



Facultat de Ciències Jurídiques
i Econòmiques · FCJE

MARKETING PLAN OF



“LABORIS”

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1. EXECUTIVE SUMMARY

In the present study, the marketing plan that I have carried out about Laboris, can be observed. This enterprise belongs to advocacy sector; it is part of Apicegrupo, a set of enterprises to which it belongs to and which is known. Currently, this is a segment spilled and each time there are more enterprises that are gathering interest to enter. It also has a lot of different branches.

There are two customers' profiles in these services: enterprises and individuals, in this marketing plan, there is an attempt to establish that the office focuses on individuals too.

The competitive strategy that follows the enterprise is niches since there are numerous branches to deal with, and it is better to focus on a specific niche. In Castellon, different law firms as their direct competition are found. However, there are attorneys and advisors that are indirect competition.

In the following marketing plan, a set of proposals and suggestions are going to be given in order to adapt the enterprise to the market and stand with new services, modifications and promotions, making customers' expectations possible.

To conclude, after carrying on the analysis and establishing which are going to be the proposed aims, different action plans have been developed to improve the maintenance and enterprise growing. These plans have been quantified according to a budget in an assigned time of realization, and a control plan of different aims has been carried out to know if those are done.

2. SITUATION ANALYSIS

2.1. Internal analysis

2.1.1. Company introduction

To conduct the degree final thesis, I decided to develop a marketing plan about Laboris enterprise, which belongs to advocacy sector.

Laboris enterprise started to develop its activity in 2005, and the headquarters is located in Castellon. This enterprise, together with *Grupo Apice Seguros e Inversiones, Apice de Moncofa, Apice División y Servicios, Apice Bussines, y Costa Azahar Administración y Servicios Integrales* belongs to the group Ápicegrupo.

Within this group, the enterprises are addressed to different activities: mediation in the field of private insurance, building administration, integral maintenance service and reform of all types of buildings and gardens; as well as the housing management, specifically, Laboris enterprise deals with law.

This enterprise offers law services around the entire country; it is the only headwork in Castellon, specialized in labor cases, customers' requirements, although it also develops legal and civil cases.

The work dynamics, that the enterprise has, is a continuous incorporation of professionals in all areas in which it has its activity. In the enterprise, it is given the opportunity of incorporation for experienced workers as well as trained young professionals that are engaged with the job.

2.1.2. Mission

The main goal of the enterprise is to cover all the customers' needs with satisfaction and assuring the best service as well as the best offer with rapid integral solutions. All this is possible thanks to the interconnection among all the services and the human capital that form the enterprise.

2.1.3. Vision

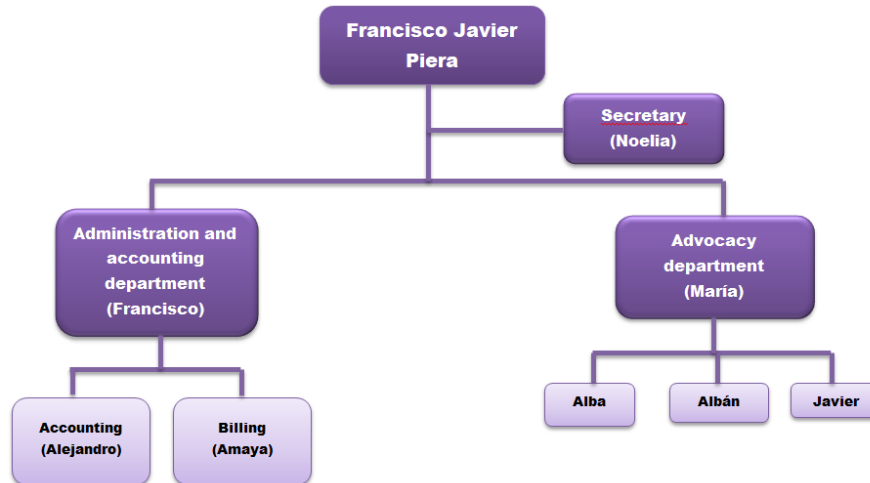
To be pioneer in the law sector and keep offering rapid services with good results. To achieve customers' satisfaction by means of good service, innovation and work teams that is owns.

2.1.4. Company resources

2.1.4.1. Human resources

The manager, Francisco Javier Piera, who is responsible of the entire group, carries out the leadership functions. For the correct operation, he has the help of Francisco, in the countable and administrative branch, and Maria in the law branch. Besides, he counts on Noelia, who is the secretary and who organizes his agenda. After, he has a lawyers team and two people responsible of accounting, that support the daily tasks. In the figure 1, the enterprise organization chart can be found, and it can be seen how the enterprise is organized.

Figure 1: Laboris' organization chart



Source: own elaboration.

2.1.4.2. Marketing resources

Laboris does not offer material **products**, but services related to advocacy. According to the type of service, it is more or less frequent and more or less rapid the process of development. Besides, the offered services are intangibles inasmuch as they cannot be touched.

In order to know deeply the services offered by the enterprise, I am going to carry out an analysis of the variety, length, depth, and consistency that the enterprise's services ranges has.

Firstly, the range refers to the diversity of services that an enterprise owns. Laboris' service range consists of six lines, observed in figure 2.

Figure 2: Laboris' services lines.



Source: Own elaboration. Data: Web Pages.

After the range analysis, I am going to study the length of its services range, this is every service offered by the enterprise, divided according to the enterprise' lines. The length of each line can be seen in figure 3.

Figure 3: Laboris' services length.





Source: Own elaboration. Data: Web Pages.

The products or service's depth is measured by the variety of sizes, models and forms that there are in each line. If the different services offered in each line are analyzed, it can be seen that in each line, such as labor right and social insurance, that consist of a large quantity of services; and other lines, such as legal law, that owns few services. The service which is more repeated inside the enterprise is the customers' requirements, although in each line, the type of requirement is different.

Lastly, the consistency is measured according to the homogeneity or link degree that there is among different services offered. In this case, the products lines are related, all the services offered are juridical, although each line refers to a type of law. The enterprise tries to help customer in all types of problems because it has trained lawyers in each of the lines.

One of the most important variables of the marketing resources is the **price**, since it has a great influence in the customers' final decision.

Law services vary their price depending on the type, in which the lower is a consult or claiming that cost 60€. The prices are marked according to the tariff in which the minimum prices to be paid is specified on a service. The tariff is divided into scales and articles, and depending on the service, it has some scales and articles. The most used tariffs that the enterprise uses are from 2018 and 2015.

Distribution is the set of activities that are carried out to achieve the final customers' service. The enterprise has only one office in Castellon, from which different trials are carried out around Spain. Lawyers count with the support of external lawyers, as procurators, to deliver the documentation in the courthouses outside the community.

Laboris uses different tools of **communication** to be known by future customers and keep the trust with the current customers.

One of the media is the personal sale. The manager sells the service and promotes it to raise the customer base since the most interested customers are the large enterprise because they have more cases to offer.

Another means is sale promotion, the enterprises that do new customers are given 25% of discount in the first case, and later consecutive discounts are done depending on the quantity of cases carried out. These discounts vary according to the task complexity.

Public relations would be other mean; the manager attends to different events and meeting with customers to build trust and loyalty towards the enterprise.

Finally, the enterprise has a web page where the offered services can be found, where it is located and which are the trained employees with their studies therefore the customer can have all the information and can know the enterprise before visiting it.

2.2. External analysis

2.2.1. General setting analysis. (PESTEL analysis)

The general environment is composed by a set of external factors that are specific of a socioeconomic system in which the enterprise is located. To analyze the setting frame, the PESTEL analysis is used. It is based in six factors: politics, economics, social, technological, ecological and legal.

2.2.1.1. Politic factors.

Nowadays, one of the most relevant factors is the situation of Catalonia, principal power in Spain, throughout it the main part of the abroad product come in as it has one

of the major ports and is one of the major economic powers since many enterprises are set there. If Catalonia gets independent, the consequences would be devastating for everybody.

The Government situation is better than in the previous years, although there are still many differences among the political parties, and this makes that people do not trust in the future situation.

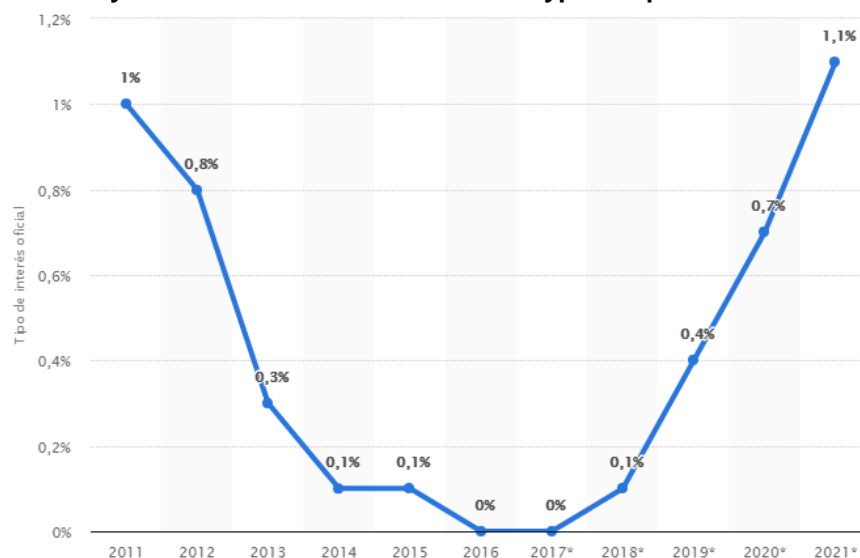
VAT is establishing after the raise that took place in 2012, in which the values passed from 18% to 21%, VAT reduced from 8% to 10% and the super reduced kept in 4%. The legal services increased until 21% since they are in the general VAT.

2.2.1.2. Economic factors

Among the economic factors, it is important to highlight the crisis the Spain passed through and from which we are recovering nowadays.

As it can be observed in the Graphic 1, the interest type has decreased significantly since 2012 until 2016, when it reached the 0%, still in 2017. The prediction of the future years is that it will increase to reach 1,1% in 2021. For this year 2018, it is expected that it is around 0,1% values.

Graphic 1: Yearly evolution of the official interest type in Spain since 2011 until 2021.



