

Tecnocampus (UPF)

1036 - FINAL DEGREE PROJECT

RAPIDA SUMINISTROS INDUSTRIALES S.L.

Marketing Plan

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1. BUSINESS DESCRIPTION AND CONCEPTUAL FRAMEWORK

1.1 History

Rapida Suministros Industriales is a leading company importing industrial tailoring machine industry in Spain. The company was founded in 1870 in Barcelona, during the industrial revolution and grew exponentially during the following years. In particular, the introduction of the vacuum machine in the textile industry was revolutionary along with other inventions.

The company succeeded for years, but due to bad management and overstaffing the company became bankrupt during the financial crisis in 2008. Two employees decided to buy the company and carry on their current activity with just 8 employees instead of more than a hundred as the company used to have. Since then, and even though the company legally was born in 2008, in terms of practice the company has operated in the same industry since the beginning and the clients don't even notice those changes.

The tailoring industry is one of the oldest and most of the companies are well established and few companies offer similar products and services as Rapida. Furthermore, the demand in the industry is higher than the supply as many things that people use in their daily lives are sewn. Rapida is a distributor (B2B) in a very conservative industry, thus digital marketing, social media and webpage have never been a priority for the company, as the worth of mouth is very powerful in the industry.

Despite the old practices that the industry used to behave, some of them started to adapt their business to new technologies and take advantage of them, keeping their actual clients up to date. Moreover, good social media or web page management is essential to attract new potential customers that might be interested in new products or discover the traditional ones.



1.2 Actual Business Strategy

The tailoring industry in Spain is old and the companies that compose the industry are well established. So, it is usual to create long term relationships with customers, and some of them had been Rapida's customers for decades. But, as well as few companies are importing industrial machinery for tailoring, many industries demand these types of machines in their manufacturing process. As the demand is higher than the supply, Rapida uses a pull strategy to attract new customers, that consist of not looking for new customers, instead, Rapida uses email campaigns for promoting new products and offers to actual customers, and the new ones use to find Rapida through the web page while looking for the products they need. Which is a huge advantage for the company, as the customer needs to adapt to Rapida's terms and conditions (such as advanced payments). Moreover, having customers from different industries is also an advantage for Rapida, as their income does not depend on the stability of a single industry. For example, during the pandemic, the clothing industry decreased a lot of its production, but the food industry did not decrease production.

Rapida's target market is all the Spanish companies that somehow tailoring is involved. Companies that are retailers or mechanics of sewing or bagging machinery would be a clear example of Rapida's target market. But also companies that part of their manufacture process involves sewing, the clearest example is the clothing industry, but many other industries sew or bag in the manufacturing process.



1.3 Initial goal

The Rapida marketing plan's objectives are the following:

- Introduce Rapida in at least one social media channel reaching an interaction rate of 4% by the end of 2022.
- Get 10% of the new customers from digital campaigns by the end of 2022.

1.4 Data Sources and Conceptual Framework

This report has been written based on two different sources of information. The primary sources, and the one that this report obtains more information for, are Rapida's employees. The owner of the company Carlos Calavia provided this report with information about how the company's culture and their strategies. Nuria, the accountant, provides this report with financial information of each Rapida's product and client. And finally, Monica and Andres, an administrative/sales manager and a mechanic facilitate the report information about the competitors of the company and the different products and families of products that the company works with. On the internet, the information that this report could find about the behaviour of a company like Rapida is insufficient, for this reason, Rapida's employees' collaboration has been essential for the success of this report.

Even though most of the information used in this report come from primary data sources, as there is insufficient information on the internet about the tailoring industry, to build the external analysis of the company many secondary data sources were needed. The main secondary data source of this report is "*Google scholar*", where the main studies came from. On the other hand, other secondary data sources were used, such as newspapers and statistic web pages, such as *Statistia* or the *Instituto Nacional de Estadística (INE)*.

The data obtained has been analyzed with the following methodologies:

- Value chain study by Michael E. Porter, "Competitive Advantage", CECSA, Mexico (1987)
- The Boston Consulting Group (BCG) on strategy by Stern, C. W., Deimler, M. S., & Boston Consulting Group. (2006). Hoboken, N.J: John Wiley & Sons.
- Implementing multiple criteria ABC analysis by Flores, B. E., & Whybark, D. C. (1987). Journal of Operations Management
- A PESTLE analysis by Alan Chapman, "Context Analyse". PEST Analysis (2008)
- SWOT analysis, by Albert Humphrey, Stanford Research Institute (1960)
- Buyer persona by Revella, A., & Ward, P.
- Value proposition design by Osterwalder, A., Pigneur, Y., Papadakos, P., Bernarda, G., Papadakos, T., & Smith, A. (2014). John Wiley & Sons.
- For Marketing and Marketing Mix strategies, we will work with Philip Kotler's methodology described in the book "Marketing Management", first edition.

1.5 Relevance of the research with my studies

Rapida is a family business that I would like to carry on once I finish my Business Administration and Innovation Management (BAIM) degree. Rapida is a successful business, but while coursing the BAIM degree I realized that many things could be improved in the company, especially in the marketing strategy.

In the Marketing Plan subject, I realized how hard it could be for a B2B company to set a great marketing plan and many different tools that could be used in a B2B company that enables a company like Rapida to create a successful marketing strategy. Moreover, it is important to choose through which channels the company would get in touch with their customers and not all they are useful for all types of business. The degree in Baim also gives me different tools and knowledge to identify which are the appropriate channels and if the performance in the actual ones is effective or insufficient.

On the other hand, many other subjects provide me with the knowledge to create and develop a marketing plan for a company, such as the Marketing Plans subject. By providing me with the tools and knowledge to look for information in reliable data sources such as in the Project Development subject, but many other subjects provide me with the knowledge needed to analyze each department of the company and how each of them adds value to the whole performance.

2. ANALYSIS OF THE INTERNAL ENVIRONMENT

2.1 Resources / Value chain

The Porter's Value Chain model is an internal analysis tool that analyzes at which point it is Rapida adding value to its products. In this model, two types of activities are considered, primary and secondary.

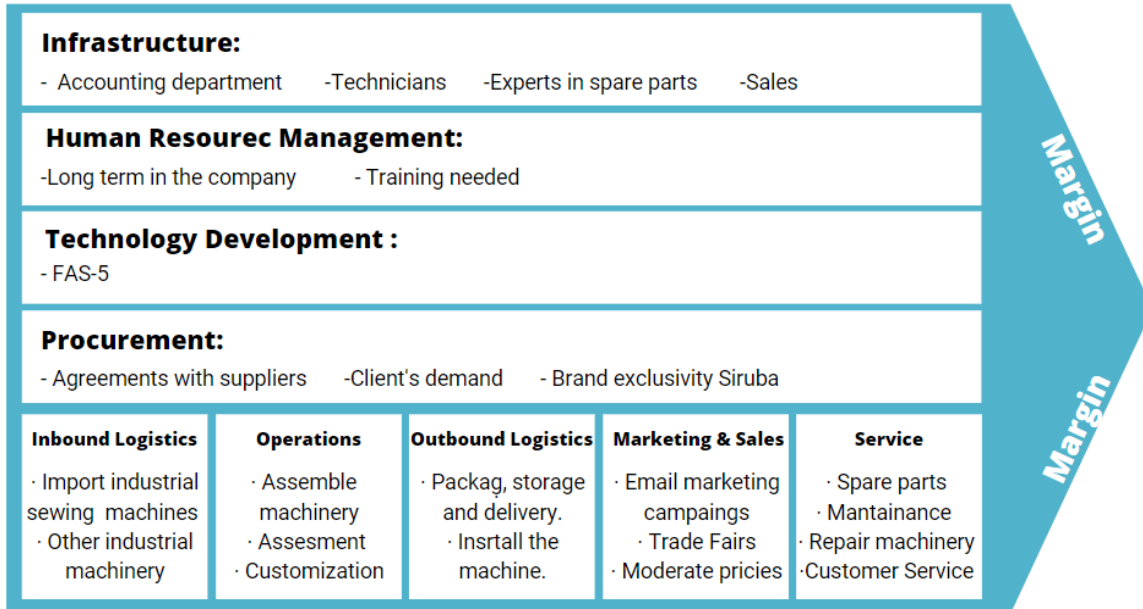


Figure 1. Porter's Value Chain.

Rapida is a distributor in the industrial tailoring machine industry, thus the company's **inbound logistics** are mainly imports of industrial sewing machines -including spare parts- and other types of machinery related to tailoring. On the other hand, the **outbound logistics** would be the packaging, storage and delivery of those machines, and in case it is needed the installation. Rapida has a substantial amount of stock allowing a fast response regarding the outbound logistics, but the competitors follow the same strategy. So it is a requirement to be competitive rather than a competitive advantage for Rapida, and this is also one of the entry barriers of the company. These activities are usual for any distributor, where the company added value to the value chain are in the operations and service. (both neutral value)

First, in the **operations** Rapida does two main different things, one is the assembly and customization of the machinery adapting standard machines to the different necessities of the customer. On the other hand, the assessment is one of the most valuable things that Rapida offers in its operations. The company has two types of clients, the fir one knows exactly what they need, and Raida only assesses them if there is a better alternative for what they want. But some clients arrive at Rapida with a problem and they are looking for a solution, in those cases, Rapida collects all the information about what the client wants to sew -sometimes if it is necessary an employee goes to the production plant- and provides a solution considering the different needs. In some cases tasting is needed, so the customers provide Rapida with the material that is going to be sewed to test different threads or machines to find the appropriate solution. Rapida always prioritizes the customer's needs rather than the company's profits, ensuring the satisfaction of the customers. (high value)

As mentioned above, sometimes customers do not know what they need, for this reason, **services** are very important in Rapida's value chain. Most of the revenues of the company come from the after-sale service. Spare parts are essential, as industrial machines are working almost 24h per day and things such as needles get broken. Moreover, consumables are constantly demanded such as sewing thread or oils. But, as said before, some of the customers are not experts and sometimes sewing is a small part of their manufacturing process, for this reason, the maintenance and repair of those machines is a high value-added. (high value)

Finally, on the **marketing and sales** step, Rapida uses two different ways to promote themselves, the first one, and the one they do most frequently, is email campaigns promoting their products and offers to their clients (*Annex 1*), usually those emails are sent weekly. On the other hand, Rapida attends different trade fairs in the sector to meet new customers and suppliers, the company use to attend 2 trade fairs per year. Despite the company is doing different marketing actions, the company does not take advantage of new ways of marketing, as some of their competitors do. So, after this marketing plan, it pretends to become a high value for Rapida. (low value)

After understanding the primary activities of Rapida's value chain, let's move on to the secondary activities. To understand the **infrastructure** and the **human resource management**, it is essential to know that Rapida has 8 employees. Regarding the infrastructure, there are three different departments, the accounting department, the mechanics and the experts in spare parts. They all have different functions inside of those departments and all of them attend to the clients by phone, usually, the own clients know to whom they want to talk depending on the problem they have. Because of the small workforces, the human resources department is managed by the owner of the company, when it is needed to hire an employee the owner is the person in charge to do it (since 2008 just two of the actual workers are recently hired) and if training is needed all the employees participate in this process depending on the needs. (both neutral value)

Rapida, regarding **technology** development, the company uses a program called FAS-5 where they can check their actual stock, and the program advises future purchases based on the sales information and the demand. (low value)

Finally, those recommendations for **procurement** are analyzed by the owner of the company and a final decision is taken bearing in mind different criteria, such as possible outliers -sewing machines for face masks would be an example of an outlier due to the pandemic in 2019-. Usually, Rapida has agreements with suppliers, for example leading brands in the sewing industry. Rapida is the exclusive distributor of Siruba in Spain, which is a high-quality brand that offers both, standard and customized machinery. Following the example of the facemask sewing machine, sometimes the company buys concrete products from other suppliers to cover a specific demand of a client that is not usual. (high value)

2.2 Product Range

Rapida is a distributor in the tailoring industry, and the company has 6.518 different products. Rapida distinguishes its stock in four different families of products that are the following: Machines, Spare parts, Consumables and Services. To get an overall picture of which type of product compose the different families and the role they have in Rapida's turnover, *Figure 2* shows the units sold in the year 2021 of each family and the income that comes from each family, and the percentage over to total income.

	UNITS	INCOME	%
Consumables	2.395.417	1.198.748,84 €	44%
Machines	2.775	1.148.124,17 €	42%
Spare Parts	38.591	299.274,87 €	11%
Services	7.267	62.992,26 €	2%
TOTAL	2.444.050	2.709.073,99 €	100%

Figure 2.

Most of the income of the company comes from the consumables and machines, but the difference of units sold of both families are very different. As seen in the *Figure 2* even though the machines are the ones with fewer units sold is 42% of the income - due to the high price per unit- and the consumables that are the one with more units sold is 44% of the income - due to the low price per unit. For this reason, it is important to analyze each family differently.

