



MARKETING PLAN OF ASPAC



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Degree in Business Administration

Academic year 2015/1

1. INDEX

Tabla de contenido

1. INDEX	2
2. EXECUTIVE SUMMARY	4
3. CURRENT SITUATION OF MARKETING	6
3.1. BUSSINESS IDEA	6
3.2. SECTOR'S SITUATION	6
3.2.1. ANALYSIS OF THE MICROENVIRONMENT	17
3.2.2. ANALYSIS OF THE MACROENVIRONMENT	22
3.2.3. INTERNAL ANALYSIS	47
3. SWOT ANALYSIS	52
4. TARGET MARKET	61
4.1. SEGMENTATION	61
4.2. POSITION	63
5. OBJECTIVES	65
5.1. MISSION	65
5.2. VISION	65
5.3. GENERAL OBJECTIVES	65
5.4. SPECIFIC OBJECTIVES	65
5.4.1. RELATIVE TO THE MANAGEMENT OF THE COMMERCIAL RELATIONS	65
5.4.2. RELATIVE TO THE MANAGEMENT OF THE ACTIVITIES OF MARKETING	66
5.4.3. RELATIVE TO THE FINANCIAL COMMERCIAL ASPECTS	67
6. STRATEGIES	68
6.1.1. STRATEGY OF MARKETING WITH REGARD TO THE COMPETITIVE LOOKED ADVANTAGE	68
6.1.2. COMPETITIVE STRATEGY IN RELATION TO THE COMPETITORS AND TO THE ENVIRONMENT	69
6.1.3. STRATEGY DEPENDING ON THE RESOURCES DESTINED FOR THE INVESTMENT	69
7. PROGRAMS OF MARKETING	71

7.1.	DECISIONS OF PRODUCT / SERVICE.....	71
7.2.	DECISIONS OF PRICE.....	74
7.3.	DISTRIBUTION DECISIONS.....	74
7.4.	DECISIONS OF COMMUNICATION.....	75
8.	ECONOMIC VIABILITY	77
9.	CONTROL.....	79
10.	BIBLIOGRAPHY.....	80

2. EXECUTIVE SUMMARY

The project that develops later is a marketing plan on the “Asociación Protectora Amigos de los Animales de Castellón” (Aspac). Aspac is a protective association of non-profit-making animals that was constituted legally in the year 2000. The association is formed by volunteers and partners. The principal headquarters of the association are in the street Catalonia, number 16 of Castellón, very next the Parque Ribalta.

The aim of the plan is to find the deficiencies that the association has and to propose different aims and areas of improvement him to achieve this way an increase of his reputation in the company, an increase of the number of partners who belong to the association and an increase of collaborations with other entities that help them to continue actively in the fight against the abandon and animal mistreatment.

The marketing plan is going to have different areas of action. First analyzing the perspective of the company and coming to the conclusion that Aspac must consolidate as leader in the segment that occupies nowadays in the medium term. To internal level and of competition, there is deduced that barriers of entry do not exist but that it is a question of an activity difficult to manage for the economic difficulties that it contains and the quantity of animals that stay for attending. Also one has seen a competitors' increase in the last years, something that agrees with the change of raising awareness that exists in the society.

With regard to the DAFO, one raises that the weaknesses and the most important threats have to see with the bad current organization of the association, provoked by a recent change in the meeting. On the other hand, the strengths and opportunities have to see with the experience and the years that it takes producing Aspac on the same market. Also with the actions that the association carries out, contributing actively in the denunciation of cases of animal mistreatment.

With regard to the policies of marketing used to say that the strategy with regard to the competitive advantage is based on the specialization as on the differentiation by image and service. In that of competitors, Aspac will follow a specialist's strategy in niches and that of follower, trying in the medium term to manage to turn into the leader. Finally, the strategy that will continue to increase his presence on the market is that of penetration and development of markets.

Finally, after the analysis of them 4Ps, it is advisable that Aspac increases his presence on the market across diverse campaigns that serve to increase the number of followers, the number of partners and the number of clients. The above mentioned were coming to the association across the reopening of a shop that bandages products of animals and of the hairdresser's shop. In the long term, the reopening of the veterinary doctor's office will be an inducement extra for the clients.

To conclude, the economic analysis gives us an image of how it will reverberate positively in the association to carry out the recommendations done in them 4Ps and his corresponding control that assures his fulfillment.

3. CURRENT SITUATION OF MARKETING

3.1. BUSSINESS IDEA

The society for the protection of animals Amigos de los Animales de Castellón, from now cited as ASPAC, was born of the cooperation and the effort of a small group which was intended to improve the conditions of animals in Castellón province. What began as a small group that was moving gathering animals and giving them in adoption exercising the work of an individual way, it finished turning what today is the society for the protection of animals.

The society was formed in the year 2000 as non-profit association and foreign to any political, religious or social group.

ASPAC doesn't have refuge, though it is one of the dreams that always it has supported as final objective. Even so, due to the defenselessness that many live throught animals in our contry, the association was created and he dedicates all his efforts so much in the care of animals left and ill-treated like in the difficult task of arousing to the company on the rights that have the animals, the laws that all the citizens must fulfill for the care of the same ones, the fight continues to change the treatment that they receive and to take before the justice the cases of mistreatment and the cases in which the animal is totally defenceless. Also it defends the strict fulfilment of the laws that to protect animals and for a hardening of sentences that allow that a change should exist towards the treatment that they gives.

This arduous task would not be possible without the volunteers who disinterestedly help the association as well as to the partners who with his contributions allow the collection, the medical treatment and the subsistence of the animals.

3.2. SECTOR'S SITUATION

The sector of the animals is a sector of activity that develops in multiple aspects. If we speak about the total of the animals, the information that we would find would be so high and so difficult to concentrate that it would impede the labor of analysis, therefore, and due to the fact that when we speak about animals in the current company we refer principally to the pets (especially cats and dogs), the present report will focus on theses.

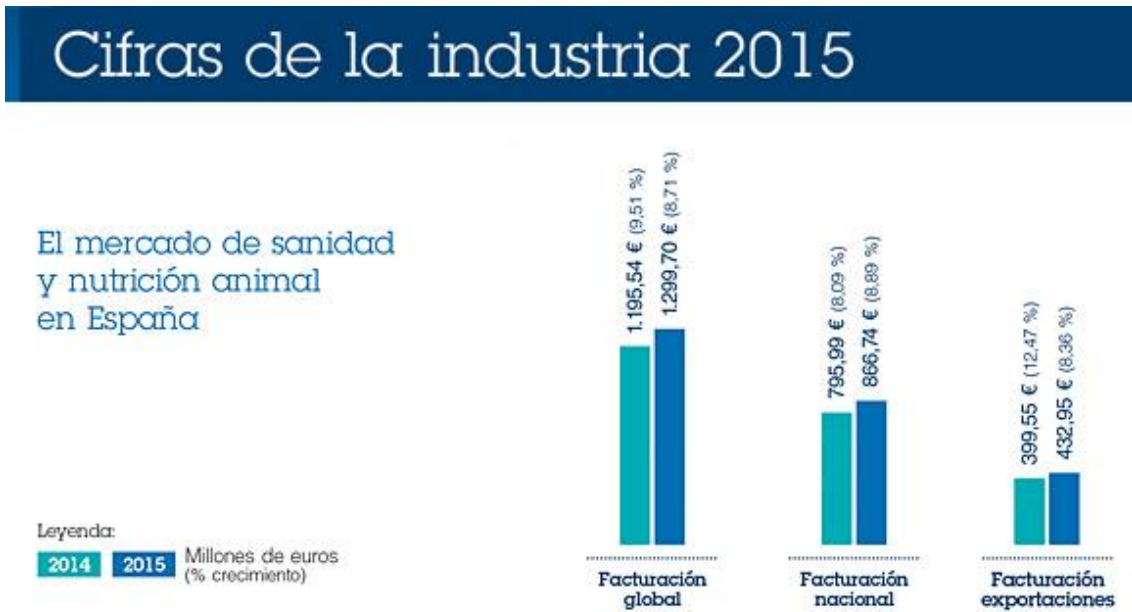
As we mentioned, this sector and especially that of the pets, concern from many ways to the society. On the one hand we have an economic aspect that moves million euros for the food of the animals since for the services that exist to cover his needs. These services go from veterinary clinics up to hairdresser's shops for pets, passing through residences where to leave our life-changing companions before any urgency or need of housing and care before the inability to take it to us with us.

The aspect of "life-changing companions" has gained force in the last years with the change of mentality on the part of the company in the treatment to the animals, since they have happened of being a part of a way of work, exercising functions of vigilance for example, being one more member of the family. This fact meets reinforced by the current situation of the population to since there is a trend to the single-parent housings that joined the decrease of the birth rate, has generated the perception of which our animals form a part of our family.

Moreover, there exist aspects relating to the authorities that regulate this area, as the local administrations, taking charge of the withdrawal of left animals, as the central administration for the management of the international trade.

For what it concerns to the economic part of the possession of pets, studies they reveal that in 2014 the sector invoiced about 848 million Euros in supply and veterinary national products. In 2015, this expense increased. In general, on the whole market it was invoiced about 2.200 million Euros, due to the new opening of shops destined for such an end, in complements for the animals, canine hairdresser's shops, residences and others.

Graph 1: Industria 2015



Source: Veterindustria

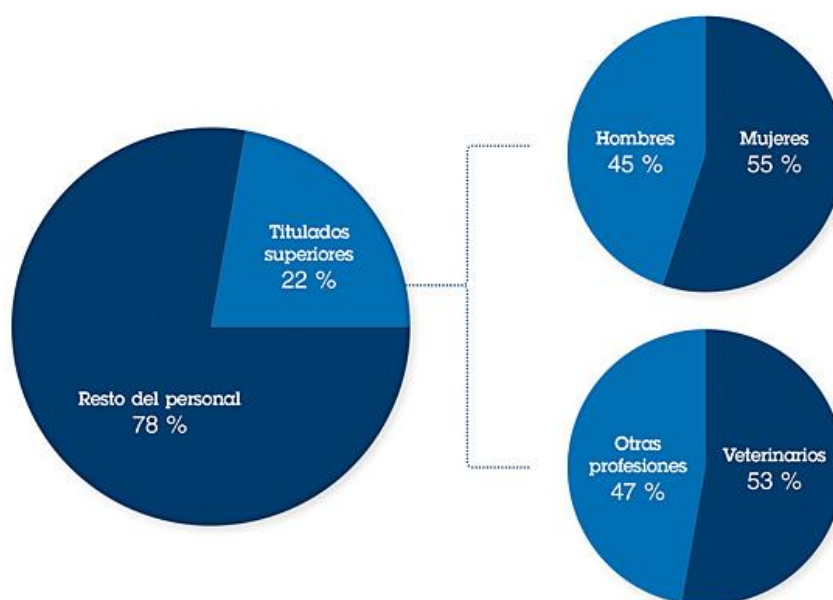
In case of the supply 64 % carries out across normal channels of distribution, as supermarkets. The rest was realized across shops specialized in animals. The Internet arrival and the attraction that is generating this sector, has provoked the appearance of development of a new channel of distribution, entering strongly for the purchase (to minor cost for the final user) of all kinds of products, already be complements, food or even the own animals, which across Internet can manage to have a price 3 times minor that in physical shops.

It is necessary to emphasize that according to a study of the Association of the Sector of the Pet (ASAC), in Spain there exist about 5.000 specialized shops and approximately 6.000 veterinary clinics, though the trend is to diminishing due to the entry of the sale across Internet and his minor prices and the hard competition for the entry of big companies and his expansion. This fact, it generates in Spain 3.000 direct employments and approximately 10.000 indirect employments.

Graph 2: Employment in industry

Empleo en la industria

3.300 empleos directos
10.000 empleos indirectos



Source: Veterindustria

In Spain there exist about 20 million domestic animals, almost the half of the Spanish homes they have pet, predominating over the dogs and followed by the cats. Nevertheless, the information that we have is estimations due to the difficulty that contains the withdrawal of information on the census of animals, since in Spain the record of pets is an autonomous competition, and, in addition, they are not still a boss established statewide.

That is to say, in every Autonomous Community the organ in charge of the withdrawal of information is different and to obtain this information is necessary to go to many different organs impeding the obtaining of royal and exact information, as long as these organs want to take part and to yield his information. Also it is necessary to emphasize that still there continues existing a great number of persons who do not have a conscience on the care of the animals, or they do not know how to act correctly, and do not have them registered.

In spite of the quantity of animals that have the Spanish homes, still we are far from other countries of the European Union, where to different part from a mentality and a social conscience, the expense that they realize is three times major that the expense

of the Spanish. Even this way, the entry of the animals in the Spanish homes, it has generated an increase in invoice of the supply, being of approximately 1.000 millions in 2014 of which 848 were coming from the pets.

An important factor is the cost of maintenance that the owners of pets have.

The owners of dogs have the major expense, with an annual expense of approximately 817 € opposite to those of other pets with an expense of approximately 376 €. The expense for the cats places in an intermediate level, being of 534 €.

Graph 3: Annual consumption

	Total Perros	Total Gatos	Total Otras mascotas
Base: número de perros/gatos/otras mascotas	169	58	17
Gasto anual en el cuidado (veterinario, medicamentos y limpieza)	359 €	185 €	28 €
Gasto anual en comida y snacks	458 €	349 €	348 €
Total gasto medio anual	817 €	534 €	376 €

Source: Ministerio Agricultura, Pesca y Alimentación

As for the expenses in supply and taken care, always it is major in the part of supply, specially in cats (65 % opposite to 35 % of the elegant ones).

In a family with more than one dog or with some another animal, for example a dog and a cat, the annual expense would come to the 1.500 €.

On the other hand, though it exists a major raising awareness and some laws to try to stop the animal abandon (as for example the Law that prohibits the exhibition of dogs and cats in shop windows), still there continue being great the persons who decide to buy a pet instead of using other routes, as the adoption.

According to a study deprived for the Department of Agriculture, supply and Environment, the principal forms of acquisition are:

For dogs:

The gifts continue being one of the principal reasons of acquisition (53 %), which to a great extent finishes in abandon. Even this way, it can be observed as the adoption gains force in the society.

When they are bought, the major percentage is across shops, followed by professional breeders. In the study it places the purchase to individuals with 8,2 %, but there would be necessary to observe the regulation, since, at least in Castellón's province, it is prohibited.

Graph 4: obtaining animals

POR ÁREAS	TOTAL	Hasta 10.000 hab.	De 10.001 a 50.000 hab.	De 50.001 a 200.000 hab.	Más de 200.000
Base "Hogares que tienen perro"	719	186	237	146	150
LO ADQUIRIERON COMPRANDO	31,4	27,5	32,9	31,5	34,0
En un criador	10,0	6,5	10,5	9,6	14,0
Lo compré en una tienda	13,2	12,9	12,7	13,7	14,0
Lo compré a un particular	8,2	8,1	9,7	8,2	6,0
OTRAS FORMAS DE ADQUISICIÓN	81,6	87,2	79,4	85,6	74,7
Me lo regalaron	53,0	60,8	53,2	48,6	47,3
Lo adopté	13,6	9,7	12,2	17,1	17,3
Lo encontré en la calle	8,2	8,1	8,9	11,0	4,7
Es hijo de otro que ya tenía	6,4	8,1	5,1	8,2	4,7
Otras	0,4	0,5	0,0	0,7	0,7

La respuesta es múltiple (más de un perro en el hogar) y los % no suman el 100%.

Source: Ministerio Agricultura, Pesca y Alimentación

For cats:

Other forms of acquisition have a lot of force, where the gift is the principal one of them (43,6 %). Other one of the predominant forms is for the adoption of a cat found in the street, something that does not happen with so many frequency with the dogs.

The purchase of the cats does not have so much force compared with the dogs. Even this way, the shop continues being the way most used for this end.

Graph 5: obtaining animals

POR ÁREAS	TOTAL	Hasta 10.000 hab.	De 10.001 a 50.000 hab.	De 50.001 a 200.000 hab.	Más de 200.000
Base "Hogares que tienen gato"	275	58	95	49(*)	73
LO ADQUIRIERON COMPRANDO	11,2	6,8	13,7	12,2	11,0
Lo compré en una tienda	5,8	3,4	7,4	6,1	5,5
En un criador	2,9	0,0	4,2	2,0	4,1
Lo compré a un particular	2,5	3,4	2,1	4,1	1,4
OTRAS FORMAS DE ADQUISICIÓN	102,5	118,9	96,9	104,1	95,8
Me lo regalaron	43,6	53,4	41,1	38,8	42,5
Lo encontré en la calle	36,0	31,0	36,8	42,9	34,2
Es hijo de otro que ya tenía	13,5	27,6	11,6	10,2	6,8
Lo adopté	8,7	5,2	7,4	10,2	12,3
Otras	0,7	1,7	-	2,0	-

La respuesta es múltiple (más de un gato en el hogar) y los % no suman el 100%.

Source: Ministerio Agricultura, Pesca y Alimentación

According to a survey to 202 owners of animals in Madrid, the results are similar to the obtained ones for the private study, being the gift the principal reason (though with a percentage far below) and by means of the adoption (with an almost equal percentage to that of the acquisition across a gift). For the cats, the principal reason of acquisition is the adoption or the acquisition of a cat found in the street.