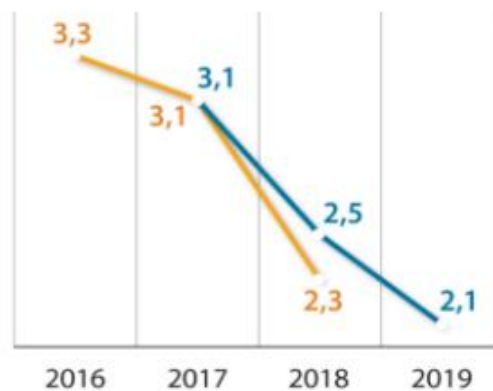
Source: Web page Statista. Retrieved in 2018

In 2018, a new challenge is present, the secessionist Catalan crisis. This provokes a huge uncertainty since it depends on how the regional executive faces it. If the tensions

between the Generalitat and the Central Administration decrease, this process would only reduce some tenth part of the national GDP, but if it increases, it could affect the stop to the half the economic growth.

As it can be observed in the graphic 2, the Spanish economy has maintained for the last years, with a growth over 3% in 2016 and 2017, overcoming the uncertainty generated by Podemos and the difficulties to form a government. During this period, the economy has faced the lack of reforming push and the weakness of the global development as well as the Eurozone slowness.

Graphic 2: Inter-yearly variation of GDP since 2016 until 2019.



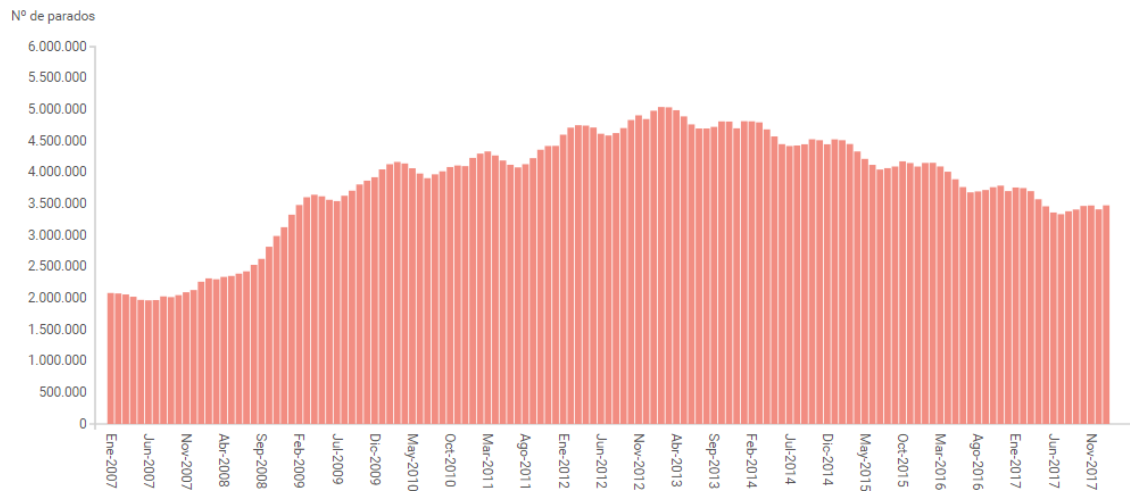
Source: ABC wen page. Retrieved in 2018

The prevision for the CPI in 2018 is to be stable in 1,4%, as it was in 2017. As the time passes in Spain, this value could vary between 1,1% and 1,7%. The prevision for the CPI 2019 is 1,5%.

The beginning of 2018 has been conditioned by the raise of energy and electricity price and it is expected that at beginning of March, it increases temporary by Easter. Although it is estimated that it will close with 1,4% and a yearly average around this number.

As it can be observed in the graphic 3, it can be proved that the evolution of unemployment is improving in comparison to the previous years, when the higher peaks were found in 2012 and 2013.

Graphic 3: Evolution of registered unemployment since 2007 January until 2018 January.



Source: RTVE web (Employment and social insurance Minister). Retrieved in 2018

Nowadays, the unemployment rate is around 16,4% and the estimation claim that in 2018 it will be closed with an average rate of 15,6% and with the slowness in the creation of jobs, passing from 482.000 new job positions created in 2017 to 355.000 in 2018.

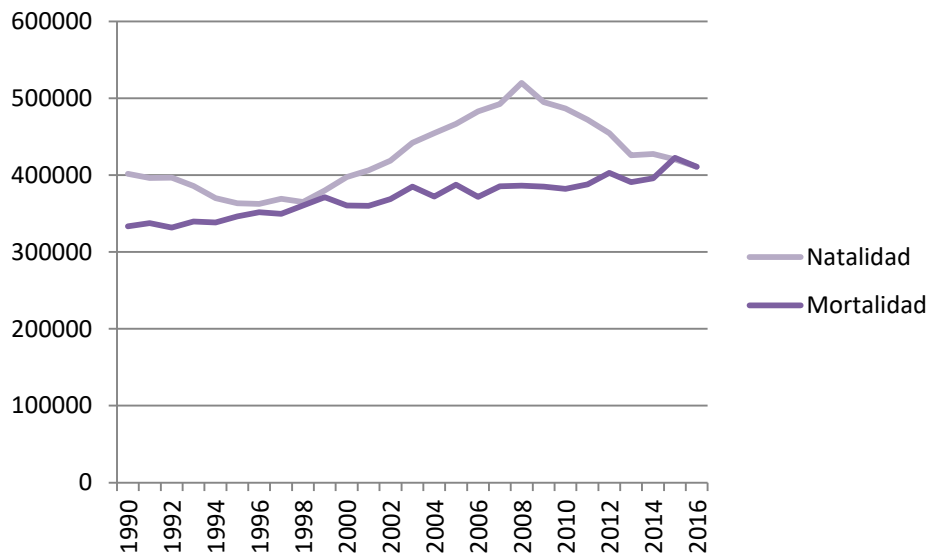
2.2.1.3. Social factors

One of the most important factors is the birth-mortality rate, which was near at the levels at the end of 2016. The lifestyle is another factor to study inasmuch as it had changed throughout time, and mainly with the crisis.

Regarding the Spanish population's demographic variables, the prediction of the national Institute of Statistics of Spain shows the increase of the ageing in Spain and the decrease of the birth rate.

As it can be seen in the graphic 4, birth rate has suffered an important decrease after the crisis, and tends to drop. The years with higher birth rate were those previous ones to the crisis and the main peak was in 2008 with 519,770 births. 2016 closed with 410.583 births. Considering the mortality, it can be observed that it increase slowly, without any significant peak in all the period studied. It can be seen that in 2016 there were 410.611 deaths that exceeded the births. And this prediction can be proved.

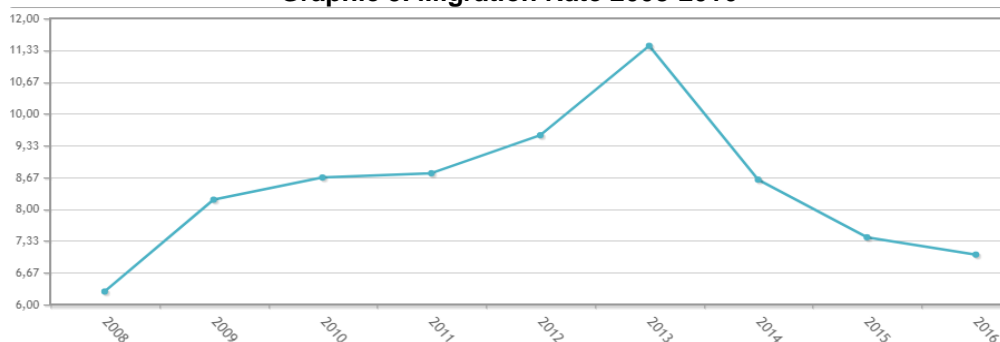
Graphic 4. Birth and mortality rate between 1990 and 2016



Source: Own elaboration. Data: macro.com. Retrieved in 2017

Considering migration, as it can be seen in graphic 5, it increased in the after-crisis years until 2013 when it reached the highest peak, later, it was decreasing and in 2016 the figures are relatively near to 2008 figures.

Graphic 5. Migration Rate 2008-2016



Source: National Institute of Statistics. Retrieved in 2017

The crisis Spain has suffered and from which is leaving, has made that Spaniards' consume habits and lifestyle change. Although, this is not affecting everybody equally, it has to be said that the main part of the Spanish has seen how their economic power has reduced and this has made consumers to prioritize essential goods to live.

The consume habits have varied too. Regarding leisure, before the crisis, people tended to consume in bars and restaurants, now they prefer to eat at home or at the workplace to avoid more waste. When they cooked at home, they used to buy products of brands and better quality; with the crisis, the most benefited ones are the while

levels because they are cheaper and people choose them. People used to go on holidays and trips before, now they stay at home or go to near villages. Considering, clothes shopping is the same.

2.2.1.4. Technological factors

The use of new technologies has contributed to improve the productivity and the competition among people and enterprises.

Technologies of Information and Communication (TICS) in the sector of advocacy has benefits to automatize processes and tasks, improving the realization time and service quality. One of the advances is the digitalization of information delivering to courthouses since thanks to technology; it can be done from the office. Moreover, another advance is the task payment because as it is done digitally, it can be done in any place and at any time. It has also improved to work time in the offices, helping to consulting information of other cases from the job place, instead going there.

Furthermore, the use of web pages and emails are used to catch customers in a different way, providing the location, explanation of services and information about employees. All this helps to differentiate from the competitions and be known, the customer can see what enterprise achieves better their expectations.

2.2.1.5. Ecological factors

Ecology is an important factor because Spanish people are among the population worried about environment in Europe.

Spanish population gives a lot of importance to recycling, for this reason, containers to recycle all kind of waste generated in a house are found. At enterprises level, many recycle and try to pollute the minimum.

By means of technology, people have achieved recycling since the quantity of paper used has been reduced. The advocacy sector has removed a huge quantity of paper, delivering documents and information throughout Internet. Then fewer reports are printed to be carried among courthouses. Sometime, carrying a copy is enough because it is scanned and kept without the need of many copies. Even though, in many offices paper-removing machines are and the enterprises collect the paper wasted to recycle and reuse it.

2.2.1.6. Legal factors

Among the legal factors, it can be found the professional normative of advocacy sector, divided into 15 points, in which there is reference to those laws in the legislation.