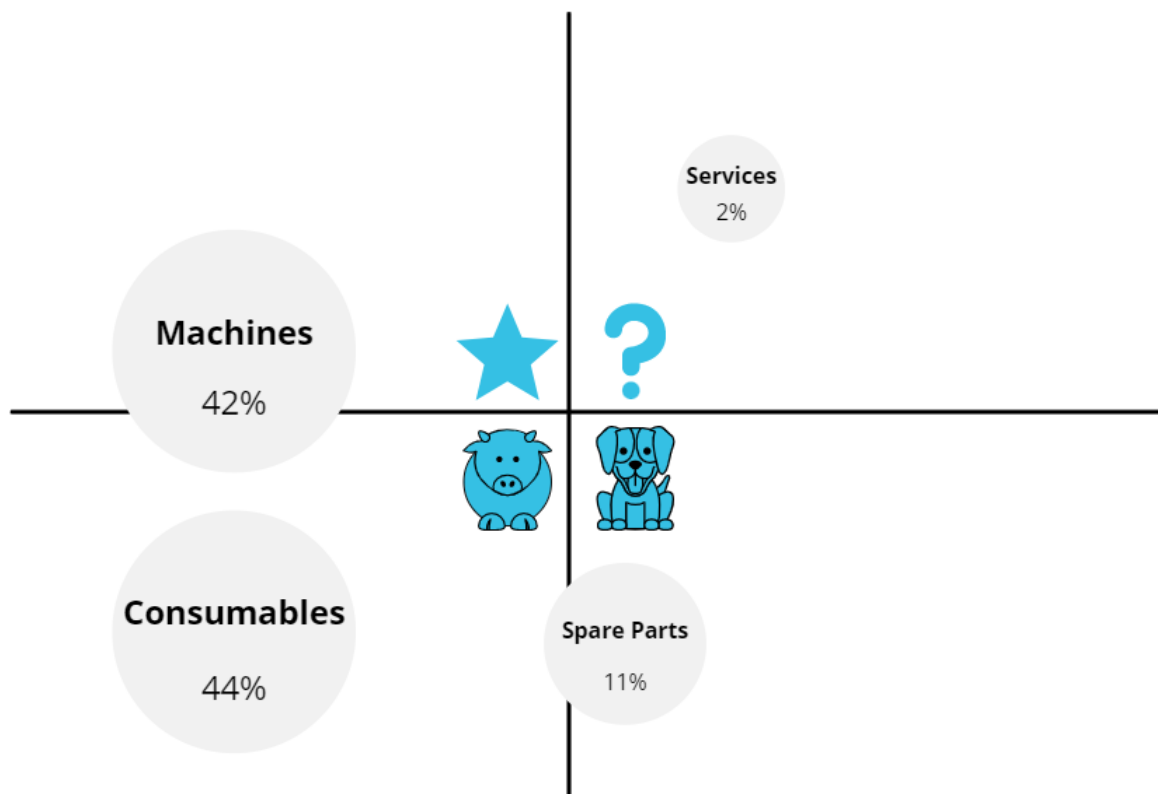


Figure 3. BCG Matrix.

- 1. Machines (M):** Rapida's income comes from two main families of products, and one of them is the machines, which are considered Stars for the company, even though are almost considered cash cows. On a percentage basis, the income coming from the machines is stable over years, and to achieve the same income that the consumables much fewer operations are needed. Furthermore, one of the main contributions of the machines is not just the income itself is the cross-selling function. A machine sold to a customer also implies the purchase of consumables, (needles, thread, oil, scissors, etc.) and also need maintenance that is considered as service. Also if the machine has an issue over the years, services are needed and also spare parts to repair it. Purchase a machine requires purchasing other products from the company, and that also creates long term relations with customers.
- 2. Spare parts (R):** The spare parts are the different pieces that compose a sewing machine, and each machine and brand have different spare parts on it. Rapida has registered 2.308 references of Spare Parts. Having a fast response on the delivery of spare parts is key for the reliability of the business, as usually if a Spare part gets broken the company need to stop all the production line. Also, a key aspect for fast delivery is the stock, which is one of the main barriers to entry for new companies, as having a complete stock implies a huge initial investment. Even though the income coming from the spare parts are not huge amounts, it adds a lot of value to the company and creates long term relations with customers.
- 3. Consumables (C):** Consumables are the cash cows of the company, as their name implies, are things that are consumed in significant quantities, as thins such as needles get broken easily when a machine is sewing almost 24 hours per day. Rapida is known in the industry for its huge amount of consumables' stock and thus the fast response and delivery of the company. Some of their customers get in touch with the company, despite they didn't purchase any machine, because of the company's reputation.
- 4. Services (S):** Rapida also offers different services to their customers, such as maintenance or repair services. Also, the services follow the same cross-selling logic as the machines, as most of the time a reparation requires also the purchase of a spare part. Moreover, the services is one of the main Rapida's differentiation from the competitors, despite the income coming from the services being the smallest, customers appreciate the fast response and the knowledge that Rapida contributes.

2.3 Distribution Channels

Rápida has a wide variety of products, as mentioned above, but their distribution channel does not depend on the product's family, it depends on the consumer. Rapida is a B2B company, so all their customers are other businesses. Depending on the purpose of those businesses, use or sell the product, it is possible to distinguish between two different distribution channels that are the following:

Industrial User distribution channel



Figure 4.

Retailer distribution channel



Figure 5.

If the customer is an industrial user, that means that the product will be directly used, usually those types of customers also ask for maintenance or buy periodically consumables. On the other hand, if the customer is a retailer, the product will be sold to other consumers, which could be other businesses or individuals.

In the last three years, the income from each distribution channel has been constant, despite the pandemic. The income from the retailer's distribution channel is always higher than the industrial users' one, but the difference is not relevant. Not depending on a single distribution channel is an advantage for the company, as less risk is assumed.

Figure 6.

YEAR	INDUSTRIAL USER	RETAILER
2019	1.152.111,61€ (43%)	1.512.954,33€ (57%)
2020	1.258.976,04€ (46%)	1.506.697,16€ (54%)
2021	1.145.780,41€ (42%)	1.563.359,73€ (58%)

2.4 Current Customer Types

Rapida is a distributor in Spain, but the company has national and international customers. The national customers are the local retailers, Spanish companies that manufacture their products in Spain or Spanish companies that manufacture their products in other countries. On the other hand, international customers are those companies or retailers that are from other countries, but they have headquarters in Spain.

Rapida's main customer is *Payper S.A.* which offers bagging and palletizing solutions, the annual turnover in 2021 was 140.912€ - in 2021 Rapida has an income of 2.709.074€- so 5.2% of the annual income of Rapida comes from Payper.

A Top 3 ranking of Rapida's clients of 2021:

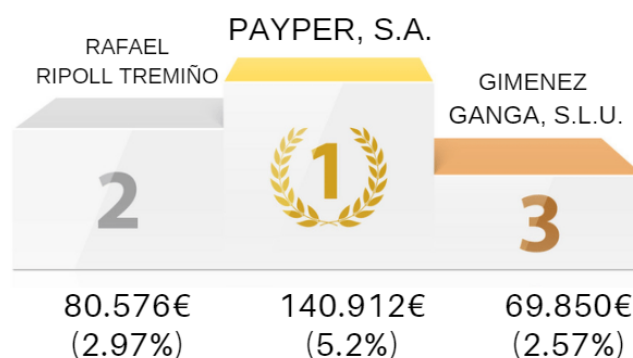


Figure 7.

These three clients are almost 10% of the total annual income of Rapida. But it is important not only to look at the annual turnover of each, but it is also important to differentiate between three types of clients (A, B and C) and how often they buy. For example, Gimenez Ganga S.L.U. does a unique purchase in July for the amount of 69.850€, on the other hand, the other two companies have monthly purchases of lower amounts.

First, it is important to define how Rapida's clients are going to be classified. Doing an ABC analysis, and considering that clients A are the ones that suppose the 50% of the annual income of the company, clients B are the ones between 50% and 90%, and finally the clients C would be the ones between 90% and 100%, the data obtained is the following: (*Annex 2*)

As shown in *Annex 3*, just 6% (52 among the 960) clients that Rapida has in 2021 are clients A. But there is some missing information, as explained in the Top 3 ranking, it is needed to analyze how many of these 52 clients A does monthly purchases or are just sporadic purchases. (*Annex 3*)

From the 52 clients A. 34 of them do monthly purchases (between 11 and 12 months per year), 8 of them purchase between 10 and 9 months per year, and 10 of them less than 8 months per year. After this ABC analysis, this report identified that Rapida has 34 relevant clients that do monthly purchases to the company. Moreover, the analysis detected that 91 companies were making monthly purchases to Rapida, and 55 of them are clients B, which are considered also loyal customers even though their purchasing amounts are lower.

2.5 Communication Policy

Rapida does not put a lot of effort into its communication policy. The company has two different methods to communicate with its clients. The first one is the email campaign, where just the actual clients get information about new products or offers. On the other hand, Rapida has a web page where both, actual and potential clients can find the majority of their products and offers (*Annex 4*). Regarding social media platforms, Rapida is not present in any of them, nor in the ones that are more B2B oriented.

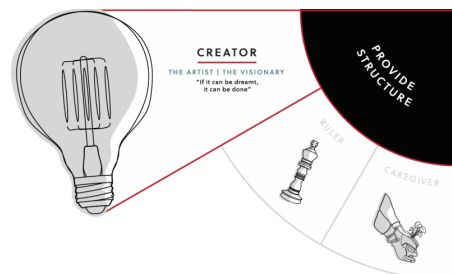
Most of the new clients get in touch with Rapida through the webpage, as it is the only supplier of some renowned brands in Spain. For this reason, if a potential client browses on the internet a brand such as Siruba - one of the leading brands in the industry - Rapida appears first in the browser (*Annex 5*), the reason why most of their new clients come from the webpage. Therefore, the main key aspects of the webpage are going to be rated in *Figure 8*:

KEY ASPECTS	ANALYSIS
User experience	Low. Intuitive navigation and complete information, but need to improve the attractiveness. Bottoms are small and in some cases, letters are too small to read. No calls to action.
Responsive	High. Adapt to phone, laptop, tablet etc.
Usability	Low. In some devices, zoom is needed to touch the bottoms and read (small letter).
Security	Low. Not secure.

Figure 8.

Moreover, Rapida has 43 reviews on google reviews, the punctuation of the company is 4.6 stars among 5 stars. Most of the reviews talk about their products and the service offered by the company, and the reviews with 1 star where a client expresses dissatisfaction are answered by the company.

Bearing in mind the key aspects of what the company offers to their clients if it has to be classified on brand archetype the thought process is the following: Rapida provides a structure to their customers, as the company has the knowledge that their customers need. Rapida offers its customers the personalized solution that each customer needs, and also offer a new solution to their problems. Therefore, it is considered that the brand archetype that fits Rapida's positioning better is the **Creator**, as innovates and creates new solutions, giving different applications to their products, or offering new ones.



3. ANALYSIS OF THE EXTERNAL ENVIRONMENT

3.1 PESTEL

The PESTEL is an analytical tool used to identify the macro forces (external) that an organization is facing. With this tool, this report is going to analyze the Political, Economical, Social, Technological, Environmental and Legal forces that affect Rapida.

FACTOR		DESCRIPTION	TERM			IMPACT
			Short-Term (1 month or -)	Mid-Term (1 to 3 years)	Long-Term (+ 3 years)	
POLITICAL	“Euroviñeta”	The Euroviñeta is a tolling system for heavy transport on the road, and together with other claims caused a transport strike in Spain three days before Christmas.	X			Negative
	Price of fuel	The increase in the price of fuel and the application of the Euroviñeta could increase the price of transport	X			Negative
ECONOMIC	Shipping container crisis	Lack of shipping containers, but the problem lies not in the number of containers, it resides in the location of the containers. This lack of supply with the same demand results in an exponential increase in the prices	X			Negative
	Deindustrialization	The number of industrial companies in Sapin, and thus, employees in the industry decreased 17.4% since 2008. (Annex 6)			X	Negative

SOCIAL	<i>“Fast fashion”</i>	In Spain, 33% of the population consume Fast Fashion, and 21% low-cost fashion. This production implies outsourcing the manufacturing processes to developing countries where the labour force is cheaper, decreasing the number of industrial users in Spain.		X		Negative
TECHNOLOGICAL	Impulse welder machine	In the tailoring industry, there are also technological advances such as the Impulse welder machine. This machine is considered an innovative way to sew materials and it is uncommon as it was implemented recently.		X		Positive
ENVIRONMENTAL	Substitutes for plastic	Plastic production decreased due to environmental awareness and on the other hand, the paper and clothing manufacturers increase their production, increasing the demand for sewing machines and opening new markets.		X		Positive
LEGAL	“Made in Spain”	The country of origin of a good is determined either because it is wholly obtained in one country or because it has been sufficiently transformed in that country. So, many companies buy sewing machines to finish the manufacturing process in Spain		X		Positive

3.2 Competition

Rapida considers that there are two main competitors in the Spanish tailoring industry that offer similar products than Rapida does, J.Pujol Maquinaria y Confeccion S.A. and Reymatex. The *Figure 9* is going to provide this report with a clear comparison of the main Rapida's competitors with the company itself.