Graph 6: obtaining animals

	TOTAL Perros	TOTAL Gatos
Base "Número de perros/gatos"	169	58
LO ADQUIRIERON COMPRANDO	38,6	5,8
En un criador	7,3	1,1
Lo compré en una tienda	22,4	3,6
Lo compré a un particular	8,9	-
Por Internet	-	1,1
OTRAS FORMAS DE ADQUISICIÓN	61,4	94,2
Me lo regalaron	28,6	22,7
Lo adopté	24,5	35,2
Lo encontré en la calle	5,7	31,8
Es hijo de otro que ya tenía	2,6	4,5

Source: Ministerio Agricultura, Pesca y Alimentación

The form of acquisition of the domestic animals guards an enormous relation with the numbers of animal abandon. According to a study elaborated by the Foundation Affinity, in Spain there were gathered more than 140.000 dogs and cats in 2014, of which were 106.781 dogs and 33.410 cats, in case of the cats they are low values compared with the dogs, but due to the fact that the population is accustomed when saw in the different streets colonies of these felines, which provokes a minor worry for them that for the dogs. The abandon constitutes the principal problem of well-being of the pets in the country.

Graph 7: abandoned animals



Source: Fundacion Affinity

The principal reasons of abandon are for economic factors, unwanted litters, behavior of the animal, loss of interest for the animal and the end of the season of hunt. In 2013 they were 141.000 the left animals where the principal reasons were economic factors, unwanted litters, end of the season of hunt, lost of interest and behavior of the animal. The same reasons, but changes can be observed in the reasons, gaining major weight the behavior and interest in the animal.

Graph 8: reasons for abandonment

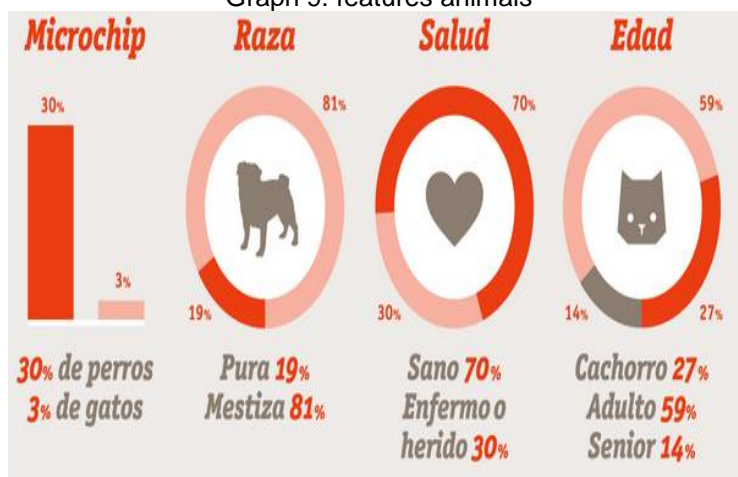


Source: Fundacion Affinity

They are in the habit of being half-caste animals, without microchip, of adult age (though there is 27 % of abandon in puppies) and healthy. Of all of them, 44 % is

adopted, 17 % is returned, 16 % remains in the refuges or in the refuges until they are adopted, 12 % is sacrificed and the rest other reasons.

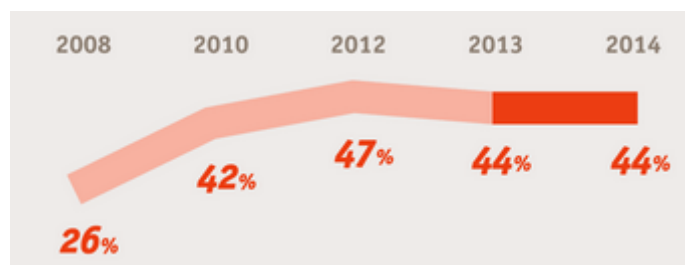
Graph 9: features animals



Source: Fundacion Affinity

The adoption has been gaining weight in the latter years, noticing a change of almost the double from 2008 to 2010 and being kept more or less stable in these years. The principal reason to adopt is the awareness with the problem followed by a collaboration with the protective one.

Graph 10: Adoptions

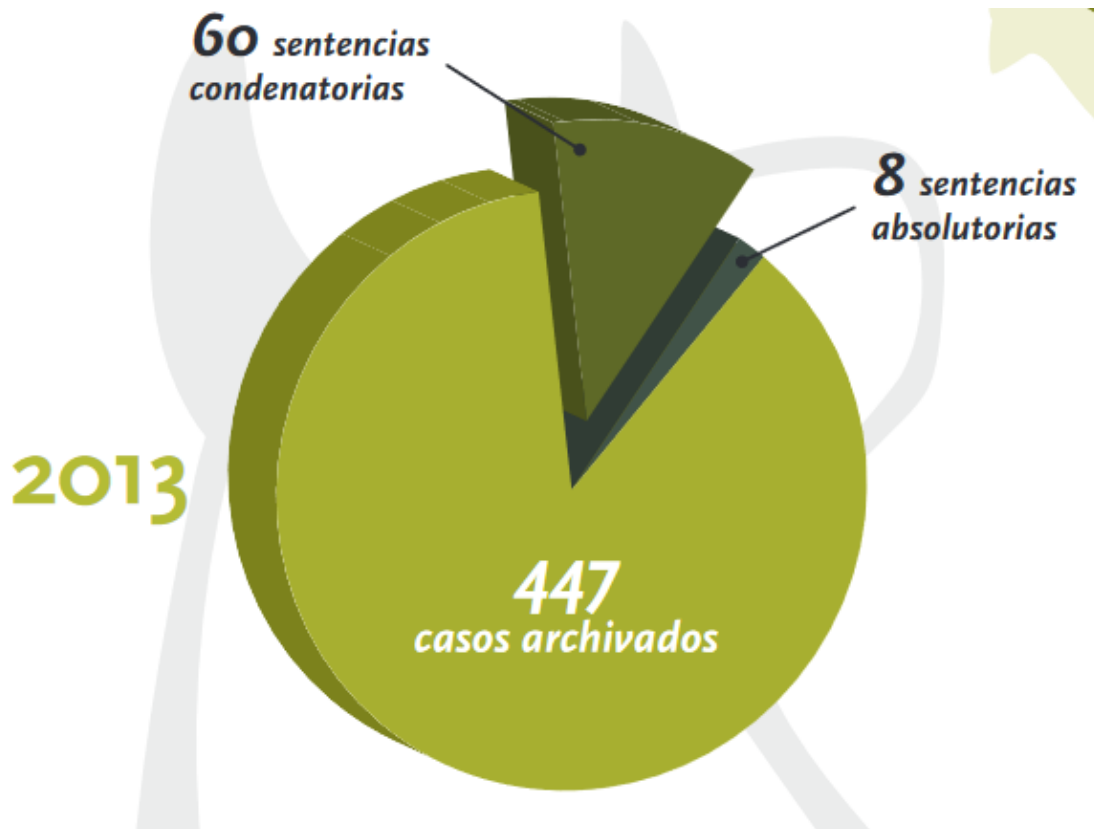


Source: Fundacion Affinity

With the change in the company towards the animals, one has seen increased in the last years the calls of help or of denunciation of thousands of cases of animal mistreatment. For example in the application that created the political party PACMA, YoDenuncio has received from May 6, 2014 until ends of the same year approximately 17.000 visits, approximately 100 denunciations have been completed by penal route and 400 by administrative route.

According to the General District attorney's office of the State, this change is observed in the quantity of judicial procedures relating to ill-treatment to animals. In 2011 there

took place 309 procedures, of which 32 sentences and 10 were pronounced acquittals. The rest they were filed. In 2012 there began 505 procedures, of which infringement only 42 formalities of investigation of a total of 2.655 formalities as for environment, 32 condemnatory sentences and 9 being pronounced acquittals. For 2013, with 515 procedures, 60 condemnatory sentences and 8 were pronounced acquittals.



Source: PACMA

A today, only two Spanish citizens have entered prison crimes ill-treatment to animals, both judgments passed by the same Judge.

In addition, unfortunately the cases of animal mistreatment are in the habit of being cases of extreme violence, especially lived by dogs once it ends the season of hunt.

For all that, the situation of Spain as for the sector of the pets needs a review and an improvement, since it is very difficult to find coherent information if every community passes his laws and realizes his own censuses, leading to having serious losses of control, both for the own administrations and for the citizens, since a law in a community can be totally different in other one.

3.2.1. ANALYSIS OF THE MICROENVIRONMENT

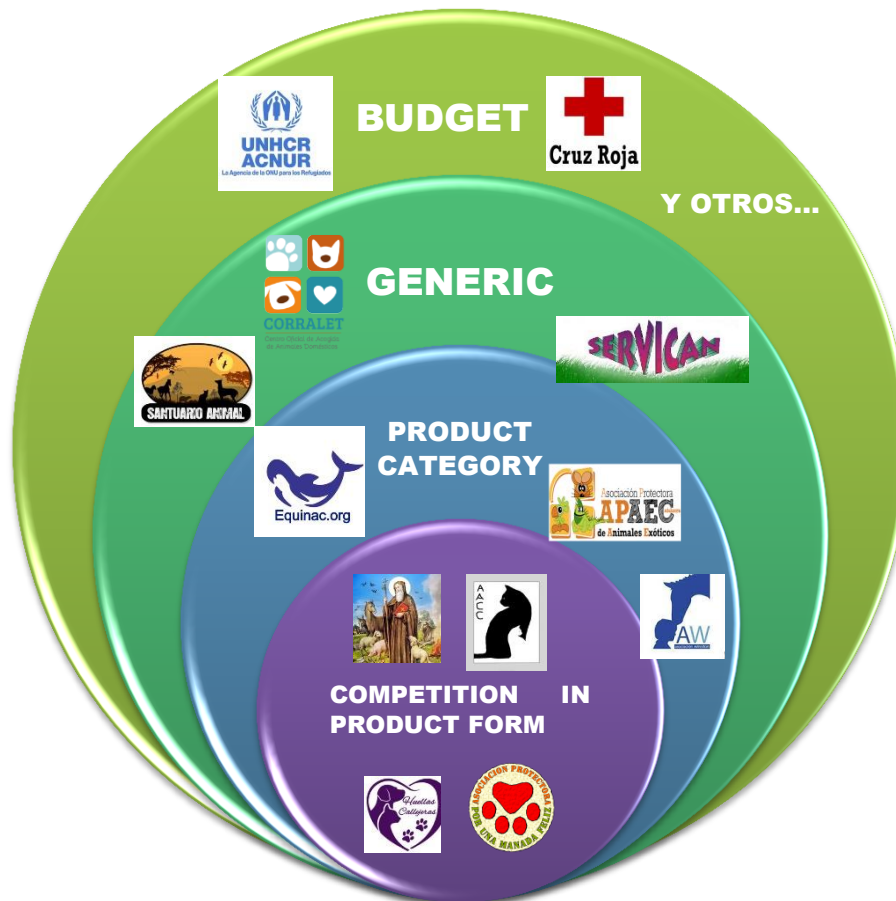
- **LEVELS OF COMPETENCE**

The competitors of Aspac are all those that cover the same needs - help in the care of wounded or left animals, denouncing cases of animal mistreatment and arousing to the company - and give the same service.

It is necessary to emphasize that in the concrete case of the protective ones of animals, the competition that he finds in others protective is not a pure competition, is not another association that fights to gain the hegemony on the market, but both have the same goal and for it "they" "do not "fight" with others. Actually, it might be said that they are rival because they include the same segment of market and to obtain the own aims it helps to be able to fulfill new others, but in turn they are allied, since they promote and fight for the same common good, managing to cooperate in numerous occasions, being this very important point to achieve big aims.

Saying this, we treat with any NGO or company, even any person to particular way, that it operates so much on the national level like internationally. Nevertheless, to make concrete the study, we will give a glimpse above to national level and will centre on the ONG's or companies that operate to provincial level, leaving aside any participation to individual level for the difficulty that would contain his analysis.

Later we are going to analyze the different levels of competition that the association has.



Source: Own elaboration

- **Competition in product form:** In this level of competition it is where we think other associations that they operate on the same market and that they possess similar characteristics. For Aspac, in the same level they would find other Castellón's associations, since they are "Huellas Callejeras ", " Hogar de San Antonio ", " A.P.A. Manada Feliz ", " AACC Ayuda Callejeros ".
- **Competition in category of product:** In this case we have associations that have similar attributes but in different forms. In this level there are included other associations that they dedicate to the same thing that Aspac, but changing someone of his characteristics. For example, statewide we might meet other protective associations of some animal species in concretly. "Equinac" he devotes himself to the rescue of marine species, " Asociación Winston " that one dedicates to the help of ill-treated and / or left horses or " APAEC, Asociación Protectora de Animales Exóticos " they are some examples.

- **Generic competition:** In this level we include the substitute services that satisfy the same basic need. In our case they would cover the need to receive and try to give in adoption the kennels (Servican and Corralet are those of the province), but they do not cover other needs as denunciation of cases or raising awareness of the company. On the other hand, on the national level we might find also the Sanctuaries of Animals, which do not cover the exact need to give in adoption to the animals, but yes that rescue them, they denounce and try to arouse to the company in such a way that there goes beyond that the fight against the animal mistreatment, for example trying to arouse to the company of the advantages of the veganism. In addition the animals that they gather are in the habit of being animals of the field are not so centred on the dogs and cats. Another example would be that of the " Centros de Recuperación de Fauna " that once rehabilitated free in his natural way. In Castellón there is one, "Forn del Vidre"
- **Competition to budgetary level:** Finally, for this level it will be that entire product or service that fights for the same budget. It might be any other NGO or any expense that replaces the contribution that a partner donates, for example. Also we would include the shops of animals where they sell certain species.

- **MAIN COMPETITORS**

Later I will analyze some of the principal competitors.

- **HUELLAS CALLEJERAS** It is a protective association of animals, non-profit-making, created by a group of lovers of Castellón's animals which aims is the protection and the defense of the animals.

It has a page in Facebook with more than 8.500 " I like It " and a punctuation of 4 ' 7 on 5 stars (on 205 opinions). Also they have an account in Twitter, Instagram and Youtube. They form a part of an application, Help Freely, in which for every purchase that an individual realizes in the associate shops, they receive a donation. In addition, they have two groups of Teaming (application in which every user donates 1 € a month), one for the protective one and other one for the care and maintenance of the feline colonies of the city. Finally, they possess a web page in which you can consult all the information relating to the association.

Nevertheless, it is an association of recent creation and they do not possess a place where to be able to develop his activity to a major level. Therefore, the experience which his agents chief executive possess is slightly limited.

- **A.P.A. MANADA FELIZ** It is a Protective Association that it is born in the year 2012. The founders are two businessmen of the sector of the pets who decided to dedicate part of his time to the attainment of a few ends, as the fight in opposition to the animal mistreatment, the withdrawal of left animals and his reimbursement in families that want to receive them and the management of support and consultation before any topic related to the animals.

It has a web page, though little structured and with a few very simple characteristics, in Facebook with almost 2200 " I like a page " and a punctuation of 4 ' 1 you star on 5 (42 opinions). Also it has an account in Twitter and other one in Instagram.

On the other hand, this association relies on that his founders are owners of a trade in the locality, where they sell fodder and other products for pets, as well as a canine hairdresser's shop. In concrete, this fact can lead to the confusion since they manage both the shop and the protective one from the same place, being able to create confusion as for the "royal" ends. In addition, to the being of recent creation neither account with the experience necessary for the total attainment of his ends neither in the short one nor medium term.

- **AACC AYUDA CALLEJEROS** It is a protective association of animals destined to protect to the street and left animals. Between his ends they are of arousing to the company, helping to any needy animal and denouncing the mistreatment and abandon of the same ones.

To achieve these means it possesses a page in Facebook, something more about 2200 " I like it " and other one in Instagram. In addition it has web page where to find information about his ends, events that they realize and animals that they find in adoption. Also it forms a part of a group in Teaming.

This association does not possess place and his work is based principally on the rescue of street cats and the control of colonies. It is a young association and with minor experience that different.

- **EL HOGAR DE SAN ANTONIO** It is a non-profit-making organization which aim is the defense of the left or ill-treated animals and the raising awareness of the society.

It possesses a page in Facebook almost 2000 " I like you " and Teaming's account.

It is an organization created from 2011 but with a minor weight in the locality since they can have others. It does not possess place and his principal work is based on the withdrawal and reimbursement on a family of left or ill-treated animals. Therefore, it does not possess a great experience in the matter.

- **CORRALET** is a Zoological Core authorized by the Generalitat Valenciana, with an ecosystem well-considered and designed to be able to shelter and take care to the animals. They offer a wide range of services, between which there are included the sale of animals of race, residence of animals, canine hairdresser's shop, veterinary clinic, canine training, gathered of animals across services to the town halls of the province that contract his services (kennel), between others.

It has a few facilities enabled to carry out all these activities of a best possible way and with a path of 35 years.

There use the social networks (Facebook and Twitter principally) to spread the cases of lost or left animals that finish in his facilities and the cases of successful adoptions. In addition they possess a web page where to be able to find all the pertinent information about his activities and services, as well as lists of the animals at the disposal of the clients or adopters.