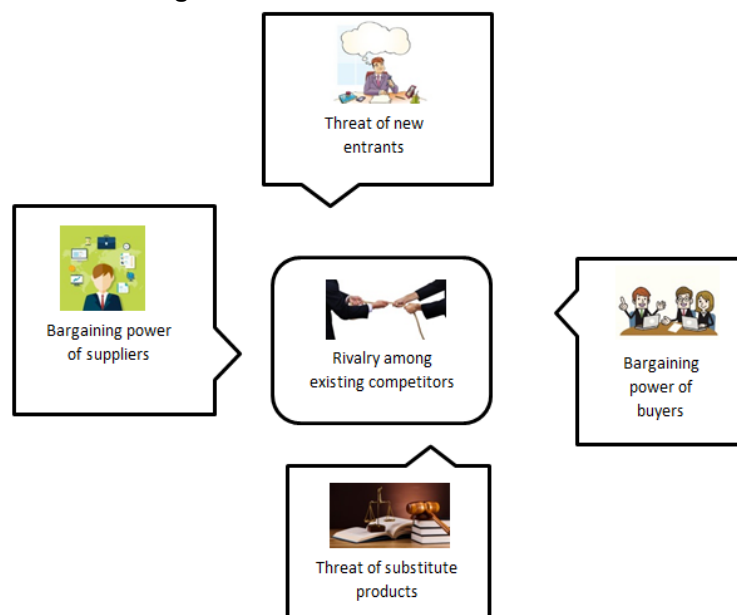
1. Spanish constitution.
2. The Organic Law of the Judiciary.
3. General Statute of Spanish Advocacy: there are different legal reforms that affect the collegiate body's ordination. The following laws have been reformed: the Law 17/2009, November 23rd, about the free access to services and performance of activities; the Law 25/2009, December 22nd, for the adaptation to the law about the free access to services and performance of activities; the Law 2/2007, March 15th, of professional societies; the Law 34/2006, of access to lawyer profession and court procurator, the Real Decree 775/2011m June 3rd; and the Law 18/2011, July 5th, regulator of technologies of information and communication use in Justice Administration. After these modifications in the judicial ordination, there is a reform of the General Statute and the Deontological Code of Spanish advocacy.
4. Judicial Defense and Assistance: Real Decree 996/2003 which approves the Rules of Free Judicial Assistance, and the Law 1/1996, January 10th, of Free Judicial Assistance.
5. Ministerial Order of Access to the Office Turn Service: Order June 3th 1997 establishes the minimal requirements for the formation and specialization to perform free Judicial Assistance services.
6. Lawyer formation: Rules of the Judicial Practice Schools, and the Law 34/2006 about the access to the lawyer and court procurator professions.
7. Deontology: the codes, that rule deontology while the reform is carried out, are the Deontological Codes of Spanish Advocacy, the Lawyers' deontological Code in the European Union, and the European Lawyers' Deontological Code.
8. Lawyers' Laboral relationship of special character: Real decree 1331/2006, November 17th.
9. Professional Colleges and General Council: Law 2/1974, February 23rd.
10. Rules of Interior Regime of General Council of Spanish Advocacy: The General Council approves its own regulation of Interior Regime that rules the announcement, constitution and performance of the Council's principal organs.
11. Law of Professionals Societies: Law 2/2007, March 5th of Professional Societies.

12. Rules of Discipline Procedure: Rules of Discipline Procedure 2009.
13. Fundamental Rights and Freedoms: The Universal Declaration of Human Rights; the Ratification Instrument of Human Rights and Freedoms, abolition of Death Penalty; the European Agreement of Human Rights and Fundamental Rights Protections; and the International Agreement of Civil and Politic Rights.
14. Law of electronic Access of citizens to the Public Services: Law 11/2007, June 22nd, of electronic access of citizens to the Public Services.
15. European Union: The Directive 200/36/CE of the European Parliament and Council, September 7th, 2005, related to the acknowledgment of professional qualification.

2.2.2. Analysis of competitive environment (Porter's five powers Model)

When Porter's five forces are analyzed, it is explained the nearest forces to the enterprise and how they affect the ability to obtain a proper advantage position to compete with other enterprises in the same sector.

Figure 4: Porter's five Powers Model.



Source: Own elaboration.

2.2.2.1. Bargaining power of buyers

This power refers to the pressure that the customer can apply over the offices to achieve the best service offer, more speed and quality, as well as the lowest prices.

The sector is formed by many competitors that own similar features to Laboris', Therefore customers have many suppliers where to go, consequently having more influence.

There is any group of customers that own the main part of the sales in relation to Laboris', for this reason, customers do not have power in the office.

The services that are offered, are differentiate by the enterprise's image and quality, or also by the prestige it has, thence customers have preferences and choose Laboris when comparing among other companies.

Once the supplier is changed, customer is not affected by the change; this provides more power to the customer.

Laboris' customers do not have the possibility of making an integration backwards and doing themselves the offered services; in this case, customers do not have bargaining power.

2.2.2.2. Bargaining power of suppliers

This power refers to the threats impose to the sector by suppliers, who have the power disposition in a degree of concentration due to the features they own.

It is important to highlight that Laboris is a lawyer's office whose suppliers have little bargaining power. Some suppliers offer services of support such as financial entities, building suppliers, procurators and managements.

When supplies have formal agreements that order arrange prices and offers to be done, in this case suppliers have a lower bargaining position because there are numerous replacements, although suppliers have a powerful position since the service provided is essential for the proper development of the services.

2.2.2.3. Threat of new entrants

This power indicates how easy is to enter in the business, as higher the entrance barriers are, fewer opportunities of success are. In contrast, with few entrance barriers, the opportunity of success is higher.

The entrance barriers that the new entrants can find in this sector are:

- Initial investment: to open your own law office, you must pay an incorporation fee to the collage, plus the administrative formalities. This is a minimal investment. In this point, it is important to consider the dimension and the characteristics that the enterprise is going to have, if it requires a major initial investment, installations, office material, TIC's.
- Location: it is important. It is better to open a law office in a business area where customers can arrive easily. This means that the initial investment is higher since the renting tends to be higher too.
- Laws: To open a lawyers' office, it is a must to be a practicing one and to obey the laws: Law 2/2007 March 15th of Professional Societies; the General Statute of Spanish Advocacy, RD 658/2001 June 22nd; the Deontological Code of Spanish Advocacy; and to belong to the Collective Agreement of Offices of distinct Autonomic Associations.
- Product differentiation: it is the ability the service has to be different from the competition according to customers' needs. If the enterprise has services that the rest of the enterprises do not offer, this is the distinction. Thence, it would be an entrance barrier for the new competition.
- Sector changes; advocacy is a conservative and traditional profession and reluctant to changes, however, in the last year, there have been significant changes in the sector. Economy influence is notable and the fusion among law offices is frequent, and professional do not consider opening alone a unique office.
- Brand identity: prestige, trustworthiness, credibility and seriousness in the services are features that differentiate the office from others. These characteristics make the enterprise has stable customers who do not abandon it. This is an entrance barrier for new entrants willing to start in the business.
- Experience curve: learning, training, organization, service, technological improvement has made the enterprise gain experience throughout time, a difficult offer for the new entrants.
- After analyzing the different entrance barriers that a competitor can find when starting a business in the sector, it is possible to claim that it is hard to achieve success for a new enterprise, however, once it is started, it is easy to keep in the market.

2.2.2.4. Threat of substitute products

Substitutive products are those that satisfy the same need that the current product, but they are different. This threat is higher when the value of the product is irrelevant.

In the case of the advocacy sector, the threat of new substitutive products is low since in this sector, the services offered cannot be substituted by other and are unique in this sense. If a substitute product enters, it would have to adjust to the honorary tariff that every office follows; therefore it would not be a threat to the market.

2.2.2.5. Rivalry among existing competitors

The rivalry power among competitor in the sector is high. This rivalry depends on a series of factors such as:

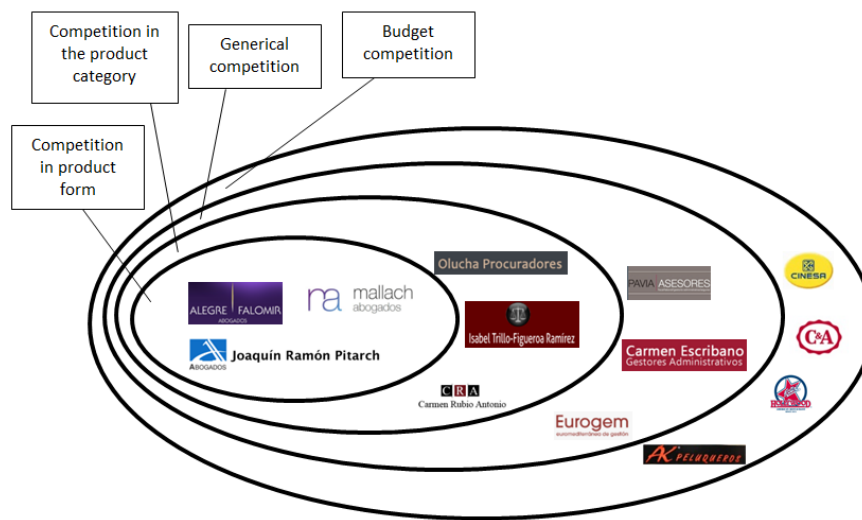
- Numerous and balanced competitors: in the sector there are many competitors willing to leader the market, retaliating against the rest of the competitors.
- Low industry growth: this sector growth slowly, and the enterprises can growth spreading and taking customers from their competitors.
- Fix high costs: the fees to be paid are high. Law offices have the honorary tariffs. Many of them follow strictly that tariff and do not get paid according to the amount of work.
- Distinction lack: many of the law offices are specialized in all branches; hence, there is not distinction. Nevertheless, there are some of them that prefer to specialize in a branch to achieve better results too.
- Diverse competitors: law offices have their origins, personalities or diverse strategies, but also have aims and stronger competitive strategies than the typical enterprises. Their diverse perspectives for the market make them unique when negotiating.
- Exit barriers: the sector offers few difficulties to leave it. Thence enterprises are not obligated to stay if their results are not the expected ones or cannot defense themselves with aggressiveness; the investment is not high and can resell the acquired products without legal either political restrictions.

2.3. Competition analysis

2.3.1. Competition levels

Laboris' direct competition is formed by all the enterprises dealing with advocacy sector. This competition is going to be studied at Castellon level. When the competition is analyzed, it can be divided into four levels according to the degree of activity relation that the enterprises have, as it can be observed in the figure 5.