COMPETITORS	TARGET	PRODUCTS	PRICE	DISTRIBUTION	STRENGTHS	WEAKNESSES
	Final and industrial consumers (especially patchwork)	- Exclusive distributor of Elna and Juki - Patchwork	Low	Offline Spain	Promote their social media on different platforms	Lack of differentiation on the communication policy for the different targets
	Final and industrial Consumers (especially domestic)	- Exclusive distributor of Janome	Low	Offline Spain and Portugal	Strong differentiation on the communication policy for the different targets	Difficult to relate their social media user name with the brand name
	Industrial Users and retailers (especially ironing)	- Exclusive distributor of Rimoldi - Ironing machines	Medium	Offline and online Spain and Italy	Strong brand positioning and advertising	Lots of social media platforms, but not using all of them
	Industrial Users and retailers (especially bagging)	- Exclusive distributor of Siruba - Bagging machines	Medium	Offline Spain	Offers an excellent after-sale service with competent staff.	Lack of online presence and advertising

Figure 9.

As seen in *Figure 9*, all their competitors perform more or less in the same way as Rapida. J.Pujol and Reymatex, unlike Rapida, are final customer-oriented, so it is possible to differentiate between B2B and B2C relations. In contrast, Fusecarlo and Rapida are completely B2B companies and just sell domestic machines to retailers, not to final customers.

Regarding the distribution channels of Rapida's competitors, all of them sell their products offline, except for Fuse Carlo. The reason why those types of businesses do not have e-commerce is that it implies being the competitor of your customers that are retailers, as the distributors could offer better prices. In the case of Fusecarlo, e-commerce is required to log in before purchasing and seeing the prices of the products, this way just Fusecarlo's clients have access to their e-commerce, avoiding getting in touch with final customers. (*Annex 7*). Hereafter, this report is going to analyze deeply each of Rapida's competitors based on the information that appears in *Figure 9* and emphasizes their respective communication policies.



J. Pujol is Rapida's main competitor, the company is an industrial sewing machine distributor, but it is also specialized in patchwork sewing domestic machines. For this reason, it has two different web pages, the first one is considered *B2B* and the second one is *B2C*. The B2B webpage is not attractive with small bottoms but is easy to use and the customers can identify easily which types of products the company is offering and the brands the company works with. On the other hand, the B2C web page is much more attractive with big letters and bottoms. It offers the customer to purchase the product, but it is not possible to buy it directly on the webpage, it redirects the customer to the official webpage of the machine brand or asks for more information by filling out a questionnaire. This is a weakness, as many steps are needed to buy the product or get more information. J. Pujol is the only distributor in Spain of a sewing machine brand named Elna.

Regarding social media platforms, on the web page, there are links to Twitter, Facebook, Pinterest and YouTube accounts, but all of them are named "*Ideas Patch and Quilt*". J.Pujol uses this name for all the content related to patchwork, as it is one of their main products. Even though the content is not related to industrial machinery, this report will provide a brief analysis of those platforms. (*Annex 7*)

First, the company has not used Twitter since 2018, while on Facebook they post 1 post per week. The company has more than 7 thousand followers, 6790 likes, an engagement rate of 5.29% and several events announced. Pinterest has 2.5k followers and 637 monthly views, which is an appropriate channel for giving patchwork types of applications. Finally, their *YouTube* channel has 14.200 subscribers and more than 2 million views. On average, the 116 videos have on average 17.500 views. The different social media support each other, as Pinterest posts or YouTube videos are promoted on Facebook, which is one of the main strengths of the marketing strategy.

REYMATEX

Reymatex also has two different web pages, the first one is Reymatex's official webpage, which is mainly focused on industrial machinery and accessories. The other webpage is named Janome, Janome is a Japanese domestic sewing machine brand and Raymatex is a unique distributor in Spain and Portugal. One of the main strengths of the company is differentiation. Reimatex is B2B and Janome is B2C, for this reason, the communication channels and the tone of voice are different.

Reymatex: Technical content with detailed information about the machines.

- Web page
- Facebook
- Instagram

Janome: Descriptive images, results of different applications of the machines and tips.

- Web page
- Instagram
- Pinterest

To better understand how the company performs in terms of communication, but focusing on the industrial sector. Using different social media analytic tools, this report obtained the following information about the different social media platforms. (*Annex 9*)

The user name of the company in social media is “sewmaq”, so it is difficult to connect Reimatex with their social media platforms, which is a weakness. On Facebook, the company posts all their posts the same day, and the engagement is low, as the average likes and comments per post are close to zero in both cases.

On the other hand, on *Instagram* the publication frequency is constant since January 2021, the number of followers is higher than in other social media platforms, 502. But, the interaction rate is just 3.25%, as the average likes per post are 15 from 502 followers and the average comments per post are zero



Finally, this report is going to analyze Fuse Carlo, which is an Italian sewing machine distributor but also operates in Spain. The company uses social media on a daily basis and the platforms used are different from the previous competitors, which might be interesting for Rapida. (*Annex 9*)

The web page is very visual, the landing page has scrolling banners with ads of different promotions of the company. While looking for a product, it is possible to apply different filters to the search, neither J.Pujol nor Reyamtex gave the option to filter their products on the web page. On the other hand, the web page sometimes needs 2 min to change from one section to another, which is too much time for a customer that has many things to do.

Regarding the social media platforms, Fuse Carlo has a LinkedIn, with 37 followers and only two posts posted with two years of difference. The company also has a Facebook, With more than one thousand followers, almost daily posts and different events announced. The *Instagram* account has almost 1500 followers and 241 posts, but the average likes per post are 6 with no comments and the engagement rate is 0.45%. Finally the *YouTube* account with 1.78K subscribers and 347 videos, and the statistics show that the videos increased the audience by 9.5% in the last month.

Fusecarlo has a lot of communication channels, and their webpage, Facebook and YouTube channels are very successful. But the excess of social media platforms and the lack of usage of some of them is a weakness. It is important to analyze which social media channels are relevant for the company, and for example, LinkedIn could be a powerful one for a B2B, but sometimes it is not possible to be active in an appropriate way in all of them.

To have a clear picture of the role of each competitor in the market, *Figure 10* shows the price-quality relation between Rapida and its competitors. Pujol, which is Rapida's strongest competitor, achieves lower prices with similar quality products due to the large purchasing amounts, but on the other hand, Rapida offers better after-sale services and assessments.



Figure 10. Positioning map

3.3 Market Segmentation

3.3.1 Customer segmentation types

Geographic: As mentioned before, Rapida is a distributor in Spain, so their clients are Spanish companies or foreign companies with headquarters in Spain (regardless of the country of destination of the product). Rapida has clients nationwide, but the industrial activity is largest in some provinces than in others. According to the Geographic National Institute, the provinces with the largest industrial activity in Spain are Madrid and Barcelona, also provinces such as Zaragoza, Navarra, Pais Vasco, Valencia, Alicante and Seville.

Demographic: The company's size is not relevant. But the company should be from the tailoring industry or any company that some part of their manufacturing process needs to be tailored. If the company's size is small or a familiar company, usually the owners get in touch with Rapida, if the company is bigger usually the procurement department gets in touch with Rapida.

Psychographic: The owners of the company or the procurement department staff want to purchase a high-quality machine from someone that is a specialist - they might not have the knowledge to solve technical issues- and look for an assessment to find what they need.

Behavioral: Despite if the customer is a retailer (all purchases related to tailoring) or just a small part of a manufacturing process, both will require more than one purchase. The retailer will need less assessment but a wide variety of products, on the other hand, a company where their main activities are not related to tailoring will need specific products but more assessment.

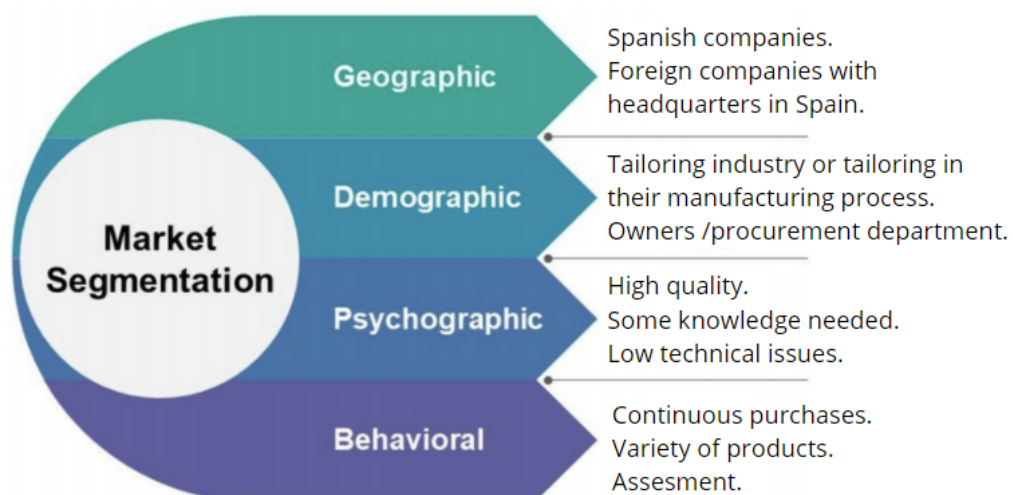
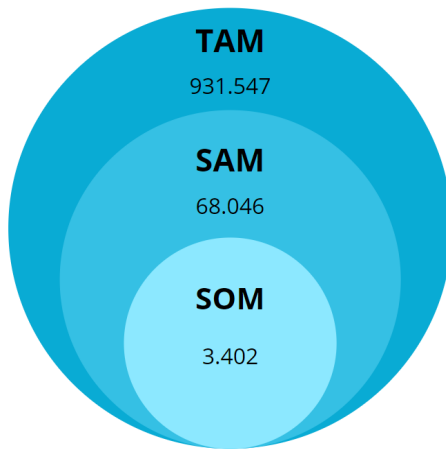


Figure 11.

3.3.2 TAM - SAM - SOM



After analyzing the characteristics of Rapida's customers, the following tool will quantify the number of companies that Rapida has access to by delimiting them according to those characteristics. First, Rapida's **Total Addressable Market (TAM)** are those Spanish companies that are manufacturers or retailers in the tailoring industry, in Spain, there are registered 931.547 companies with those characteristics. **The Serviceable Available Market (SAM)** are manufacturers and retailers in the tailoring industry in Catalonia, there are 68.046 companies registered. Finally, the **Serviceable Obtainable Market (SOM)** is the 5% of those companies that are 3.402 companies. Bearing in mind Rapida's number of employees, and the demand trends of actual Rapida's customers, Rapida could supply to 5% of the Catalan companies that fit in the characteristics.

3.4 Customer Analysis

The tailoring industry has a wide variety of companies, and not all of them have the same necessities, for this reason, it is important to gather them into different groups. To better understand which type of company operates in the industry, this report would differentiate between four different types of customers, providing an example of each -actual customers of Rapida- to better understand their business activity. First, it is important to differentiate if the company is an industrial user or a retailer. As said before, there are two different distribution channels, if the customer uses the product it is an industrial user, on the other hand, if the company sells the product to another customer, it is a retailer. Rápida sells its product to retailers with a discount, and to the industrial users without any price discounts.

On the other hand, it is important to differentiate if the company purchases sewing machines/spare parts or bagging machines/spare parts, even though both play a part in the tailoring industry, the necessities of the customer are completely different. Bearing in mind those variables, a matrix would look like the following:



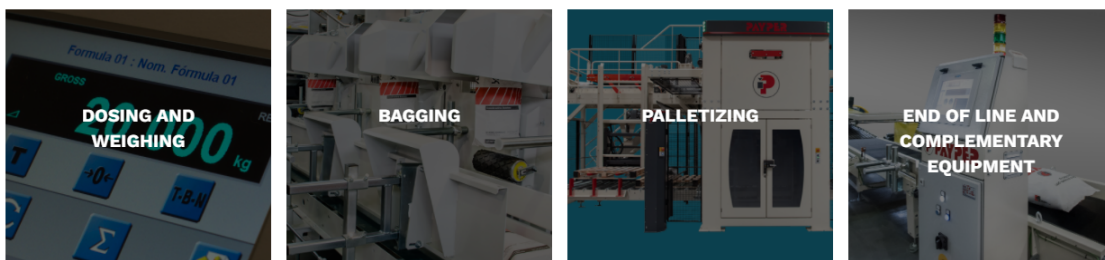
Figure 12.

