



# **THESIS WORK**

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**STRATEGIC, MARKETING AND FINANCIAL PLAN FOR THE  
MARKET LAUNCH OF 'QUEUE'.**

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## **Abstract**

Nowadays, consumers are not only looking for a product or service that has a good price and quality, but they are also looking to create a positive experience during the purchasing process. The use of new technologies can help consumers to achieve this by eliminating some barriers, such as long queues that are formed in supermarkets, and simplifying the process as much as possible.

This work studies the viability of the market launch of 'QUEUE', an innovative system that allows supermarket users to buy a product without having to queue for long periods of time.

In order to carry out this project, we have first conducted a commercial research through a questionnaire where we have collected a number of statistics, which will tell us if the public is interested in our product, and which target shows more interest.

We made a strategic plan, carrying out an internal and external analysis. Then we developed a marketing plan, in which we collect the information obtained in the strategic plan and set our marketing objectives. Finally, we developed the financial planning and plan with a three year time horizon, which allows us to know through quantified information, the economic and financial viability of the business.

For the development of these necessary areas for the creation of a business, we have used information from both primary and secondary sources.

## **Key words**

Supermarket | Innovation | Technology | Project | Application

## Table of Contents

1. Introduction.....	6
2. Strategic marketing .....	8
2.1. Mission.....	8
2.2. Vision.....	8
2.3. Values.....	8
3. Commercial research.....	9
4. External and internal analysis .....	10
4.1. Macroenvironment .....	10
4.2. Microenvironment.....	10
4.3. Internal analysis.....	10
4.4. SWOT analysis.....	10
5. Marketing planning .....	11
5.1. Need.....	11
5.2. Marketing Mix.....	11
5.2.1. Price.....	11
5.2.2. Product.....	12
5.2.3. Place .....	12
5.2.4. Promotion .....	12
6. Introducing the business.....	13
6.1. Introducing the market .....	13
6.2. Queue, how it works?.....	13
6.3. Strategic plan of the application .....	15
6.3.1. Mission.....	15
6.3.2. Vision .....	15
6.3.3. Values.....	15
7. Commercial research.....	16
7.1. Sample analysis .....	17
8. External and internal analysis .....	20
8.1. External analysis. Macroenvironment analysis of the start-up.....	20
8.1.1. Political-legal factors.....	20
8.1.2. Economic factors .....	21
8.1.3. Socio-cultural factors .....	22
8.1.4. Technological factors .....	23
8.2. External analysis. Microenvironment analysis of the start-up. ....	24
8.2.1. Suppliers.....	24
8.2.2. Customers.....	24
8.2.3. Competitors .....	24
8.3. Internal analysis.....	25
8.4. Situation diagnosis. SWOT analysis. ....	27
9. Strategic approach.....	28
9.1. Strategic goals .....	28
9.1.1. Financial perspective .....	28
9.1.2. Customer perspective .....	28
9.1.3. Internal process perspective .....	28
9.1.4. Learning perspective .....	28
9.2. Competitive strategy.....	29
9.3. Growth strategy .....	29
10. Marketing and Sales Operations plan .....	30
10.1. Marketing plan goals .....	30
10.2. Targeting strategy .....	31
10.2.1. Age .....	31

10.2.2. Gender .....	31
10.2.3. Place of origin .....	32
10.3. Positioning strategy .....	32
11. Marketing Mix .....	33
11.1. Product strategy .....	33
11.1.1. Brand name and app design.....	33
11.2. Price strategy .....	34
11.3. Place strategy .....	34
11.4. Promotion strategy.....	35
11.4.1. Face-to-face .....	35
11.4.2. Conventional advertising.....	35
11.4.3. Non-conventional advertising .....	36
12. Action plan and budget .....	37
12.1. Action plan.....	37
12.2. Budget.....	38
13. Human resources plan .....	41
14. Financial plan .....	42
15. Conclusions.....	44
16. Bibliography.....	45
17. Attachment .....	48

## 1. INTRODUCTION

In order to carry out this project, information has been obtained from an investigation of secondary sources. This investigation was conducted in 2020 with more than 5,143 consumers across the world. Untold Insights conducted the research on behalf of Oracle Retail, which explores consumer attitudes and expectations regarding the retail shopping experience now and in the future. After analyzing the conclusions obtained in the mentioned research and in the sources cited at the end of this paper, we highlight that consumer behavior has changed abruptly in the last year, which seeks less social contact and less time spent shopping, which has led us to think that we can have the solution to these problems.

Currently, many supermarkets are working to reinvent and update themselves to improve their customers' experience during the purchasing process. These changes are mostly related to new technologies. We are in a period of time in which we do not have the ability to interact easily or have too much social contact, so technologies are the lifeline that allows us to feel a little closer to others. (Garfin, D. R., 2020).

The number of online purchases has increased dramatically since the pandemic began. This type of shopping is not very consumer friendly but offers what seems impossible to get during an on-site purchase. One of these factors, as mentioned above, is the decrease of time spent during the shopping process, including the long queues at the checkout to pay.

Consumers have opted to make their purchases online to gain this time and avoid contact with other people during this type of crowds.

It has always existed but, due to this increase in online shopping, the occasional consumer stands out. The profile of this consumer is that of an online shopper who goes to the supermarket to make a quick purchase due to the fact that the low number of products displayed on the websites results in a decrease in the number of products sold and many necessary products are forgotten.

This reality has led us to find a product that can mix all the advantages of online and on-site shopping to offer the best experience to the consumer.

To solve the problems presented by the consumer during the purchasing process, we are going to offer a new product that will make all these disadvantages disappear.

We are talking about 'Queue', a mobile application by means of which the customer will be able to make his purchases from the supermarket, where he can visualize the products that are offered but, greatly decreasing the time spent to make the purchase.

This is a very innovative business idea and its application, in the professional field, can be very interesting since not only the supermarkets benefit, but also the customers.

The purpose of this project is to:

- To create an application with advanced technology to satisfy consumers' needs.
- To know the consumers' preferences in terms of supermarket shopping.
- To know our target audience.
- To create the product and to position it adequately among the competition.
- Create efficient marketing mix strategies.
- Know and quantify the economic and financial viability of the product.

## **2. STRATEGIC MARKETING**

I would like to introduce the models that I used in practice. This project is based on the fourth edition of the book 'Principles of Marketing' by Philip Kotler, Veronica Wong, John Saunders and Gary Armstrong. Thanks to this we have been able to collect the necessary information to be able to define and carry out the work.

We also consulted the 14th edition of the book 'Marketing Management' by Philip Kotler and Kevin Lane Keller. Kotler and Keller define marketing as "the tool of identifying and satisfying human and societal needs" as well as "satisfying needs in a cost-effective way". So the goal for doing this project is to learn about human needs, their problems and find a cost-effective solution.

According to Kotler (1992), planning consists of "deciding today what is going to be done in the future", in other words, it involves the determination of a desired future and the future and the necessary steps to achieve it.

### **2.1. Mission**

Considered by Philip Kotler and Gary Armstrong (Marketing, 2004) as "an important element of strategic planning". The Mission describes the role that the organization currently plays in achieving its vision; it is the company's raison of being.

Peter F. Drucker states that this "is a basis for strategies, priorities, work tasks and plans, making one company different from another".

### **2.2. Vision**

Defined by Fleitman Jack in his book "Successful Business" (McGraw Hill, 2000) as "the road towards which the company is heading in the long term and serves as a direction and incentive to guide strategic decisions for growth and competitiveness".

### **2.3. Values**

Kotter and Heskett, in "Corporate Culture & Performance" (1992), show that companies that focused on Corporate Cultures, based on shared management values, outperformed other companies by a significant margin. These define values as "most important goals and interests that are shared by the majority of people in a group, and which tend to condition group behavior and often persist over a long period of time, even if changes in group composition occur."



### **3. COMMERCIAL RESEARCH**

The most comprehensive definition is provided by the AMA (American Marketing Association), which defines marketing research as follows: "Marketing research is a function that relates consumers, customers and the general public to companies through information that serves to identify and define marketing opportunities and problems; generate, refine and evaluate marketing actions; track the effectiveness of marketing activities; and advance the understanding of marketing as a process. Business research determines the information needed to achieve these ends, designs the methods for collecting information, manages and implements the data analysis processes, analyzes the results, and communicates the findings and their implications."

In order to carry out the commercial research, a quantitative research has been carried out. Kotler (2012) defines it as "conducting a statistical analysis of a set of variables from a representative sample."

## **4. EXTERNAL AND INTERNAL ANALYSIS**

### **4.1. Macroenvironment**

Given the importance of knowing the company's environment in order to carry out the marketing plan, Liam Fahey and V.K. Narayanan created a tool for analyzing the macro-environment of a company, which facilitates the understanding of the context in which the organization will operate, helping to understand the evolutions of the market in which the company moves, and the difficulties it may face, analysis PEST. The name of the tool is the acronym of the acronyms of the factors it analyzes: political-legal, economic, sociocultural and technological.

### **4.2. Microenvironment**

According to Philip Kotler, "microenvironment analysis defines those forces external and close to the company, which affect it directly and which can be partially controlled by the company." To perform the microenvironment analysis, Kotler indicates that customers, competitors and intermediaries have to be analyzed.