His major difference with the protective ones is that they obtain an economic benefit for contracts with the Town halls in exchange for the withdrawal of animals, for what his activity stays far from the end that the associations have in defense of the animals. In his favor they possess collaborations with protective to try to give the majority of animals in adoption and not to have to resort to the sacrifice of the same ones.

- **SERVICAN** is a center specialized in the Protection of Animals and in the Environmental Education, with availability of Zoological Core, though his principal function is that of withdrawal of animals left in those municipalities in which it has a contract with the Town hall (kennel).

It has an experience of more than 13 years in the sector and possesses a surface of approximately 10.000 m² to develop his activities.

To part of the service of withdrawal of animals, they possess a veterinary clinic and a day-care center or residence for pets.

As CORRALET, this company devotes himself to enrich principally across contracts with Town halls for the withdrawal of left animals, for what they differ much from the aims of the protective ones, though they are a few big competitors due to his participation in these activities.

To spread the animals that have to his disposition for possible adopters they use his web page, as to publicize the canine residence.

3.2.2. ANALYSIS OF THE MACROENVIRONMENT

In this paragraph we happen to identify the factors of the general environment that affect to of direct or indirect form the protective one and that are practically impossible to control for the company.

The analysis that we are going to carry out is based on the analysis PESTEL, which they treat on political, economic, sociocultural, technological, ecological and legal aspects. For the simplicity of the study, we will approach some aspects together with others for his relation or similarity, since it could be the case of the political and legal factors.

POLITICAL FACTORS

The political situation in Spain is very unstable for several years. Beyond the crisis, in the last years numerous investigations have been realized on tax evasion, corruption and peddling of political favors by high charges. All this, added to small transparency that existed for your part, has created a climate of distrust towards the own political parties and has allowed the entry of other new political forces different from priority 2 a.m. that exist in the country from always (PSOE and PP).

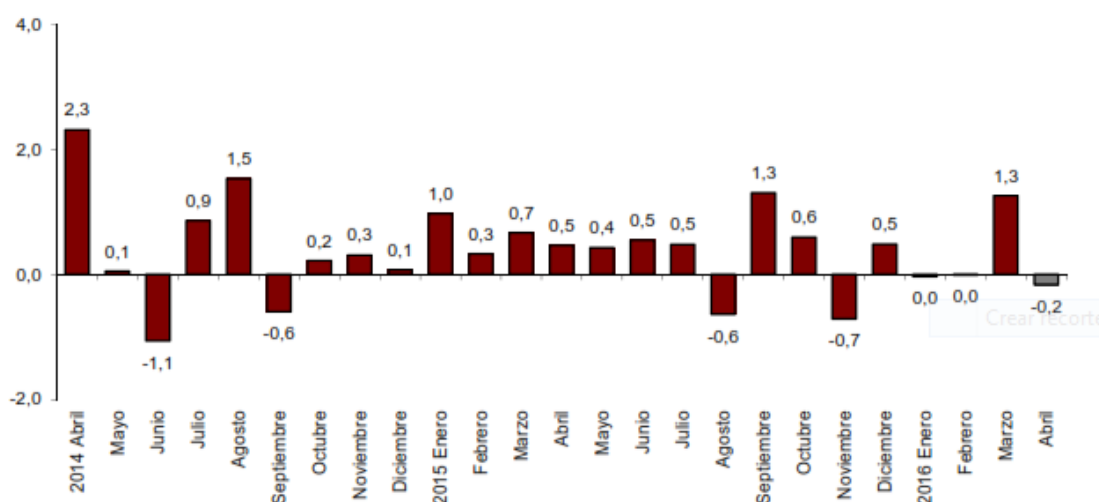
Immediately after all the illegal acts carried out by representatives of the different political parties or of other personalities (since it is the case of actors, big businessmen, the case NOOS, etc.) that have big annual income, and due to the hard measures of adjustment that devastate the country from the economic crisis, the company has given a draft as for his ideas and his way of seeing the things. These facts have generated new currents of confidence in new political parties, since it is "Ciudadanos" case, "Podemos" or "Izquierda Unida", as well as the dispersion of votes towards other parties, since it is the case of the "partido animalista PACMA". Also we are before a total distrust in the political representatives, already be of new or ancient parties. In turn, it has generated a climate for which the company starts valuing the situation and appearing and demonstrating the measures that take in the Congress, exercising his freedom of expression and criticizing ancient laws that need a review or new that cause non-conformity. Nowadays, for example, a serious critique exists to the current electoral Law (Law D ' Hont).

As today, and before the impossibility of agreement between the different parties from the last general elections of December 20, 2015, we think in full electoral campaign for a few new elections that they will take place On June 26, 2016. The major change that is waited is that the union of We Can and IU generates a majority of votes that it overcomes PSOE. Also we observe as a "new force" politics since it was Civil it loses votes in these new elections. These facts can generate a series of changes in the country with a view to the future, for what it will be necessary to continue observing the political scene and a need for adaptation in the first months to the new measures.

ECONOMIC FACTORS

- INDICATORS OF ACTIVITY OF THE SECTOR SERVICES

As for the economic factors it is necessary to tint that the current situation of the country concerns all the sectors equally. For the sector services we see that a small recovery exists compared with 2014, but still it continues without stopping improving. In April, we see since there exists a monthly variation of the general index of the turnover with regard to March,-0,2 %, which supposes a low rate of 1,5 points with regard to the previous month (corrected the seasonal effects and of calendar). The major increases are of Hotel and catering business (0,5 %), Information and communications and administrative Activities and auxiliary services (both with 0,4 %).

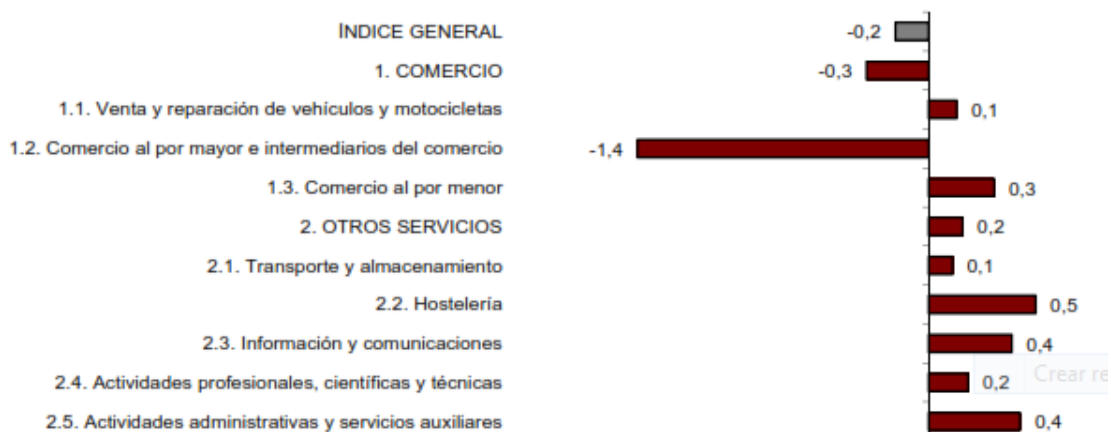


Source: INE

As for the annual evolution of the indexes of turnovers of the Sector Services of Market, the general index corrected of seasonal effects and of calendar experiences a variation of 3,6 % in April respect of the same month in 2015. The original series

presents an annual variation of 5,2 %, which implies 1,8 points more than the registered one in March.

Índices de cifra de negocios: General y por sectores Corregidos de efectos estacionales y de calendario. Tasa mensual



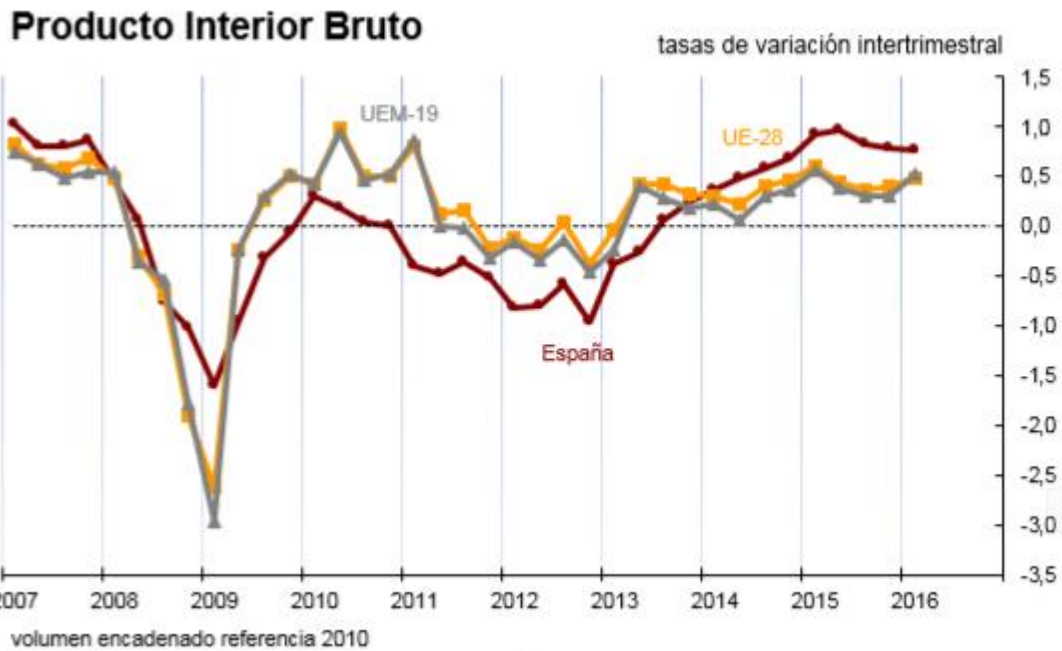
Source: INE

For what it concerns to the occupation in this sector, it has increased 2,0 % with regard to the April of last year. This rate is 4 times lower than the registered one in March.

- GDP

As for the Gross domestic product, the Spanish economy has registered a quarterly growth of 0,8 % in the first quarter of 2016, similar to the estimated one in the fourth quarter of 2015. In annual terms the rate of growth is 3,4 %, a tenth lower than that of the previous quarter.

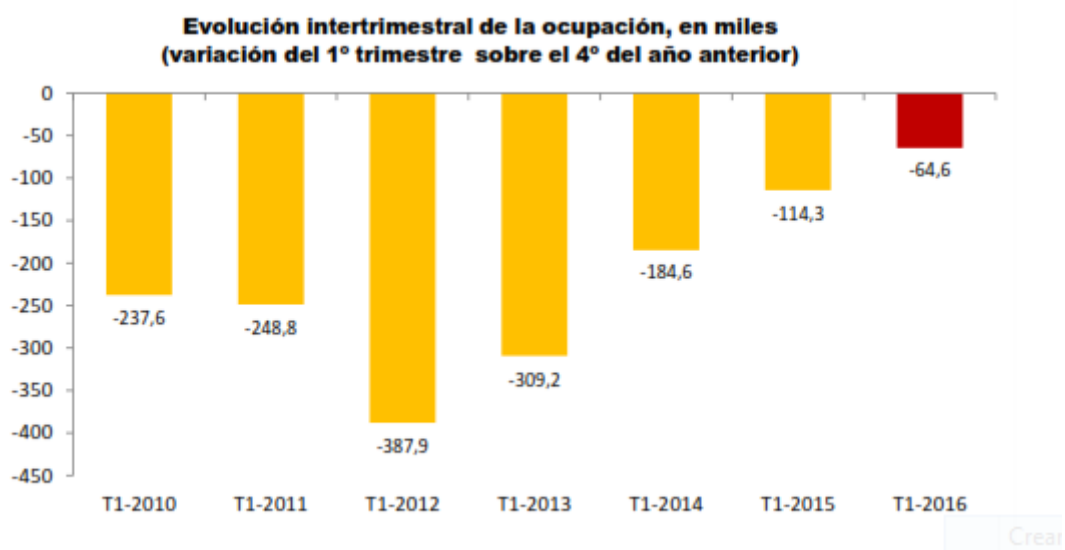
Analyzing it from the optics of the expense, is observed a minor contribution of the national demand (3,8 points opposite to the 4,1 of the previous quarter) and a less negative contribution of the external demand (-0,4 points opposite to 0-6). The expense on final consumption of the homes experiments an annual growth of 3,7 %, superior to the fourth quarter. On the other hand, the expense in final consumption of the Public Administrations has an annual variation of 2,6 %, low in 1,1 points to that of the previous quarter.



Source: INE

- EMPLOYMENT

The number of occupied diminishes in the first quarter of 2016 with regard to the quarter of the previous year, for what the rate of employment places in 46,84 %. As for the annual variation, the rate has raised 1,52 points. In the sector services, his number has seen got down in this quarter. Nevertheless, in the last year yes that has observed an increase.

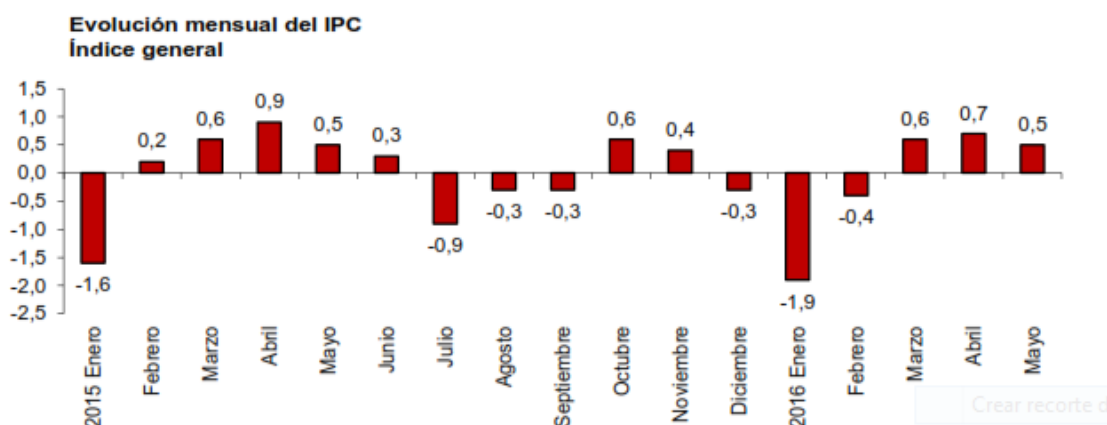


Source: INE

In the last year the employment has increased in more than half a million persons, the major increase from 2007. On the other hand, the unemployment has increased this quarter, for what the quarterly increase of the unemployment is 0,25 %. Nevertheless, in the last year the rate of unemployment has got down 2,78 points.

- CPI

The rate of annual variation of the CONSUMER PRICES INDEX in May is -1,0 %, superior to registered one in the previous month. The groups that more stand out in the increase of the rate are the housing, the leisure and culture and in transport. On the contrary, those of major negative influence are communications and food and not alcoholic drinks. In the monthly variation it is 0,5 %.



Source: INE

- FAMILIAR BUDGETS

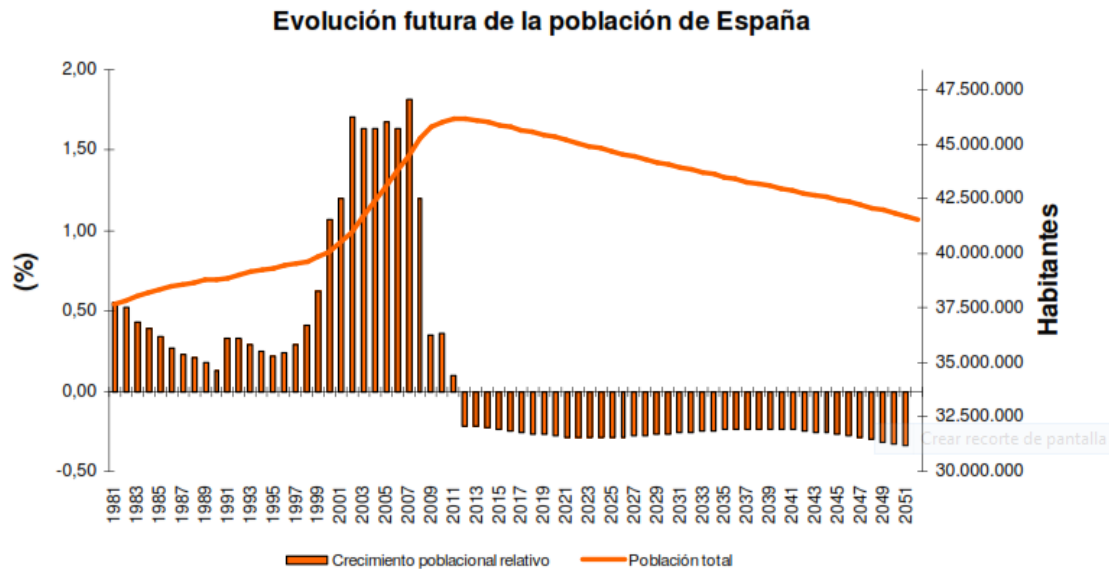
The average expense for home I increase a 1,4 % in 2015 in current terms, being the first one from 2008. The groups in which the increase was a top sound in hotels, coffees and restaurants, in furniture and in leisure, spectacles and culture. I diminish in transport, housing, water, electricity and fuels.

SOCIOCULTURAL FACTORS

The sociocultural factors include all the aspects related to the population of a country as well as his way of life, the way of distributing his time, the behavior of the consumers, etc.