Once defined the matrix, the following examples of actual customers of Rapida will provide a clear picture of each type of company in the industry.

Frest the retailers, the business model of a sewing machine retailer has nothing to do with a bagging machine retailer. The most common business model for a sewing machine retailer is a small shop where the company sells domestic machines, spare parts and repairs domestic machines, and at the same time, the company sells and repairs industrial sewing machines to factories. An example of this type of customer could be MAQUINARIA FERPI, S.L., which is a company that sells and repairs sewing machines in Talavera de la Raina. The company has a physical shop at the same time that is offering a service, the employee used to be trained and have previous knowledge about sewing machines. In terms of turnover, this type of customer used to spend more on spare parts and sporadically buys domestic or industrial machines.



On the other hand, the business model of a bagging machine retailer used to be completely different. As the companies use to offer bagging solutions and not only bagging machines, meaning that what the company offers is a complete automatized bagging process since the dosing and weighing to the end of the line. A clear example of a bagging retailer would be Payper, as mentioned above is Rapida's main customer, as most of the turnover of the client come from machines, even though the turnover in spare parts is high too. Payper is an international company, for this reason, some of the final destinations of the machines are countries such as India, turkey etc. Usually, the staff of those types of retailers are trained, so they do not need technical service from Rapida, what those type of customer use to value the most is the Rapida's connections with machines manufacturers to obtain customized machines.



Finally the industrial users, as in the retailer case, there are huge differences between both. The most common industrial user of sewing machines used to be the clothing industry. In the clothing industry, as mentioned in the PESTLE, there is a legal loophole so many brands just buy button sewing machines (mechanic process with the low staff needed) to say that the clothes are made in Spain. On the other hand, there are other companies such as *Pronovias*, a wedding dress manufacturer, which is a clear example of a sewing machine's industrial user. Pronovias has industrial sewing machines in their factories, but as the wedding dresses always need to be adapted to the bride, for these reasons all shops have a small workshop. For this type of customer, the main turnover comes from spare parts (needles, thread, oil, etc.) and sporadically sewing machines. The industrial user values the service that Rapida offers, as the seamstress does not know how to repair a machis if it is broken, and the punctuality in the delivery of the spare parts.

PRONOVIAS

The last customer type is the bagging machine industrial user, which these customers use to manufacture pet food, fertilizers, flour, etc. Each of these products needs to be bagged in different types of sac, needles, threads, etc. so customization is important for them and also assessment. A real company example could be HARINERAS VILLAMAYOR, S.A.that is a flower manufacturer for industrial and users, which means different types of sacs and sizes. Furthermore, it is essential to give them a fast response against any issue, as they need to deliver their product punctually to the industries.



4. SWOT

The SWOT analysis overviews the previous internal and external analysis of Rapida and offers a general picture of the situation of the company.

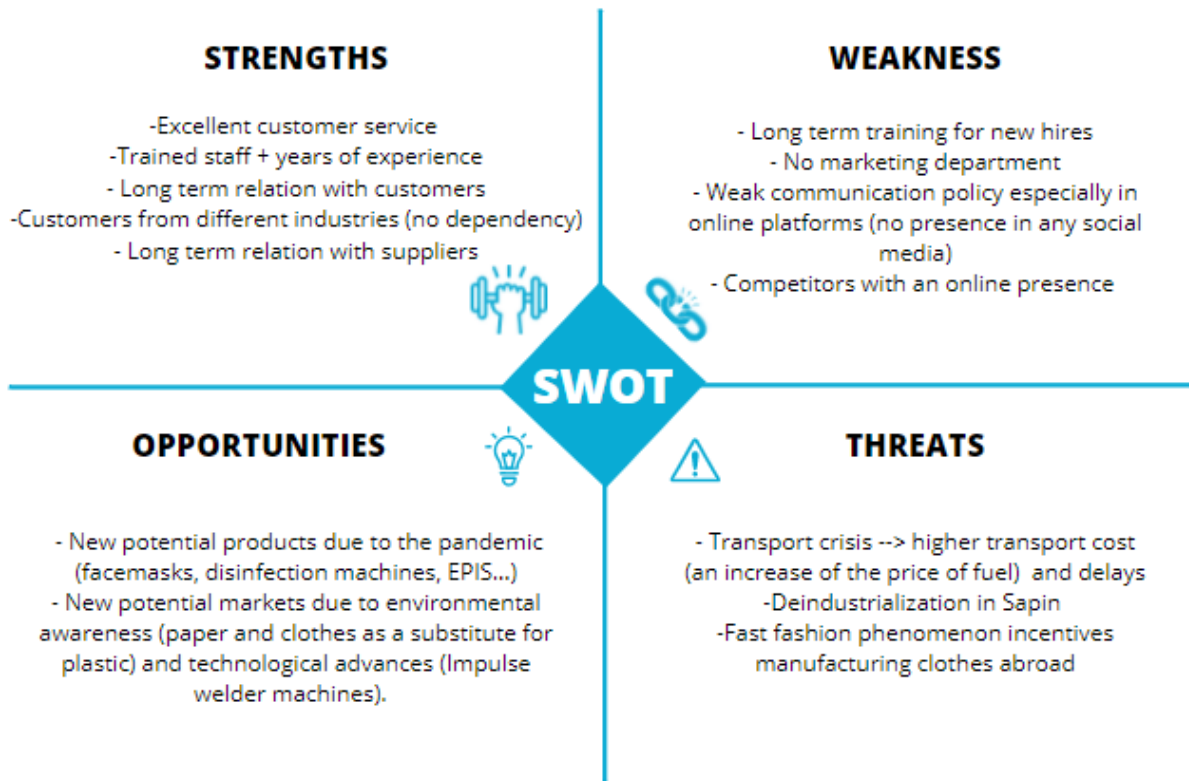


Figure 13. SWOT

The internal analysis of the company showed through Porter's value chain tool that the main strengths of the company and where the company adds value is in their human capital and knowledge, creating long term relationships with their customers. Moreover, as Rapida's customers belong to different industries protects the company from crisis and dependence. On the other hand, analyzing the communication policy a lack of online presence and positioning was detected, as there is not a marketing department in charge of the communication, and having staff need long term training.

Regarding the external analysis, different new target clients are identified as a result of different environmental and social necessities. Different opportunities were detected in the PESTEL analysis, but also many threads such as the transport crisis and the increasing prices of fuel, or the deindustrialization of Spain due to the Fast Fashion phenomenon.

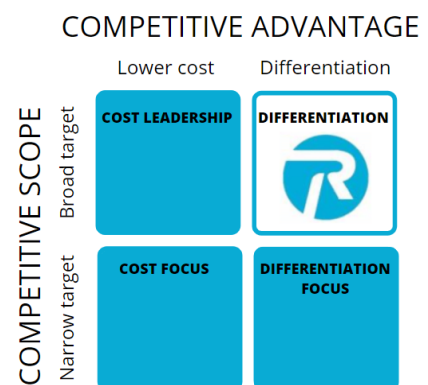
5. COMMERCIAL OBJECTIVES AND COMPETITIVE STRATEGY

The Rapida marketing plan's objective is to improve the digital positioning of the brand, by introducing Rapida to LinkedIn and getting a 2% engagement rate in the first year. And at the same time providing information about their actual and new products easily and intuitively, by improving the web page and at least 2.5% of new customers coming from the web page (24 new customers/year). Even though the Serviceable Obtainable Market (SOM) are 2414 companies - as 988 are already Rapida's customers- the annual expected growth is lower, as the actual workforce of the company is limited and training employees takes years. So the marketing plan implementation needs to go hand in hand with the employee hiring and training, which would be incremental over years.

Porter's generic competitive strategy tool helps us to identify in a deeper way which is the company's strategy depending on the competitive advantage and competitive scope. Regarding the competitive scope, Rapida has lots of clients from different industries, and also has a wide variety of products even though all of them are related to the tailoring industry, so the company has a broad target market. On the other hand, regarding the competitive advantage, for sure Rapida does not have the most competitive prices in the industry, so after bearing this in mind, it is obvious that Rapida's competitive strategy is *Differentiation*.

But, what differentiates Rapida from its competitors? What differentiates Rapida from their competitors is not a unique product or lower prices, are the highest quality and the service. When a company buys, for example, a sewing machine in Rapida, first the customer knows that is buying a high-quality product, but maybe another distributor has the same product at a lower price. So why did the customer decide to buy the product in Rapida? Because of the after-sale service. The customer knows that if it is needed Rapida will install the sewing machine and ensure that it works properly, Rapida will provide the customer with all the material needed for this sewing machine. If there is any technical issue, the company will repair it and also if any piece is broken, Rapida is going to provide the customer with the spare part needed. The staff are specialists in their industry and just with a phone call the customer would solve a problem that maybe other distributors might take months to solve.

Finally, to provide this report with a real example of how Rapida assesses their clients and why most of the clients decide not to buy from other distributors. A company that manufactures safety harnesses needed a sewing machine to tailor them, but the seams must pass a quality check. So Rapida asked clients to send them a sample of the rope that they were using to manufacture the safety harnesses and Rapida sent them back the sample sewed with different machines, techniques and threads. Once the customer tried the security check with each sample, report the results and then Rapida sold the right machine with the appropriate thread. This level of customization is what really differentiates Rapida from its competitors, and customers really appreciate this and they are willing to pay for this.



6. DEFINITION OF TARGETS AND POSITIONING



MARIA AZUCENA CARRASCO CASTEJON

OWNER AND SALES MANAGER AT MAQUINARIA FERPI

DEMOGRAPHIC INFORMATION

- Age 61
- Grew in Talavera de la Reina, Catulla y Leon.
- No studies.
- Has a husband and one daughter.

VALUES & GOALS

- Hard worker.
- Start working young in the sewing industry and set up a business with her husband
- She loves to spend time with his daughter and spend time with friends while her husband is hunting.

EXPERIENCE HE WANTS

- She wants to find big quantities of regular machines to sell in their little shop.
- She wants to find the spare parts that her husband needs to repair sewing machines.
- She wants to find huge variety of accessories and products to sell in their shop
- She wants to talk with their clients in the shop and make them feel part of a family

ROLE AND LEVEL SENIORITY

- Works in Maquinaria Ferpi for more than 30 years.
- Attend clients in their shop in Talavera de la Reina.
- Talk with suppliers and purchase all the products needed.

ONE DAY IN HIS LIFE

- Open their shop in Talavera de la Reina
- Attend clients that come to the shop
- Check the stock and order the products needed for the shop + the ones that his husband needs to repair the machines
- Contact with clients that their domestic machines have been prepared to pick them up
- Look for offers of new products for sale in the shop.

COMMON OBJECTIONS

- Find specific spare parts that her husband needs for repairing machines.
- Try to order other things from the same supplier apart from those spare parts to pay less shipping cost.
- Choose the right model of domestic machines in big quantities to gain margin.

THE PROBLEMS

- "This domestic sewing machine would succeed in the shop".
- "If my husband needs to buy and industrial machines, there are other things that I could order from the same suppliers to avoid extra shipping costs "
- "Forecast delivery deadlines of domestic or industrial machines reparation"

MAIN INFO SOURCES & WATERING HOLES

- Usual suppliers
- Worth of mouth



ALBERT GARROS IGLESIAS

TECHNICAL SALES MANAGER AT PAYPER

DEMOGRAPHIC INFORMATION

- Age 56
- Grew in Bellpuig, Lleida.
- No studies.
- Has a wife and two kids.

VALUES & GOALS

- Hard worker.
- Start in lower levels of the company and has been climbing inside of the company for years.
- He has a close relationship with the different suppliers of the company and is an expert on looking for offers and negotiating.

EXPERIENCE HE WANTS

- He wants to look for better price-quality machines.
- He wants to find the right machines as fast as possible.
- He wants a supplier that can get an exclusive machine as fast as possible.
- He wants purchases to arrive on time for delivery to their customers.

ROLE AND LEVEL SENIORITY

- Works in Payper since 1987 (35 years).
- He is in charge of buying products to suppliers, and asking for discounts (by for example buying big quantities)
- Has 6 patents.

ONE DAY IN HIS LIFE

- Check how many machines or spare parts are needed for the next weeks.
- Divide the products by suppliers.
- Negotiate with the suppliers for discounts.
- Ask for prices to different suppliers of a specific machine that a client demands.
- Forecast the different delivery times with the orders of the clients to check if it is needed to contact any supplier sooner than expected.

COMMON OBJECTIONS

- Difficulties to find specific machines.
- Forcast big quantities of spare parts to get a lower price.
- Deliveries of machines on time to meet the delivery deadline.
- Deal with suppliers to get the desired prices.