Figure 5: Laboris' competition level



Source: own elaboration

Competition in product form: it is the first competition level and where there are more rivalries since the enterprises offer the same type of product, with similar features and for a same market. In this case, it is found that other law offices as Alegre Falomir, Joaquín Ramón Pitarch, or Mallach abogados carry out the same function and offer the same service, being specialized in all the law branches.

Competition in the product category: this is the second level of competition; there are enterprises that offer similar products with one or more different attributes from the ones that Laboris offer. In this level, different procurators offices are found, since those offer a very similar service to the one offered by lawyers, some are Olucha Procuradores, Isabel Trillo – Figueroa Ramírez, o Carmen Rubio Antonio.

Generical competition: it is the third level of competition, here the product that can be substituted or do offer the same customer's basic need are included. At this level, management offices are found because some of the procedures that can be done in a

law office can also be done by a management office; for example, Pavia Asesores, Carmen Escribano, or Eurogem.

Budget competition: it is the fourth and last level, here there are the product that compete with Laboris', with the same budget for the customer. Here different activities of leisure, shop, restaurants, etc. for instance, Cinesa, C&A, Foster's Hollywood, o AK Peluqueros are found.

2.3.2. Principal competitors.

The advocacy sector is growing hugely and often finds new competitors. When a law office is created, there is not a tendency to do competition studies, although later they realize that in the context there are a lot of law offices that carry out and offer the same service. The competitors that offer the same attributes to the Laboris' services, and other enterprises that has the same product but with differentiated attributes and could be substitutive products. The competitors to be studied in Castellon are:



Alegre Falomir: is in Calle Arquitecto Traver (address). The law areas that it deals with are family rights, civil right, and insurance right, commercial right, penal right, labor right, administrative right, penal right and bank right. An advantage is that they offer services throughout internet with fix tariffs.

Mallach Abogados: is in Plaza Cadona Vives (address), close to Laboris' office. The advocacy services that gives are civil right, marriage right, penal right, consume right, procedure right, insurance and transit accidents right.



Joaquín Ramón Pitarch

Joaquín Ramón Pitarch: in Calle Gobernador (address), close to Laboris' office. This buffet offers the services of civil right, commercial right, labor right and social insurance right, administrative right and penal right.

Olucha procuradores: is a procurators' office located in Calle Orfebre Sanatlínea (address). The services that offer are, mainly, legal advisement, specialized in this area and aware of the sector and context.

Olucha Procuradores



Isabel Trillo – Figueroa Ramírez: It offers procurator and mediator services. In terms of procurator, represents judicially and procedural, in all types of procedures in courts in Castellon de la Plana, Valencia, Nules, Villarreal, Segorbe and Vinaroz. Referring to mediation, it interacts in the areas of civil and commercial mediation, communitarian mediation, scholar mediation, familiar mediation, succession mediation, penal mediation and labor mediation.

Carmen Rubio Antonio: located in Plaza Bucarest (address). The services that provides are court procurator, and acts in Castellón de la Plana, Nules, Segorbe, Vinaroz, Villarreal and Valencia.



Pavia Asesores: located in Calle de Vera, near Laboris office. The services provided are advisement in the area fiscal, labor, and administrative management.

Carmen Escribano: Located in Calle Mayor (address), near Laboris' office. The services offered are labor, fiscal – countable, societies, building administration, vehicle and administrative management.



Eurogem: is in Calle Mayor (address), as the previous one near the office. The services that this enterprise offers are labor advisement, countable advisement, fiscal advisement, and enterprise creation.

2.3.3. Market analysis

2.3.3.1. Sectorial analysis

According to the diverse analysis, it is expected that in the next 10 years, more changes will be produced than in the previous century, thence there is the need of strengthening the professionalization of lawyers' offices, as the judicial marketing, legal communication, technological profiles institutionalization or human resources.

In Spain, there are 30 anglo-saxon firms that have provide change and professionalization to the law offices. However, this has cause negative aspects. On one hand, it is the billing level since these enterprises have 900 million per year; one the other hand, these enterprises' arrival provoked major pression in the honoraria.

Nowadays, this sector is through serious economic difficulties due to the crisis, according to the barometer, the 85% of lawyers claim they are suffering the crisis effects. This means an increase of 21 points respect 2008. This sector notices later the beginning of the crisis and achieves later to leave it, and it is not because of the lack of work, but the difficulties to get paid.

The crisis, the industry development and the legal market are changes and adjustments in the law business and open the doors to new customers with power to fix terms and conditions in the buying of judicial services. Advocacy is a profession with a high degree of youth and with an increase of female workers, according to barometer, the 75% of practicing lawyers is under 45 years old and the 25% less than 35.

In Spain, currently, there are around 150.000 lawyers and 100.000 non-practicing collegiate. The most part of them, 71%, are in unipersonal offices or share offices with co-workers. This is a massification of the profession, although due to the market, there are less amount of work, consequently some quit the professional practice.

Most of the law offices count on young professionals that have a different vision of the business from the traditional one, they see the function development and responsibilities not only as right framework, but as industry need too. The enterprise need young lawyers to solve legal affairs and to help the business development, in technology, projects management or data analysis.

Customers usually seeks a clear and transparent relationship with lawyers, and thus this demands a fix honorary or agreements to know which the budget will be. Customers do not look for a relationship with an only one associate, but there is an awareness of a set of professionals providing the service.

An element to bear in mind is the value given to the judicial services prestation, at this moment, customer is mark the guideline and with whom he or she want to have the relationship. The excellence must be looked for in the service as well as in the treatment. In a price level, it has to be competitive, as in quality towards the customer that contracts the services.

Medium and large firms try to keep their position in the national and international market, while the small offices cannot be so competitive nowadays in the sector.

Spanish buffets have grown in a stable way and have closed the exercise with positive numbers, the global billing has raised 5,2%. As it can be seen in the Table 1, large offices keep the same position. The buffet which has growth the most in terms of billing is Arriaga Asociados, gaining 84,3% more than the previous year. The office with more loses is Gómez-Acebo & Pombo, that decreased 5,6% since the last year, but stays in the fourth position.

Table 1. Main national law offices by global business volumen

Buscar despacho		Facturación 2016	Facturación 2015	Variación (%)
1	Garrigues	349,4	339,0	3,1
2	Cuatrecasas	269,7	265,7	1,5
3	Uría Menéndez	222,2	210,0	5,8
4	Gómez-Acebo & Pombo	56,8	60,2	-5,6
5	Ontier	51,2	46,3	10,5
6	Auren	46,3	42,3	9,5
7	Legálitas	43,6	42,4	2,9
8	Ecija	38,6	36,3	6,2
9	Arriaga Asociados	38,4	20,9	84,3
10	Pérez-Llorca	33,2	32,5	2,1
11	Roca Junyent	29,0	29,0	0,2
12	Rousaud Costas Durán RCD	25,5	20,5	24,3
13	Ramón & Cajal Abogados	22,8	18,8	21,4
14	CMS Albiñana & Suárez de Lezo	22,7	24,1	-5,9
15	Lener	19,4	18,5	4,9
16	Broseta Abogados	18,2	17,0	6,9
17	Sagardoy Abogados	17,8	18,0	-1,1
18	Barrilero	17,6	17,7	-0,6
19	Martínez-Echevarría	15,6	15,4	1,1
20	Elzaburu	15,2	14,1	7,9
21	Montero Aramburu	14,0	12,3	13,5

Source: *Expansión. Despacho y Registro Mercantil.*

If the image 1 is observed, it can be seen who are the most active lawyers, among Jaime Pérez Bustamante, socio de Linklaters, su compañero Alejandro Ortiz, Javier García de Enterría de Clifford, Armando Albarrán de Freshfields, Ana López de Freshfields, Fernando Torrente de Allen & Overy, Silvia Paternain de Freshfields, Antonio Pino de CMS, and Javier Monzón de Freshfields.

Image 1. The most active lawyers



Source: *Expansión*. Done by TTR

Referring to the number of transaction, if table 2 is observed, Carlos Guerrero de Fornesa Abogados was the most active lawyer with 26 operations and José Soria Sorjús de Uría Menéndez y Javier Amanteguri de Clifford Chance were the least active with 8 operations each one.

Table 2. Counsels with more transactions

Abogado	Firma jurídica	N.º transac.	Abogado	Firma jurídica	N.º transac.
1 Carlos Guerrero Martín	Fornesa Abogados	26	13 David Villa	Rousaud Costas Duran (RCD)	11
2 Carles Ros	Rousaud Costas Duran (RCD)	20	14 Álvaro Mateo Sixto	Gómez-Acebo & Pombo	10
3 Iñaki Frías	Rousaud Costas Duran (RCD)	18	15 Pablo Geijo Reija	Garrigues	10
4 Ignasi Costas	Rousaud Costas Duran (RCD)	16	16 Javier Monzón	Freshfields Bruckhaus Deringer	9
5 David González Gálvez	Gómez-Acebo & Pombo	14	17 Francisco José Martínez Maroto	Cuatrecasas	9
6 Óscar Alegre	Rousaud Costas Duran (RCD)	14	18 José Antonio Sánchez Dafos	DLA Piper	9
7 Pedro Fernández	Pérez-Llorca	13	19 Ivan Moll Florit	Across Legal	9
8 Diana Rivera	Cuatrecasas	12	20 Pablo Casado Bueno	YouandLaw	9
9 Alejandro Ortiz	Linklaters	11	21 Javier Bustillo	Bustillo Abogados	9
10 Iñigo del Val	Allen & Overy	11	22 Jaime Pérez Bustamante	Linklaters	8
11 Samir Azzouzi	Clifford Chance	11	23 Javier Amantegui	Clifford Chance	8
12 Pablo Díaz Gridilla	King & Wood Mallesons	11	24 José Soria Sorjús	Uría Menéndez	8

Source: *Expansion*. Done by TTR

In the image 2, it is possible to see who the ten law offices are qualified as finalist in the Judicial Expansion Awards. To be selected, it was taken in to account each office's

activity, billing, and business evolution, number of workers, productivity and competition.

Image 2: The 10 best Spanish law offices



Source: *Expansion*.

There is never enough training in this sector. Spanish advocacy demands keep working in the training and updating to be able to survive and assist new markets, as in internationalization, specialization or new realities awareness. Besides, a lawyer must have an education as judges or fiscals thus there are equal parts in the processes.