### **4.3. Internal analysis**

According to Michael Porter in his book 'Competitive Advantage', "internal analysis investigates the characteristics of the company's resources, factors, means, skills, abilities, and capabilities to cope with the environment. The objective of internal analysis is to determine the company's strengths and weaknesses in order to position itself in the market." In conclusion, in order to study the internal environment of the company, the areas of marketing, operations, finance, technology, management and human resources are analyzed in terms of competition.

### **4.4. SWOT analysis**

Finally, to give a generalized and specific vision of the company's environment, Albert S. Humphrey proposed the SWOT tool, whose name comes from the factors that are analyzed in it, weaknesses, threats, strengths and opportunities. According to Humphrey, "the objective of the SWOT analysis is to determine the competitive advantages of the company under analysis and the generic strategy that best suits it according to its own characteristics and those of the market in which it operates."

## **5. MARKETING PLANNING**

The dual goal of marketing is, on the one hand, to attract new customers by promising them superior value and, on the other hand, to maintain and grow existing customers by delivering satisfaction. Furthermore, these authors indicate that successful marketing is critical to the success of any organization.

Likewise, Kotler and Armstrong argue that “marketing should be understood not in the primitive sense of making a sale, but in the modern sense of satisfying customer needs.”

The world of marketing has changed significantly over the years, largely due to the advent of the Internet. This new tool provides the ease of obtaining information and new patterns in the way we shop, search, gather and learn. This evolution has forced the marketing world to reorder itself and, with it, also companies.

Peter Druker states that "the purpose of marketing is to know and understand the customer so well that the product or service fits him perfectly and sells itself.

### **5.1. Need**

As explained, for Kotler it is necessary to know the needs of customers. Kotler defines a need as “what people require”. A need occurs when a person feels deprived of basic needs. A need becomes a desire when it is directed to specific objects, it is a need that is determined by a person's knowledge, culture, personality and previous experiences. Salespeople do not create needs but try to influence wants. Marketers can promote the fact that their product satisfies the need for self-expression. However, they cannot create the need for self-expression.

### **5.2. Marketing Mix**

When we talk about Traditional Marketing we refer to the terminological proposal made by Philip Kotler in the 1960s, the 4P model of marketing based on product, price, place and promotion. The strong changes experienced in the so-called Information Age forced this model to be reconverted, so the 4C model was introduced. This mix consists of customer needs instead of product, convenience to buy, cost to satisfy and communication. Nowadays a lot of marketers believe that experience is the most important thing in delivering value and Ogilvy created a new marketing-mix called the 4Es. This includes experience, exchange, everywhere and evangelism.

#### **5.2.1. Price**

Kotler defines price as "the amount of money charged for a product or service." According to Kotler and Pearson, "all for-profit organizations, and many nonprofits, price their products or services."

### **5.2.2. Product**

Product is defined as "anything that can be offered to the marketplace to satisfy its needs, including physical objects, services, people, places, organizations, and ideas." Furthermore, Kotler and Keller state that "a new or improved product will not necessarily be successful unless its pricing, distribution, advertising and selling are properly carried out."

### **5.2.3. Place**

To define place, Kotler explains that "Place comprises the activities of the firm that make the product available to target consumers. Most producers work with intermediaries to bring their products to market. Distribution channels make possible the flow of goods from producer, through intermediaries and on to the consumer."

### **5.2.4. Promotion**

Finally, promotion according to Kotler "encompasses the activities that communicate product advantages and convince customers to buy it."

## **6. INTRODUCING THE BUSINESS**

### **6.1. Introducing the market**

Queue is a start-up company, a mobile application that allows you to shop in supermarkets without having to stand in long lines with lots of people to finally acquire the desired products. This application offers the opportunity to get to the store, scan the barcode of each selected product and leave the store. As a result, it is not possible to position it within an existing market, but in a new market, since we can distinguish between online and on-site purchases, but not a mixture of the two. We define this new market as an intermediary market, which is in charge of offering the consumer the supermarket products in a faster way.

As it is a new market, it is a non-competitive market but, considering the possible situation of many companies entering the market, it is expected to be a market of perfect competition.

### **6.2. Queue, how it works?**

Queue is a mobile application where its users can make their own purchases on supermarkets, that provide to the customer the option to make purchases with Queue, without having to wait in long lines, just by scanning the barcode of the products desired in the Queue app. Through the mobile application, which every customer must have downloaded and installed on their cell phones, they will be able to have a better view of the products purchased and the total of the purchase. Also, through the application, numerous discounts for future purchases can be obtained through a points system.

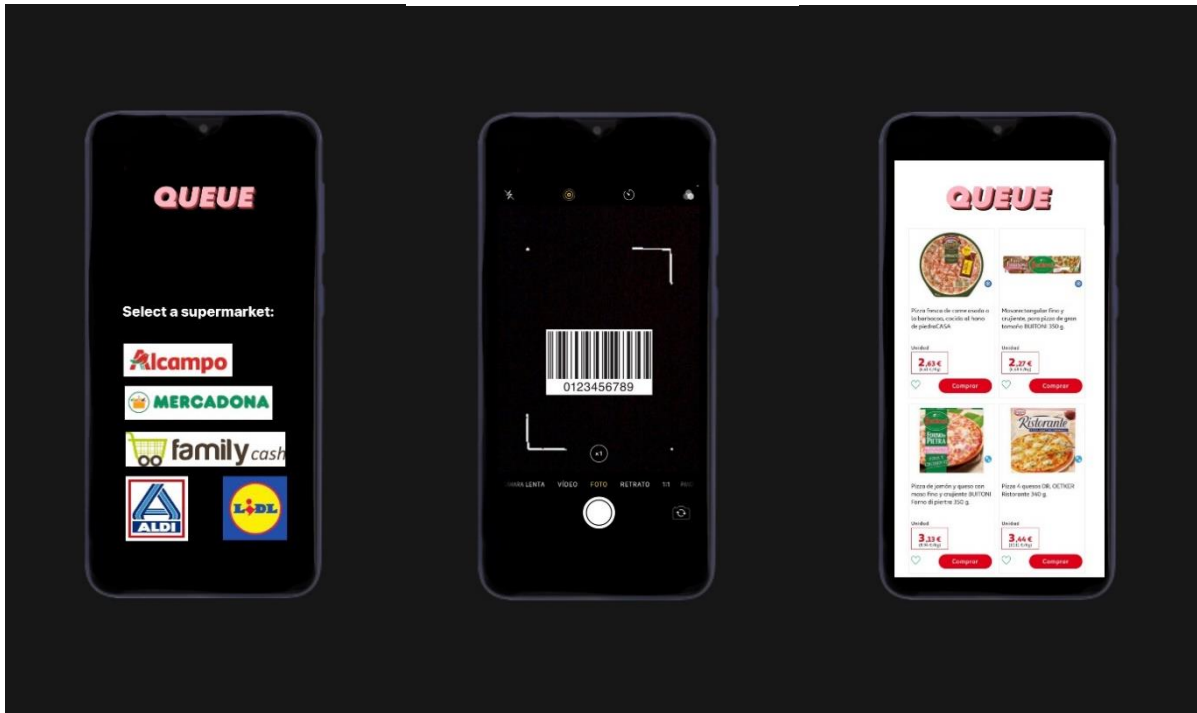
The main objective for this product launching is that customers could make their purchases in a fast, safe and easy way, in just a second, the customer will have the product on his hands and added to his shopping cart.

After scanning a product barcode, a green or red light will appear on the screen. A green light will mean that the product has been added to the shopping cart, and a red light will mean that the product has not been added correctly. If this last situation occurs recurrently, the customer will be advised to contact the supermarket staff or the customer service.

Regarding to the payment, after fifteen minutes of inactivity, an automatic charge of the total amount of the purchase will be made to the card that the user has registered in the application. Each supermarket immediately receives a control of the amount of products selected by each user, so it is possible to supervise and control that no user pays for less products than he/she takes.

The mobile application will have a simple design, with clear indications for its use due to the fact that most of its users are between 45 and 53 years old, so it is an audience with a great knowledge of technology, but less than that of young people. These data will be corroborated later by statistics obtained from a questionnaire conducted for the commercial research.

A designed prototype of the application is shown below, where can be seen the supermarket selection screen, which will give access to the products of the supermarket and, as mentioned above, to each supermarket to obtain the control of customers who are using it and the amount of products selected. This control is more accurate because the app gets the zip code from where the phone is operating and, therefore, specify which supermarket is being used. In the following screen you can see the barcode reader, in which your users will scan the code of each desired product. Finally, an example of a shopping cart is shown, showing a list of products that will finally be charged in the application.



*Figure 1. Queue application prototype.*

*Source: Own editing.*

### **6.3. Strategic plan of the application**

In order to develop the different strategies necessary to successfully achieve a company's objectives, it is very important to determine what are the mission, vision and values of the company.

#### **6.3.1. Mission**

The mission statement should state its purpose and drive its collective efforts. (*Les MacLeod EdD, M. P. H., 2016*). The company's mission has to be short and accurate, and it has to be market-oriented. (*Myriam Quiroa, 09 de abril 2020*).

Queue's mission is: 'We save you time to do your grocery shopping in a unique and innovative way.'