THE PROBLEMS

- "I need to deliver this bagging solution next week and I need this spare part that is uncommon, do you have it?"
- "I need a very specific machine, where I can find it?"
- "This machine is would take too long to arrive, I need to order it before expected"

MAIN INFO SOURCES & WATERING HOLES

- Usual suppliers
- Internet
- Worth of mouth



PACO GOMEZ

TECHNICAL SERVICE RESPONSIBLE AT PRONOVIAS

DEMOGRAPHIC INFORMATION

- Age 54
- Grew in Plasencia, Huesca.
- No studies.
- Has a wife and two dogs.

VALUES & GOALS

- He works hard to climb to higher positions in the company.
- Loves spending time with her wife and dogs.
- Time provides him with experience and knowledge about sewing machines.
- Methodic and organized.

EXPERIENCE HE WANTS

- He wants to have in stock the most common things that get broken in sewing machines to avoid having non-operative machines.
- Wants periodically maintenance revisions to avoid issues with the machines.
- Wants the possibility to contact expertise in case a technician does not know how to repair a machine.

ROLE AND LEVEL SENIORITY

- Works in the sewing machine industry since he was 16 years old.
- Started working in Pronovias 23 years ago (1999)
- Started as a technician, but due to his skills and knowledge has been promoted.

ONE DAY IN HIS LIFE

- Check the email to see if there is any issue reported.
- If there is any issue contact an expert to solve the problems.
- Report the monthly issues and costs to the company.
- Organize the maintenance visit for each Pronovias workshop.
- Ensure that all the machines work to meet the deadlines (essential in wedding dresses)

COMMON OBJECTIONS

- A sewing machine is not working and needs to be prepared or replaced immediately.
- Need assessment of expertise to solve a mechanic problem.
- A spare part needed to repair a machine is not in stock

THE PROBLEMS

- "A workshop needs a specific spae part to repair a machine and I need it for tomorrow".
- "Some sewing machines in different workshops need to be replaced"
- "I don't know why this machine it is not working, I need help"

MAIN INFO SOURCES & WATERING HOLES

- Usual suppliers
- Worth of mouth
- Contacts form previous jobs



JOSE VILLAMAYOR SUSIN

OPERATIONS DIRECTOR AT HARINERAS VILLAMAYOR

DEMOGRAPHIC INFORMATION

- Age 47
- Grew in Plasencia, Huesca.
- Degree in Agricultural engineering and vegetal production at the University of Lleida.

VALUES & GOALS

- Wanted to carry on the family business and decide to study something related.
- Started working as an employee and now runs the business together with his sister.
- Likes to spend the weekend in his second home in Puigcerda.
- Loves skiing in the winter and going to the beach in the summer.

EXPERIENCE HE WANTS

- He wants high-quality machines for the production of their product.
- He wants an expert that could solve small problems in production.
- In case of a bigger issue, he wants a fast response from an expert to minimize the economic impact of the issue.
- He wants adequate bagging machines for their manufacturing process.

ROLE AND LEVEL SENIORITY

- Started working in the family business in 2000 (22 years).
- His role in the company is to ensure that all the manufacturing processes work correctly and obtain all the material needed
- Optimize the production of the company

ONE DAY IN HIS LIFE

- Arrive at the office.
- Check if there is an issue reported in the production plant or with the raw materials.
- If there is any issue, contact the suppliers or the technicians.
- Analyze the efficiency of the production plan and evaluate new possibilities to improve the performance of the plant.
- Have a meeting with other departments to evaluate how the company is going.

COMMON OBJECTIONS

- The production plant is not efficient as expected.
- If a machine is not working, delay all the production processes.
- Sometimes, a technician has not the knowledge or the materials needed to solve the problem.

THE PROBLEMS

- "I need this machine repaired as fast as possible and my technicians doesn't know how to repair it".
- "This machine does not meet my expectations"
- "I need a spare part for this machine tomorrow to repair a machine"

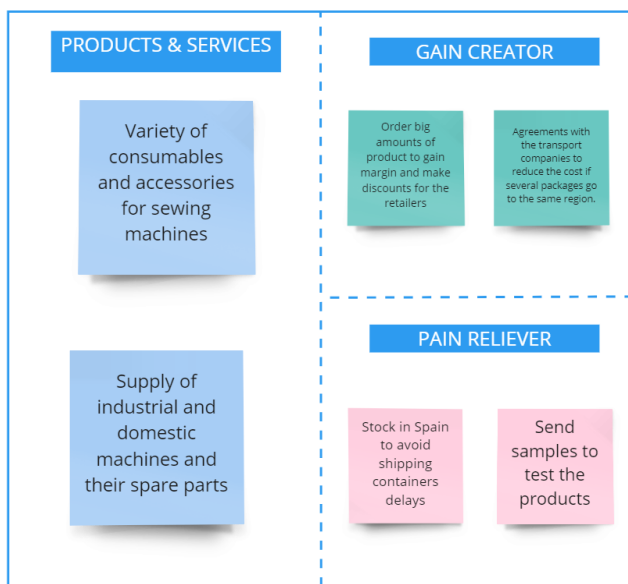
MAIN INFO SOURCES & WATERING HOLES

- Usual suppliers
- Word of mouth
- Internet

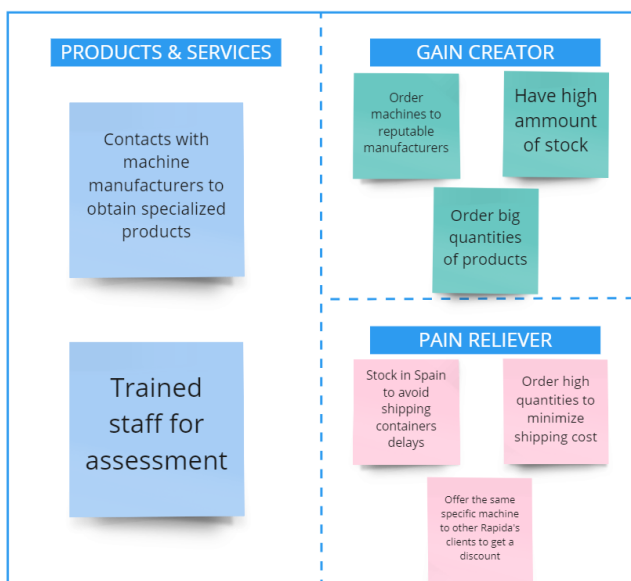
According to the customer analysis developed above, Rapida has four different types of target audiences with different necessities. Each of the Buyer Persona above corresponds respectively to each of the companies used as examples of the different targets. The people used in the buyer persona are the staff of each company that use to contact Rapida, using the Buyer Persona and the empathy map (Annex 11) tool this report has been able to analyze and understand each target and their necessities.

Bearing in mind the information gathered through those tools, it is important to define the positioning of the company. The positioning strategy is going to be built using the Value Proposition Canvas tool.

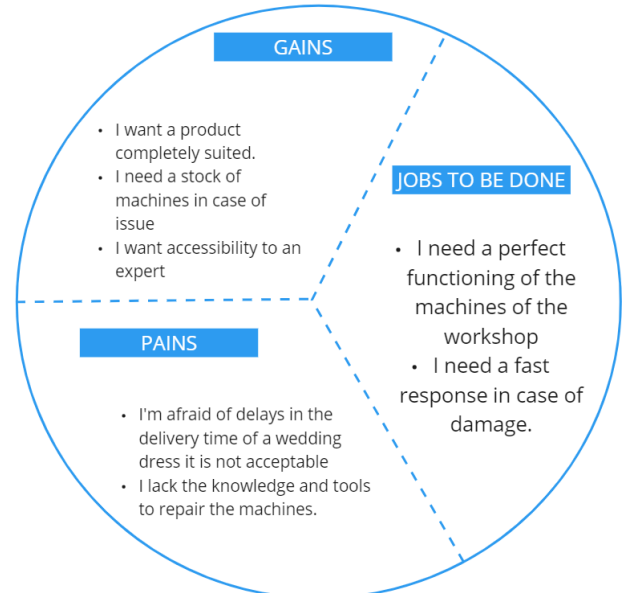
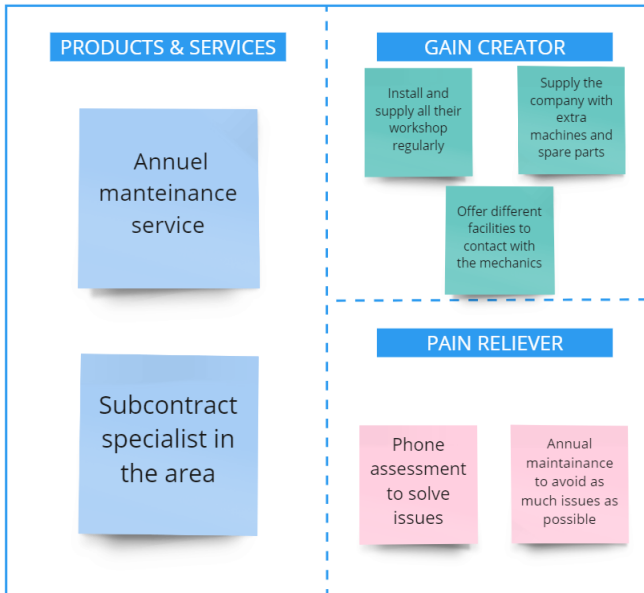
Sewing machine retailer (Maria Azucena Carrasco Castejon - Maquinaria Ferpi)



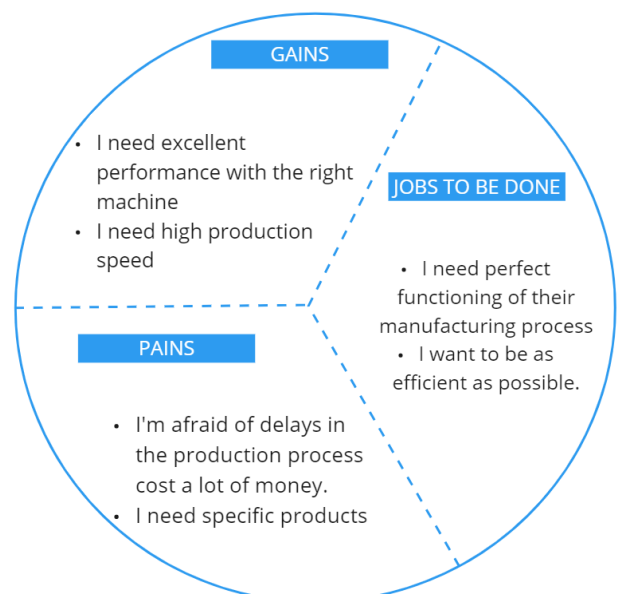
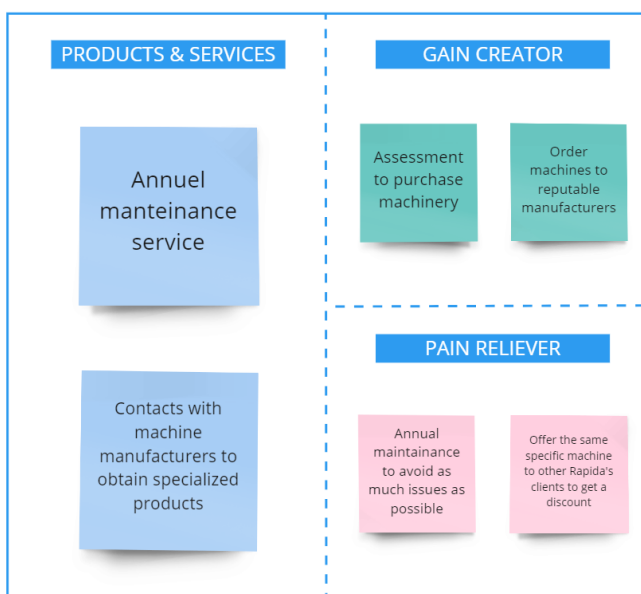
Bagging machine retailer (Albert Garros Iglesias - Payper)



Sewing machine industrial user (Paco Gomez - Pronovias)



Bagging machine industrial user (Jose Villamayor Susuin - Harirneras Villamayor)



7. MARKETING MIX

7.1 Product

Rapida is a distributor in the tailoring industry, meaning that the company do not produce or manufacture any kind of product. Thus, the product variety and quality depend on the purchasing decisions of the company. As mentioned several times, one of the main competitive advantages of the company is the high volume of stock to provide a fast supply to their customers and the knowledge that Rapida's employees have about the product they offer. But, even though the sewing machines haven't changed significantly during the past years, the industry has been changing and the new products appeared in the market, hence, the company needs to keep aware of the recent developments in the industry.

In the tailoring industry, there are many trade fairs around the world where several manufacturers expose their products and look for new customers. For Rapida would be essential to attend to two trade fairs per year, as they used to do before the pandemic. This monitoring on the actual and future trends would be afterwards used to address to new target customers, as a guide to promote new or complementary products email campaigns, etc...