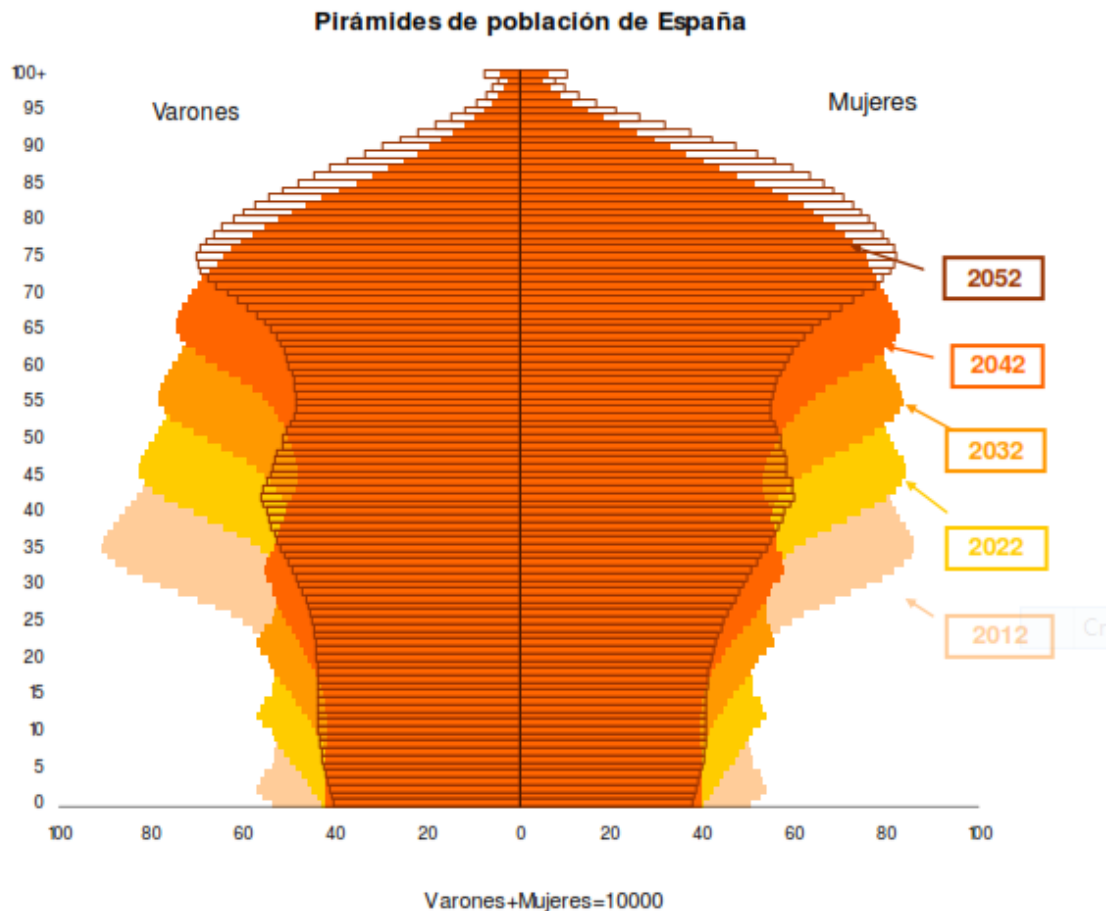
- PROJECTIONS OF POPULATION FROM 2012

If there was kept in the time the demographic trend that has nowadays Spain, in the next decades we would live through an inhabitants' progressive loss, being for 2052 it is lost of 10 % of the current population.



Source: INE

Also we must emphasize the continuous aging of the population who meets increased by the fall of the birthrate and the decrease of the migratory balances. For 2052 37 % of the population would constitute it major of 64 years. This fact has direct incident on the rates of dependence, since for 2022 this rate would rise up to 58 % (for every 10 workers in age of working there would be almost six potentially inactive ones, being 16-year-old or major minors of 64) .Este fact meets increased in 40 years, whose rate of serious dependence of 100 % (for every person in age of working, there would be other one that would not be in age of doing it).



Source: INE

- EMPLOYMENT OF THE TIME

Though the opposing information is of 2009-2010, the perspectives in these 5-6 years of difference are similar. It diminishes the participation in activities of social life and amusement and grows the time dedicated to the computer science (social networks fundamentally). Also it increases the time that the persons dedicate to the mass media up to coming to an average of 3 daily hours. On the other hand, the women dedicate two hours and quarter every day more than the men to the tasks of the home.

As for the activities that they are in the habit of realizing, the men dedicate more time to the sport and activities of the free time, and in interests and computer science. This fact agrees that more than 90 % of the women dedicates more hours to the care of children, elders or salesmen and to the labors of the home and therefore they cannot dedicate this time in the accomplishment of other activities. Nevertheless, and since it comes being habitual in the last months due to the arrival of a new way of life, the number of women who go out to do running or to go to the gymnasium has increased considerably.

Porcentaje de personas que realizan la actividad en el transcurso del día y duración media diaria dedicada a la actividad por dichas personas. 2009-2010

Actividades Principales	Total personas		Varones		Mujeres	
	% de personas	Duración media diaria	% de personas	Duración media diaria	% de personas	Duración media diaria
0 Cuidados personales	100,0	11:32	100,0	11:35	100,0	11:29
1 Trabajo remunerado	33,5	7:20	38,6	7:54	28,6	6:35
2 Estudios	14,8	5:18	14,4	5:27	15,1	5:09
3 Hogar y familia	83,5	3:34	74,4	2:28	92,2	4:25
4 Trabajo voluntario y reuniones	11,8	1:50	9,1	2:01	14,4	1:43
5 Vida social y diversión	57,0	1:43	56,0	1:49	58,1	1:38
6 Deportes y actividades al aire libre	38,4	1:46	41,8	1:57	35,1	1:33
7 Aficiones e informática	29,7	1:52	36,0	2:02	23,6	1:37
8 Medios de comunicación	88,4	3:00	87,7	3:08	89,0	2:51
9 Trayectos y tiempo no especificado	84,6	1:23	87,4	1:25	82,0	1:21

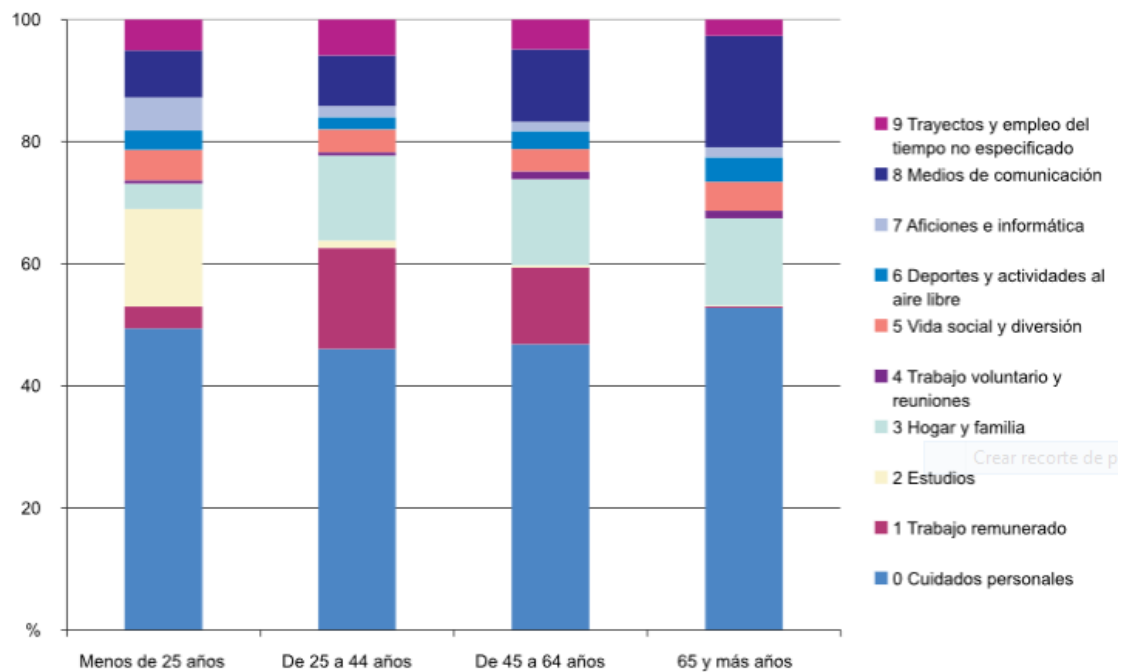
Source: INE

Modal to the study of the protective one of animals, it is necessary to emphasize that it has diminished the number of persons who realize volunteer's works and meetings, to dedicate this time in other activities. Though it is true that the average time dedicated to this voluntary work has not suffered any variation. Nevertheless, we emphasize that in the last years it has diminished the time that one dedicates to activities of socialization, which this one promoted by the social networks and by a change in the most individualistic society.

If we were comparing the work of voluntary work for sexes, we obtain that the women of average dedicate more time to these activities. Without need of studies that demonstrate it, observing the ONG's we realize that the women's quantity that they help voluntarily they are very superior to the men's quantity.

Analyzing it from the point of view of the age, it emphasizes that the voluntary work it is realized in a major number by 45-year-old major persons. Minor all that is the age of the person, less time dedicate to this type of activities. The voluntary work and the help to other homes are activities that widowers and major persons realize principally. The young persons, students and bachelors take part little.

Distribución de actividades en un día promedio, por grupo de edad. 2009-2010



Source: INE

TECHNOLOGICAL FACTORS

They are all the changes that concern the sector as for the technological development in the industrial, commercial and administrative part. The major changes in the company have come from the Internet hand, since it was a door to an age of globalization of the information. In any part of the world with access to Internet you can be capable of knowing what happens in another part. This appearance has generated new incorporations, as the merger of mobiles and I access to Internet or the technological advance with major repercussion in the last years: the social networks.

About 75 % of the population has a computer in the home, being almost 80 % of the Spanish they have Internet in his home. In addition, last year the major increase in technological products the electronic books obtained it. To all that, almost 100 % of the homes relies on a mobile phone added to the connectivity that they offer today with Internet, they it have turned into a fundamental piece for all, specially for the young persons and for the infantile population (between 10 and 15 years) that use Internet almost 95 % of the total. Even with all that, there is a high number of persons who continue distrusting the Internet use and his safety, though year after year seems that this number is diminishing.

For what it concerns to the Spanish companies, 98 % of more than 10 workers has access to Internet and seven of every ten a web page. Almost 30 % of them has external networks of connection in order that his employees could connect though they are not in the office, and more than the half they provide portable devices with connection to Internet for his managerial use.

Stands out the use of the social networks (Facebook fundamentally) on the part of the companies for motives of work, already be for marketing, advertising and as channel of communication with the user. Though this alone fact is used by 50-60 % of the companies.

The expense in research and development in 2014 supposed a 1,23 % of the GDP and a 1,5 % less than in the previous year. The sector companies represents the major expense followed of the higher educations. To the sector of Institutions Deprived Without Ends of Profit it corresponded to him 0,2 % for the same year.

On the other hand, the activities of R+D financed principally for the sector Companies and for Public Administrations.

ECOLOGICAL FACTORS

The ecological factors are a tool that they serve to the companies and institutions to weigh the changes of the environment that might affect them, as well as the own mentality of the society towards these changes.

In the last years due to the crisis there are great the areas that have suffered cuts, as health, education, investigation ... but also the environment and his protection has suffered it. Since Greenpeace alludes in his document "Radiografía Social del Medioambiente en España", The natural environment is one of the principal victims of the crisis and the citizenship who suffers the consequences. But also it gives value to the policies and environmental initiatives carried out by entrepreneurs or by a major social raising awareness, something that comes increasing in the last years. For example, in the first year of Government of Rajoy there was a total of 36.000 manifestations in favor of the way.

All the communities place between an average and low level of environmental quality for what in all a high margin of improvement exists. The communities with better punctuations are La Rioja, Navarre and Madrid, whereas the worst are the Valencian Community, Cantabria and Aragon.

Health, corruption, cuts and privatization of the environment, I waste of public money and energetic poverty they are topics with an environmental very important relation. They all have an indirect relation on the population: to support pollutant facilities was affecting thousands of persons, the corruption generates impacts in the environment that they will last there in the time, the cuts it provokes danger in the mounts and forest surfaces, etc.



Source: Greenpeace

The company is evolving and more aroused and prepared to be mobilized proposing alternatives and changes. The fight against the Fracking; "It" "comes back", a project to reduce residues; it fights against the explorations; manifestations in opposition to the incineradoras, etc. Also we find political measures that help to improve the situation, territories that put measures and sustainable alternatives in spite of the difficulties and workers who do from the respect to the environment it departs from his labor.



Source: Greenpeace

LEGAL FACTORS

We must bear in mind the political current situation and the in force legislation. In addition, we have to concentrate on the stability that the government provides.

Regarding legal level, the regulation of pets is wide enough but in turn confused in some cases (since it is the Spanish case) and "scanty" as for his sanctioning content for the one who breaks it or for with the rights of the animals.

In case of the Spanish regulation, it is necessary to stand out, as numerous attorneys indicate specialists in the animal defense, that there exists a lack of state regulation and a proliferation of autonomous procedure, each one different from an autonomous community to other one, which impedes furthermore the defense of the rights of the animals as well as the fulfillment of the above mentioned Law and the ignorance on the part of the company of the regulation in each of the communities. To all this it is necessary to add the ordinances that exist to municipal level.

This fact generates great controversy since what can be typified as a crime in an autonomous community, in other one can be a simple lack or even not be not even it, since it is the case in any zones of Spain of denunciations for cases of abandon of the animal or of lack of taken care of the same one. Added to this, in most cases denounced and stipulated as very serious sanction, the sanction measures up for a few

margins between which normally there are applied those of minor quantity for the defendant.

Besides all this legislative uncertainty, the lack of concretion in the Penal Code for the crimes of animal mistreatment they generate serious difficulties, as well as the shortage of forceful sentences and deterrent penalties.

We can summarize this lack of reality on the part of the Spanish legislation of the following form: "Penal Code considers crime in his article 337 " *the unjustified mistreatment to an animal* ", but, "when is any mistreatment justified? ", there wonders Arancha Sanz (lawyer of the Sociedad Protectora de Animales y Plantas de Madrid (SPAP)). In addition, the new reform of the Penal Code in this aspect does not improve the royal situation, since though major sentence is included, the attitude continues being the same, since except the case of two cases of animal mistreatment condemned to prison for the same judge in Baleares, one has not given any other similar case of prison for any defendant of mistreatment, existing thousands the denunciations for these topics.

A sample of this lack of coherence between the laws and the sanctions lived through the Protective Association ASPAC, claimant in this case, before the judgment that I pass a judge before the abandon of a dog in the thoroughfare, before the presence of a witness, and that, according to judicial judgment, when risk existed neither for the traffic nor for the life of the animal because the abandon took place near a forest, the sanction was the possible minim (because of 3 € a day for 30 days).

As for the in force legislation as for another type of animals that are not of company, the laws are hard if they treat each other about protected or soft species if it is a question of species that are not protected, being based more on aspects of economic value of the animal than on the own cruelty or hurt towards the same one. This reality goes in agreement with her, even a today, idea of that the animals are beings furniture and not sentient beings. On the other hand, there still have far the pursuit and the punishment those who experiment with animals or celebrate and take part in you fight of dogs or roosters.

Nevertheless, though Spain is very far in legislative topics (and in others also) on the possession of pets, there exist a series of Laws of obliged fulfillment. The principal ones referred to pets are the following ones (a major regulation exists as for all kinds of animals, but to simplify the analysis we will focus on the domestic animals, principally dogs):

Spanish Legislation

[Ley 50/1999](#), de 23 de diciembre, sobre el Régimen Jurídico de la Tenencia de Animales Potencialmente Peligrosos.

[Real Decreto 287/2002](#), de 22 de marzo, por el que se desarrolla la Ley 50/1999, de 23 de diciembre, sobre el régimen jurídico de la tenencia de animales potencialmente peligrosos.

[Ley 8/2003](#), de 24 de abril, de sanidad animal.

[Real Decreto 526/2014](#), de 20 de junio, por el que se establece la lista de las enfermedades de los animales de declaración obligatoria y se regula su notificación.

Also there exist laws of animal protection for every Autonomous Community. They are the following ones:

Regional Law

[Leyes de Protección Animal por Autonomías](#)

Andalucía

[Ley 11/2003](#), de 24 de noviembre, de protección de los animales.

Aragón-

[Ley 11/2003](#), de 19 de marzo, de Protección Animal en la Comunidad Autónoma de Aragón.

Asturias

[Ley 13/2002](#), de 23 de diciembre, de tenencia, protección y derechos de los animales.

Cantabria

[Ley 3/1992](#), de 18 de marzo, de Protección de los Animales.

[Ley 8/1997](#), de 30 de diciembre, de Modificación y Adaptación de determinados preceptos de la Ley 3/1992, de 18 de marzo, de Protección de los Animales.

Castilla la Mancha

[Ley 7/1990](#), de 28 de diciembre, de protección de los animales domésticos.

Castilla y León

[Ley 5/1997](#), de 24 de abril, de protección de los animales de compañía.