#### **6.3.2. Vision**

The vision statement should state its desired future and drive its strategic plan. (*Les MacLeod EdD, M. P. H., 2016*). Vision must be forward-looking, clear and realistic, inspiring and consistent. (*Myriam Quiroa, 09 de abril 2020*).

Queue's vision is: 'Making Queue the world's new and most important way to buy'.

#### **6.3.3. Values**

A company's values are the set of ethical and professional principles that companies identify as their own and that govern all their actions and behaviors that it has with its internal and external audiences. (*Francisco D., 20 de abril 2021*).

Queue's values are: Innovation, simplicity, usefulness, proximity, integrity and competitiveness.

## 7. COMMERCIAL RESEARCH

Commercial research is a tool used with the objective of establishing better decisions based on the collection and analysis of information about a product that allows it to position itself in the market. For getting this necessary information, a questionnaire has been made, where a hundred answers sample has been collected. A questionnaire is a research tool that consists of a series of questions and other indications that must be written in a coherent way, and organized, sequenced and structured according to a certain planning, so that their answers can provide us with all the necessary information from those consulted. (*Oppenheim, A. N., 2000*).

The questionnaire consists of a general closed-ended question to all respondents, in order to classify them into online and on-site buyers. After that, depending on the selected answer, we proceed to the next section, where we analyze the preferences of the respondents during the purchase process. This sequence consists of two questions, for both online and on-site responses. After analyzing the preferences, both groups of consumers proceed to answer the next section of the questionnaire, where we analyze by means of a grid question with several options, the importance given to a series of factors, valuing them from 1 to 5.

Finally, the last section consists of four classification questions, which will provide us with the type of consumer who answered the questionnaire.

To obtain adequate information, it is important to calculate the sampling error. The sampling error is the deviation of the selected sample from the true characteristics, traits, behaviors, qualities or figures of the entire population, i.e., the calculation of the percentage of respondents whose answers differ from the usual for the population. (*Explorable.com, 2009*).

(1)

$$N = \frac{1}{e^2}$$

$$100 = \frac{1}{e^2} \rightarrow e^2 = \frac{1}{100} \rightarrow e = \sqrt{\frac{1}{100}} \rightarrow e = 10\%$$

where  $N$  is the sample size and  $e$  is the sample error.



## 7.1. Sample analysis

Analyzing the sample is an important step to check if we really can extrapolate information from the questionnaire carried out.

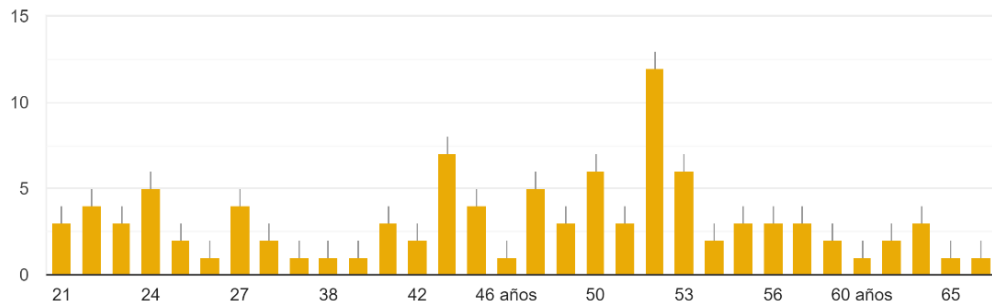


Figure 2. Age statistics.

Source: Own editing.

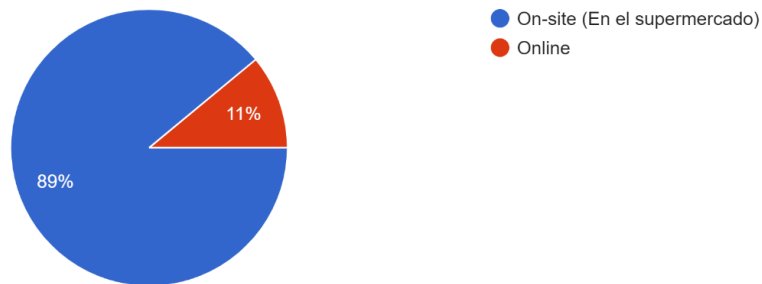


Figure 3. Where people buy statistics.

Source: Own editing.

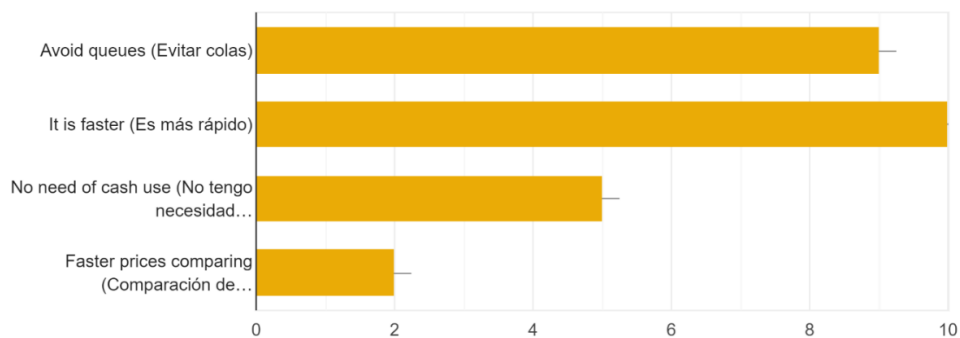


Figure 4. Reasons online statistics.

Source: Own editing.

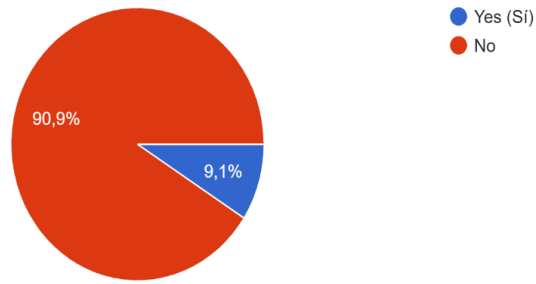


Figure 5. Avoid queues online statistics.

Source: Own editing.

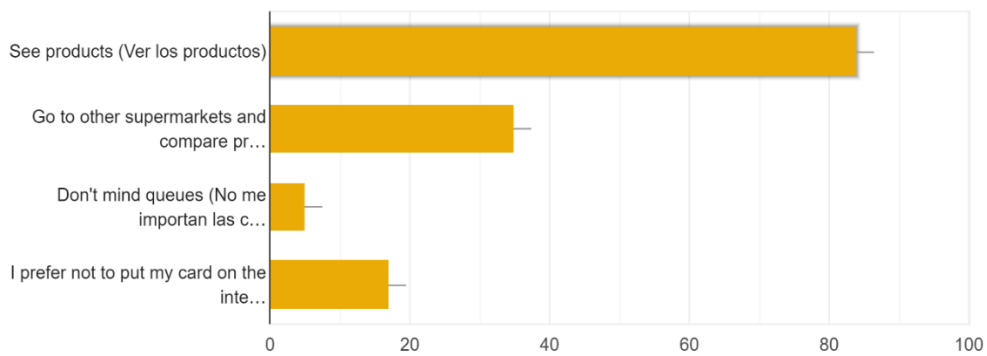


Figure 6. Reasons on-site statistics.

Source: Own editing.

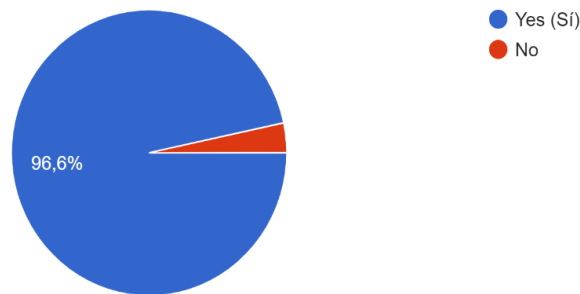


Figure 7. Avoid queues on-site statistics.

Source: Own editing.

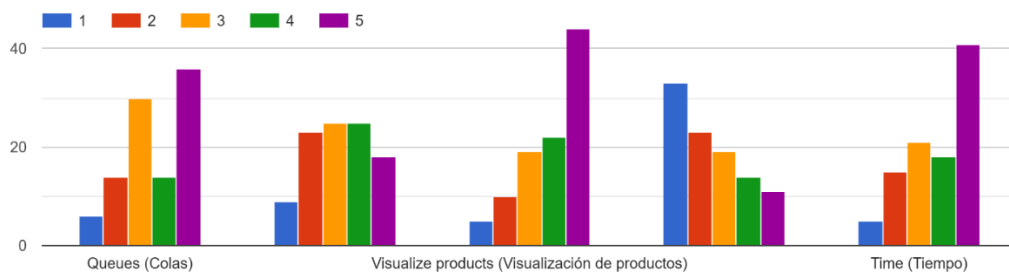


Figure 8. Important factors statistics.

Source: Own editing.

Regarding to the age of the analyzed population, we have obtained 32 responses from people between 20 and 45 years old. The remaining 68 responses are about people between 45 and 66 years old. According to this criteria, 68% of the people who do the grocery shopping are between 45 and 66 years of age, and this is the target that matters to us.