7.2 Price

Rapida has two different types of clients in terms of the activity they perform, Industrial users or retailers. As the Industrial users of the company are going to use the product purchased, it is not usually getting a price discount. On the other hand, the customers that are retailers use to get discounts, as the quantities purchased are bigger and more frequent. The discounts for the retailers use to be around 30% discount, depending on the product and the quantities the discount could be higher or lower. The payment methods depend on the reliability and the maturity of the relationship with the customer. As mentioned above, Rapida uses a pull strategy to attract new customers, and this is an advantage for the company Rapida can require a single payment assuming fewer risks. Moreover, if Rapida purchases a machine from a manufacturer at the request of a customer an advanced payment is mandatory, as a customized machine implies much risk for the company.

7.3 Place

Rapida is located in Barcelona, Spain. The warehouse is divided into two different spaces, the offices and the storage. The open office allows communication between employees and also has a shop counter where clients can see a small exposition and purchase, even though it is not the most common way of purchasing. The purchasing orders arrive at Rapida via WhatsApp, phone or by email. If an assessment is needed, the customers use to order by phone as it is faster than by mail. On the other hand, when the clients know what they want, managing Whatsapp or email takes a lot of time for the employees. Creating an **online retail platform** (e-commerce) for Rapida would be a faster way for both, customers and employees to manage orders. As Rapida is a B2B company, addressing their products to final consumers would be considered unfair competition as they would be price ceiling their products, for this reason, Rapida's customers would be previously registered to gain access to the platform.

7.4 Promotion

The promotion for this marketing plan is divided into two different targets, actual clients (internal) and potential clients (external). As the industry is used to traditional marketing, and those clients have a long term relationship this Marketing Plan adds new ways of promotion but maintains the traditional ones. Moreover, the promotion will follow a pull strategy, as that is a huge advantage for the company.

Internal:

Email Campaigns: The email campaign would be sent the first Monday of each month by the salesperson, Monica, that is the actual person in charge of the email campaigns. If there is any seasonal or special promotion would be sent independently of the monthly email.

By phone promotion: This is a usual practice in the company and all the employees are involved on it. Rapida has a long term relationship with their customers, and that allows Rapida's employees to know the necessities of each customer, providing completely customized recommendations to satisfy the customer needs.

External:

Web Page: Creating a new webpage is essential to attract new customers. The web page would maintain the actual index that is intuitive and easy to use but with a different design. The header of the webpage would be more simple, with the logo of the company and each of the sections would have the same font and size letter. Also, each site would have a distribution that better fits the product offered, using quality images and brief descriptions of the product.

Linked-In: Rapida is a B2B company and not all the social media platforms are meant for those types of companies. After analyzing the different buyer personas of the companies, and the social media platforms used by their competitors, the best social media for Rapida is LinkedIn. LinkedIn is a social media network where there are not only personal profiles but companies profiles. In this platform, Rapida could connect with other companies in the same sectors, but also the employees of the same that are directly connected with the companies of the industry. Moreover, LinkedIn is an ideal platform to look for new employees and address the company to potential human assets for the company.

7.5 Other P of the Marketing Mix

7.5.1. PEOPLE

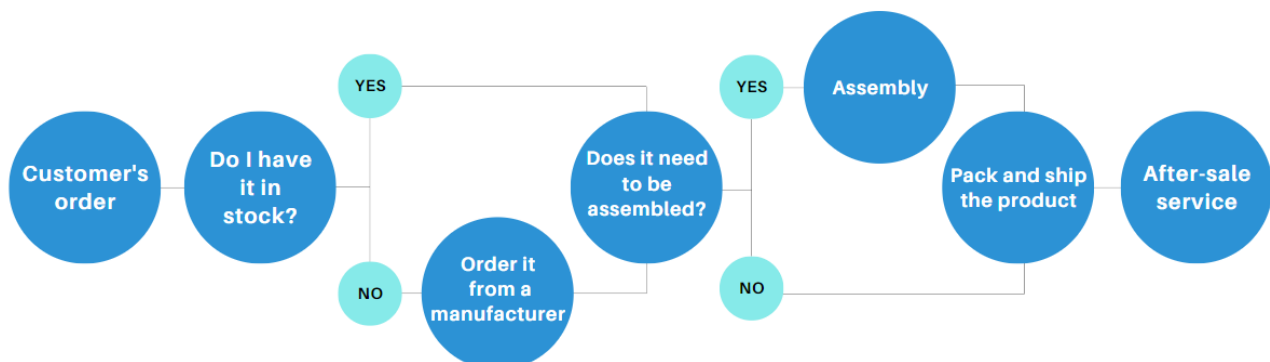
Rapida's hierarchy is completely horizontal, as the only person with a position of authority is the owner of the company, but at the same time, the employees are involved in the decision-making process. The office is an open space that incentive communication between the employees, which is very important has many employees are involved in each order. The staff and their positions are the following:

CEO → Carlos
Sales → Monica
Finance → Nuria
Specialist in spare parts → Juan Ramon and Rafa
Technicians → Javi and Andres
Employee on training → Adrian

Some of the employees are near to retire, and as mentioned above the marketing plan would be applied incrementally in the company, as a huge amount of new customers would result in a demand surplus and probably bad management of the situation. For this reason, applying a training program that goes hand in hand with the implementation of the marketing plan would be a key factor of success. Also, as mentioned in the promotion, the implementation of LinkedIn could help the company to find new employees. The proposal would be assigning the new employees a mentor that would change each month until the employee has passed through all the areas. The employees would be assigned to the area that fits better with their skills with the supervision of their mentor for a year.

7.5.2. PROCESS

The following picture shows Rapida's purchasing process. The first step of the process is the customer order, where usually the departments involved are sales and finance. If the product ordered is not in stock the CEO is the one in charge on order it to the manufacturer. Once the product is in Rapidad if it needs to be assembled the technicians are the ones in charge of assembling it, and if not, the specialist in spare parts are the ones that pack and ship the products (as the spare parts do not need to be assembled, just the machines). In each of the steps, the assessment of the employees is provided to the customer, if it is needed.



8. CONCLUSIONS

8.1 Budget

PRODUCT: Trade fire

The cost of attending to a trade fire named [TEXPROCESS](#) that would take place the 21/06 until 24/06 in Frankfurt this year would be the following:

Season ticket → 48€/person
Flights to Frankfurt → 148€/person
Hotel → 524€ (3 nights)
Extra cost (meals, transports, etc.) → 300€

Usually, two employees attend to the trade fires, therefore attending to a trade fire would cost 1.216€. Rapida used to attend at least to two different trade fires.

PLACE: Ecommerce + web page

[Goala Marketing](#) is a company that budgeted the creation of an e-commerce platform and a web page considering the following costs:

Creation of a web page with an e-commerce platform → 1500€
Host server → 180€/year
Web domain → 25€/year
Maintenance / web support → 20€/month

The initial investment for creating the web page would be 1.725€ (2.087,25€ with IVA), and at the end of the first year, the total amount paid would be 1.945€ (2353.45€ with IVA). In the following years, the annual cost of maintaining the web page and the e-commerce would be 445€ (538.45€ with IVA).

PROMOTION: Email campaigns + LinkedIn

Using the [MailChimp](#) free plan Rapida would be able to have 1.500 contacts, and send 10.000 emails per month to their customers (with a limit of 2.000 daily emails). Considering the actual capacity of the company the free plan would be enough, as the company has no more than 1.000 customers.

On the other hand, the cost of creating a LinkedIn account for Rapida would be also free. Even though the creation of a LinkedIn account has no monetary cost, it would have a time cost, it is very important to assign an employee the management of the LinkedIn account and spend at least 30 minutes every day interacting on it.

8.2 Sales Plan

After applying progressively the different actions described in the marketing mix, it is expected a 2% increase in sales, considering that the company wouldn't be able to handle a higher growth.

Figure 16 shows the expected growth in sales (in euros) of the different families of products. From the total amount of growth, it is expected that 35% are from consumables, 40% from machines, 15% from spare parts and 10% from services. Despite that, it is expected that from 2024 on, the percentage coming from consumables would be higher than the machines, this is due to the cross-selling, as the most machines the company sells the most consumables the customers will need.

	2019	2020	2021	2022	2023	2024
Consumables	1.228.142 €	1.205.241 €	1.198.749 €	1.217.712 €	1.237.056 €	1.259.604 €
Machines	1.036.598 €	1.236.625 €	1.148.124 €	1.169.797 €	1.191.903 €	1.211.633 €
Spare Parts	331.080 €	264.216 €	299.275 €	307.402 €	315.692 €	324.148 €
Services	69.247 €	59.591 €	62.992 €	68.410 €	73.937 €	79.574 €
TOTAL	2.661.283 €	2.765.367 €	2.709.074 €	2.763.322 €	2.818.588 €	2.874.960 €

Figure 16.

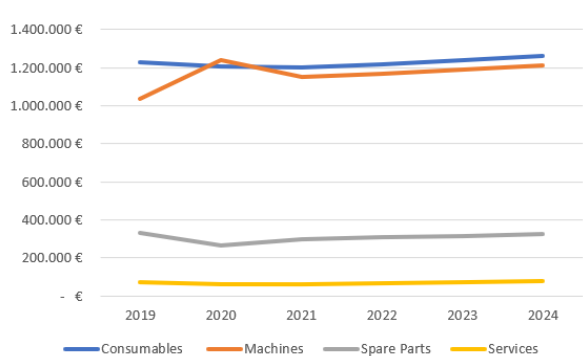


Figure 17.

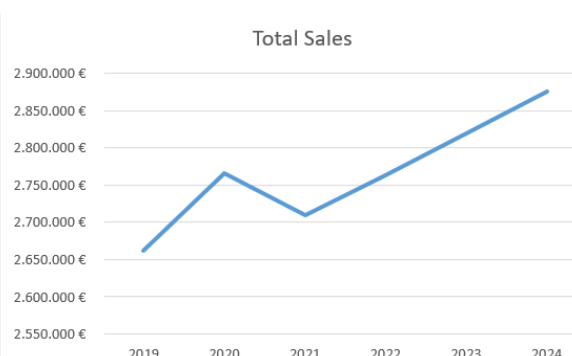


Figure 18.

8.3 Plan's Viability

Implementing the marketing plan proposed in the marketing mix requires an initial investment in the first year, as explained in the budget. Despite the initial investment required, the marketing plan is viable, as the cost of the marketing plan is 8% of the growth target, as shown in Figure 19.

Marketing Plan Cost	4.377 €
Target growth	54.181 €
Proportional cost	0,080785
	8%

Figure 19.

9. ANNEX

Annex 1

RAPIDA
SUMINISTROS INDUSTRIALES, S.L.

JAGUAR
Mod. 596: **175 €** neto
POR MÁQUINA.
Por la compra de
3 unidades: **165 €** neto

JAGUAR OWERLOCK
Mod.055 : **168 €** neto
POR MÁQUINA
Por la compra de
2 unidades: **155 €** neto

JAGUAR OWERLOCK
Mod.489 : **205 €**
neto
POR MÁQUINA
Por la compra de
2 unidades: **195 €**
neto

JAGUAR
Mod.021 : **70 €** neto
POR MÁQUINA
Por la compra de
3 unidades: **60 €** neto.