[Ley 6/1994](#), de 19 de mayo, de Sanidad Animal de Castilla y León.

Cataluña

[Decreto Legislativo 2/2008](#), de 15 de abril, por el que se aprueba el Texto refundido de la Ley de protección de los animales.

[Ley 28/2010](#), de 3 de agosto, de modificación del artículo 6 del texto refundido de la Ley de protección de los animales, aprobado por el Decreto legislativo 2/2008.

[Ley 22/2015](#), de 29 de julio, de modificación del texto refundido de la Ley de protección de los animales.

Extremadura

[Ley 5/2002](#), de 23 de mayo, de Protección de los Animales en la Comunidad Autónoma de Extremadura.

[Ley 7/2005](#), de 27 de diciembre, de modificación de la Ley 5/2002, de 23 de mayo, de -protección de los animales en Extremadura

-Galicia

[Ley 8/2014](#), de 26 de septiembre, de reforma de la Ley 1/1993, de 13 de abril, de protección de animales domésticos y salvajes en cautividad.

[Ley 1/1993](#), de 13 de abril, de Protección de Animales Domésticos y Salvajes en Cautividad.

Islas Baleares

[Ley 1/1992](#), de 8 de abril, de Protección de los Animales que viven en el entorno humano.

Islas Canarias

[Ley 8/1991](#), de 30 de abril, de protección de los animales.

La Rioja

[Ley 5/1995](#), de 22 de marzo, de Protección de los Animales.

[Ley 1/2000](#), de 31 de mayo, de Perros Guía Acompañantes de Personas con Deficiencia Visual.

[Ley 2/2000](#), de 31 de mayo, de modificación de la Ley 5/1995, de 22 de marzo, de Protección de los Animales.

[Ley 7/2002](#), de 18 de octubre, de Sanidad Animal de la Comunidad Autónoma de La Rioja.

Madrid

[Ley 1/1990](#), de 1 de febrero, de Protección de los Animales Domésticos.

[Ley 1/2000](#), de 11 de febrero, de modificación de la Ley 1/1990, de 1 de febrero, de Protección de Animales Domésticos.

Murcia

[Ley 10/1990](#), de 27 de agosto, de Protección y Defensa de los Animales de Compañía.

Navarra

[Ley Foral 7/1994](#), de 31 de mayo, de Protección de los Animales.

[Ley Foral 11/2001](#), de 24 de mayo, por la que se modifica la Ley Foral 11/2000, de 16 de noviembre, de Sanidad Animal.

[Ley Foral 14/2001](#), de 20 de junio, de modificación de la Ley Foral 11/2000, de 16 de noviembre, de Sanidad Animal.

[Ley Foral 14/2003](#), de 17 de marzo, por la que se deroga el artículo 14.4 de la Ley Foral 11/2000, de 16 de noviembre, de Sanidad Animal.

[Ley Foral 15/2003](#), de 17 de marzo, por la que se modifica la Ley Foral 11/2000, de 16 de noviembre, de Sanidad Animal, y se establecen medidas de fomento para el traslado de explotaciones pecuarias.

País Vasco

[Ley 6/1993](#), de 29 de octubre, de Protección de los Animales.

Comunidad Valenciana

[Ley 4/1994](#), de 8 de julio, de la Generalidad Valenciana, sobre Protección de los Animales de Compañía.

To part of all the previous ones, and the sample of the difficulty that contains to have a control on all of them, exist the municipal ordinances, since already we name previously.

On the other hand, in the Penal Code the following thing is specified:

Animal Protection in the Penal Code

Ley Orgánica 1/2015, de 30 de marzo, por la que se modifica la Ley Orgánica 10/1995, de 23 de noviembre, del Código Penal.

[Article 333 P.C.](#)

The one that was introducing or liberating species of flora or not autochthonous fauna, so that it harms the biological balance, counter coming the laws or protective dispositions of general character from the species of flora or fauna, will be punished by a sentence of prison from four months to two years or fine from eight to twenty-four months and, in any case, special incapacitation for profession or trade for time from one to three years.

[Article 334 P.C.](#)

1. It will be punished by a sentence of prison from six months to two years or fine from eight to twenty-four months and, in any case, special incapacitation for profession or trade and special incapacitation for the exercise of the right to hunt

or go fishing per time from two to four years who, counter coming the laws or other dispositions of general character:

- a) Hunt, go fishing, acquire, possess or destroy species protected from wild fauna;
- b) Deal with them, his parts or derivatives of the same ones; or,
- c) Realize activities that prevent or impede his reproduction or migration.

The same sentence will be imposed to whom, counter coming the laws or other dispositions of general character, it destroys or alters seriously his habitat.

2. A sentence will be imposed in his top half if it is a question of species or catalogued subspecies on the verge of extinction.
3. If the facts had been committed by serious recklessness, a sentence of prison will be imposed from three months to one year or fine from four to eight months and, in any case, special incapacitation for profession or trade and special incapacitation for the exercise of the right to hunt or go fishing per time from three months to two years.

Article 335 P.C.

1. The one that **hunts or fishes species different** from the indicated ones in the previous article, when it is expressly prohibited by the specific procedure on his hunt or fishing, will be punished by a sorrow of fine from eight to twelve months and special incapacitation for the exercise of the right to hunt or go fishing per time from two to five years.
2. The one that hunts or goes fishing or realizes activities of shellfish relevant on species different from the indicated ones in the previous article in public or private foreign areas submitted to hunting special regime, without the due permission of his holder or submitted to concession or authorization shellfish or aquaculture without the due administrative title enabling, will be punished by a sentence of fine from four to eight months and special incapacitation for the exercise of the right to hunt, going fishing or realizing activities of shellfish for time from one to three years, besides sentences that could correspond to him, in his case, for the commission of the crime foreseen in the paragraph 1 of this article.
3. If the previous conducts were producing serious hurts to the hunting heritage of an area submitted to hunting special regime or to the sustainability of the resources in zones of concession or authorization shellfish or aquaculture, a sentence of prison

will be imposed from six months to two years and special incapacitation for the exercise of the rights to hunt, going fishing, and to realize activities of shellfish for time from two to five years.

4. A sentence will be imposed in his top half when the conducts typified in this article are realized in group of three or more persons or using arts or prohibited means legally or in due form.

Article 336 P.C.

The one that, without being legally authorized, it uses for the hunt or it fishes poison, explosive means or other instruments or arts of similar destructive or not selective efficiency for the fauna, it will be punished by a sorrow of prison from four months to two years or fine from eight to twenty-four months and, in any case, that of special incapacitation for profession or trade and special incapacitation for the exercise of the right to hunt or go fishing time from one to three years. If the hurt caused out of well-known importance, will impose on itself a sentence of prison before mentioned in his top half.

Article 337 P.C.

1. It will be punished by a sentence of three months and one day to a year of prison and special incapacitation of one year and one day to three years for the exercise of profession, trade or trade that has relation with the animals and for the possession of animals, which for any way or procedure he ill-treats unjustifiably, him causing injuries that reduce seriously his health or submitting him to sexual exploitation, to

a) A domestic or tamed animal,

b) An animal of those who habitually are domesticated,

c) An animal through that temporary or permanently it lives under human control, or

d) Any animal that does not live in wild condition.

2. Sentences foreseen in the previous paragraph will be imposed in his top half when there meets someone of the following circumstances:

a) There had been in use weapon, instruments, objects, means, methods or you form concretely dangerous for the life of the animal.

B) Cruelty had happened.

C) There had been caused to the animal the loss or the uselessness of a sense, organ or principal member.

D) The facts had executed in presence of a minor.

3. If the **death of the animal** had been caused a sentence will be imposed from six to eighteen months of prison and special incapacitation from two to four years for the exercise of profession, trade or trade that has relation with the animals and for the possession of animals.

4. Those that, out of the suppositions to which there refer the previous paragraphs of this article, **they will ill-treat cruelly to the domestic animals or to different anyone in spectacles not authorized legally**, will be punished by a sorrow of fine from one to six months. Likewise, the judge will be able to impose a sorrow of special incapacitation from three months to one year for the exercise of profession, trade or trade that has relation with the animals and for the possession of animals.

Article 631 P.C.

1. The owners or managers of the custody of ferocious or harmful animals who will make them free or in conditions to cause badly they will be punished by a sorrow of fine from one to two months.

2. Those who retire to a domestic animal in conditions in which his life or his integrity could be in danger will be punished by a sorrow of fine from fifteen days to two months.

Article 632 P.C.

1. The one that cuts, fell, be hot, start, gather some species or subspecies of threatened flora or of his propagules, without serious prejudice for the environment, it will be punished by a sentence of fine from 10 to 30 days or works in benefit of the community from 10 to 20 days.

2. Those that they will ill-treat cruelly to the domestic animals or different anyone in spectacles not authorized legally without incurring the suppositions foreseen in the article 337 will be punished by a sentence of fine from 20 to 60 days or works in benefit of the community from 20 to 30 days.

Also we have to our disposition an European Agreement for the Protection of the Pets, agreement that Spain did not ratify to 2015

Preamble

The member States of the Council of Europe signatory hereto,

Considering that the aim of the Council of Europe is to achieve a greater unity between its members;

Recognising that man has a moral obligation to respect all living creatures and bearing in mind that pet animals have a special relationship with man;

Considering the importance of pet animals in contributing to the quality of life and their consequent value to society;

Considering the difficulties arising from the enormous variety of animals which are kept by man;

Considering the risks which are inherent in pet animal overpopulation for hygiene, health and safety of man and of other animals;

Considering that the keeping of specimens of wild fauna as pet animals should not be encouraged;

Aware of the different conditions which govern the acquisition, keeping, commercial and non-commercial breeding and disposal of and the trading in pet animals;

Aware that pet animals are not always kept in conditions that promote their health and well-being;

Noting that attitudes towards pet animals vary widely, sometimes because of limited knowledge and awareness;

Considering that a basic common standard of attitude and practice which results in responsible pet ownership is not only a desirable, but a realistic goal,

Have agreed as follows:

Chapter I – General provisions

Article 1 – Definitions

1. By pet animal is meant any animal kept or intended to be kept by man in particular in his household for private enjoyment and companionship.
2. By trading in pet animals is meant all regular business transactions in substantial quantities carried out for profit which involve the change of ownership of pet animals.

3. By commercial breeding and boarding is meant breeding or boarding mainly for profit and in substantial quantities.
4. By animal sanctuary is meant a non-profit making establishment where pet animals may be kept in substantial numbers. If national legislative and/or administrative measures permit, such an establishment may accept stray animals.
5. By a stray animal is meant a pet animal which either has no home or is outside the bounds of its owner's or keeper's household and is not under the control or direct supervision of any owner or keeper.
6. By competent authority is meant the authority designated by the member State.

Article 2 – Scope and implementation

1. Each Party undertakes to take the necessary steps to give effect to the provisions of this Convention in respect of:
 - a) pet animals kept by a person or legal entity in any household or in any establishment for trading, for commercial breeding and boarding, and in animal sanctuaries;
 - b) where appropriate, stray animals.
2. Nothing in this Convention shall affect the implementation of other instruments for the protection of animals or for the conservation of threatened wild species.
3. Nothing in this Convention shall affect the liberty of the Parties to adopt stricter measures for the protection of pet animals or to apply the provisions contained herein to categories of animals which have not been mentioned expressly in this instrument.

Chapter II – Principles for the keeping of pet animals

Article 3 – Basic principles for animal welfare

1. Nobody shall cause a pet animal unnecessary pain, suffering or distress.
2. Nobody shall abandon a pet animal.

Article 4 – Keeping

1. Any person who keeps a pet animal or who has agreed to look after it, shall be responsible for its health and welfare.
2. Any person who is keeping a pet animal or who is looking after it shall provide accommodation, care and attention which take account of the ethological needs of the animal in accordance with its species and breed, in particular:

- a) give it suitable and sufficient food and water;
 - b) provide it with adequate opportunities for exercise;
 - c) take all reasonable measures to prevent its escape;
3. An animal shall not be kept as a pet animal if:
- a) the conditions of paragraph 2 above are not met or if,
 - b) In spite of these conditions being met, the animal cannot adapt itself to captivity.

Article 5 – Breeding

Any person who selects a pet animal for breeding shall be responsible for having regard to the anatomical, physiological and behavioural characteristics which are likely to put at risk the health and welfare of either the offspring or the female parent.

Article 6 – Age limit on acquisition

No pet animal shall be sold to persons under the age of sixteen without the express consent of their parents or other persons exercising parental responsibilities.

Article 7 – Training

No pet animal shall be trained in a way that is detrimental to its health and welfare, especially by forcing it to exceed its natural capacities or strength or by employing artificial aids which cause injury or unnecessary pain, suffering or distress.

Article 8 – Trading, commercial breeding and boarding, animal sanctuaries

1. Any person who, at the time of the entry into force of the Convention, is trading in or is commercially breeding or boarding pet animals or is operating an animal sanctuary shall, within an appropriate period to be determined by each Party, declare this to the competent authority.

Any person who intends to engage in any of these activities shall declare this intention to the competent authority.

2. This declaration shall stipulate:
- a) the species of pet animals which are involved or to be involved;
 - b) the person responsible and his knowledge;
 - c) a description of the premises and equipment used or to be used.
3. The above-mentioned activities may be carried out only:

- a) if the person responsible has the knowledge and abilities required for the activity either as a result of professional training or of sufficient experience with pet animals and
 - b) if the premises and the equipment used for the activity comply with the requirements set out in Article 4.
4. The competent authority shall determine on the basis of the declaration made under the provisions of paragraph 1 whether or not the conditions set out in paragraph 3 are being complied with. If these conditions are not adequately met, it shall recommend measures and, if necessary for the welfare of the animals, it shall prohibit the commencement or continuation of the activity.
5. The competent authority shall, in accordance with national legislation, supervise whether or not the above-mentioned conditions are complied with.

Article 9 – Advertising, entertainment, exhibitions, competitions and similar events

1. Pet animals shall not be used in advertising, entertainment, exhibitions, competitions and similar events unless:
- a) the organiser has created appropriate conditions for the pet animals to be treated in accordance with the requirements of Article 4, paragraph 2, and
 - b) the pet animals' health and welfare are not put at risk.
2. No substances shall be given to, treatments applied to, or devices used on a pet animal for the purpose of increasing or decreasing its natural level of performance:
- a) during competition or
 - b) at any other time when this would put at risk the health and welfare of the animal.

Article 10 – Surgical operations

1. Surgical operations for the purpose of modifying the appearance of a pet animal or for other non-curative purposes shall be prohibited and, in particular:
- a) the docking of tails;
 - b) the cropping of ears;
 - c) devocalisation;
 - d) declawing and defanging;
2. Exceptions to these prohibitions shall be permitted only:

- a) if a veterinarian considers non-curative procedures necessary either for veterinary medical reasons or for the benefit of any particular animal;
 - b) to prevent reproduction.
3. a) Operations in which the animal will or is likely to experience severe pain shall be carried out under anaesthesia only by a veterinarian or under his supervision.
- c) Operations for which no anaesthesia is required may be carried out by a person competent under national legislation.

Article 11 – Killing

1. Only a veterinarian or another competent person shall kill a pet animal except in an emergency to terminate an animal's suffering when veterinary or other competent assistance cannot be quickly obtained or in any other emergency covered by national legislation. All killing shall be done with the minimum of physical and mental suffering appropriate to the circumstances. The method chosen, except in an emergency, shall either:
- a) cause immediate loss of consciousness and death, or
 - b) begin with the induction of deep general anaesthesia to be followed by a step which will ultimately and certainly cause death.

The person responsible for the killing shall make sure that the animal is dead before the carcass is disposed of.

2. The following methods of killing shall be prohibited:
- a) drowning and other methods of suffocation if they do not produce the effects required in sub-paragraph 1.b;
 - b) the use of any poisonous substance or drug, the dose and application of which cannot be controlled so as to give the effect mentioned in paragraph 1;
 - c) Electrocution unless preceded by immediate induction of loss of consciousness.

Chapter III – Supplementary measures for stray animals

Article 12 – Reduction of numbers

When a Party considers that the numbers of stray animals present it with a problem, it shall take the appropriate legislative and/or administrative measures necessary to reduce their numbers in a way which does not cause avoidable pain, suffering or distress.

- a) Such measures shall include the requirements that:

- i) if such animals are to be captured, this is done with the minimum of physical and mental suffering appropriate to the animal;
 - ii) whether captured animals are kept or killed, this is done in accordance with the principles laid down in this Convention;
- b) Parties undertake to consider:
- i) providing for dogs and cats to be permanently identified by some appropriate means which causes little or no enduring pain, suffering or distress, such as tattooing as well as recording the numbers in a register together with the names and addresses of their owners;
 - ii) reducing the unplanned breeding of dogs and cats by promoting the neutering of these animals;
 - iii) encouraging the finder of a stray dog or cat to report it to the competent authority.

Article 13 – Exceptions for capture, keeping and killing

Exceptions to the principles laid down in this Convention for the capture, the keeping and the killing of stray animals may be made only if unavoidable in the framework of national disease control programmes.