After asking to the population if they buy on-site or online, we can observe that an 89% of people buy on-site, and just an 11% buy online. 11% of people who did their grocery shopping online said, for the most part, that it is because of avoiding queues and because it is faster.

One of the most important questions asked is if online buyers would still shopping online if they could avoid queues in the supermarket and go shopping on-site. The 90'9% of the answers was no, and just a 9'1% was yes. This is very positive for the business because it means most of people would use our Queue app for doing their grocery shopping.

Regarding to the answers of the 89% of people who do their grocery shopping on-site, we can observe that they prefer it because of seeing the products and going to other supermarkets for comparing prices.

As we can see in Figure 6, just a 5'6% said that they do not mind queues. A way to shop avoiding queues was proposed to see if they would prefer it and if it would be more convenient for them. A 96'6% of 'Yes' was obtained.

Finally, a question was made for all the people asked, it was the importance given to different factors on grocery shopping. After obtaining this answers, we can conclude that most people find very important to visualize the products, the time they spend and queues. We can conclude that, in terms of the sample analyzed, Queue could be well accepted by our target audience, which at the moment is positioned in people between 45 and 66 years old. They show a great interest in eliminating queues and saving time, and this is what we offer.

## **8. EXTERNAL AND INTERNAL ANALYSIS**

### **8.1. External analysis. Macroenvironment analysis of the start-up.**

The macro-environment analysis is used to define those external factors that will have an indirect impact on the business. It is essential to carry out a macro-environment study because it is important for the company to create a good planning and strategy that will allow it to face the threats and take advantage of the opportunities. (*Alba R.F., 20 de diciembre, 2016*).

To carry out the macro-environment analysis we use the PEST analysis. This tool identifies the factors of the general environment that will affect the companies. This analysis is performed before carrying out the SWOT (Strengths, Weaknesses, Opportunities, Weaknesses and Threats), which is presented by the company within the framework of strategic planning. Pest is an acronym for "Political, Economic, Social and Technological". (*CIPD, 2021*).

#### **8.1.1. Political-legal factors**

The Spanish state is a democratic state of law and welfare, with a market economy. Its political form is a parliamentary monarchy, and its government is based on three main pillars: the parliamentary system, national sovereignty and the division of powers.

The division of powers means that the different forms of power -legislative, executive and judicial- are exercised by different institutions and thus it is more difficult to corrupt them. Thus, we have the executive power, which is in the hands of the President of the Government and the Council of Ministers; the legislative power, which is in the Cortes Generales, composed of two chambers, the Congress of Deputies and the Senate; and finally, the judicial power, which is in the hands of the different courts and tribunals.

Nevertheless, both the public authorities and the citizens of the Spanish State are subject to the Spanish Constitution, approved by referendum in 1978, which is the supreme rule of the Spanish legal system.

‘La Ley Orgánica 2/2012, of April 27, 2012’, on Budgetary Stability and Financial Sustainability aims to maintain the financial sustainability of all public administrations, strengthen confidence in the stability of the Spanish economy and increase Spain's commitment to the European Union in terms of budgetary stability.

The President of the Government, Pedro Sánchez, has applied a restrictive fiscal policy with the aim of achieving economic stability and reducing the public deficit as planned. (*Ministerio de Hacienda, s.f*).

‘La Ley Orgánica 3/2018, of December 5’, on Personal Data Protection and guarantee of digital rights, which will have to be taken into account since, in order to be a Queue user, some personal data are necessary and that is why guaranteeing the security and protection of users is something fundamental. (BOE, 2018)

### 8.1.2. Economic factors

Spain faces a new economic contraction in the first quarter of the year. GDP is an indicator that shows the wealth of a country over a specific period of time. It refers to the total value of goods and services that have been produced within a country during a given period of time. (IMF, 2019). Spain is the 14th largest economy by GDP volume. Its public debt in 2020 was 1,345.57 billion euros, with a debt of 120% of GDP, it is among the countries with the highest debt to GDP ratio in the world. Its debt per capita is 28,428 euros per inhabitant.

The latest annual variation rate of the CPI published in Spain is from March 2021 and was 1.3%, in the first two months of this year, the new tightening of measures to contain the third wave of the pandemic would have again had a negative impact on the dynamism of the economy. (Macro Data, 2021)

In October 2019, Spain's GDP registered a figure of \$1.4 trillion, slightly less than the \$1.43 trillion registered in 2018. (Daniel V, 2021).

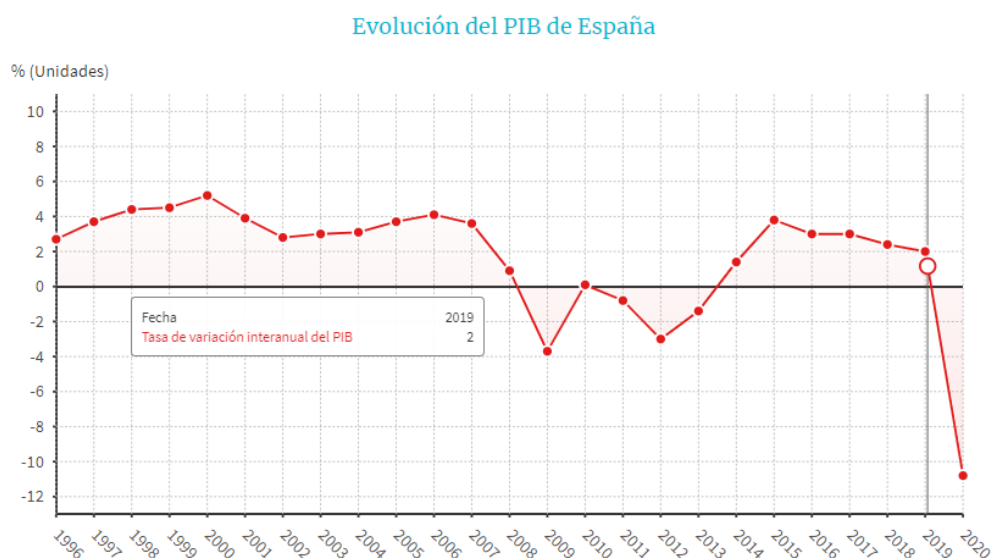
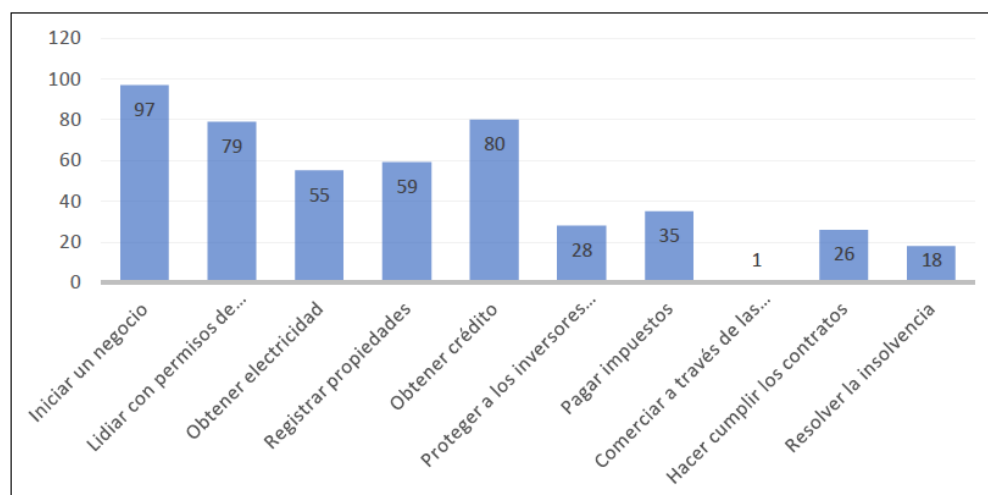


Figure 8. PIB Spain 2020.  
Source: INE, 2020

"Doing Business" is a project created by the World Bank in 2002, which analyzes a country's small and medium-sized companies and measures the different regulations that apply to these companies throughout their life cycle. This project is applied in 190 economies and cities around the world.

This study conducted by the World Bank provides information on the ease of doing business in a country and they rank each country based on the result obtained in the criteria mentioned above, but also, they make some proposals to be able to improve the performance of each of the areas of the indicators. (*World Bank, 2020*).

Spain is placed 30th in the ranking, with a score of 77.9, which means that Spain is one of the 30 best countries in the world to start a business.



*Figure 9. Doing Business Ranking.*

*Source: World Bank, 2020.*

### **8.1.3. Socio-cultural factors**

The world is going through a global pandemic in which socialization has been greatly affected. Since a few years ago, the growth of digital marketing and communication began, which has been very well affected as most people have increased the amount of time they spend on social networks. (*María L.A., 2018*). More and more, the number of workers in the sector is increasing, especially "influencers". This has led to an increase in online shopping, since they offer great discounts that do not exist in physical stores. In addition, these influencers have a large number of followers who, in addition to supporting them, there are those who become fans of them. More and more young people are showing a need to belong to this world, increasing the edition of photographs, in which they completely distort the body and face. Platforms such as Instagram offer a series of filters that increasingly create the need in society to look like the filter and therefore are increasing cases of depression and eating disorders in Spain. (*María García, 2021*).