In this sector, it is relevant to pay attention to prices fix since in many occasions, when the honoraria are negotiated, there are sometimes discounts without the loss of profitability. Therefore, law offices must know which resources need to accept a case to ensure the minimal fix benefit. This is a factor that affects all type of office regardless their size. Thence, they have to fix a planning and growth control by means of strategic management methods.

Each time more lawyers have the need of sharing the office with other professions, it is usual to see lawyers with informatics, legal expert or engineers because the problems with other careers are higher, and a lawyer do not have to have all the skills.

2.3.3.2. Consumer analysis

The enterprise is addressed to three types of customer: neighborhood associations, individuals and enterprises. The main motor of the office are the enterprises, mainly service companies. If the look is out over the law sector the enterprise is focused on, is administrative and legal.

The buffet was addressed to enterprises' integral advisement, mainly in reference to consume requirements and labor since the beginning, but it also deals with societies, patrimony and commerce. For this, the customers' budget that the enterprises have is integrated principally by enterprises of services, overall telephone service and electricity service enterprises.

Other kind if customers are individuals, which is a small section of the customers' budget. They are offered tributary, urban, familiar, contracts, expropriations and heritage advisement.

Finally, the last sector is addressed to homeowners associations; in this case, they are advised about unpaid owners or about new community creation.

After specifying which are the different customers that the enterprise is addressed to, two customers' qualifications are going to be studied: new found customers and existing customers.

There are two types of new customers:

- Customer 2.0 is the new challenge for the lawyers' offices. It refers to a customer who has already informed him or herself before attending to the office, is active in social networks and has clear ideas of what is looking for in lawyers; it is the most demanding, technological, critical customer with services to contract. This type of customer changes from calling-center services to law offices' internet presence.
- Customer prosumer is like the previous mentioned, a customer that search information about the product in internet before asking it, provides his or her opinion in forum or web pages and ask for advice, that means, has Internet has his alliance. This type of customer cannot be ignored because he or she can carry a loss of competition.

In law business, seven different types of consumers can be found.

- Good customer. There are few, therefore they have to be kept once they are found. The features that define them is the respect towards the collegiate and his or her work; trust the management and do not call daily to the office to know how his or her case advances; knows how to fit the deadlines and that those are not all carried out by the lawyer; do not discuss the budget, pays at time and the amount.
- Punisher customer. His or her idea is to punish someone legally or damaging as much as possible. If the answer lawyers give is not the expected, justifies lack of justice and misunderstanding of the suffered situation. This type of customer is dangerous and can get to bankruptcy. The best option when this type of customer is found is to clarify the possible achievement in the first meeting, and if he or she disagrees, let that person leave.
- Expertise customer. This customer, besides listening to, says what the lawyer has to do, because he has looked on internet or the same has happened to someone close; he or she believes that has to pay because the workers are collegiate and he or she cannot do it by his or her own. These customers prove lawyers' patience. It is important to clarify each situation may provoke a different application in law.
- Castaway customer. When this person arrives to the office, he or she introduces him or herself as a victim of the previous lawyer, because the lawyers did not pay attention to his case or did not know about the topic or was expensive. This customer tends to be a combination of expert and someone who do not pay. The best option is to contact with the previous lawyer before accepting the case.
- No-payer customer. When the customer enters, he or she does not say "I am not going to pay", but there are data that can help to identify this type of customer. If the profile coincides with the castaway, tends to not pay and would have gone to other lawyers. Another feature is that he or she arrives with considerable debts that will not probably pay.
- Negotiator customer enters saying what he or she is going to pay and how. He or she would like to impose a quote to pay if everything goes well; will claim that the other lawyers do it and the lawyer do not trust the success.
- Note-writer customer. Many offices offer a free first meeting, and this type of customer takes advantage of this to not pay the lawyer; this is that this person expect to be informed freely because for the lawyer, helping them is not an effort.

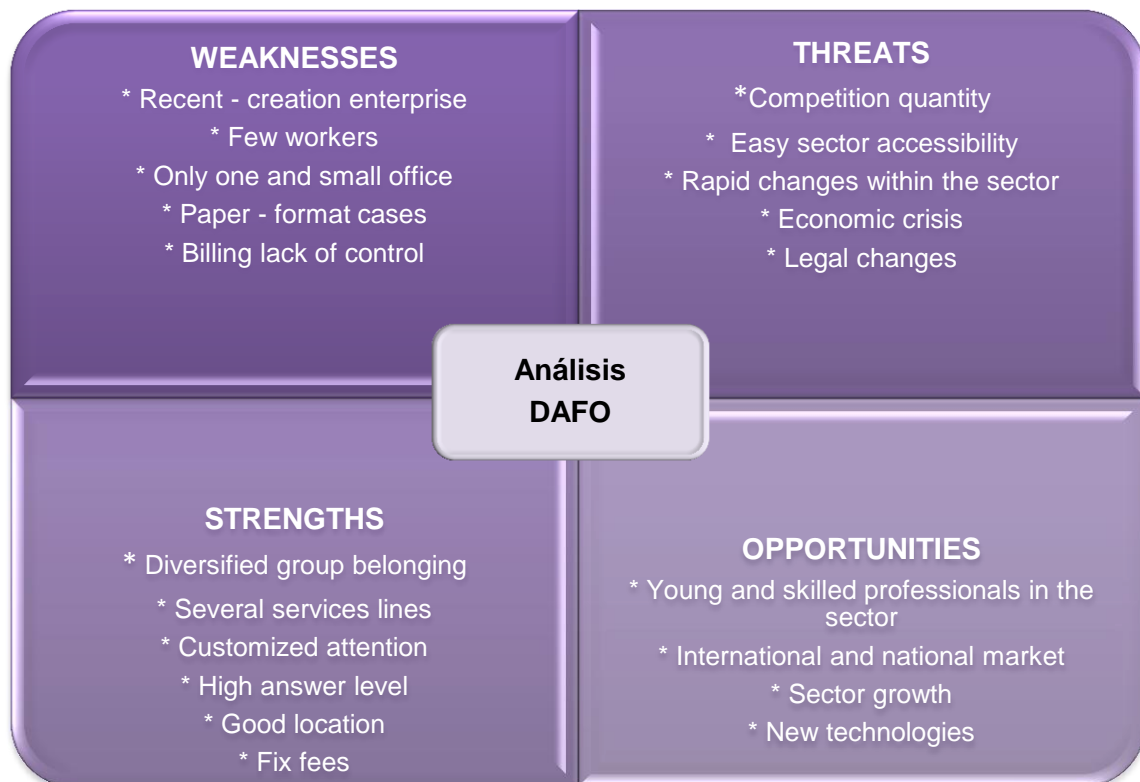
They should not be offer a free meeting and ask them to pay the request. If they do not want to contract the services, they will not return.

3. SWOT ANALYSIS

Thanks to the SWOT analysis, the enterprise's current situation can be reflected; on the one hand, the internal situation, weaknesses and strengths, which the enterprise has control over; on the other hand, the external situation, threats and opportunities, that the enterprise cannot control.

After analyzing the lawyer sector and how the enterprise is currently, in the Table 3, there is summary of the most highlighted factors.

Table 3: SWOT Analysis.



Source: own elaboration

Weaknesses

Recent-creation enterprise: it is an enterprise that was created in 2005 and do not have a lot of experience.

Few workers: it is an office that consists of two lawyers and the manager, who is also a lawyer; being few workers is an inconvenient due to the amount of work they have. There are interns and recently graduated people who are during a period of time and

then they leave, they provide a support to carry out the less complex tasks and update the enterprise.

Only one and small office: It is an office with reduced space to work, and the waiting room for the customers is very small.

Paper-format cases: until beginning of 2018, all the cases were in paper format and sometimes it was difficult to find documents. Since then, the cases are recorded digitally to avoid those situations, although they will be kept in paper-format too.

Billing lack of control: they do not count on a billing assistant once the cases are closed and there is not control over it. Customers have to ask the fees to pay them.

Strengths

Diversified group belonging: the lawyers' office belongs to a group of enterprises dealing with different sectors; this allows them to have cases of the other branches in which the other enterprises work too.

Several services lines: the buffet consists of six services lines that cover almost all the law sectors, and within them there are many subsectors.

Customized attention: the managers goes towards customer, enterprises, in order to interview them personally; likewise, the customers go to the offices, with previous appointment, to talk to the manager and the lawyer who takes their case,

High answer level: the cases are passed from the reception to the manager, who gives them to the lawyers. When the customers call or go to the office, they are cared as soon as possible.

Good location: the office is located in the city center in Castellon, where it is easy to access and there is a parking at the door.

Fix fees: the office guides by tariff already fixed, therefore the fee are fix depending on the complexity and the case type, customer can know how much the budget will be according to what is demanded.

Threats

Competition quantity: in this sector the level of competitors is high; thence the enterprise has to be different from the others. In the last years, many Anglo-Saxon firms have arrived at Spain, these are more professional and press the honoraria.

Easy sector accessibility: although it is hard to success in such overcrowded market, it is easy to enter since the barriers are nor very strict nor difficult of overcoming.

Rapid changes within the sector: until now the changes were slow, but it is expected that in the future 10 years, the changes produced will be more than in the total of the past century.

Economic crisis: although, it is a new form of catching customers, it is a threat because it is harder to cash the services, 85% of the lawyers claim that they are suffering the crisis effects.

Legal changes: diverse changes are frequent in the legislation that makes the sector a little unstable in these terms.

Opportunities

Young and skilled professionals in the sector: 75% of lawyers are less than 45 years old and 25% are less than 35 years old. Young lawyers have a different business vision from the traditional one; they help the business development, technology, project management and data analysis.

International and national market: thanks to new companies' entrance, the sector internationalizes. At the national level, there are enterprises that need a buffet to work together increasingly, and mainly in the telecommunication sector, which has relation to Laboris.

Sector growth: this sector is growing, and it finished the last year with a billing raise over the previous years' values. The large firms keep their positions and the small offices are varying. It is possible to find more frequently single-member buffets or with few lawyers.

New technologies: the new technologies introduction in the sector makes efficiency and competition improve. The TIC's automatize different processes and tasks as well as improves the performance time and service quality.

4. SEGMENTATION

Laboris offers advocacy services in different areas, the office's market aim is described as the market that they currently have and the market which they can reach with future actions.