Chapter IV – Information and education

Article 14 – Information and education programmes

The Parties undertake to encourage the development of information and education programmes so as to promote awareness and knowledge amongst organisations and individuals concerned with the keeping, breeding, training, trading and boarding of pet animals of the provisions and the principles in this Convention. In these programmes, attention shall be drawn in particular to the following subjects:

- a) the need for training of pet animals for any commercial or competitive purpose to be carried out by persons with adequate knowledge and ability;
- b) the need to discourage:
 - i) gifts of pet animals to persons under the age of sixteen without the express consent of their parents or other persons exercising parental responsibilities;
 - ii) gifts of pet animals as prizes, awards or bonuses;
 - iii) unplanned breeding of pet animals;
- c) the possible negative consequences for the health and well-being of wild animals if they were to be acquired or introduced as pet animals;

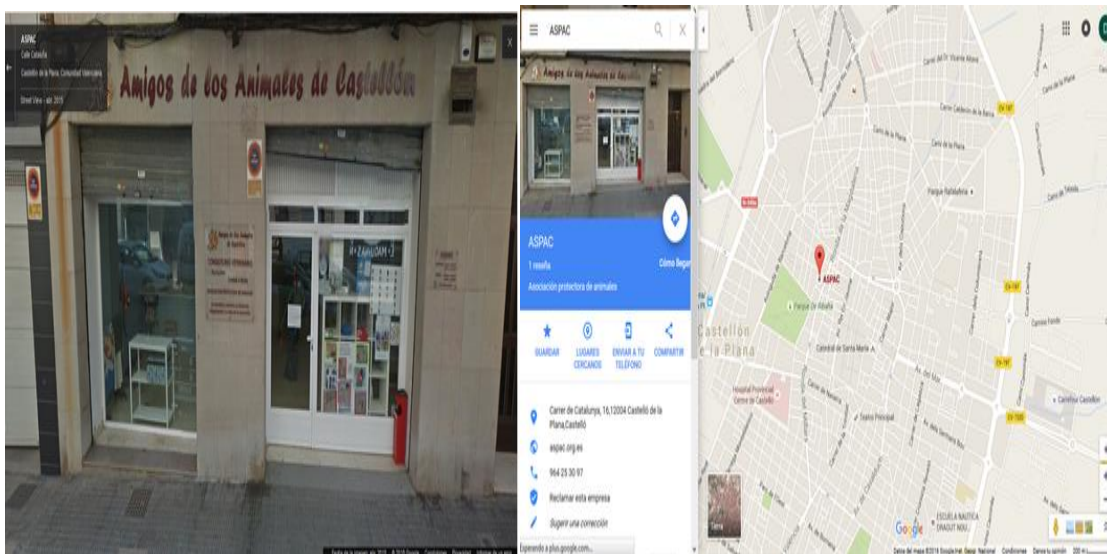
- d) the risks of irresponsible acquisition of pet animals leading to an increase in the number of unwanted and abandoned animals.

3.2.3. INTERNAL ANALYSIS

Aspac is a non-profit-making organization that it was founded and constituted legally in the year 2000. Before this, his founders already were devoting themselves to the withdrawal, the care and the search of adoptions of animals of particular form. Also they were devoting themselves, in a more limited way, to the raising awareness of the population. Nevertheless, once they possessed something more about experience and illusions for improving the situation through that the animals live in the province, they decided to carry out the project to create this protective association.



Though initially the association did not possess a place where to be able to carry out activities to obtain benefits extra to face to taken care of the animals (only they possessed a place to attend to the public and to inform the possible adopters), After a few years, in October, 2010, they obtained another aim that was the acquisition, across a rent, a place where to be able to sell products for animals and open a veterinary doctor's office where to attend so much to the animals of the association as to those of individuals. In addition it possessed a space for a canine hairdresser's shop. All the benefits that were obtained were destined entirely for the ends of the association.



Source: Google Maps

Aspac does not possess refuge of animals, though always it has been, if it was possible, one of his more ambitious aims. From the first moment the idea of having a refuge where to support to all the animals and develop there the activity of the association was in the mind of the founders, but the different difficulties, especially economic, they have disabled that a today could have carried out this dream.

The association has worked for many years with Castellón's Town hall of several forms, but one of them began from 2005 with educational projects ("Tot mascotes") directed the colleges of the locality in order that the smallest were learning values as important as the respect to the animals (as well as to the environment) and the care of the same ones. Thanks to all the projects, all the effort and all the work of the participants of the organization, in the year 2007 the recognition was granted to the association as "Entidad Colaboradora de la Conselleria de Agricultura, Pesca y Alimentación" de la Generalitat Valenciana. Also, in 2008 carried out a project of collaboration with the University Jaume I for the maintenance and care of the feline colonies of the university campus, I agree that with the rector's change it could not continue existing. Many are the projects that have been carried out during these 16 years of the association, but these are some of his examples.

The association is formed by partners and volunteers without which it would not be possible to carry out all the activities that are realized. The donations of the partners and of all that person who realizes them in a sporadic way, well be for collaborating in general or for doing it before a case in concretly, they are an indispensable part of the association, since without this economic "fixed" collaboration it would be impossible to develop the labor that they realize. As for the volunteers, they are a fundamental part of the protective one also, since they dedicate his time and I strengthen disinterestedly, only for helping to the animals. They support all the activities that the association realizes and are the managers of supporting and taking care correctly to the animals that they are in the place. His effort is rewarded when one of the animals is adopted, since it is the reward for the whole association of a case of abandon or mistreatment that finishes with a happy end. Inside the group that the volunteers form, also we are the refuges that serve to support and to take care to the animals of the association in the home of the above mentioned person, being the protective one (if this way it the manager wishes the refuge) of running with all the expenses, until the animal in question is adopted as a family definitively. This labor is really important due to the fact that without these homes the protective one would exceed his capacity, disabling the entry of new cases that could need it. In addition, normally, the refuge is in the habit of running with the expenses of supply, which economically is an economic very important

saving. Finally, we meet the protection, which are acts similar to those of the partners, since they donate money, but destined to an animal in I make concrete. This form of donation is thought for all that person that he likes the animals but could not take charge of them, already be for motives of time, for motives of health, for economic motives or because they want that his children "have" a pet without the possibility of having one own for the already described motives.

Nowadays the association has had to change in some aspects for the circumstances that have been given in the last years. The strong economic crisis has affected enormously the protective one, as well as to all the non-profit associations in general. The economic difficulties always have been a problem for the association, since subsidies do not exist statewide and those of local level are really insufficient (a subsidy of 1.915,15 € that was the one that was received in 2015 becomes exhausted with practically two operations of a leg of a dog). For it, the association has suffered a hard blow and has had to do without certain advantages which they were possessing previously. For example, though the headquarters continue being in the street Catalonia and it possesses the veterinary doctor's office, this service has had to disregard of due to the inability to face to the payment of the salary of the professional, as well as to do without the sale of fodder and other complements due to the inability to face to the invoices. In addition, the exit of the presidency of Lorena Manrique and the current change of Management Board through that the protective one has lived is provoking the loss of some agreements that existed previously, since it could be the project of the chats in the colleges, the assistance to programs of radio or the collaboration with Villarreal's nursing home. Also there exist other factors that influence this loss of collaborations, not only for the institutional change.

On the other hand, the protective one realizes week after week events in which there can be acquired some of the products that the company donates or to collaborate with some donation and to be informed about any topic related to the organization. These events that are realized principally in Castellón's big companies (Leroy Merlín, MediaMarkt, Bricomart, TiendaAnimal, Carrefour, etc.) they allow to the association to announce and to interact with the persons who approach the table to be informed. One of the principal reasons that the association needs to realize these events is her of being able to be announced for the population, and with more reason due to the recent change of brand that there was it develops looking for a stronger and attractive brand image that reflects the global fight against all kinds of mistreatment.



Also we must emphasize that nowadays the association possesses about 10 refuges, 30 partners who do an annual contribution of 60 €, 107 "Teamers" that they donate 1 € a month, about 65 volunteer who help so much being a refuge as being present at events and with 4 godfathers of animals. In addition, Aspac is present in different social networks as Facebook (with this way 4.600" I like it"), Twitter, Instagram or Youtube.



Source: Facebook

Finally, the quantity of animals at the expense of Aspac, they are about 80 the animals that they need taken care and daily attention on the part of the association. The principal destination of the obtained adoptions is Germany, country with whom he guards a good relation for many years. The following place where the adoptions are realized is in the province, due to the requirements that Aspac demands to realize them. Aspac has a process of adoption with big requirements but with enormous rates of success, since there is realized the first interview with the possible adopters in the place and one comes second, if everything is OK, in the house of the same ones to be able to analyze the environment where the animal will live. If the process continues

forward, the contract is signed by a clause of sterilization, if the animal is not already sterilized. To carry out all these actions in Germany, the protective account with an agreement of collaboration of protective other one of there, where they follow a process very seemed to elaborated here.

- **ASPAC OBJECTIVES:**

- ❖ To protect to the animals of the abandon and the ill-treatment
- ❖ To promote the respect to the animals
- ❖ To defend the Laws of the animals (Universal Declaration of the Laws of the Animal, October 15, 1978)
- ❖ To fight for the draft of a Law that punish responsibly and efficiency the acts of cruelty that are committed against the animals
- ❖ To attack the indiscriminate sacrifice of the left animal
- ❖ To denounce and fight against the abuses and the irrational exploitation that they practice or allow against the animals
- ❖ To promote the animal sterilization as solution to the abandon and to the massive sacrifice

3. SWOT ANALYSIS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
Experience in the sector	Difficult location of Head Office	Unemployment that provokes a volunteers' increase	Economic crisis
Web page	Change members' in the meeting of the organization	Major raising awareness of the company	Contribution in species
Social networks	Poor internal communication	Events	Creation of new protective
Canine hairdresser's shop	Lack of leadership	Entry of new protective associations	Few sanctions before cases of mistreatment or abandon
Place to attend to the public	Volunteers without formation on the part of the association	Change in the Penal Code	There are no state subsidies and the subsidies that are granted to local level are of an insufficient quantity
Zero Sacrifice	There is no clear structure in the direction	Economic crisis	High veterinary costs
Central Place	Under volunteers' commitment, specially the new ones	Legal Center for the Defense of the Animals	Entry of new political parties
Volunteers with formation	Lack of reputation	The importance of the TIC	The great number of animals in adoption

Non-profit association	Little utilization of the social networks to carry out the marketing of the association	Change of emblem	Few help in the raising awareness on the part of the Administrations
Network hospitalizes of communication	Lack of direct sale to the public	Contribution in species	Change of emblem
The president of the association is lawyer	Strict and subjective Process of adoption	Appearance of new political parties	
Strict Process of adoption			

Source: Own elaboration

INTERNAL ANALYSIS:

STRENGTH

- **Experience in the sector:** Aspac counts with 15 years of experience in the sector, which has allowed him to be a modal in the fight against the mistreatment and animal abandon in the locality.
 - Though it is not so recognized since it should for his 15 years, yes that has collaborated with other entities thanks to his experience and has been a modal thanks to it.
- **Web page:** Aspac has a web page developed well in that we can find all the information relating to the association as well as the annual memories, the histories behind every animal, the section of animals in adoption, the ways of collaborating, the projects that they realize, etc.
- **Social networks:** It is present in all the social networks that possess major reputation, where they spread external as own cases to the association. The social networks are a good way to be publicized without need to invest money in advertising. - Social networks: It is present in all the social networks that possess major reputation, where they spread external as own cases to the

association. The social networks are a good way to be publicized without need to invest money in advertising.

- **Canine hairdresser's shop:** It possesses a service of canine hairdresser's shop that it allows to continue supporting to a small customer group that they contribute a benefit extra.
- **Place to attend to the public:** Aspac supports his head office in the street Catalonia where to attend to any person who wants to find out on anything relating to the association as well as to support meetings with his volunteers or with new others that want to join the protective one.
 - The fact of having a place where to be able to develop again an economic activity and a veterinary doctor's office is a great value for the association.
- **Zero Sacrifice:** Aspac in his history has never admitted to sacrifice to an animal for very badly that was. Always it has tried to save the life though the probabilities of success were low and it had a great economic cost for the organization.
 - Made East is very different with regard to other associations, animal where of certain age or with certain difficulties of health they are a motive for use euthanasia with the animal.
- **Central Place:** The place of the association is nextsituac the Parque Ribalta, which guarantees a privileged position in the core of the city.
- **Volunteers with formation:** The volunteers whom Aspac possesses nowadays are formed or being formed across the accomplishment of degrees in the University or formative courses.
 - Have volunteers who dominate different branches as computer science, photography, languages (the German is one of the most important), administration of companies, accounting and right between others.
- **Non-profit association:** it is a question of an organization where the population knows that everything collected is destined to a charitable end, in this case to all the activities that the protective one realizes.
- **Network hospitalizes of communication:** Thanks to the current technologies, between them the applications for mobiles like WhatsApp, to transmit relevant information is very simple.
 - Aspac has two groups where there are spoken things of internal functioning to level of the place, since taken care of animals or important things to bearing in mind.

- **The president of the association is lawyer:** This fact allows that Aspac should realize a great quantity of denunciations against the animal mistreatment in the whole Spain. In addition it allows, for his experience, to know the Law before urgent cases.
 - This is a great value for the association because it allows to realize one of his major aims, which is the denunciation of all kinds of mistreatment as well as the fight for a Law that really it protects to the animals.
- **Strict Process of adoption:** There exists a strict process of adoption that every possible adopter must realize.
 - This long process, it allows to study the adopter and to take a really successful decision. The histories with happy end which Aspac have reveal the great rate of success thanks to this process.

WEAKNESSES

- **Difficult location of Head Office:** Though one finds a central zone, the street in the one that is the head office doesn't have a lot of traffic and does not allow that the place should stand out too much, happening a bit undetected.
- **Change members' in the meeting of the organization:** recent changes have taken place in the direction of the association that changes have generated in the same one and they caused instabilities while they were adapting to the whole process that carries the leadership of the association.
- **Poor internal communication:** Though there are exist groups of real time communication, there are certain aspects that do not treat each other across these chats or that they do not communicate to the volunteers due to the relevancy of the information.
 - Between the boards of directors there are some processes that they do not communicate between them, well because they should not can act opposite to them or because they think that they must not know them due to the fact that they do not form a part of his area of action.
- **Lack of leadership:** Aspac have a management board where the volunteers can go before any situation that they do not know but it is necessary to have a leader's image that directs and teaches to follow a way that should establish the direction.
- **Volunteers without formation on the part of the association:** volunteers' Great quantity that Aspac have nowadays they are young that have just entered the protective one and therefore not to possess a great experience in the treatment animals in difficult situations.

- The experience inside the voluntary work is a value for the association to be able to act in cases of urgency or to know how to face to the different characteristics of every animal.
- **Little utilization of the social networks to carry out the marketing of the association:** The association possesses presence in all the social networks and have a great number of followers, but there is not provided the great advantage that they are the use of these means. Or an excessive use Exists in the diffusion of cases of left or wounded animals, especially of external cases to the association.
- **Lack of direct sale to the public:** The sale to the clients is a way of obtaining benefits extra. In addition the protective account with a place where to be able to carry out this, but nowadays it is not taken advantage of.
 - The sale of products is a form simple to enhance customer loyalty, since those who come to the association to buy do it because the benefit is destined to the animals, which will generate a double benefit for the own client, the obtaining of the product and a social benefit. - Few delegation for some functions in the volunteers: There are volunteers very prepared in different areas that they might develop or carry out the projects of the association or even to take part in the organization of protective in a positive way, but this confidence does not exist in order that the volunteer deals with such labors.
- **There is no clear structure in the direction:** The management board is formed by 7 members, which are excessive at the moment of taking rapid decisions.
 - In addition, each of the members deals with an area but there does not exist a clear definition of the labors or projects that it has to carry out and as carry out them if it coincides with the area of another member.
- **Under volunteers' commitment, specially the new ones:** There exists a worrying lack of commitment of the volunteers, since many of them on having gone a time in the association do not return nevermore. Even they go away without saying the motives for which they do it.
 - The entry of new volunteers who in a period of 1 week already do not return is very high.
- **Lack of reputation:** Though it counts with many years of experience in the sector, the association still continues being a stranger for many persons of the province, even of the locality.

- **Strict and subjective Process of adoption:** The process is long and strict, which can lead to the loss of possible adopters who were good for a bad decision based on subjective perceptions or for such a strict process of adoption.
 - For example an adoption can be rejected for not possessing an economic sufficiently good situation and nevertheless be a perfect adopter for his characteristics.

EXTERNAL ANALYSIS

OPPORTUNITIES

- **Unemployment that provokes a volunteers' increase:** The current economic crisis has generated a great quantity of unemployed people in the population, which is translated in persons' big quantities that they need to dedicate his time to the accomplishment of some activity. In this case, the voluntary works have a great opportunity for the obtaining again personal.
- **Major raising awareness of the company:** In the last years there exists a current of raising awareness and respect for the animals and the environment in general. This fact meets reflected in the major commitment of the people for helping to the animals of disinterested form and in the search and protest for a Law that he should propose an identical change to the century in which we live.
 - It is a support extra that has the protective one in the company. Without the involvement of the people, to try any type of change costs much more.
- **Events:** There are great the events that are organized thanks to the support of big companies that yield his space to be able to mount informative tables or collect funds. Also the Administrations organize or cooperate for the creation of fairs of adoption or solidary street markets.
- **Entry of new protective associations:** The entry of other associations that look for the same end is an important value to unite forces for the fight of the same rights.
- **Change in the Penal Code:** The last change in the Penal Code brings with it the success reflected of the long fight that they take supporting the animal defenders for an increase of sorrow and a few major sanctions. Still there remains great margin of improvement but he supposes a great advance.

