address of the web page and there, with only one e-mail, aspects such as the taste and quality of the fruit can be registered and evaluated. Depending on how they are participating with us, they will be given discount vouchers for their next purchases and a very interesting profile will be managed for our database. In addition, via e-mail subscribed customers will be informed of how the product is grown, how it is handled and in what way and when the product will arrive in their country, as it is a seasonal and perishable product. Knowing when they may have it available.

7.3 Actions to improve the notoriety of the brand

A fundamental action to increase the notoriety of the Sener brand Fruit and positioning it among the best in the community would be advertising and promotion. This would be carried out through advertisements in provincial press counting on the participation of a well-known character who carries out a healthy life and is an athlete.

To achieve this goal our company will sponsor Pere Roc a Valencian ball player well known throughout the community for being one of the best players in his discipline. He is a character that generates confidence and that has impregnated the culture of effort, dedication and sportsmanship. He also leads a healthy life being among the best in his sport, and being a player of a not very well-known sport his fees are adjusted to the budget of the brand.

The main idea is to meet with him to record an advertising spot, so that it can be used for both online and offline ads. Second, there will be a photo session with the new products of the Sener brand Fruit with the aim of using them in campaigns, in posters, products and in the press.

Image 5: Pere Roc , image of the new products

Source: Levante Newspaper

Having already an image known to the public especially where the region where the company move, now we are going to focus on the sponsorship of events. Sener Fruit has always collaborated in campaigns to promote the consumption of oranges among children and teenagers, so it will take part in educational days of healthy eating at different schools and institutes of the Valencian Community. For this reason the company will donate the new product Ecosener among the different students in order to test the product and in turn make a drag on their families to try it. Furthermore, the company will participate in various fairs of the food sector such as Fruit attraction where they will make the most of the new products in their stand during the whole event, where raffles will also be held and samples will be offered to the interested parties. Also, when dealing directly with clients and potential clients, we can observe the opinions they have about new product.

The company plans to sponsor an event related to the world of cross fit , because its new Zumex + product is aimed at this niche of customers. For this reason and studying different tests that are carried out in the Valencian Community, the company has decided to sponsor the Enfit test Games that takes place in Villarreal during the month of June. In this event, the company will have a photocall with the product logo and advertising throughout the site. In addition our juice with sports supplements will be the official drink of the test. It is a strong bet but for the product to have the repercussion

that we want we must bet strongly for a market niche that is getting bigger and is not using to this types products.

It will also increase the presence in social networks, which currently are not too active and in this new period will have more daily activity, posting news and interesting links about their products and issues about the sector. For this they will have the presence of a community manager who will be a person close to the company's management.

A fundamental part when it comes to making the brand one of the most notorious is very important to customers are satisfied with company work, and so treat their products in a special way. Sener Fruit will organize visits so that they can see the whole process of cultivation and manipulation of the fruit until it reaches the consumer. A manager of the company will be the one who will accompany visitors first through the cultivation sites where they can share impressions with the farmers and then through the installations with which the company counts, seeing the handling process step by step. It is a way for customers to know how they work and feel they are participants in the company.

Thanks to these campaigns we will also work on our secondary objective which is to position the brand among the best of CV since our brand would make a great approach to users, they will understand their needs better, we would create a distribution known as word of mouth which would be very interesting and economical for our company.

For these sponsorships, the company has a budget of € 1,500, it is a budget that is not very high, but for the size of the company it is a budget that is appropriate for it and for the objectives that it wishes to fulfil.

8. CONTROL

8.1 Economic control

To achieve the most important objective, **to increase the portfolio of citrus** products of our brand, two new products will be developed within a period of 12 months.

To produce new products of the brand, it is necessary to make an important investment on the part of the company since it has to invest in technological innovations, although marketing and producing products of its brand would allow it to reduce its costs and increase its income since it would also be supported for internationalization. One of the main expenses that the company will face will be the new products. For the first product (oranges ecosener) Sener Fruit will have to take into account that the production cost will be more expensive than that of the traditional oranges because the whole process is carried out in a natural way. And for the second product the company must contact a laboratory to provide our juice with the carbohydrates necessary for athletes, in addition to establishing relationships with the company Juices from the Mediterranean Valencia so they with our oranges produce our juice.