The target customers are the telecommunication services enterprises due to the diverse cases they may have, but they have other targets too. The objective targets they have are:

Enterprises groups: it consists of enterprises related to telecommunication selling, or tertiary services such as electricity and gas. This kind of enterprises need law services in cases of consume requirement, labor cases with employees, buying-selling or renting places to develop the business or franchises. These enterprises look for good, rapid and quality service at a reasonable price, hence the office discounts depending on the case.

Homeowners associations: the associations that are administrated from the own group of enterprises has a law service such as Laboris. The associations demand them because of no-payments, or sometimes due to conflictive neighbors. The community neighbors what a quick solution without no-payers or conflicts mediation by their own.

Insurances: another enterprise group deal with insurances and damages, and Laboris takes the advocacy part. The insurance company uses the services because of lack of proper work or unpaid quotes, or conditions breaching. Thence, they need a rapid and better solution.

Individuals: they are a forgotten segment in the enterprise and on which the new strategic segmentation is going to be focused. At the moment, some cases of divorce and heritages are being solved, but they usually are from known people or people who also belong to the previous groups. This segment could provide more strength inasmuch as the number of divorces increases and Laboris does not take advantage of it.

5. OBJECTIVES

General objective

Increasing the brand recognition according to customers' satisfaction; being present in more point with the new headquarters and raising the products range to keep current customers and get new ones belonging to new segments.

Specific objectives

Commercial relations objectives

1. Attracting 8% of new customer the following year. The idea is to increase the customers' budget to have more work and recognition, thence being present in new places where it has not headquarters.
2. Satisfying 85% of current customers in the next two years. This will carry on more amounts of cases and positive comments about the office that makes the self-image improve.
3. Raise 2% current customers' repeated visits in the following half year. If the current customers repeat, that means the treatment was correct and the work was done efficiently, as consequence they are more satisfied and will recommend the office, so more customer will come.

Marketing activities management objectives:

4. Raising 10% of cases in comparison to the previous year. If the previous objectives are achieved, this one will be achieved too since if they customer visit more than twice, the number of cases will increase therefore.

Financial business objective

5. Increasing 15% billing from the last year. This year billing was around 50.000€, the next year billing is expected to reach around 57.000€. This could be achieved if the cases, specially the more complex ones, rise.

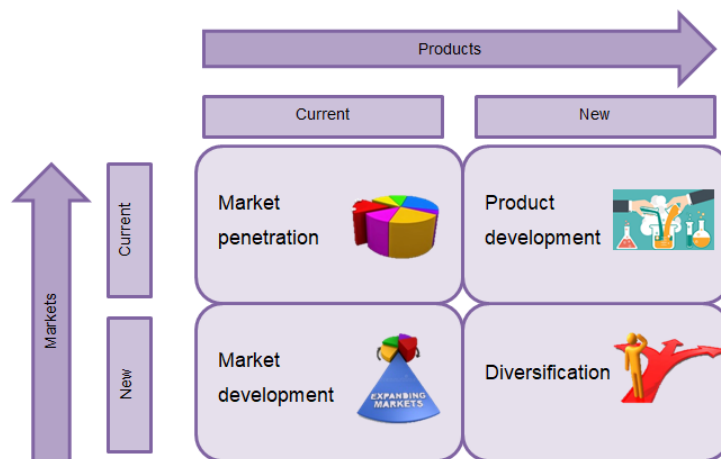
6. STRATEGIES

The enterprise's current strategy is based on offering a good law service, having specialized lawyers in the different sections and proper treatment.

6.1. Growth and diversification strategy

The enterprise has to mark the direction it wants to keep the current benefits or raise them in the future. Following this aim, the Ansoff's growing matrix, which can be observed in Figure 6.

Figure 6: Ansoff's Matrix



Source: own elaboration

After analyzing the different strategies that Ansoff's matrix can provide, it can be said that Laboris' office should choose a market entry strategy; therefore it will improve the service to offer it in the current market, obtaining a better presence in the market. As a result, the office must differentiate itself from the competitor offering a better, more specialized and quicker service.

It also has to carry a market development strategy out to enter in the new segments in the market as individual customers.

6.2. Competitive strategies

Kotler's matrix, which can be seen in Figure 7, is going to be studied in order to know which competitive strategy the office has to follow.

Figure 7: Kotler's Matrix.



Source: own elaboration

After analyzing the matrix, the competitive strategy that should be followed is the niches strategies because in the advocacy field a lot of competition is found and the best would be to specialize in uncovered market niches.

In Castellon, the enterprise is not really known, but the group is. This law office is more known in other associations, as in Catalonia, where most of its cases are from. The enterprise should specialize in the associations' problems since it is the niche few offices defend. Moreover the insurances' problems because it is also a portion of market that is less exploited.

6.3. Strategies as competitive advantage

To increase the competitive advantage that offers more value to customers, the adequate strategy should be selected in order to have a superior performance than their competitors. For this, the Porter's matrix, which can be seen in Figure 8, is going to be analyzed to choose the most adequate one for the enterprise.

Figure 8: Porter's Matrix



Source: Own elaboration

The strategy of competitive advantage that could be proposed for this law enterprise is a differentiation strategy. The office should focus its strategy on the service that offers, distinguishing it by professionalism, quality and innovation in the new technologies. Moreover, keeping this strategy of competitive advantage, differentiating the method of keeping in contact with the customer and informing the variations. Furthermore, the decoration is kept through the entire office, while the rivals are different.

6.4. Segmentation strategy

In this case, the most adequate strategy to the service offered in the enterprise would be a differentiation strategy, since the office provides different services to satisfy the needs of different market's segments which are addressed to, they have attractive services for enterprises and associations.

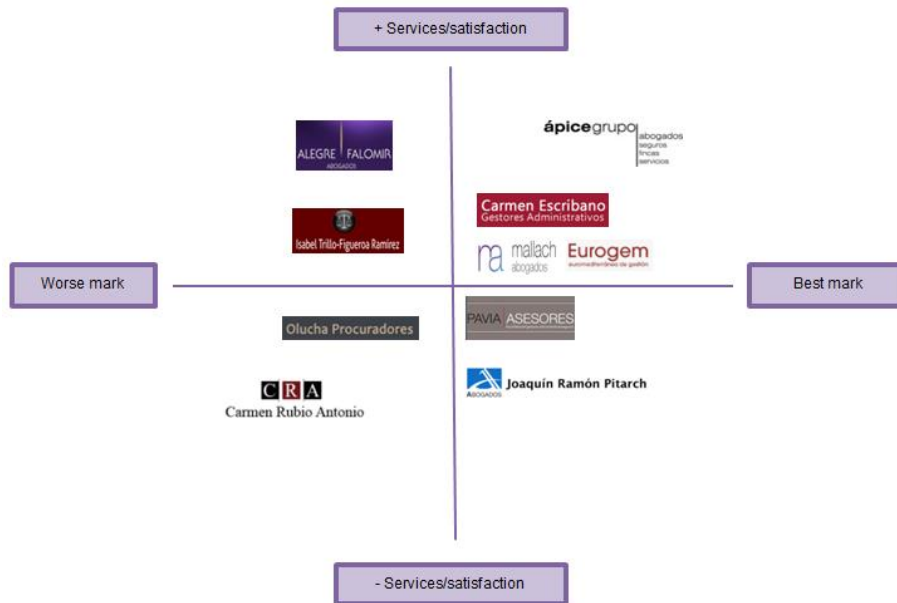
In the future, the office is going to offer specialized services to a new market segment, which are the individuals, a segment that is already covered, but in a low proportion.

6.5. Position strategy

According to the study carried out previously of the different competitors that the enterprise has, now, the nine enterprises analyzed and Laboris in the position to know which is the position of this law office and their competitors' in terms of two criteria: variety of offered services and localization.

As it can be observed in the Figure 9, the major competitors according to the map position may be Carmen Escribano (administrative management), Mallach (lawyers), and Eurogem (management), since they are the enterprises that are in the same position than Laboris.

Figure 9: Position map



Source: Own elaboration.

7. ACTION PROGRAM

7.1. Action plan summary

In the Table 4, which are the actions to be carried out to get the proposed objectives can be seen; likewise which are going to be the objectives related to each action are going to be detailed.

Table 4. Corresponding actions and objectives

ACTION	OBJECTIVES
1: Specialization in a forgotten segment: Individuals	1. Attract 8% of new customers the next year 4. Raise 10% cases in comparison to the previous year 5. Increase billing 15% from the last year
2: Specialization in a branch of service: Divorces	1. Attract 8% of new customers the next year 4. Raise 10% cases in comparison to the previous year 5. Increase billing 15% from the last year
3: Create a new image for individuals	1. Attract 8% of new customers the next year 4. Raise 10% cases in comparison to the previous year 5. Increase billing 15% from the last year
4: New service design	1. Attract 8% of new customers the next year 4. Raise 10% cases in comparison to the previous year 5. Increase billing 15% from the last year
5: Modify the resolution time of cases	2. Satisfied 85% current customers in the next two years
6: Online service line.	5. Raise the billing 15% in comparison to the previous year.
7: Create a new office model.	1. Attract 8% of new customers in the next

	<p>year</p> <p>2. Satisfy 85% current customers in the next 2 years</p>
8: Open enterprise's new headquarters	<p>1. Attract 8% of new customers the next year</p> <p>4. Raise 10% cases in comparison to the previous year</p> <p>5. Increase billing 15% from the last year</p>
9: Adaptation of promotions according to enterprises	<p>3. Increase 2% repeated visits in the following half year.</p> <p>4. Raise 10% of cases in comparison to the previous year</p> <p>5. Increase billing 15% in comparison to the previous year</p>
10: Service promotion	<p>1. Attract 8% new customers the next year</p> <p>3. Increase 2% repeated visits in the following half year.</p> <p>4. Raise 10% of cases in comparison to the previous year</p> <p>5. Increase billing 15% in comparison to the previous year</p>
11: Create a Twitter and Facebook profile	<p>1. Attract 8% new customers the next year</p> <p>3. Increase 2% repeated visits in the following half year.</p>
12: Increase the number of visits in the social networks	<p>3. Increase 2% repeated visits in the following half year.</p>
13: Create a blog to solve doubts	<p>1. Attract 8% new customers the next year</p>
14: Collaborate with local newspapers	<p>1. Attract 8% new customers the next year</p>
15: Send Newsletters	<p>2. Satisfy 85% of current customers in the next two years</p> <p>3. Raise 2% the repeated visits in the</p>

	next half year.
16:Increase the presence in businesspeople concentrations	1. Attract 8% new customers the next year
17: Publishing in new house building	1. Attract 8% new customers the next year

Source: own elaboration

From these actions, the marketing mix done will follow the decision of service, price, distribution and communication.