- **Economic crisis:** Studies demonstrate that during the epochs of crisis the company becomes more solidary and is ready to help more the others with disinterested form.
- **Legal Center for the Defense of the Animals:** The creation of a system formed by attorneys of the whole country who devote themselves to the advice of the protective ones of animals of an altruistic way (they receive 9 € a month but destine everything to events of raising awareness) or to that of individuals but destining the above mentioned benefits to arouse and improve the situation of the animals it is an enormous step for all the associations, which will be able to possess experts' legal help before cases of mistreatment.
- **The importance of the TIC:** Internet is an enormous step that allows us to live in a much more included world and to allow us to know to the moment any circumstance that happens in another part of the world. Or Events, denunciations, cases of abandons, mistreatment, campaigns of raising awareness, ideas ... All that is to only a click in our computers or Smartphone. The information already does not have barriers.
- **Change of emblem:** Recently the logo of the association has changed for one that seeks to have more force and presence in the company and give an image of fight for any animal, not only the servants.
 - The change of emblem can provide a new image to Aspac that allows him to attract a major number of partners or sympathizers' support first of all type of reasons.
- **Contribution in species:** The company in this epoch of crisis is resistant to donate money that to contributing in species, for example buying fodder for the animals or instruments of cleanliness for the place.
 - Often the donations in species overcome to a great extent the donation that they would do if they were doing it in money. It is difficult to the persons to donate less a sack of fodder for a value of 20 € that to give the same monetary quantity. As 0,60 € prefer buying a tin of value to donating this money, since to donate 0,60 € believes the sensation of "shame" in the donor.
- **Appearance of new political parties:** The entry of new political parties in the Spanish panorama has generated gaps in the policies of animal matter. In addition, the zeal for gaining votes is leading to certain parties to be positioning in opposition to the animal mistreatment, since it is the case of the "Toro de la Vega".

THREATS

- **Economic crisis:** The economic vivid recession has been a hard blow for the non-profit associations since the economic situation in epochs of prosperity is complicated due to all the expenses of subsistence and care of animals, in epochs of crisis these situations meet multiplied by different aspects.
- **Contribution in species:** As he supposes an opportunity, also it has his negative part due to the fact that the association has a great need of liquidity to face to invoices or debts, something that cannot be achieved by donations in species (for much that these allow not to increase the expenses).
- **Creation of new protective:** The appearance of new protective provokes the entry of new competitors, which generates fights for the same market and provokes the distribution of privileges which Aspac was possessing being the only protective one in the locality.
- **Few sanctions before cases of mistreatment or abandon:** For much that the Penal Code has been modified by new sanctions the reality is that few of them carry out (except two cases of jail, the rest they have been the minimal applicable sanctions).
 - This can create demotivation and major economic expenses for the associations trying to appeal judgments or spending energy and efforts in protesting for these cases.
- **There are no state subsidies and the subsidies that are granted to local level are of an insufficient quantity:** The condition does not give subsidies for the protective ones and those that the local administration grants are insufficient to cover at least 3 months of the whole subsistence of the animals, without speaking about elegant veterinarians (the operation of a dog with a fracture in a leg can manage to have a cote of 800 €. With two like that cases, practically all the money of the subsidy has become exhausted).
 - In addition, in some localities the money subsidized to acts as bullfights or for the holidays of the locality they overcome the got one for non-profit-making organizations.
- **High veterinary costs:** The veterinary clinics have a few costs really raised for the attention of pets. Many of them collaborate with the protective entities realizing some discounts or offering them benefits, but even like that they continue being too expensive for the quantity of animals to that they can manage to attend of the same association.

- A belief exists in veterinary clinics and specialized shops of which a pet is a good of luxury and of there so high prices.
- **Entry of new political parties:** New parties can lead the former ones to being positioned in attitudes opposite to what the protective ones request for the simple fact of gaining votes for a majority. For example, the supporters of supporting the bullfights can receive supports of political parties because his capacity of vote is top to her of those who ask for the abolition.
- **The great number of animals in adoption:** In 2014 they left 140.000 animals, numbers that have been rising from 2007 and being capable of coming closer these levels. The protective ones are exceeded before this situation and there do not exist remedies that they allow to face the enormous demand that exists.
- **Few help in the raising awareness on the part of the Administrations:** few campaigns of raising awareness Exist very as for abandon, mistreatment or favoring the sterilization on the part of the Administrations. If these entities were giving a major coverage it might come to a major number of persons.
- **Change of emblem:** The new emblem can create a lack of identification with the brand or an ignorance of her if suitable campaigns of marketing are not realized. If we join the lack of reputation to a change of logo, the result can bring major difficulties to be recognized.

4. TARGET MARKET

4.1. SEGMENTATION

The protective association tries to satisfy in major or minor measure three principal needs: it helps in the care of animals left or ill-treated up to his adoption, denunciation of cases of animal mistreatment and fights for a Law of animal protection against sentences condemnatory serious, as well as the fight by which above mentioned sorrow is fulfilled, and to achieve a major raising awareness of the company with regard to these topics.

Therefore, Aspac has to realize a segmentation according to the need that it seeks to cover, since the segment on which it decides to focus on find volunteers who help to the care of the animals will not be the same that the segment to which they dedicate his campaigns of raising awareness.

These would be the different groups:

- For the care of left and / or ill-treated animals they must look for two persons' classes. On the one hand volunteers who take part in the association actively and represent to extract to walking to the animals, take care that receive the veterinary treatments and extract to walking the sufficient time. On the other hand refuges that allow to carry out all the functions of a volunteer but extend with the heat of a home for them.

First, studies reveal that the women are more inclined to realize the functions of voluntary work. In addition, the age that more takes part in this help they are the major ones of 45 years, though in the last times the young persons between 18 and 30 years are gaining enough force. Also we meet persons widows or spinsters. Therefore, 45-year-old major women who are single are the principal option. Nevertheless, young people that they are studying in the university are another volunteers' profile.

On the other hand, for the refuges stand out single persons who should need the company of some animal; persons who already have another animal, since they are inclined to the obtaining of other one but without having the property of the same one and not suffering if it is adopted and university students who realize a temporary reception while they reside in the locality until they have the

summer vacations. For the latter type of reception are perfect the cats, for his simplicity of taken care.

- For the denunciation of cases and the fight for a Law of animal protection they must focus on the support of protective others that help the denunciations, since the union of the different associations can obtain more than the action in an individual way. On the other hand they must focus on the support of the public Administrations that accelerate the judicial procedures and expire with the established in the laws. Also they must look for the support of political parties as PACMA in order that they fight for common cases and have major social repercussion. Finally, they must go both to the press and to any way of diffusion of the information, as the social networks, since a today the majority of the population has the possibility of acceding to Internet and studies demonstrate that the company disregards of happening time realizing social activities for the use of the computer science.

- For the raising awareness of the company, it is very important to try to come to the whole company, but they must focus on the raising awareness of the smallest, on the pupils of the colleges, since it is there where they start developing aspects as important as the empathy and the respect and if from so young it can teach them to respect and treat by love all the alive beings, in the future it is very probable that they support the above mentioned thoughts. In addition, many studies reveal that a strong relation exists between children that there have ill-treated animals and adults who commit some type of serious crime, like to murder other persons or to abuse them. Also they reveal these studies that conduct of mistreatment towards the animals on the part of children mean Psychological changes in his life, already it is because they have attended violence in the home or any type of violence. On the other hand, the raising awareness must be carried out also for persons who have animals, principally between 25 and 50 years, and they must be dynamic and not excessively long chats on topics as important as the sterilization, the importance of the vaccination and have to his animal with chip, taken care basic of the animal and the treatment of the same one. If they learn to respect to his own animal, they will learn to respect the others.

Finally, to dedicate efforts for realizing therapy with animals, something that is demonstrated that it is really effective, it might help to arouse to the company making him see the importance and the usefulness of the animals for all the

aspects of the human being, since not only we take care of them but they are the own animals who take care of us.

- Certainly for the accomplishment of all these needs the protective one must search actively partners who support economically all the activities of the association and they must fidelize them in order that they support his donation as well as new partners bring. The search of new partners must be realized in persons who demonstrate to be compromised by these reasons or whom he likes the animals but not to know this type of associations or the labors that are carried out, In the social networks they turn out to be hundred of persons with photos of his pets or with messages at the foot of photo on the respect to the environment or in opposition to aspects with which the association coincides, since they could be the prohibition of the circuses with animals. In addition they must be persons between 25 and 60 years, which of some form they demonstrate to have economic aptitude to face to the annual donation and to could be involved in the projects of the association.

4.2. POSITION

In addition they must be persons between 25 and 60 years, which of some form they demonstrate to have economic aptitude to face to the annual donation and to could be involved in the projects of the association.

A today the company thinks a lot of information that it is not capable of processing. Thousands of announcements exist on products, on services, on messages in opposition to the tobacco, on messages of traffic, on sports, etc. In case of the protective ones thousands of messages exist on lost animals, wounded animals, opposing animals that need a home, which they need taken care, on protective that they ask for refuges, which ask for economic aid to face to the veterinary expenses, etc. For all this it is very difficult to create a faithful image in the mind of the consumer.

Nevertheless Aspac must position his activity being based on a brand image that counts with many years of experience in the sector and being based on aspects that are not within reach of the competition since it is the fact of relying on an attorney in the association that it should allow to fight and to denounce all the cases of animal mistreatment, aspect that is far from protective others. Also the brand must be related in spite of being one of few entities that from his beginnings 15 years ago zero and his unconditional fight possesses the motto of sacrifice for any animal, I cure this one or not.

Certainly also it must base his positioning in the typology of the persons and in his characteristics, since Aspac must not go to the whole company, but it must centre his efforts in attracting persons that they like the animals, they like the environment and that could see of a form or other one all the actions that the association carries out thanks to his help. The persons with these characteristics in general are persons who fight for what they want, respect the others and learn to realize actions without need to raise the voice. They are constant in his work and with a great will power.

Finally, at the moment of arousing to the company the aspect will have to work very much to be positioned, since it does not tell just now with big expert speakers that they should captivate the public and that they have great capacity of interaction with the same one. It is an aspect that will have to work to be able to be positioned in all those persons who come to chats of raising awareness or, if it is in colleges to children, who remain with the most important ideas and then they them want to transmit to his parents on having come to house.

5. OBJECTIVES

5.1. MISSION

Aspac is a non-profit association which purpose is the diffusion of the rights of the animals, in the processing denunciation, in the raising awareness so much of public organisms as directly on the company on the treatment that gives them to the animals and in the fight for the effective application of the laws of animal protection.

5.2. VISION

To manage to be a protective association relating to provincial level that a major public allows him to obtain and together to be able to fight for the fulfillment of the laws of animal protection.

5.3. GENERAL OBJECTIVES

To increase the reputation of the brand that allows to be known by a great number of persons to provincial level.

- To increase the number of partners and to fidelize them.
- Reopening of the shop and the veterinary doctor's office.
- To increase the number of campaigns of raising awareness.
- To increase the number of collaborations with other entities or professionals.

5.4. SPECIFIC OBJECTIVES

5.4.1. RELATIVE TO THE MANAGEMENT OF THE COMMERCIAL RELATIONS

- **To attract 30% of new partners in 12 months:** for it the protective one will have to realize searches across the social networks and across his campaigns of raising awareness. A good treatment and a good interaction with the assistants to the chats or across the social networks they are something key. Also there can be realized campaigns of capture of partners across gifts as cups by Aspac's emblem or by drawings materials that collaborators donate theirs companies, since they can be entered for some festival of music or for a food in a restaurant.
- **To achieve the loyalty of the partners and to reduce the number of partners who leave the association 100 % in 12 months,** since we possess

a limited quantity of partners and the principal function of the association must be his retention and loyalty, since they contribute a monthly fixed quantity disinterestedly. We will carry out the loyalty across a personalized treatment and making all the partners a participant of the association, with a constant communication and trying that takes part with the association, asking him for photos of his animals and publishing them, realizing some sporadic gift or making him a participant of all the achievements that are obtained in the protective one. It is very important that each of the messages becomes personal, since to speak in general about the partners it would not achieve the aim.

- **To obtain 30 "teamers" in 6 months:** "Teaming" is an application to donate 1 € a month, quantity that great people are ready to donate but that is conscious neither of his existence nor of the importance that has to donate 1 simple Euro. Across the social networks and with small explanatory leaflets delivered in Castellón's concrete, areas since in the University, it might manage to increase the number of members.
- **To increase the number of volunteers in 20 in 6 months:** to carry out the activities of the association is necessary the volunteers' help that they take charge attending to the animals that they find in the place. It is necessary to increase the number of volunteers since big difficulties exist for the coordination of the current ones. In addition, an aim tied to this one is to achieve that the volunteers, both new and ancient do not leave the association.
- **To increase the number of followers in all the social networks in 15 % in 10 months:** The social networks play a very important paper in the diffusion of information and it is one of suitable ways of communication for non-profit associations where the saving of any cost is basic. With the social networks the need of be publicized by other routes or the creation of information leaflets diminishes enormously.
- **Has 85 % of satisfaction of the clients of the hairdresser's shop in one year,** which will be translated in a loyalty for your part and a positive repercussion in the brand image.

5.4.2. RELATIVE TO THE MANAGEMENT OF THE ACTIVITIES OF MARKETING

- **To obtain the collaboration of three companies that could reverberate positively in the association in next 18 months:** For example the collaboration obtains in exchange for advertising of an agency that helps in the

management of the papers of the association, or with a great surface that it should donate vests with Aspac's emblem.

- **To obtain the collaboration of a famous personage in the next 15 months:** Well be because it decides to take part with some solidary event with us, as gift of books or taking part in a solidary concert or donating something with what a benefit could be extracted, or because it helps to share cases or events that the association organizes or spreading the social networks in order that it increases the number of followers.
- **Reopening of the shop for sale of products of pets in 6 months:** The shop is an added value that the protective one has since it allows to obtain a few benefits extra to the association and allows to treat with clients that they decide to buy the products which he has. Due to the economic situation and the inability to invest to obtain a great coverage of products, the alternative is the creation of an interactive catalogue in which the client could ask for the product that he wishes and to be the protective one who takes charge asking for it to the distributor. In the medium term, the aim is to obtain these products in the place of the association.

5.4.3. RELATIVE TO THE FINANCIAL COMMERCIAL ASPECTS

- **To reduce the debt of the Association in 20 % in 12 months.**

6. STRATEGIES

Aspac nowadays it is following a few strategies that base on the already marked ones for the association from his beginning, nevertheless, these strategies they are not being exploited or must be modified or be checked because the situation of the environment has changed (for example with the entry of new competitors). In addition, they are not centring efforts on the attainment of the aims marked by the correct strategy.

6.1.1. STRATEGY OF MARKETING WITH REGARD TO THE COMPETITIVE LOOKED ADVANTAGE

The association have two competitive advantages based on his activities, one being of differentiation and another stocks in his segmentation of market.

As for the strategy based on differentiation, Aspac carries out her differing for services and for image. For what it concerns to the differentiation for services, it is the part that more the organization develops since it is the only one that differs from his competitors for not centring on only the care and search of adoptions of animals, but it continues day after day in his fight for denouncing cases of animal mistreatment. Also, it is a strategy that it must develop and exploit much more, since the part of the care and fidelized of partners, volunteers and clients it has big margins of improvement since it is not implemented in the organization. The fact that Aspac differs for continuing issuing denunciations and searching, though in a minor measure, a raising awareness of the company simultaneously that takes care and receives to needy animals, is something that has realized during 16 years that it goes operating on the market, which has given him a strong presence across his brand. It is true that still exists a great part of the population who does not know the association and yes it does it with others of recent entry, but the experience and the quantity of cases treated by this association in so many years makes him have a competitive clear advantage, which must develop.

On the other hand, we carry out the strategy based on the segmentation across the process of adoption, since Aspac has a strict process before the definitive adoption, and therefore only it is realized by the own association or protective others that possess the same mentality and the same rigor in this process. For it, Aspac reduces his market of adoptions to Castellón's province, and more concretely to the same locality, or to the adoptions that they request from Germany since they possess an agreement of collaboration protective other one of this country. For the future it must appear if to centre all his efforts on adoptions on Germany or to exploit the existing

market in the province, even managing to appear agreements of collaboration with other associations that act of the same way in other Spanish provinces.

For the future they will have to develop more certain aspects of his competitive strategy, and in addition, they should look for a differentiation personalizing his offer, since it can attract a great number of partners, volunteers or adopters across events or campaigns.

6.1.2. COMPETITIVE STRATEGY IN RELATION TO THE COMPETITORS AND TO THE ENVIRONMENT

Bearing the environment of the company in mind nowadays the protective one defender is in a strategy, since it does not show interest to expand his lines of business. In addition in the current situation the direction thinks that there are other more important points. Nevertheless, the association should change his strategy and to go on to a other strategy. Aspac needs to go out of the current situation and to look for alternatives that allow to attract new clients (both partners and clients for the shop and hairdresser's shop) as well as to obtain his loyalty. This will allow to increase his reputation and to obtain a major number of followers.