To publicize these two new products we will carry out an advertising campaign as previously mentioned and we will also increase the notoriety of our brand in our community, one of the objectives mentioned above.

By expanding the product portfolio we will achieve an increase in the company's income. The box of oranges Ecosener of 12 kg will have an approximate price of 15 euros, and Zumex + juice will range between 1.5 and 1.75 euros depending on the time of year. We also have sales forecast in the first year of around 10,000 units with which we will obtain revenues of € 75,000 thousand

Table 4. Objective budget 1

Hiring	People	Salary cost / month	Worked months	Total cost
Farmer	One	1200	12	€ 14,400
Laboratory		400	12	€ 4,800
Juice manufacturing		900	24	€ 21,600
Advertising and marketing	-	-	-	€ 4,000
Expected benefit				€ 75,000

Source: Own Elaboration

The department that will be responsible for measuring, if the objective is reached will be the finance department, which will measure it through billing.

To make the second improvement of the brand that is to obtain **15% of the profits of the company from China**, the company will need to make a much larger investment than if it did in any other country, since this is one of the great powers emerging. Instead, by reaching an agreement with China in Crow to sell Sener products Fruit through different companies charging 10% of the sales that it is obtained in the Asian country. When dealing with products of a high quality the companies that commercialize it, will have a greater value on the part of the clients. The distribution channel that the company will use will be the same one that our contact uses and the companies installed there.

The creation of the web page translated into Chinese will be a great cost for the company, in which the computer engineers of the Chinese company in crowd will work several weeks to make it a quality page and suitable for consumers. We will continue with the same company since the cost is the one that best suits our budget and they have a lot of knowledge and experience in the Chinese market.

It is an ambitious goal by which the company will obtain a benefit is depending on the investment made. According to the expectations created Sener Fruit hopes to obtain a profit of about 700.00 thousand euros.

Table 5. Goal 2 budget

<i>Hiring</i>	<i>New employees</i>	<i>Salary / month</i>	<i>Worked months</i>	<i>Total cost</i>
IT	One	600	18	€ 10800
CommunityManager	One	350	30	€ 10500
China In Crowd	-	-	-	€ 75,000
Expected benefit				€ 750,000

Source: Own elaboration

In this case, those in charge of measuring compliance with the economic objectives will be the managers in charge of export, based on the turnover generated by the company, through the visits registered on the website and based on the data provided by China in. Crowd

For the third objective that is to **position itself among the best companies in the community** and that our clients have an image of our closeness and loyalty towards society.

Sponsoring our products with the image of a well-known sportsman and with a series of features that provide us with what we are looking for is a tool with an average cost, because the current price of a known character to advertise our product is higher than the price of a person not known. Sener Fruit chooses to choose Pere Roc a well-known player from Pilota Valencia, which is known by most of the population within the Valencian community.

Moreover we will sponsor several sporting events such as the race and the days when food education takes place in different schools and institutes of the community. In this way we will achieve that the image of the brand is closer to the public.

On-line and off-line advertising will be an expense since advertising is an important expense for the company. Although the best way to advertise is through the internet, for this we will have a trusted person within the company who will take the position of community manager, because in a company like ours does not need an exclusively dedicated person. It will be responsible for uploading company information to social networks and keeping the website up to date.

It should be noted that through these actions it is not expected to obtain a large number of benefits directly, since this set of actions is aimed at boosting the success of the other objectives. It is expected that at least 20% of the population that has not tried our products will be interested in them.

From these estimations you can estimate the following budget

Table 6. Goal 3 budget

Hiring	New employees	Salary / month	Worked months	Total cost
Pere Roc	One	1200	one	€ 1,200
Advertising company	One	400	12	€ 4,800
Promotional actions	-	-	-	€ 3,400
CommunityManager	One	900	12	€ 10,800
Expected benefit				€ 20,000

Source: Own Elaboration

As for the direct economic benefit, sales of the other products are expected to produce an additional two hundred thousand euros this year.