7.2. Service decisions

Action 1: Specialization in a forgotten segment: Individuals

Related objectives

- 1. Attract 8% of new customers the nest year
- 4. Raise 10% cases in comparison to the previous year
- 5. Increase billing 15% from the last year

Implementation period: three months.

Description: A new market segment, individuals, that are not assisted by the enterprise and that are only assisted in special cases and rarely. Now, it is going to be a segment form which the enterprise could take so much advantage and will be worthy since there are many cases in this segment, and also, other enterprises do not cover it. For instance, in the case of dismissals, the office always defends the enterprise, but it could focus on individuals from other enterprises too and defend them.

Action 2: Specialization in a branch of service: Divorces

Related objectives

- 1. Attract 8% of new customers the nest year
- 4. Raise 10% cases in comparison to the previous year
- 5. Increase billing 15% from the last year

Implementation period: twelve months.

Description: This new wideness will make the enterprise growth since lastly in Castellon many divorces are done, exactly, according to reports; there are 3 cases of divorce per day, which 80% are by mutual agreement, but even that, all of them need lawyers. After action 1 application, this option will be in a market segment that will bring the need of a lawyer specialized in this topic. Currently, they assist some cases of divorce, but they are sporadic for a friend, and they are not specialized.

Action 3: create a new image for individuals

Related objectives

1. Attract 8% of new customers the nest year
4. Raise 10% cases in comparison to the previous year
5. Increase billing 15% from the last year

Implementation period: one month.

Description: The enterprise is going to create a new image to be recognized among the new target segment; in this way, it could differentiate from how it is seen by other enterprises, and the new individual customers could trust them because nowadays it is known as an office that works for only enterprises. The new-brand image will be, the same logo, but instead of white letters over black background, they would be green letters over white background. It would be as in the Image 3.

Image 3. New logotype



Source. Own elaboration

Action 4: New service design

Related objectives

1. Attract 8% of new customers the nest year
4. Raise 10% cases in comparison to the previous year
5. Increase billing 15% from the last year

Implementation period: six months.

Description: It is a new form of introduce the services to the customers. On one hand, the ability of communication with the customer through internet and show the processes by this mean. Other option is that the customer can ask a budget and expose the case by means of an application in the web page and having a brief answer by the lawyer. But the meeting form should also change inasmuch as neither asking an appointment in advance nor not communicating at which the stage of the customers' case is, is an inconvenient. Therefore, the best would be modify the service design and realize more activities online and not so presently.

Action 5: Modify the resolution time of cases

Related objectives

2. Satisfied 85% current customers in the next two years

Implementation period: constantly

Description: In this case, what is asked is that once a lawyer is focused on a case, does not change constantly the case. That means, when he or she starts a process, he or she finishes it as soon as possible before taking a new case. There are cases that last longer than others because lawyers do not center in it during a specific period of time, although they have the required documents to advance. For this, the enterprise has to download the amount of work that employers deal with and do not change their cases continuously since if they change them, the information is lost and has to be demanded again, therefore the amount of work do not allow them to develop their tasks properly.

7.3. Price decision

In this case, there is no action to be improved in this type of decision since in this sector the prices or fees are marked by the honoraria tariffs that every law office must follow.

This tariff marks the minimal fee according to the articles that are utilized to solve each case and a scale which is applied according to the articles to calculate the proportional percentage to charge. For example, consulting about any theme has a fix fee of 60e, likewise a simple reclamation. These prices are given every law office.

Regarding this type of decision, the office can only work with discounts but when they are applied they cannot be under the stipulated tariff. It is truth that in this way, customers believe they have a lower fee when the discount is applied as a strategy to catch customers, but the fee is equal anyway.

7.4. Distribution decision.

As it is as lawyers' office, it is direct channel and the customer provides information to the lawyer who does the services. Until now, it was a presently office, but it is proposed an online channel too.

Action 6: Online service line.

Related objectives

5. Raise the billing 15% in comparison to the previous year.

Implementation period: two months.

Description: In the web page is already the contact tab, in which the subject and a brief message can be send explaining the case, later the office answers back, informing if the case is accepted or not. In the image 4 which is the appearance of this tab can be seen.

Image 4. Contact tab

The image shows a contact form titled "CONTACTANOS" with the phone number "964 22 64 97 - 964 58 85 17". The form has the following fields:

- Nombre (Name)
- Teléfono (Phone)
- Empresa (Company)
- Correo electrónico (Email)
- Asunto (Subject)
- Mensaje (Message)

Below the message field, there is a CAPTCHA and a checkbox labeled "No soy un robot". At the bottom, there is a checkbox for "Acepto las condiciones de la política de privacidad" and a button labeled "ENVIAR".

Source: Web page

What is propose is that within the "lawyers" tab there is a "private area" in which customers can be in touch with lawyer and solve doubts by this mean. In this case, when the customer is in contact with the office, they can provide a username and a password to review the case, the situation, resend the required documentation as well as solve doubts with the lawyer. In the image 5 it is how this incorporation will be.

Image 5: Modified "lawyers" tab



Source: Web page and own elaboration

Action 7: Create a new office model.

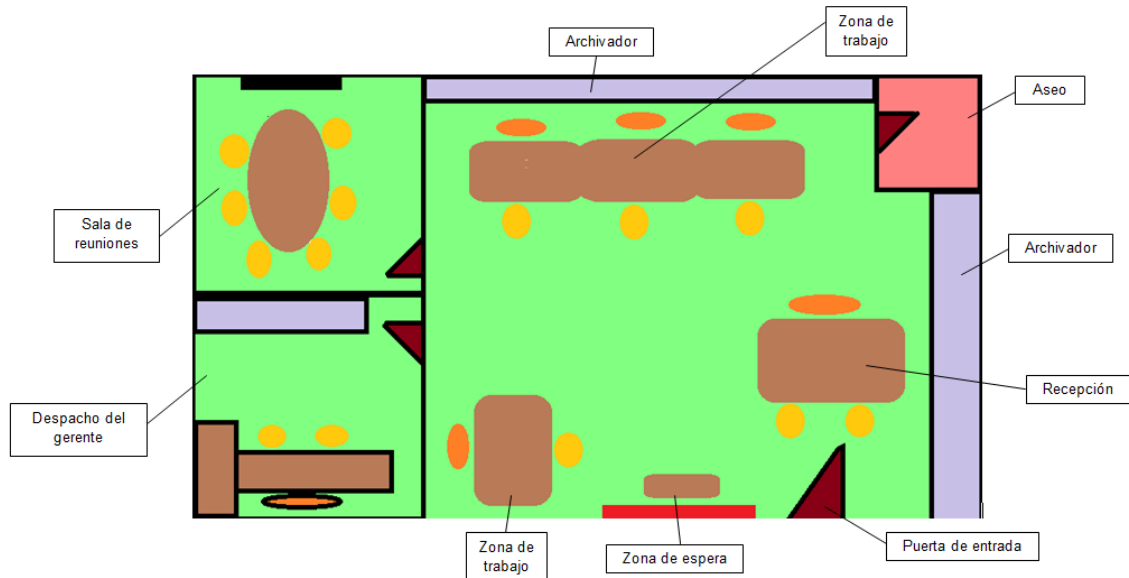
Related objectives

1. Attract 8% of new customers in the next year
2. Satisfy 85% current customers in the next 2 years

Implementation period: One year

Description: In order to make the workplace and meeting space more attractive, it is propose to have a new model of office, in which everybody works together and no walls divide them. For this, in the new prototype of the office there is going to be a work area, meeting zone, manager office, filling area, and reception. Every office opened in the following headquarters soon is going to follow this model since it is believed that this form will allow working better and the customer attention will be better too. As it is seen in the image 6, the new offices will be distributed in this way.