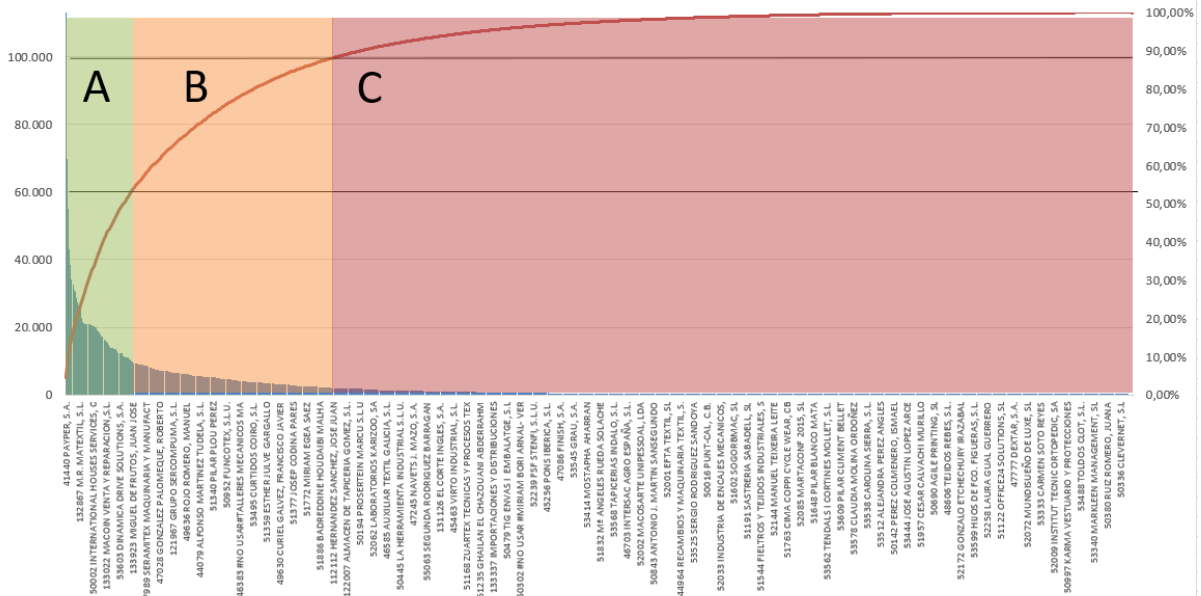
Opcional!!
Plato supletorio

FISKARS (IVA y portes NO incluidos)
PROMOCIÓN DEL 10 DE NOVIEMBRE AL 15 DE ENERO 2021

NAVIDAD 2021

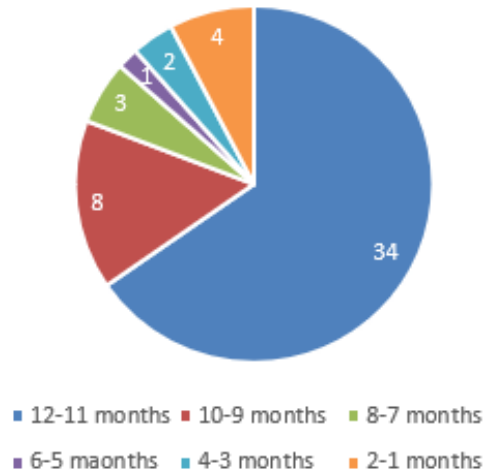
Annex 2

ABC analysis graphic representation



Annex 3


Frequency of purchase of clients A



Annex 4

Rapida

Suministros Industriales, S.L



Máquinas y accesorios para la confección

C/ Cuzco, 47

08030 Barcelona

Telf. (+34) 934864620- 934864621

Whatsapp (+34) 600572620

Quienes somos

NOTICIAS

SOLDAR POR IMPULSOS

FABRIC. MASCARILLAS

CABINA DESINFECCION

Promociones

Agujas Schmetz

Recambios y accesorios

Despieces

Tijeras

Máq. coser domésticas

Máq. para sacos

Máq. coser industr.

Máq. corte de tejido

Salas corte y patronaje

Planchas y termofijad.

Motores

Desde su constitución en 1870 la empresa **RAPIDA** ha jugado un papel muy importante en la industria de la confección española. La experiencia acumulada a lo largo de nuestros más de 100 años de historia, unida a una firme vocación de futuro que nos ha llevado a la constante incorporación de nuevas tecnologías, nos permite asesorar a nuestros clientes en la elección de aquellas soluciones que más se adecuan a sus necesidades, con el respaldo que supone la garantía de contar con marcas representadas de máximo prestigio en el mundo de la confección.

En la actualidad, con una plantilla de gran experiencia y adaptada a las necesidades actuales del mercado, **Rapida Suministros Industriales** cuenta con una estructura preparada para continuar siendo líder en mercados de sacos, maquinaria y accesorios de confección y salas de corte.

Nuestro principal objetivo es en estos momentos continuar siendo líderes de nuestro sector también en el siglo XXI, ofreciendo la mejor relación calidad/precio del mercado por los profesionales mejor capacitados para ello.

[Enlaces y utilidades](#)
[Teléfonos y emails](#)
[Mapa y como llegar](#)
[Horarios](#)
[Aviso Legal](#)
[Ley de privacidad](#)

Annex 5

Search results for "siruba".

Approximately 1,600,000 results (0.75 seconds)

<https://siruba.com> > ...

SIRUBA

Entrega la belleza de la costura a todo el mundo. ... Desde el primer día llevamos máquinas de coser para visitar clientes a pie, y ahora nos hemos convertido en ...

Has visitado esta página 2 veces. Fecha de la última visita: 1/12/21.

Historia

SiRUBA Expo digital (2021 presentación de productos ...

[Más resultados de siruba.com »](#)

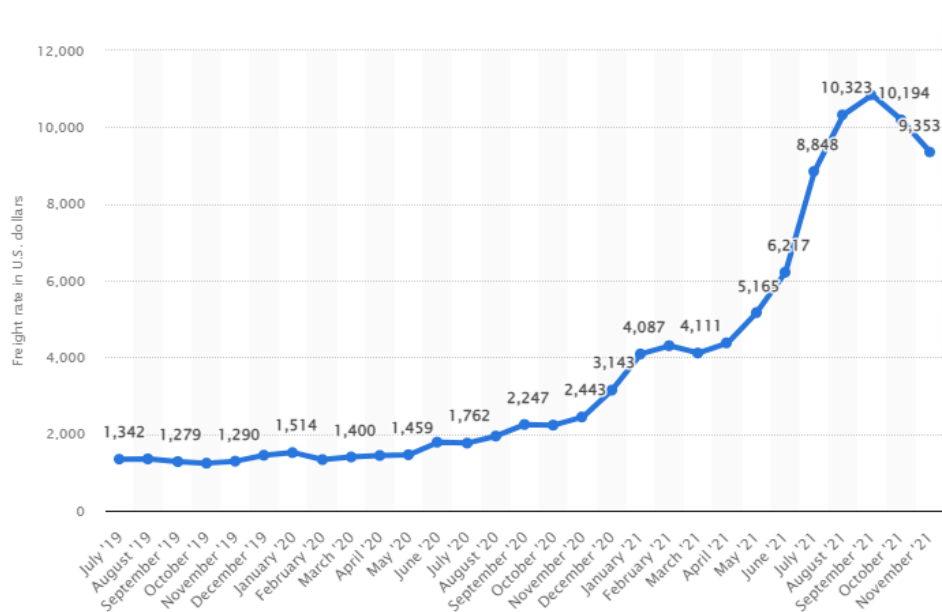
<http://www.rapida.com> > maquinas-coser-industriales-si...

Siruba - Rapida Suministros Industriales, SL

máquinas para confección,máquinas industriales,planchas battistella,yamato, siruba,mitsubishi,plk,máquinas domésticas,wertheim,recambios, agujas schmetz ...

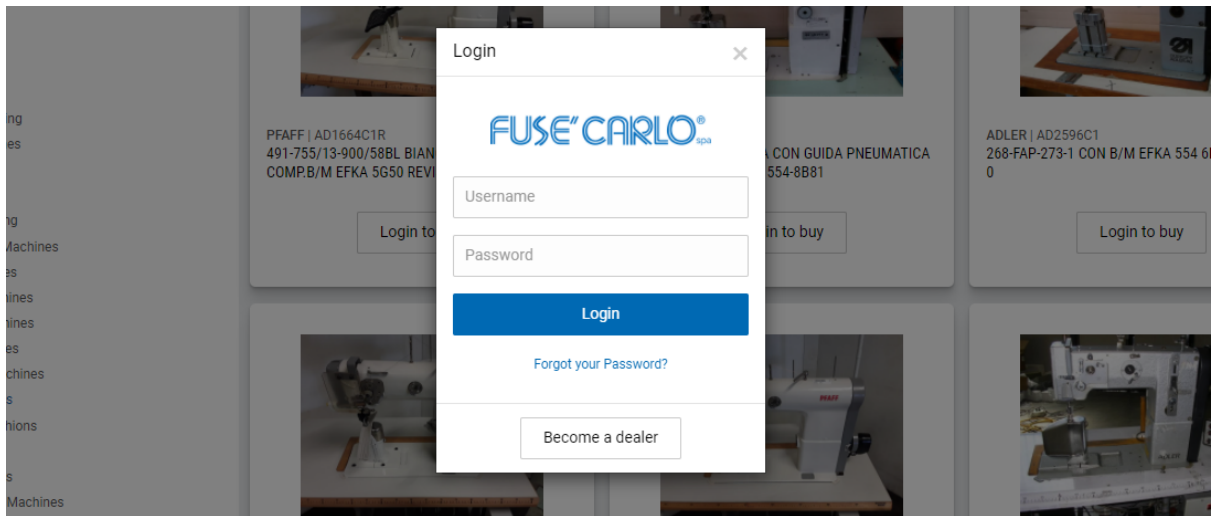
Annex 6

Global container freight rate index from July 2019 to November 2021 (in U.S. dollars)



<https://www.statista.com/statistics/1250636/global-container-freight-index>

Annex 7





J. PUJOL



@IdeasPatchQuilt

Followers: 1041
Tweets: 1513
Likes: 183
Last post: 2018



@IdeasPatchQuilt

Followers: 7070
Posts per week: 1
Likes: 6790
Engagement Rate: 5.29%
Events posted: 6



IDEAS Patch & Quilt

Followers: 2500
Following: 314
Monthly views: 637



Ideas Patch and Quilt

Subscribers: 14200
Uploads: 116
Video views: 2.021.734
Country Rank: 20.032nd

HASHTAGS

#fabricbooster #manualidades #diy #odif #almidonar
#endurecertela #manualidadescontela #patchwork
#costura #customizar #rodilloparaplancharcosturas
#margendecostura #seamallowance #press #planchar
#elna #juki #necchi #ideaspatch #hexies #hexagonos
#ilovehexies #plantillas #reglas #rulers #hexierulers
#plantillahexagonos #cortarhexagonos #quilting

REYMATEX

@SEWMAQ

Followers: 36

Posts: All posts on January 22th

Average like per post: 0.7

Average comments per post: 0.1



@sewmaq1985

Followers: 502

Posts: 18

Average like per post: 15


Average comments per post: 0

Interaction Rate: 3.25%


HASHTAGS

#sewmaqsewingmachine #power #sewing #sewingaddict
#sewinglover #industrialsewingmachine #nähen
#machineacoudre #nähmaschine #sewingprojects #sailing
#maquinadecoser #maquinaportatil #overlock
#haushaltverlock #scheren #stoffscheren#scissors #lampen
#veleria #buttonhole #augenknopfloch #janome #reymatex
#sewmaq #dressmaking


FUSE" CARLO®spa

 **Fusè Carlo S.p.A.**
Followers: 37
Posts: 2
Frequency: Every 2 years
Average interaction per post: 1


@fusecarlospa
Followers: 1130
Posts: Weekly
Likes: 823
Events posted: 5



@fuse_carlo_spa
Followers: 1488
Posts: 241
Average like per post: 6
Average comments per post: 0
Interaction Rate: 0.45%



Fuse Carlo
Subscribers: 1780
Uploads: 347
Video views: 671,111
Video views last 30 dys: +9.5%