#### **8.1.4. Technological factors**

The last year has been a difficult time for many sectors in the industry due to the global pandemic we have suffered, and although the technology sector has not been one of the hardest hit, it has suffered a transformation in many aspects.

Companies have had to face a series of difficult decisions due to the coronavirus situation, such as reducing the number of employees as they could not exceed the legal capacity imposed. Sectors such as transportation and tourism have also been indirectly affected as business travel has become virtual meetings, while many businesses have seen their customers move from face-to-face to online service.

Online orders can arrive at any time of the day, and not necessarily one at a time as in a face-to-face store. Business opportunities increase, but only if additional employees do not have to be hired to handle the purchasing or service contracting processes. These are mechanical processes susceptible to automation, which in a face-to-face customer service model it is not interesting to automate, but in an online model it is interesting to manage them through software robots. (*Manuel Arenas, 2020*)

Technology has been key in allowing many businesses to reorganize their face-to-face business models to online-working.

## **8.2. External analysis. Microenvironment analysis of the start-up.**

Microenvironment analysis defines those external forces and close to the company, which affect it directly and are partially controllable by the company. (Kotler,P., 2000).

Those forces that we believe may affect to the company are:

### **8.2.1. Suppliers**

Actually, as suppliers we can find those computer scientist specialist and engineers who will make the best version of the application and who will work on improving and reinventing it in order to offer the best services and the greatest number of tools to customers.

### **8.2.2. Customers**

First of all, as customers we will highlight those people who become users of the Queue app to make their grocery purchases. Queue is a company with a chain of customers, therefore, they will become the final customer.

A customer is someone who requests the services of a professional or a company, therefore, in the customer chain, supermarkets are positioned in there. Our potential consumers are those supermarkets to which we can manage to offer our services, and they will indirectly ensure that our application users buy in their stores. Therefore, we can say that our star consumer is the supermarkets.

### **8.2.3. Competitors**

Queue is currently entering a new market, so there are no barriers to entry and no huge competitors in the same market. However, there is the online shopping market, which becomes the main competitor for the company, as it could always be improved and encourage customers to shop online. This, for the moment, is not a big problem for the company because, as we have observed in the questionnaire, most people who buy online would stop doing so if there is a possibility of avoiding queues.



### 8.3. Internal analysis

Internal analysis is a basic tool for strategy formulation. This analysis focuses on analyzing and assessing the current strategy and the company's position vis-à-vis the competition, evaluating the company's resources and capabilities in order to identify its strengths and weaknesses. It is also necessary to analyze the functional areas looking for intangible assets, the existence of resistances that may prevent the realization of the strategy. (*Myriam Quiroa, 2020*).

In this section we will compare the different areas of the Queue company against its main competitor, the online shopping market, in order to subsequently obtain the weaknesses and strengths.

AREAS	CHARACTERISTICS			
		Better than reference	Such as reference	Worst than reference
MARKETING/COMMERCIAL	<ul style="list-style-type: none"> <li>- Market share</li> <li>- Product features</li> <li>- Brand image</li> <li>- Distribution network</li> <li>- Advertising and promotion</li> <li>- Exports</li> <li>- Sales</li> <li>- Pollution reduction</li> </ul>	X		
OPERATIONS	<ul style="list-style-type: none"> <li>- Quality control</li> <li>- Stock quality control</li> <li>- Equipment status</li> <li>- Process characteristics</li> <li>- Productivity level</li> </ul>		X	

FINANCIAL	<ul style="list-style-type: none"> <li>-Economic profitability</li> <li>-Financial profitability</li> <li>- Financial costs</li> <li>- Export revenues</li> <li>- Borrowing</li> <li>- Capital costs</li> </ul>			X
TECHNOLOGICAL	<ul style="list-style-type: none"> <li>- I+D</li> <li>- Social networks</li> </ul>	X		
DIRECTION	<ul style="list-style-type: none"> <li>-Organizational structure</li> <li>- Planning and control systems</li> <li>- Corporate culture</li> <li>- Management style</li> <li>-Information and decision systems</li> </ul>	X		
HUMAN RESOURCES	<ul style="list-style-type: none"> <li>-Level of employee training</li> <li>- Organization of schedules</li> <li>- Social climate</li> <li>- Level of participation</li> <li>- Employee contracts</li> <li>-Security</li> </ul>	X		

*Table 1. Internal analysis.*

*Source: Own editing.*

#### 8.4. Situation diagnosis. SWOT analysis.

The SWOT analysis is a summary of the entire strategic analysis, both external and internal. It represents the company's strengths and weaknesses, as well as the opportunities and threats of the environment. It is a purely qualitative analysis, expressing in each quadrant the most relevant aspects of each factor and provides a global vision of the company's situation to design its strategy.

The internal elements to be analyzed during the SWOT analysis correspond to the strengths and weaknesses of the company, and the external elements to be analyzed correspond to threats and opportunities.

WEAKNESSES	THREATS
<ul style="list-style-type: none"><li>- Most supermarkets with online shopping tools.</li><li>- Low sector experience</li><li>- Insufficient own resources</li></ul>	<ul style="list-style-type: none"><li>- Online shopping competitors</li><li>- Internet paying fair</li></ul>
STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"><li>- Differentiation</li><li>- New market / No entrance barriers</li><li>- Good reception company</li><li>- Innovative technologies</li></ul>	<ul style="list-style-type: none"><li>- New technologies increasing</li><li>- Lower social contact</li><li>- Forbidden agglomerations</li><li>- Use of applications increasing</li></ul>

*Table 2. SWOT analysis.*

*Source: Own editing.*

## **9. STRATEGIC APPROACH**

The strategic approach is part of an organization's business plan, which encompasses the economic-financial, strategic and organizational planning through which the company seeks to achieve its objectives and mission.

The main function of the strategic plan is to define the actions that will have to be carried out in order to face the new challenges and achieve the previously proposed objectives. (*Sánchez J, 2016*).

Once the company's mission has been defined and the internal and external analysis of the organization has been carried out, the strategic objectives will be defined.

### **9.1. Strategic goals**

In order to define the strategic objectives of the "Queue" company, which have to be long term, the "Balanced Scorecard" (BSC) methodological tool, developed by Kaplan and Norton, will be used.

This tool is divided into 4 perspectives:

#### **9.1.1. Financial perspective**

The financial perspective is to implement the "Queue" system in a supermarket chain by the end of 2023. Then, increase revenues by at least 50%, compared to the first year, by the end of 2023 and obtain much more benefit from the business.

#### **9.1.2. Customer perspective**

Be a benchmark in the industry, providing a secure and quality system that allows supermarkets to differentiate themselves from the competition.

Conduct a customer satisfaction questionnaire and obtain 90% satisfaction or higher.

Strengthen the brand.

#### **9.1.3. Internal process perspective**

Be able to develop improvements in the system and in the "Queue" application with the objective to optimize the process to the maximum and improve the relationship with the customer.

#### **9.1.4. Learning perspective**

Encourage talent retention, provide recognition to its employees and continue to focus on innovation.

## 9.2. Competitive strategy

According to Porter, a competitive strategy is an offensive or defensive action with the objective of obtaining a defensible position against the 5 competitive forces, in such a way as to obtain a result superior to that of other competing companies in the sector. (Castro E, 2010)

	Lower cost	Differentiation
Whole sector	Cost leadership	Differentiation
Only one segment	Focus on cost	Focus on differentiation

Table 3. Competitive strategy.

Source: Own editing.

According to the previous analysis, Queue's competitive strategy is based on differentiation, since the company seeks to develop a unique, secure and quality system through which its customers can gain a competitive advantage. So that supermarkets prefer the system developed by "Queue" instead of the traditional or less innovative ones.

## 9.3. Growth strategy

To determine the growth strategy to be applied for Queue, the Igor Ansoff growth matrix has been used. This matrix is a tool used for strategic and marketing analysis, which is based on the identification of a company's opportunities. Its main function is to act as a guide for companies seeking to grow. (Paula Nicole, 2017).

		PRODUCTS	
		EXISTENT	NEW
MARKETS	EXISTENT	Market penetration	Product development
	NEW	Market development	Diversification

Table 4. Growth strategy.

Source: Own editing.

Based on the data obtained throughout the study, the growth strategy that best suits the company is that of diversification, since it is going to operate in a new market and the products offered in this market are new and innovative.

## 10. MARKETING AND SALES OPERATIONS PLAN

Through this plan, marketing objectives will be defined in order to determine targeting and positioning strategies.

### 10.1. Marketing plan goals

The following table shows the objectives to be pursued over a 2-year time horizon on a half-yearly basis. We take September 2021 as year zero, therefore the objectives will reach 2023.

OBJECTIVES	INDICATOR	SEP 21	MCH 22	SEP 22	MCH 23	SEP 23
To increase our positioning in supermarkets	Number supermarkets	25	100	150	400	575
Increasing number of app users	Number downloads	50.000	150.000	700.000	1,2M	5M
Increase sales in our supermarket partners	% of sales growth	-	2,5%	4%	4,5%	6%
Obtain the highest score in the customer satisfaction survey.	% of '10' obtained	75%	82%	87%	92%	96%

*Table 5. Marketing goals.*

*Source: Own editing.*

## 10.2. Targeting strategy

In order to create and develop communication and pricing strategies we must know the characteristics of our target audience, which we have selected after carrying out the questionnaire.