As for the strategies in relation to the competitors, for a protective association it is difficult to find the position that occupies, since they all have similar typical and there is no a leader's definition on the market. Modal to Aspac, continues a strategy in niches of market since it centres on concrete segments, especially if we compare it statewide with other protective associations that possess a major social repercussion, since they are SOS GALGOS or GALGOS 112 or "El Refugio", that have been gaining weight in the national company, since, partly, they devote themselves to a concrete segment but statewide.

Nevertheless, inside the strategy in niches, which Castellón's province includes, since it happens with protective others and kennels of the province, Aspac it has a follower's strategy, since it is one of the most ancient associations of the region but has not could be positioned to be a modal. In the long term, for the characteristics that the organization has, it should try to occupy a leader's position, since it can be a modal for all other associations and might manage to generate a fight for the support of the public administrations in order that they have a major conscience towards the protective ones and not towards the kennels.

6.1.3. STRATEGY DEPENDING ON THE RESOURCES DESTINED FOR THE INVESTMENT

Aspac must develop intensive or expansive strategies of growth to achieve his aims of growth.

The protective one must carry out a strategy of growth based on the penetration of markets, since it has the necessary experience and does not need to change his current activities with big alterations, but it needs to promote them. Inside this strategy, which it must do is an intensive search of new clients (be partners, volunteers or clients), which was leading to an increase of the market share. For it must develop very much his activities of promotion and look for new routes to attract them, since it can be the reopening of the shop in the short term and in the length square the reopening of the shop in the short term and in the length square the reopening of the veterinary doctor's office.

In addition, tied to the previous thing, the association must develop also new markets, which it is joined to the management of the reopening of the shop and the veterinary doctor's office. Also, to the long term it must interfere on other markets that they allow him to collaborate with other associations both in the search of adoptions and in the help in denunciations of mistreatment and of request of fulfillments of the existing law. An example is the collaboration that they carried out two years ago the protective Equinac, Anadel and Aspac, together with others, for the rescue of two babies of tiger that Vivian in deplorable conditions in a circus.

7. PROGRAMS OF MARKETING

- ❖ Action 1. Creation of databases for the whole organization
- ❖ Action 2. Major importance grants to the Web
- ❖ Action 3. Major utilization of the social networks
- ❖ Action 4. Creation of an interactive catalogue
- ❖ Action 5. Development of campaign: new partners
- ❖ Action 6. Discount promotions in products
- ❖ Action 7. Campaigns of raising awareness: Children and animals
- ❖ Action 8. Promotion entities collaborators
- ❖ Action 9. Contests: drawing product
- ❖ Action 10. Creation of events: Fair of the adoption
- ❖ Action 11. Summer campaigns
- ❖ Action 12. Campaigns of temporary reception
- ❖ Action 13. Campaigns of collaboration with students
- ❖ Action 14. Therapeutic campaigns

7.1. DECISIONS OF PRODUCT / SERVICE

Action 1. Creation of databases for the whole organization

Description: To create a series of databases where there are reflected all the partners of the organization, all the volunteers who exist in the above mentioned moment and the functions that there develop each of them inside the association, all the refuges that have an animal in the current moment or they had and they might inform again, all the godfathers of animals, all the animals with his characteristics, all the cases denounced up to the moment with the established judgments, all the campaigns carried out with the success that have had, all the planning of the new campaigns, etc.

The integration of these databases is something basic for the association, since it will allow to work of way mas organized and to study the needs of the consumer and the success of the successful actions. In addition it will allow the rapid and simple accomplishment of labors of loyalty.

Action 2. Campaigns of raising awareness: Children and animals.

Description: The association was organizing a series of campaigns in which different activities were promoted by different characteristics. In this case, Aspac was organizing

a campaign destined for children of between 8 and 12 years in order that they attend in a chat on animals and later they could be with them relating. This chat will take place in the headquarters of the association and once finished the children will be able to play with the animals, to caress them and even to realize another type of activities while the animals are free for his around. Also, studies have demonstrated the connection that the slightly social animals have with children who sit down opposite his cages and read stories.

These campaigns it was teaching the respect to the children for the animals and how to act opposite to them, in order that they are not afraid and grow with ethical values and of respect towards any alive being. Two times were realized a month, and his duration will be between 1 and 1:30 hours. This will allow to the parents to have available time for them and know that his children grow with values of respect and education in all the areas. In addition, it will allow to the association to be announced and to be able to obtain new partners or clients.

Action 3. Summer campaigns Description: Every summer

Description: the association was coming to agreements with camps for children in order that one of the activities that they could realize is the attention and care of animals and excursions of walk with animals of the association. These activities seek to promote the growth of the children inculcating values as important as the respect for the nature and the care of the animals, as well as an active conscience to create them in opposition to the animal mistreatment and the cooperation with the protective entities.

The association will obtain as benefit, advertising of these camps, an economic contribution or the gift with Aspac's logo that they will allow to the children of vests to grow in number of followers and partners, but that will be chargeable to the camp.

Action 4. Campaigns of temporary reception.

Description: The association was creating campaigns for the reception of animals of a temporary way. The refuges are in the habit of taking place with a duration of several months or until the animal is adopted, being able to be late even years. For it, Aspac was seeking to create campaigns of temporary receptions in order that persons who do not have a lasting disposition in the time to have them, it could help the association with the care of these animals during a brief time of the time.

For example, there was realized a campaign of reception of cats for the university students who reside near the university and who, though they go away to his he marries the weekends, it would not matter due to the capacity of the cats to live alone for some days. Once these students end the course, the cats would return to the association. The same thing can take place creating campaigns of receptions of 2 months, since to the association it him comes well to have this space, though it is for a short duration, and to the animal it favors any exit of the place, since they manage to socialize and to coexist in another place during a time. In addition it might manage to generate the adoption of the above mentioned animal or a reception in more time.

Action 5. Campaigns of collaboration with students.

Description: Aspac was looking for campaigns of collaboration with students who are studying in the Universities and could help the association of some form. For example, the collaboration with students who are studying veterinary might serve them to take experience with the animals and to the association it him would reverberate positively on having had persons better prepared for the sanitary attention. Also students might help of audio-visual at the moment of realizing some campaign or event, students of teaching for the chats and campaigns with the children, students of psychology to help in the chats and to give scripts of how managing them or students of the careers of administration, accounting, finance or right.

Action 6. Therapeutic campaigns.

Description: Aspac was initiating campaigns of collaboration for therapies and assisted activities. Studies reveal that you present with deficient conditions of health improve enormously thanks to the help of the animals. Therefore, a collaboration between any association that needs to realize this type of therapies and the protective one was generating a really high benefit, mas there of any economic aspect. Also in minors' centers where they arrange the chats in opposition to the animal mistreatment and the attention that the young persons receive on the part of the animals.

Previously the association collaborated with an old people's home where they were representing dogs with a very calm character and sociable, which was generating in the persons who were taking part in the project a notable improvement as for his mental and emotional condition, managing to make them happy the day for the attention and the fondness received of the animals as well as for the attention of the volunteers listening to his histories.

Action 7. Creation of events: Fair of the adoption.

Description: For this event in I make concrete, the participation is necessary of all the protective possible ones of the province, besides the collaboration of the public administration that helps that could be realized. It will be an event in weekend or in vacation periods and in a place in which the people could be to taste, since it might be the Pinar de El Grao de Castellón. The idea is that it is a multitudinous event where to happen the day, to announce and to be achieved that the persons assistants come with his animals and enjoy the different activities that are organized (dances, spectacles, inflatable castles for children, workshops of painting, chats of canine educators, chats of raising awareness of known activists, etc.)

7.2. DECISIONS OF PRICE

On this type of decisions are going to be centred the prices that the protective one will put before the products that they bandage. These products will be similar to those who never offer other shops of animals and Superiors. In a beginning, the prices will be few low Euros for to attract new clients and, once increased the number of partners whom the protective one has and let's have a clients' slightly higher portfolio faithful, to be able to raise them to look for the clients' conversion to partners, which will be able to benefit from discounts.

For what it concerns to the hairdresser's shop, the prices are economic and they will follow this line until the clients' portfolio should increase. The offers that exist are for all the clients (the sixth one shower + cut is free), but the partners possess special discounts.

7.3. DISTRIBUTION DECISIONS

Action 8. To grant major importance to the Web

Description: It is necessary to increase the recognition and the advertising of the web, since to have a structured well web page, with clear, updated and interactive information it allows to be able to achieve agreements with companies that they want to collaborate in exchange for publicizing them in the page. In addition a good web page allows to the possible adopters to know in advance all the necessary information about the animals, as well as to improve all the steps for his adoption. Also it allows to publish in an official way denunciations, events, campaigns or any topic related to the activities of the association.

On the other hand, the web page is a window to the creation of a catalogue of products of all kinds for animals, which a management of sale allows to realize to the public across confirmed orders. We will explain this part hereinafter.

Action 9. Creation of an interactive catalogue.

Description: The interactive catalogue is born with the idea of being a substitute up to the reopening of the physical shop. The idea is to create across the web page a link in which they could choose the different types of products and once confirmed the order, the protective one to request it his distributor and to answer to the client with the date in the one that will be available in the place for his withdrawal and payment.

Previously Aspac was possessing a physical shop in the one that realized the same function but having the products there. In this case, the orders were proceeding according to the requested for the client, which will allow not to have a stock and that the client could anticipate his purchase a few days before it comes to the shop. In addition it will allow to manage clients, to attract them to the place, to fidelize them and to make them a participant of the association and the campaigns that were realized in the future.

7.4. DECISIONS OF COMMUNICATION

Action 10. Major utilization of the social networks

Description: The social networks are a way to spread any type of relevant information to the protective one, already it is cases of mistreatment, adoptions, events that are going to be organized, etc. It is a window to the connection with thousands of persons.

The social networks must go directed to having a positive relation with the followers, since an excessive saturation of cases of mistreatment or animal that need adoption it can manage to bore and create a perspective of custom in the company, something that must not happen. They must not allow that his followers should see as slightly normally a case of mistreatment, but they were not achieving the aims of raising awareness since the population would finish getting used.

Action 11. Development of campaign: new partners.

Description: it is a question of the production of a campaign to attract new partners the association. This campaign can consist of the gift of some product as solidary cups or gifts that donate companies that collaborate with the association, as income to festivals of music. There can be realized also a campaign in which two persons become a

partner by the half of donation or a campaign in which the annual quotas are reduced. For example, at present we have a menu for two in a restaurant of El Grao de Castellón, which we might draw lots between 5 following partners who register in the association.

Action 12. Discount promotions in products.

Description: The products of the association, already be across the sale with the interactive catalogue or across the service of hairdresser's shop, they will have certain discounts for fulfilling some characteristics. For example, in the canine hairdresser's shop, if you turn and fulfil one shower +cut in five occasions, the sixth one it works out free for you. Another way of realizing these promotions is that all the partners have discounts in our products or in our hairdresser's shop of 10 %.

Action 13. Promotion entities collaborators.

Description: The aim is to achieve that other entities collaborate with the association affirming and reinforcing the great one I benefit at the social level that will have the above mentioned companies. Besides the social benefit, they will obtain derivative of this a major economic benefit. The current company is more aroused by the environment and the companies that work for respecting it and to protect it, for it Aspac must obtain agreements of collaboration with diverse entities. The search must not be strictly economic, but in advertising and in work. That is to say, for example, to obtain the help of an agency not to obtain an economic quantity, but to obtain a management of the invoices during long time. Another example serious the collaboration with a summer camp called "RockCampers" for the mutual advertising, giving us they vests and spreading for your part the actions that the association carries out and publicizing us. There are many forms of collaboration with all the companies, already be changing advertising into advertising, advertising into work of management or advertising into money. In exchange, to all of them them advertising the protective one in his web page, the social networks and in all the events that the association organizes.

Action 14. Contests: drawing product.

Description: To realize across the social networks or in events of persons' great quantity, drawing product that companies or individuals have donated, of a high value and that allow the participation of the followers or assistants the events. For example, to spread a contest across Facebook in which there was winning the person who raises the photo of his dog or cat that seems to the members of the association to be more

entertained. Also it can be a prerequisite to share the publication and to be a follower of the page.

8. ECONOMIC VIABILITY

At the moment of establishing the economic viability we must bear in mind that the association is going to carry out measures that imply the minimal cost, even trying to choose always those who have a cost 0, especially in the first two years until it starts mending the economic current situation.

Also we must bear in mind that the protective one was trying to realize campaigns that do not suppose any expense, as well as it was trying to obtain the collaboration of companies that contribute the necessary capital to carry out the events or the pertinent advertising. That is to say, if it obtains the collaboration of a company in the one that him was giving vests to all his volunteers with Aspac's emblem, and in them there is going to be included the advertising of this company, must try that it is chargeable to the business and not to the association.

For the viability we have to bear in mind that the association is in a complicated situation nowadays, and that we are going to suppose a debt of 5.000 € with different entities. On the other hand, the association possesses 30 partners at present because of 60 € annual. Also it possesses nowadays 107 teamers because of 12 € annual (1 € a month). In addition, we must have in all that the subsidy that the association receives to local level, that using the modal of last year is in 1.915,15 €. As for the maintenance of the web page, modifying it when he needs; or to the necessary advertising, as leaflets, diptyches, business cards ... we can estimate an expense of approximately 200 € annual. Finally, the expenses of rent, water, light, telephone and Internet promote 650 € monthly.

To all this we they must add the annual supply of the animals and the veterinary expenses that stem. Since they treat each other about sporadic actions, we cannot assure with certainty the fixed annual money that would be realized, as we cannot estimate it for the supply, since many refuges take charge covering all the expenses and, thanks to the donations that the people of fodder realize for Animals, it does not need to realize an investment in this aspect. What happens equally with the products of cleanliness of the place and other products like beds, feeding-places, stone for the cats, you will traverse, necklaces, etc. We can extract an estimation of approximately 5.000 € annual in this type of expenses, but being a slightly royal number. This itself

happens with the contributions that there realizes the population of a sporadic way before serious cases or for own will. These contributions can have an estimation of approximately 1.000 € annual. Something similar happens with the charitable street markets that are realized every weekend in the locality, in which there is not known the exact quantity of money that is obtained but supports an average of 200 € weekly, what a year would be, discounted the months of few activity as those of summer, of approximately 7.200 € (200 € *4=800*9 months).

Therefore, the awaited current serious projection the following one:

Current Debt-5000	Partners +1800
Teamers +1284	Subsidy +1915.15
Web and leaflets-200	Rent-7.800
Supply-4.000	Street markets +7.200
Donations +1.000	TOTAL-3.800.85 € annual

Source: Own elaboration

Since we can observe the debt it diminishes but before any new case that he needs from a veterinary attention or the forecasts of supply do not fulfill, a variation of the money obtained in street markets or any another thing that suppose a change in the forecasts, it might suppose an increase of the debt of the association.

After one year, when the proposed measures start realizing and obtaining results, the situation will be the following one (bearing in mind an increase of the sporadic donations due to the increase of campaigns of raising awareness, protection and reputation, a decrease in the expenses of supply thanks to the donations in species provoked by the major number of followers of the protective one and the benefit extracted from the strategies of the shop and the hairdresser's shop):

Debt-3.800.85	Partners (+30 %) +2340
Teamers (+30 +1644)	Subsidy +1915.15
Web and advertising-200	Rent-7.800
Supply-2000	Street markets +7.200
Donations +1600	Benefit shop and hairdresser's shop + 2400
TOTAL 3298.3	

Source: Own elaboration

Once again, we remember the importance of which it is approximate information, since at any time a sick animal can come or of making ill one that already we had and to increase the expenses of the association, for what in these two years of balance sheet, we might estimate that the protective one was about an equal balance to zero or positive in a quantity lower than the 1.000 €.

9. CONTROL

With the purpose of fitting the strategies to the reality and to correct possible deficiencies and mistakes it is necessary to carry out a control of the strategies and of them 4P. For it, Aspac will have to realize an exhaustive control combining the following types:

- Control of the annual plan. His principal aim is to examine if the results foreseen in the plan have been reached. In our case, the association has to verify monthly the databases to send post office to the partners and fidelize them, keep the social networks active to attract a major number of followers and to realize with a quarterly temporality some event of raising awareness.
- Control of the profitability: At the end of every year Aspac it has to check all the expenses and income and elaborate different campaigns, already be of capture of funds or in the search of companies that collaborate, or to re-edit the promotions that they realize, as those of the discounts to partners, this way to attract if it was necessary or to reduce the discounts and to increase the income. The relation must monitor income / expenses to avoid to meet an economic situation similar to the one that lives nowadays and difficultly to recover.
- Control of the efficiency: The aim is to measure the efficiency of the efforts realized in them 4Ps. The association will have to verify that all the actions are directed correctly by the attainment of the marked aims. It will have to be conscious of if the campaigns or the events are having successful or if on the contrary they must go to other segments. On the other hand, it will have to realize an analysis of the possible clients and think if it must increase his efforts and his expenses in re-opening the physical shop and the doctor's office or if on the contrary it must wait still a few months more or go for another route to the attraction and clients' loyalty.

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