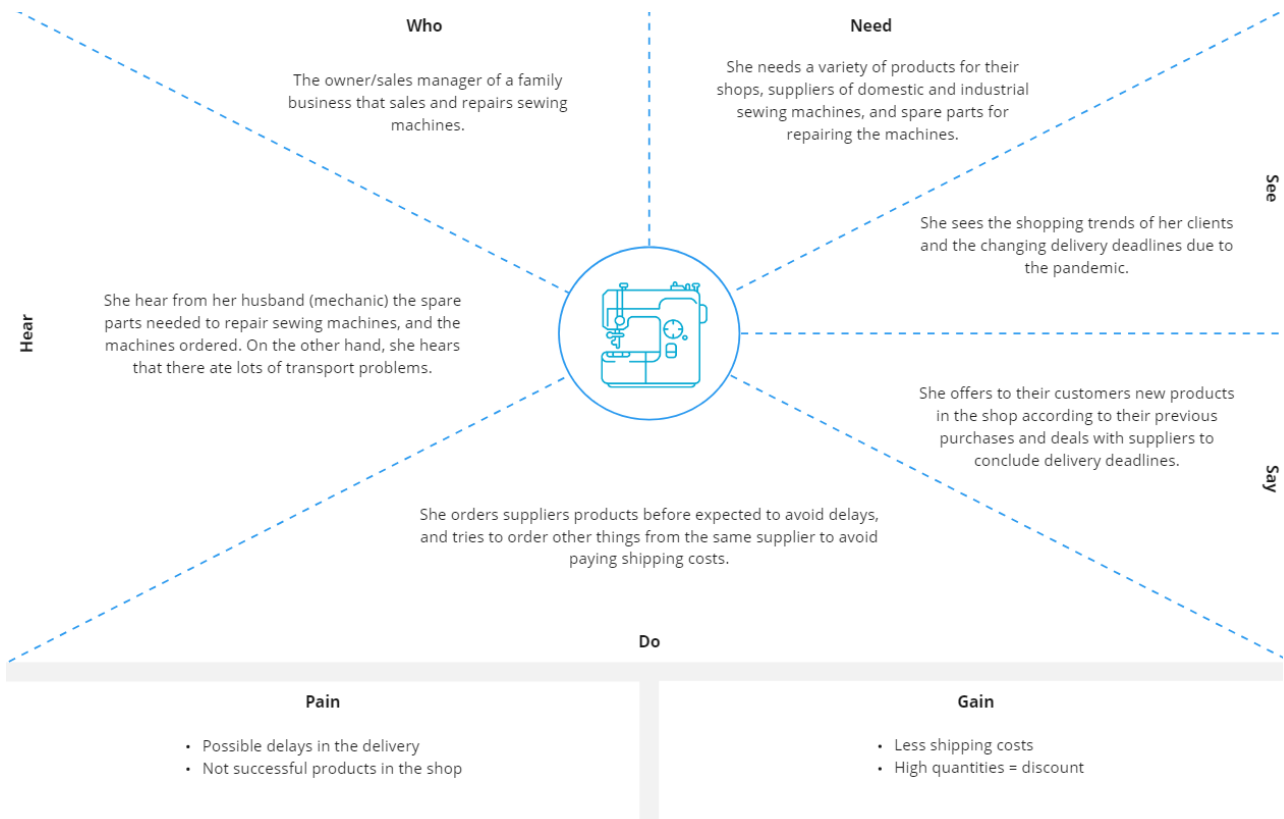


HASHTAGS

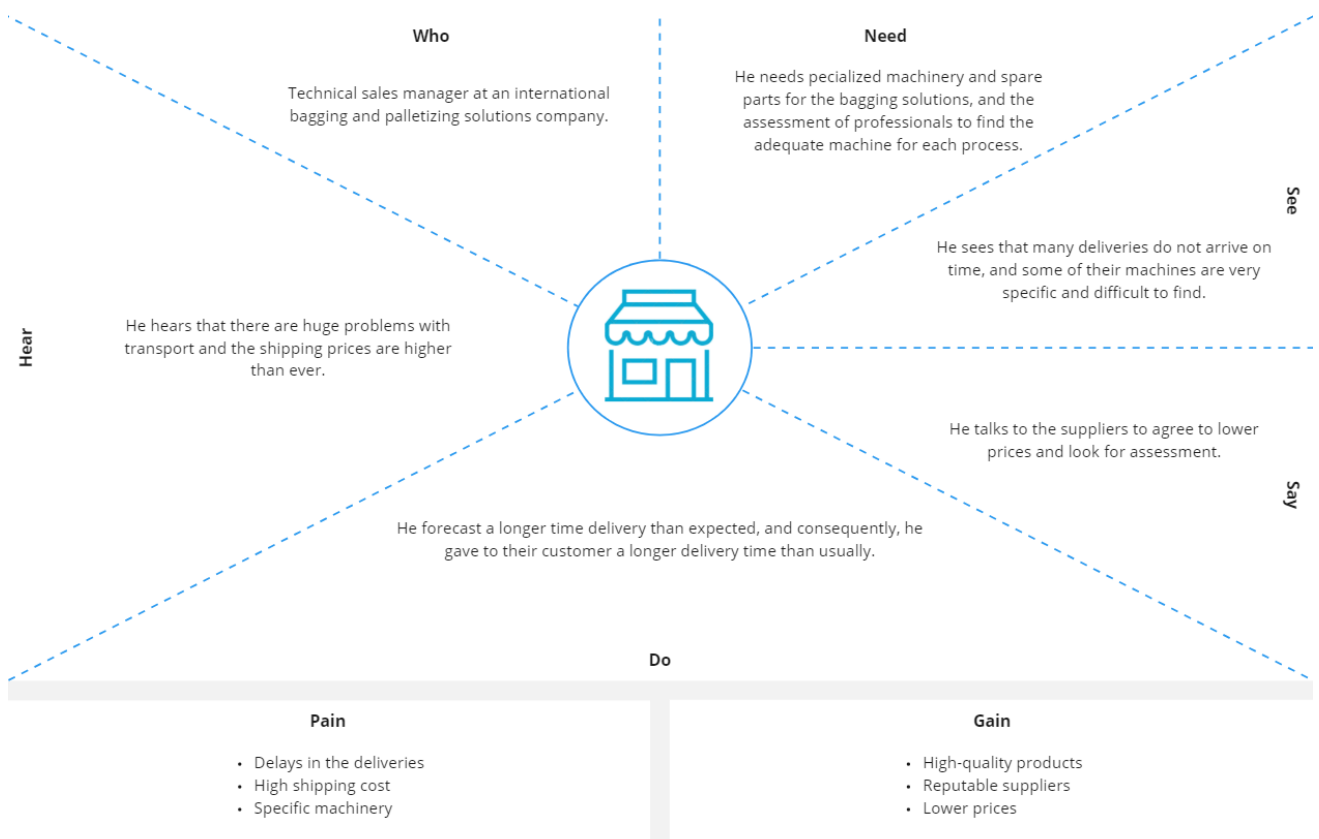
#fuse #jack #jacksewing #effeci #freeshipping #overlock
#promo #bf #singer #monday #elna #pfaff #husqvarna
#babylock #needles #stiro #comel #sewingmachines
#battistella #rotondi #spareparts #taglio #brother
#cybermonday #household #juki #jackc #jackoverlock
#sewingmachine #digital #bedigita #livestreaming #directdrive
#domesticmachine #spedizionegratis #promonatale #iot
#industria #industry #efka #motors

Annexe 11

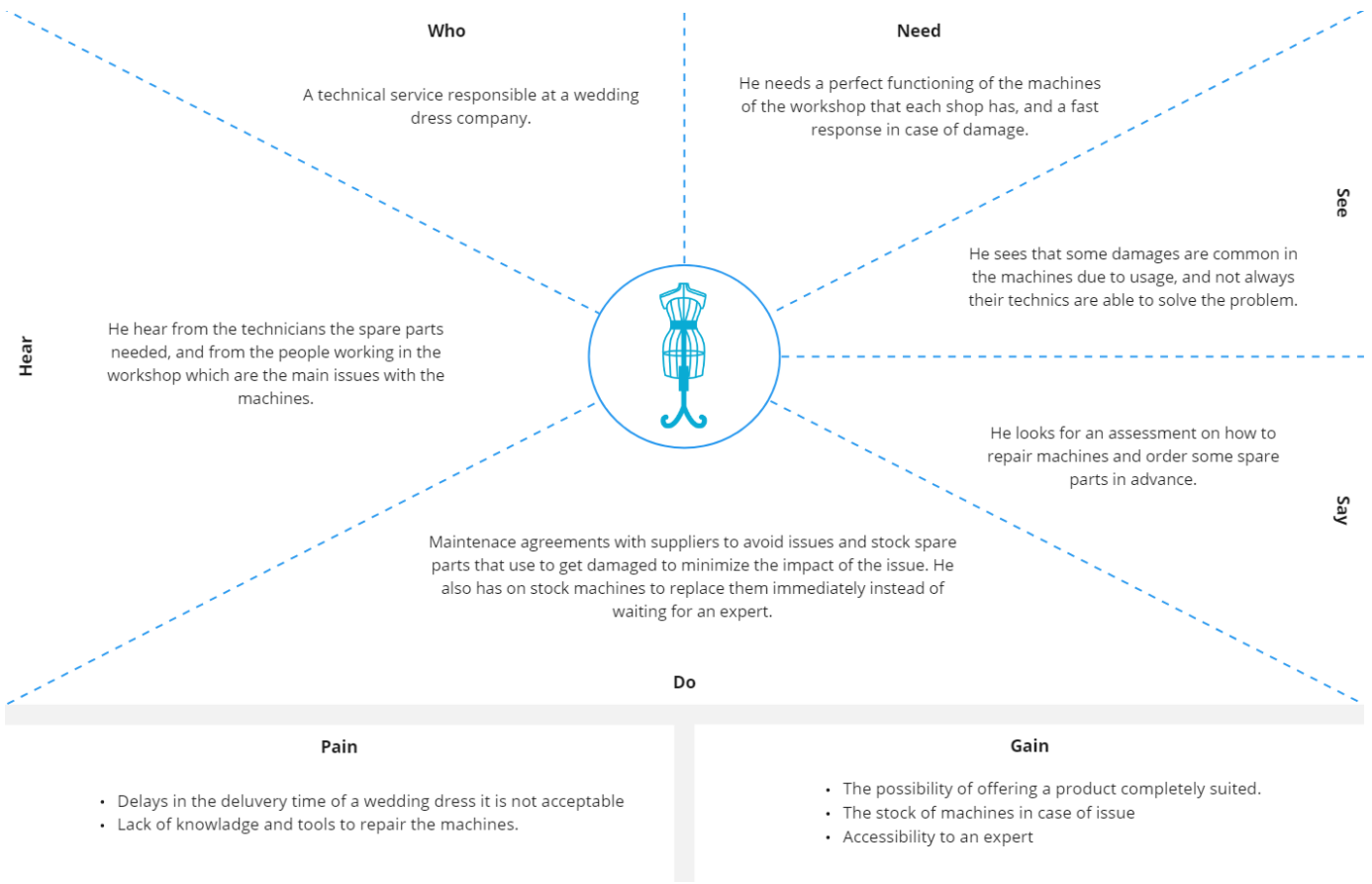
Empathy Map for Maquinaria Ferpi



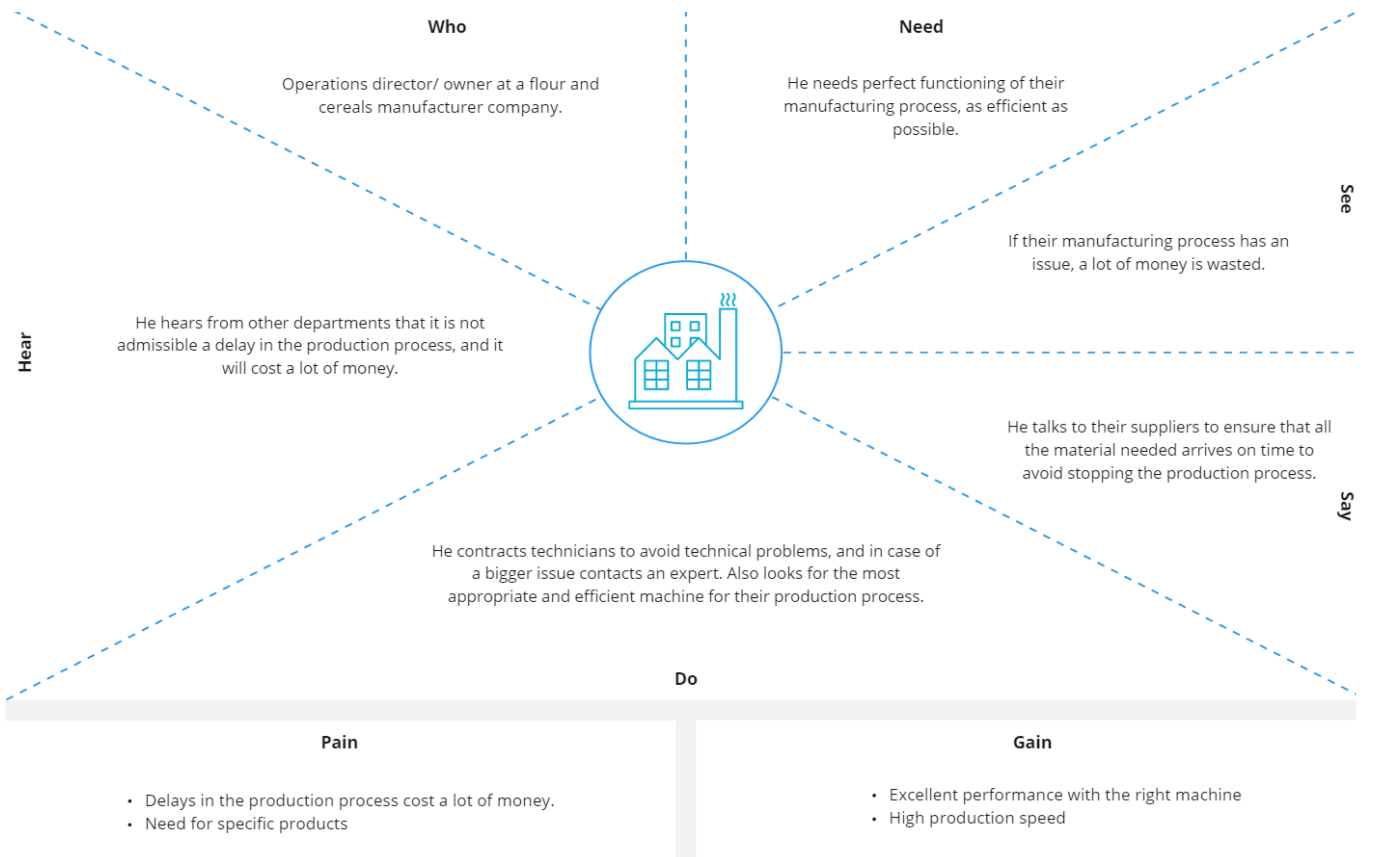
Empathy Map for Payper



Empathy Map for Pronovias



Empathy Map for Harinaras Villamayor



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