Regarding to supermarkets, we seek to implement our service in all supermarket chains in Spain but, after analyzing several Spanish supermarkets in the SABI database, we can say that our most powerful supermarkets, and the ones we are going to focus on in the first years, are Mercadona, Carrefour and Lidl.

### 10.2.1. Age

As we have seen in Figure 2. Age statistics, we received 68 responses from people between 46 and 66 years of age, compared to the other 32 remaining responses. Therefore, we will decide that this will be the age of our target.

### 10.2.2. Gender

The vast majority of consumers are women, with 74% responding to the questionnaire. A minority of 24% are responses which indicate the male gender and, finally, the remaining 2% of responses indicated 'prefer not to say'.

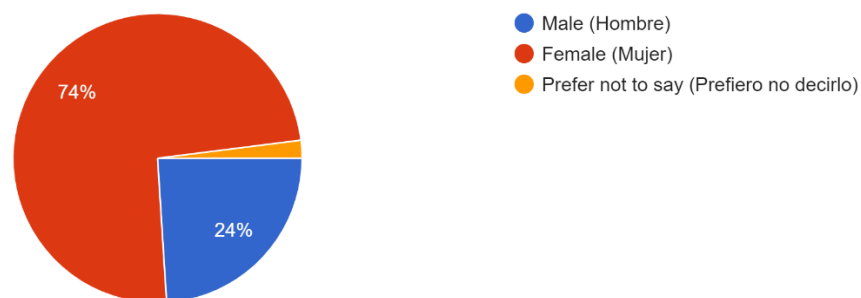
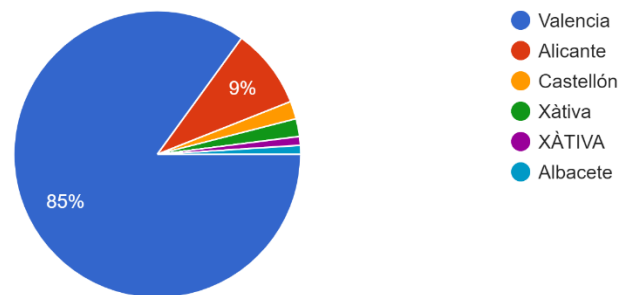


Figure 10. Gender statistics.

Source: Own editing.

### 10.2.3. Place of origin

The vast majority of responses obtained after asking the place of origin indicate that our star consumer, for the most part, comes from Valencia, with 85% of responses.



*Figure 11. Origin statistics.*

*Source: Own editing.*

Therefore, we can define the star consumer as women, between 46 and 66 years of age, mostly from Valencia.

### 10.3. Positioning strategy

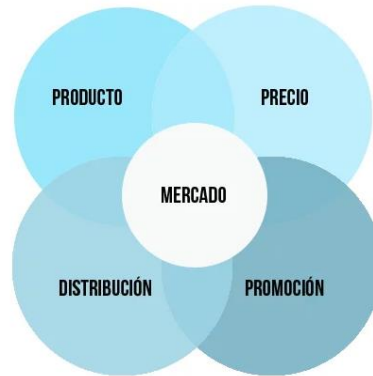
The positioning of a product is how consumers define it based on its most important attributes compared to other products; it is the place that the product occupies in the minds of consumers relative to competing products. (*J.V. Tomás, 2017*). The positioning strategy selected for Queue is based on benefits. This strategy is intended to position a product in the minds of consumers by highlighting the benefits of its use or consumption. In addition to the obvious need that the user wants to cover with the acquisition of the product.



## 11. MARKETING MIX

Marketing mix is a strategy that focuses on the internal aspect of a company and serves to analyze some basic aspects of its activity.

The marketing mix strategy is made up of four variables or elements: product, price, place and promotion, which is why it is also known as the 4Ps. (*Javier Sánchez, 2015*).



*Figure 12. Marketing mix.*

*Source: debitoor.es*

### 11.1. Product strategy

The product strategy explains the need that it is trying to satisfy in the consumer and the related services that may be necessary for the enjoyment of the product, which improve and add value to the product. With the product strategy, an organization is able to define its way forward by taking the product as a reference, thus choosing the image it will have to capture the consumer's attention. For the effective development of this strategy it is important to know the consumer's behavior. (*Javier Sánchez, 2015*).

#### 11.1.1. Brand name and app design

With emphasis on the brand name, 'Queue' is chosen because the product seeks to improve the customer's shopping experience by avoiding the factor to which it attaches the greatest importance, queues. It is a short and easy to pronounce name, as well as catchy in any language thanks to its possible abbreviation, "Q".

As for the portfolio, as described in the marketing objectives section, the intention is to reach as many supermarkets as possible in order to increase the number of users.

In the Figure 1. Queue application prototype. we can observe the image that the application will have. It is an easy to access and use platform, with a first screen in which the supermarket where the purchase will be made will be chosen, followed by the barcode reader and, finally, the shopping cart with a list of previously scanned products.

## 11.2. Price strategy

The price strategy establishes the information on the price of the product at which the company offers it in the market. This element is very competitive in the market, since it has an essential power over the consumer, and it is also the only variable that generates income. (Debitoo, 2021).

The user account creation will not have any costs, so it is a source of profits. The final consumer just Will have to pay the products selected in the shopping cart, which will be benefits for the supermarket where the purchase has been made.

Our benefits will come from an annual 5% of the sales made from the application, that will be requested to each supermarket that has Queue's services.

Therefore, the pricing strategy that has been selected for Queue is 'more for equal' since, the consumer will pay the same price if he/she buys with Queue or on-site.

		PRICE		
		MORE	SAME	LOW
BENEFITS	MORE	More x More	More x Same	More x Less
	SAME	X	X	Same x Less
	LOW	X	X	Less x Less

Table 6. Price strategy.

Source: Own editing.

## 11.3. Place strategy

In order to select a company's place strategy, it should be based on the types of channels to be used and the coverage to be achieved with that channel.

Distribution channels are the different paths that a product has to go through to reach the final consumer. Queue's distribution channel is an indirect channel, since this type of channel is composed of intermediaries, which would be the different supermarkets where the final consumer acquires his purchase.



Figure 13. Distribution channels.

Source: Own editing.

In terms of coverage, an intensive place strategy has been selected, trying to reach as many points of sale as possible, so that our application can be consumed on a massive scale. (Miguel F.,2021).

## 11.4. Promotion strategy

The purpose of the communication strategy is to stimulate demand by communicating the existence of a product, making known its characteristics, advantages and the needs it satisfies. It also reminds current customers of the existence of the product, so that they remain regular customers and do not prefer other brands.

There are different communication tools, so companies do not use only one tool, but use several of them to communicate a product, integrated communication. This type of communication has different tools, which depend on the resources available, the type of product to be sold, the characteristics of the market, the type of marketing strategy used by intermediaries and the stage of the product's life cycle. (J.V. Tomás, 2017)

The series of communication tools used to promote Queue are shown below.

### 11.4.1. Face-to-face

First of all, Queue's sales representatives will be in charge of the face-to-face promotion through meetings with the appropriate personnel of all the supermarkets in which we want to implement our product.

### 11.4.2. Conventional advertising

As for conventional advertising, urban advertising furniture (MUPIs) will be installed, such as posters at bus stops and billboards on roads.



*Figure 14. MUPI*

*Source: espiraldigital.es and own edited.*

### 11.4.3. Non-conventional advertising

Currently one of the most successful advertising tools is Social Media Marketing, therefore, we will offer the possibility of being Queue users to different influencers with the target we are interested in, for example @trimadredeprincesas.

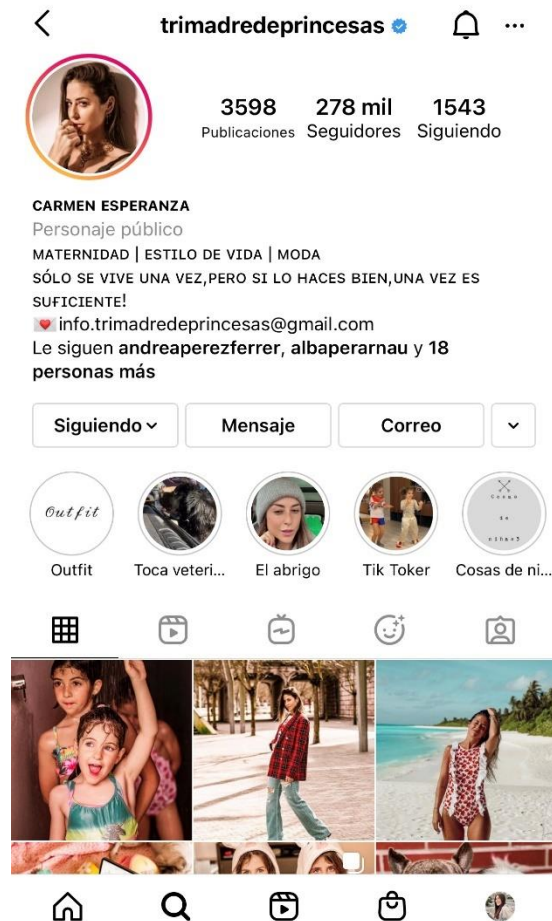


Figure 15. Influencer profile.