8.2 Effectiveness control

The concept of effectiveness control supposes the revision of the objectives in order to redirect the actions if necessary.

To control the effectiveness of the goal of **increasing the company's product portfolio**, Sener Fruit will conduct a series of surveys within a few months of the launch, in order to know the level of acceptance that the products have achieved. On the other hand, the option of receiving *feedback* through the website and social networks will also be implemented. In this way, anyone who has acquired one of the new products can give their opinion about them, being very valuable for the future.

The effectiveness of the goal of getting **15% of the profits coming from the Chinese market** will also be measured through two actions that Sener Fruit will perform. On the one hand, a sales report, every half year, will be requested from the managers within the cooperation with China in Crowd . To measure the market share more directly, a comparison will be made with the sales of the other companies that also trade in the same country and sector, to check if we are really at a good level of competition.

Finally, to measure the achievement of the objective of entering the top 20 of notoriety of brands of the sector for our community, we will consult the list that generates annually the Levante newspaper about the most important companies in different sectors. The person responsible will be the community manager of the company, and will be responsible for writing a report on whether the objective has been achieved or taking corrective measures if necessary.

8.3 Efficiency control

The control of efficiency serves to measure the effect of the actions carried out to achieve the objectives.

In the first place, the control measures on the actions of the **objective of developing 2 new products** will be, first, to carry out a control on the fixed prices of the new products, as well as to compare them monthly with those of the competition. In turn, a six-month report on the consumption of these in the gyms will be made to know the scope of the promotion.

To measure the effectiveness of the actions in **China**, the first months will measure how many intermediaries have been obtained to distribute the product. This can be done from the number of contracts signed. Subsequently, a report will be made on the number of visits made on the website in Chinese, whose manager will be the same programmer.

Finally, the actions to improve the notoriety will be controlled from the visualizations of the online ads, as well as from the recommendations videos of Pere Roc . This will be a quarterly task. In the events sponsored by Sener Fruit , surveys will be carried out to the participants to know their opinion about the brand.

Table 7 : Timeline

Number	Task	Start	Finish	01/01/2020	01/02/2020	01/03/2020	01/04/2020	01/05/2020	01/06/2020	01/07/2020	01/08/2020	01/09/2020	01/10/2020	01/11/2020	01/12/2020
1	Research of new products	01/01/2020	31/04/2020	█	█	█	█								
2	Signing of an agreement with China in Crowd	01/01/2020	28/02/2020	█	█										
3	Contact with Pere Roc	01/01/2020	31/01/2020	█											
4	First contacts in China	01/03/2020	30/05/2020			█	█	█							
5	Conduct advertising campaign	01/02/2020	28/02/2020		█										
6	Sell the new products	01/05/2020	31/12/2020					█	█	█	█	█	█	█	█
7	Start sales in China and follow relationships	01/06/2020	31/12/2020					█	█	█	█	█	█	█	█
8	Start the advertising campaign and other promotional events	01/03/2020	31/12/2020			█	█	█	█	█	█	█	█	█	█
9	Measure objectives	01/12/2020	31/12/2020												█

Source: Own Elaboration

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10. Annex

Table 7 : Timeline

Number	Task	Start	Finish	01/01/2020	01/02/2020	01/03/2020	01/04/2020	01/05/2020	01/06/2020	01/07/2020	01/08/2020	01/09/2020	01/10/2020	01/11/2020	01/12/2020
1	Research of new products	01/01/2020	31/04/2020												
2	Signing of an agreement with China in Crowd	01/01/2020	28/02/2020												
3	Contact with Pere Roc	01/01/2020	31/01/2020												
4	First contacts in China	01/03/2020	30/05/2020												
5	Conduct advertising campaign	01/02/2020	28/02/2020												
6	Sell the new products	01/05/2020	31/12/2020												
7	Start sales in China and follow relationships	01/06/2020	31/12/2020												
8	Start the advertising campaign and other promotional events	01/03/2020	31/12/2020												
9	Measure objectives	01/12/2020	31/12/2020												