Source: Instagram.

Ads will be placed on the most important platforms: instagram, facebook, twitter and, above all, tiktok. These ads will also be placed in the phone game advertising spaces and display will be used. Display is a tool that, using cookies from an electronic device, places ads on web pages. Therefore, having placed ads on social networks, they will appear on the pages visited by each user thanks to the display.

Finally, once the supermarkets have purchased our service, stickers will be placed on the windows of each store with a QR code that will redirect users directly to the download option in PlayStore and AppleStore.

## 12. ACTION PLAN AND BUDGET

This section shows the different actions to be carried out in a given period of time, indicating the action, the marketing area, the person in charge, the deadline and their approximate costs. It will also show a budget for the launch of the product to the market, placing this budget in three different scenarios: optimistic, probable and pessimistic. With the design of a good to be produced and having chosen the market to enter, the marketing mix strategies are used to create the commercial action plan.

### 12.1. Action plan

ACTION	MARKETING MIX AREA	RESPONSIBLE	TIME	COST
App development	Product	Engineers and computer scientists director	June 2021	30.000€
Communication strategy (face-to-face)	Promotion	Marketing director	July 2021	5.000€
Conventional advertising (MUPI)	Promotion	Marketing director	August 2021	50.000€
Place strategy development	Place	Distribution's director	August 2021	20.500€
Social media marketing (social networks)	Promotion	Marketing director	August 2021	15.000€
Product launch in AppStore and PlayStore	Product	Engineers and computer scientist director	September 2021	9.000€
Checkpoint placement in supermarkets	Product	Engineers and computer scientist director	October 2021	53.000€
QR code placed in supermarkets	Promotion	Marketing director	October 2021	36.000€

Social media marketing (influencers)	Promotion	Marketing director	November 2021	12.000€
Customer satisfaction survey	Promotion	Marketing director	March 2022	900€

*Table 7. Action plan.*

*Source: Own editing.*

## **12.2. Budget**

The budget plan is a quantified plan of operations and resources, generally for a one-year operating period. It expresses quantitatively a set of possible assumptions that rely on sales and costs for the calculation of profits. This hypothesis is presented in a pessimistic scenario, a most likely scenario and an optimistic scenario. (*The Sage Group, 2021*).

In order to carry out the calculation of benefits, it is necessary to define a series of variables.

For the pessimistic scenario, we have proposed a hypothesis where Queue will consist of 1.500.000 users. Of these users we can say that 60% of them shop at Mercadona, 20% at Carrefour and the remaining 20% at Lidl, so that 900.000, 300.000 and 300.000 people respectively would shop with our application during that year. Since we are in the pessimistic scenario, we have assumed that each person spends 25€ during that year and, after calculating the amount of money that each supermarket would get having spent 25€ the number of people calculated above, we calculated each 5%, which we agreed would be the commission that Queue would take from the sales made with the application of each supermarket, and those will be the revenues.

For the most likely scenario we have proposed a hypothesis where Queue will consist of 2.500.000 users. We kept the percentages of users for each supermarket, so that 1.500.000, 500.000 and 500.000 people would buy during that year respectively with our application. For this scenario we have assumed that each person spends 162,5€ during that year and, after calculating the amount of money that each supermarket would get having spent that money the number of people calculated above, we calculate 5%, which we agreed would be the commission that Queue would take from the sales made with the application of each supermarket, and those will be the revenues.

Finally, for the optimistic scenario, we have made a hypothesis where Queue will have 3.500.000 users. We kept the percentages of users for each supermarket, so that 2.100.000, 700.000 and 700.000 people would buy during that year respectively with our application. For this scenario we have assumed that each person spends 300€ during that year and, after calculating the amount of money that each supermarket would get from the number of people having spent that money calculated above, we calculate 5%, which we agreed would be the commission that Queue would take from the sales made with the application of each supermarket, and those will be the revenues.

After having carried out the action plan, we calculate 112.500€ as fixed costs. There are no variable costs since there are no raw materials or labor and, for the marketing costs we have calculated in the action plan an amount of 118.900€.

	PESSIMISTIC SCENARIO	MOST LIKELY SCENARIO	OPTIMISTIC SCENARIO
(A) Revenues	1.875.000€	20.312.500€	52.500.000€
(B) Fixed manufacturing and administration costs	112.500€	112.500€	112.500€
© Variable manufacturing costs (Variable manufacturing cost * Forecast demand)	0'00€	0'00€	0'00€
(D) Contribution before marketing (A-B-C)	1.762.500€	20.200.000€	52.387.500€
(E) Marketing plan expenses (communication, distribution, sales team, etc.)	118.900€	118.900€	118.900€
(F) Final contribution (D-E)	1.643.600€	20.081.100€	52.268.600€

*Table 8. Budget.*

*Source: Own editing.*

After making the approximation of the budget we can conclude that, Queue makes a profit in any scenario, and the most important thing is that even in the pessimistic scenario, expenses can be covered without risk. Since it is an innovative idea that fits the market, the expectations are high enough to believe that it could be profitable.

If this is not the case, the budget is calculated for the first year in which there are no previous benefits, but it is believed that in the event of a pessimistic result, benefits could increase over the years.

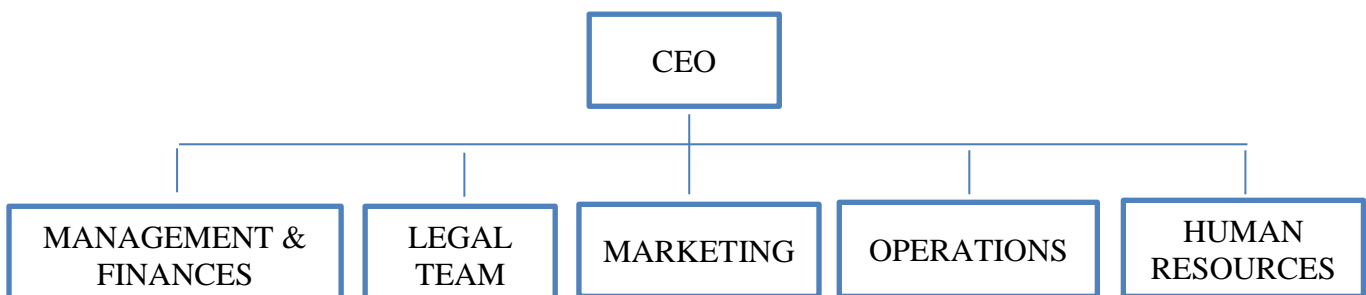


### 13. HUMAN RESOURCES PLAN

The human resources plan will determine the structure and organizational chart of the company. To do this, it is necessary to study how many people need to be included in the company's workforce and what profiles they must have to be able to start the business activity.

In it we will detail to the maximum the people we need to achieve the maximum reduction of the business costs during the initial stages. (*Juanma Caurin, 2017*).

In first place, we proceed to define the organization chart, taking into account the different areas of work in the company.



*Figure 16. Human resources organization chart.*

*Source: Own editing.*

The company consists of a CEO, a team of employees who will take care of Queue's administration and finances, and the human resources team. The marketing, operations and legal teams are external companies hired by Queue, which will be paid for their services and will be part of the company but not as employees.

The administration and finance team will consist of five industry professionals with prior experience, as will the human resources team.

All employees in these two teams will have an initial 6-month contract, which may be converted into a permanent contract or terminated depending on the situation. The remuneration will be the same, an amount of 1.100€ per month per employee. The contract will be a full-time contract, i.e. 8 hours per day. CEO will obtain a salary of 2.000€ per month.

As for the corporate part, Queue will be a sole proprietorship. Its liability will be limited to the capital contributed, thus avoiding being liable with its own assets for debts that may arise in the future. Therefore, it will have a minimum capital of 3.000€.

The data obtained from the human resources plan are necessary to carry out Queue's financial plan, since variables such as salaries must be taken into account.

## 14. FINANCIAL PLAN

The Financial Plan is the materialization of the financial financial planning, containing the set of duly articulated, coordinated and duly articulated, coordinated and implemented through action programs. and implemented through the action programs.

For its preparation, the following information is taken as the starting point information contained in the accounting information system, which provides us with the resources and capacities of the the resources and capacities available to the company, using as a the company's resources and capabilities, using as a support element statistical and computer techniques that allow us to obtain the future situation of the company.

Long-term financial planning is used to establish investment needs, to quantify the sources of financing necessary to meet investments, to obtain information on expected future profitability and to be able to coordinate the company's cash flow to meet payments. In other words, to verify whether the objectives and planning established by the company are viable or not from a financial point of view. (*Li Xiaoni, 2011*).

First of all, in order to carry out the long-term financial plan, strategies must be established, which will be implemented in the plan and quantified in the budgets.

The most likely scenario has been chosen for starting the financial plan, where revenues will be 20.312.500€. As indicated in the action plan, Queue starts operating in June 2021, so we will call this year N and, therefore, from June 2022 to June 2023, from June 2023 to June 2024 and from June 2024 to June 2025 we will call them N+1, N+2 and N+3 respectively.

In the first year the profits will come from the commissions obtained from the sales of the supermarkets with Queue, and the commission of downloads paid to us from AppleStore and PlayStore, this commission will be 2% of downloads, which will increase by 10% per year. After this year Queue will obtain external investments, which in N+1 will be an amount of 200.000€ and will increase by 3'5% per year.

The calculation of expenses will take into account, for the first year, those indicated in the action plan, in addition to the salaries shown in the human resources plan, the payment of the services of our legal, marketing and operations groups, and the company's social security.

For the calculation of N+1, N+2 and N+3 we hypothesize that revenues from commissions will increase by 2% per year. In addition, the number of employees will be increased in the third year (N+2) with 6 employees, increasing the salary of all employees by an additional €300, including the CEO. N+1 will include the services of a financial advisor, who will be paid €500 per month.

SUPERMARKETS COMMISSION						
	USERS	2500000	CONSUMPTION/USER	162,50 €	QUEUE'S COMMISSION	5%
MERCADONA	60%	1500000	CONSUMPTION/USER	243.750.000,00 €	SALES*%	12.187.500,00 €
CARREFOUR	20%	500000	CONSUMPTION/USER	81.250.000,00 €	SALES*%	4.062.500,00 €
LIDL	20%	500000	CONSUMPTION/USER	81.250.000,00 €	SALES*%	4.062.500,00 €
<b>TOTAL COMMISSION</b>						<b>20.312.500,00 €</b>

Table 9. Supermarkets Commission N year.

Source: Own editing.

FINANCIAL PLAN				
	N	N+1	N+2	N+3
<b>INCOMES</b>				
COMMISSIONS	20312500	20718750	21133125	21555787,5
COMMISSION DOWNLOADS	50000	55000	60500	66550
EXTERNAL INVESTMENTS	-	200000	207000	214245
<b>TOTAL INCOMES</b>	<b>20362500</b>	<b>20973750</b>	<b>21400625</b>	<b>21836582,5</b>
<b>EXPENSES</b>				
APP DEVELOPMENT	30000	15000	15000	15000
PRODUCT LAUNCH	9000	-	-	-
CHECKPOINT	53000	50000	50000	50000
MARKETING	118900	100000	100000	100000
DISTRIBUTION	20500	10000	10000	10000
SURVEY	900	900	900	900
SALARIES	90000	90000	128400	128400
SOCIAL SECURITY	42	42	108	108
FINANCIAL ADVISOR	-	6000	6000	6000
LEGAL GROUP	6000	6000	6000	6000
OPERATIONS GROUP	6000	6000	6000	6000
SL CREATION	3000	-	-	-
INICIAL INVESTMENT	500000	-	-	-
<b>TOTAL EXPENSES</b>	<b>837342</b>	<b>283942</b>	<b>322408</b>	<b>322408</b>
<b>BENEFITS (INC-EXP)</b>	<b>19525158</b>	<b>20689808</b>	<b>21078217</b>	<b>21514174,5</b>

Table 10. Financial Plan.

Source: Own editing.

As can be seen, our star supermarkets have been used as a reference for the first three years, although the company's intention is to be able to reach the maximum number of supermarkets possible in order to provide our service.

During the first year of a company's creation, the investments to be made are greater than in the following years, which is why the number of profits is lower. Even so, we see that, thanks to the number of downloads obtained and the use of the application, in the first year Queue makes enough profit to offset expenses and more.

We have chosen to maintain a large amount invested in marketing and other areas so that the company continues to innovate itself and we can see that the company grows over the years more and more.

## 15. CONCLUSIONS

As we have stated at the beginning of this project, the main objective of this project is to study the viability of the market launch of Queue.

Thanks to the research and work done for this project, it can be affirmed that the Queue system can be very useful for both supermarkets and customers.

Today's consumer is looking for positive experiences in the purchasing process, and as it has been observed through the questionnaire, queues are one of the most important and annoying factors for consumers. Our product will be able to offer the consumer this satisfactory experience, reducing the time and queues during their purchase.

In addition, supermarkets will be able to differentiate themselves from the rest by providing our services, making it easier for consumers to purchase products and creating a more positive shopping experience than in traditional markets. This would mean an increase in their turnover, in the loyalty of current customers and in the number of new customers. However, it requires a large investment to implement this project, due to the fact that it is a mobile application that requires advanced computer systems and technology.

Throughout this project we show the benefits of using new technologies, and how consumer needs have changed over time. It is essential to carry out a good study of the market to know the market trends and consumer needs, in order to adapt the products or services offered by the company to current needs, although different scenarios must be considered to be prepared for any change.

After carrying out the financial plan, we have been able to verify that, even if the commissions obtained from the supermarkets do not increase much, Queue would make a profit from the year of creation. This would translate into a great impact on society and a very good reception, since, although the scenario used has been the most likely, we have been able to see in the budget that, although lower, Queue would also make profits in a pessimistic scenario.

Personally, answering the question about the viability of Queue, I believe that it may be a new way of purchasing that will take a step into the future, it may become the new and unique way of grocery shopping.

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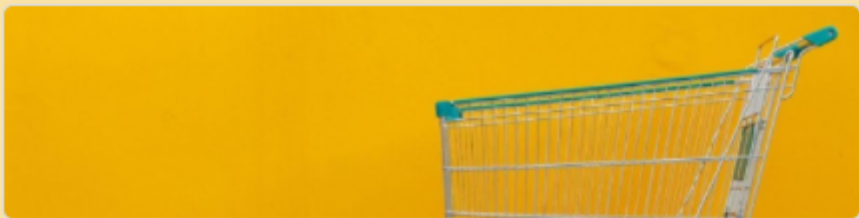
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## 17. ATTACHMENT

Questionnaire.



### Supermarket shopping preferences

My name is Aitana Garcia and I am conducting a questionnaire about the behavior of the population in terms of preferences about shopping in supermarkets.  
Attending to the "Ley Orgánica 3/2018, de 5 de Diciembre, de Protección de Datos Personales y garantía de los derechos digitales", this questionnaire is confidential, in no case the results will be shown individually.  
Thank you very much.

Mi nombre es Aitana Garcia y estoy realizando un estudio sobre el comportamiento de la población en cuanto a las preferencias sobre las compras en supermercados.  
Atendiendo a la "Ley Orgánica 3/2018, de 5 de Diciembre, de Protección de Datos Personales y garantía de los derechos digitales", este cuestionario es confidencial, en ningún caso los resultados serán mostrados de forma individual.  
Muchas gracias.

\*Obligatorio

Do you buy at a supermarket or online? (¿Compras en el supermercado o online?) \*

On-site (En el supermercado)

Online

[Siguiente](#)

Nunca envíes contraseñas a través de Formularios de Google.

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## Supermarket shopping preferences

\*Obligatorio

### On-site shopping

Select one or more reasons why you buy on-site. (Selecciona una o más opciones por las que compras en el supermercado.) \*

- See products (Ver los productos)
- Go to other supermarkets and compare prices and products (Ir a otros supermercados y comparar precios y productos)
- Don't mind queues (No me importan las colas)
- I prefer not to put my card on the internet (Prefiero no poner mi tarjeta en internet)

Imagine you could go to a supermarket and shop without queues, would it mean more comfort for you? (Imagine que pudiese ir al supermercado sin necesidad de hacer colas, ¿significaría una mayor comodidad para usted?) \*

- Yes (Si)
- No

Atrás

Siguiente



## Supermarket shopping preferences

\*Obligatorio

Importance given to the different factors of supermarket shopping.

Select the importance grade you give to this factors. (Seleccione la importancia que le da usted a los siguientes factores.) 1- Nothing important (1- Nada importante) to 5- Very important (5- Muy importante) \*

	1	2	3	4	5
Queues (Colas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prices comparison (Comparación de precios)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visualize products (Visualización de productos)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(Internet paying/mobile apps (Pagos por internet/aplicaciones móviles)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time (Tiempo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Supermarket shopping preferences

\*Obligatorio

### Online shopping

Select one or more reasons for which you buy online. (Selecciona una o más razones por las que compras de forma online) \*

- Avoid queues (Evitar colas)
- It is faster (Es más rápido)
- No need of cash use (No tengo necesidad de usar metálico)
- Faster prices comparing (Comparación de precios más rápida)

Imagine you could go to a supermarket and shop without queues, would you still shop online? (Imagine que pudiese ir al supermercado sin necesidad de hacer colas, ¿seguiría usted comprando online?) \*

- Yes (Sí)
- No



## Supermarket shopping preferences

\*Obligatorio

Importance given to the different factors of supermarket shopping.

Select the importance grade you give to this factors. (Seleccione la importancia que le da usted a los siguientes factores.) 1- Nothing important (1- Nada importante) to 5- Very important (5- Muy importante) \*

	1	2	3	4	5
Queues (Colas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prices comparison (Comparación de precios)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visualize products (Visualización de productos)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(Internet paying/mobile apps (Pagos por internet/aplicaciones móviles)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time (Tiempo)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Classification questions

Age (Edad) \*

Tu respuesta \_\_\_\_\_

Gender (Sexo) \*

- Male (Hombre)
- Female (Mujer)
- Prefer not to say (Prefiero no decirlo)

Where are you from? (¿De dónde es usted?) \*

- Valencia
- Alicante
- Castellón
- Otro: \_\_\_\_\_

Do you make your own purchase? (¿Realiza usted su propia compra?) \*

- Yes (Sí)
- No