Image 6: New office distribution



Source: Own elaboration

Action 8: Open enterprise's new headquarters

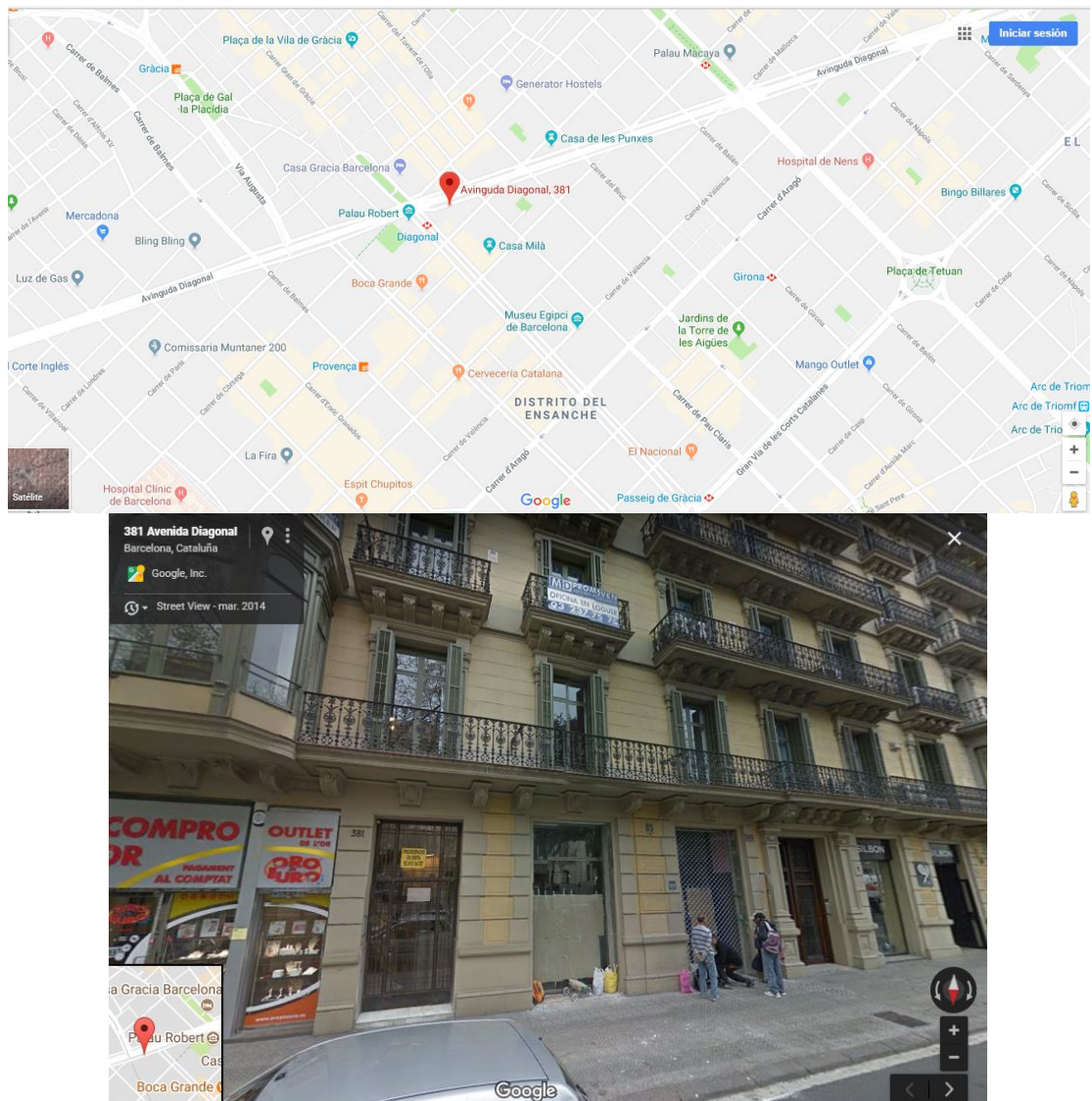
Related objectives

1. Attract 8% of new customers the next year
4. Increase 10% cases in comparison to the previous year
5. Raise billing 15% in comparison to the previous year

Implementation period: two years

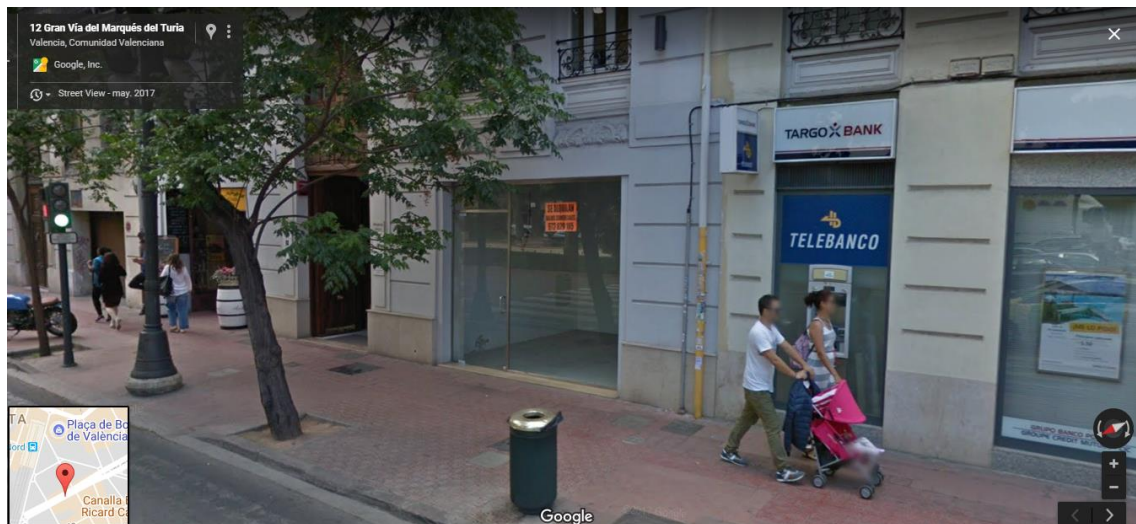
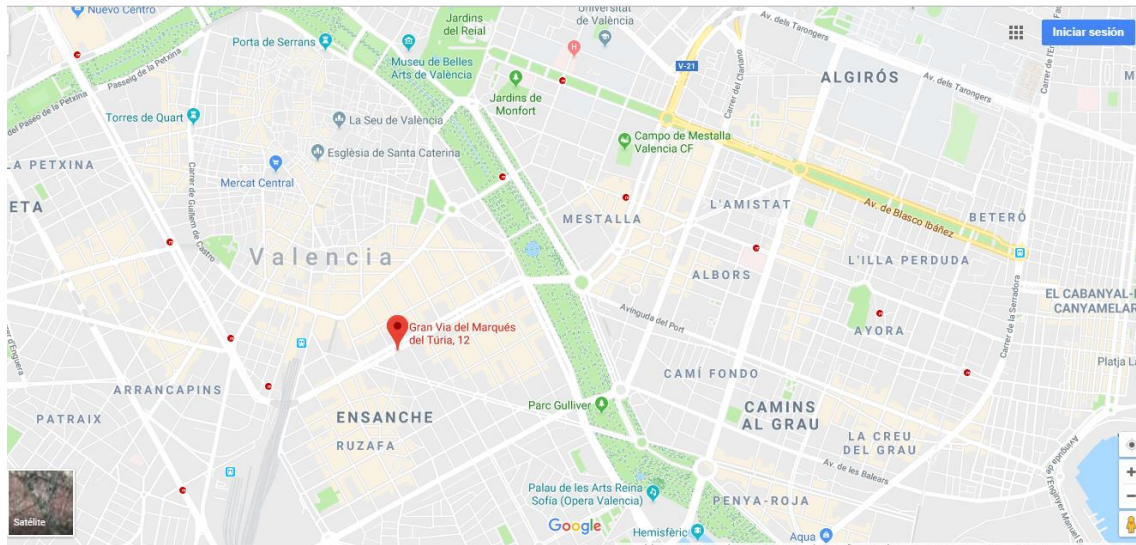
Description: The enterprise, currently, is located in Castellon without more headquarters dealing with law. In the following year, the enterprise bears in mind open a headquarter in Barcelona and another in Valencia with the aim of getting closer to new customers and be present in more places, thence it will have more employees in both headquarters and the manager will be in each on every week. The new office will be located in the following addresses as it can be seen in the images 7 and 8.

Image 7: Office localization in Barcelona



Source: Google Maps

Image 8: Office localization in Valencia



Source: Google Maps

7.5. Communication decisions

Action 9: Adaptation of promotions according to enterprises

Related objectives

3. Increase 2% repeated visits in the following half year.
4. Raise 10% of cases in comparison to the previous year
5. Increase billing 15% in comparison to the previous year

Implementation period: Christmas, summer and winter

Description: The enterprises that are Laboris' customers will enjoy different promotions besides the discounts that the relevant customers have. These promotions are going to be different depending on the season, mainly the cases related to customers' requirements.

The enterprises of telephony, in the Christmas campaign are going to receive 15% discount per each requirement since in that season this type of services are very used and it is usually when more complaining are done. In the summer campaign, there is going to be also a 3x2 promotion, each three requirements treated, only two will be paid. Thanks to these promotions, more enterprises will come to the office and keep in it.

To the light and gas selling enterprises, the promotions are going to be applied in summer and winter since these are the seasons in which more complaining for consume are. Besides, customers think that they are not receiving a proper service and these seasons are when electricity and gas are more consumed because of extreme temperatures. In these cases, all requirements assisted will carry a 25% discount and will have more relevance; in this way customers will trust more the enterprise and it will have more cases.

Action 10: Service promotion

Related objectives

1. Attract 8% new customers the next year
3. Raise 2% the repeated visits in the next half year
4. Increase 10% of cases in comparison to the previous year
5. Increase billing 15% in comparison to the previous year

Implementation period: Continuous

Description: In this case different promotions are going to be created for the services that the office offers, differentiating the services that are offered for enterprises and those for individuals.

On the one hand, the services for enterprises will have at disposition the applied promotion in the previous point, besides the 25% discount applied to all the steady customers' cases.

On the other hand, the services offered to individuals are going to have other promotions and not the 25% fix discount. When a new customer, recommended by another customer, visits the office, he or she is going to have a 5% discount and the person who recommended the office is going to have 25% discount. If there are divorce or familiar-problems cases, the discounts are going to be applied according to the level of complexity of the case, from 2% to 10% discount.

Action 11: Create a Twitter and Facebook profile

Related objectives

1. Attract 8% new customers in the next year
3. Raise 2% repeated visits in the next half year

Implementation period: One month

Description: accounts for both social networks are going to be created to be present and provide more information about the enterprise since they are two very used social networks around the world. The secretary is going to be in charge on the updating and is going to be the responsible of collecting information for the updating.

In Facebook, the page is going to be updated once per week, adding relevant information such as images of different events to which the manager or the office workers attend; news related to advocacy, changes of laws or research documents carried out by them, and lastly, the resolution of some complex case may be uploaded, without the personal data of the customer. In the image 9 how the enterprise creates an account in Facebook to sing up.

Image 9: Facebook account



Source: Own elaboration

Twitter is also going to be updated once per week, likewise Facebook, interesting news related to the Advocacy field and research document will be uploaded. In the Image 10, the Twitter account sing up is shown.

Image 10: Twitter account



Source: Own elaboration.

Action 12: Increase the number of visits in the social networks

Related objectives

3. Raise 2% of repeated visits in the next half year.

Implementation period: One year

Description: After both social networks account creation, there is the attempt of raise the number of visits in the first year, and that the assessments of the profile are higher.

The customers could assess the service and the attention in the Facebook account after visiting the office; at the end of the year, the obtained results are going to be published, a list of the number of followers, number of "likes" and the given average assessment is going to be done.

Action 13: Create a blog to solve doubts

Related objectives

1. Attract 8% of new customers in the next year.

Implementation period: one month.

Description: The enterprise is going to create a blog where people can ask possible doubts and the manager is going to answer them as quickly as possible, usually one every two days. For example, "I lost my baggage in the flight. What should I do?" then, the manager would answer the question and would advise what to do or where that person can find further information. This is a way in which the enterprise can widen and gain recognition, and customers will notice their interest offered in the service. In the Image 11, the possible blog appearance can be seen.

Image 11: Enterprise's blog



Source: own elaboration

There is the possibility of accessing directly to the blog and on the topics that more doubts have had; within each topic a series of frequent question will appear with the correspondent answer by a specialized lawyer as a useful tool to any Internet user and someone looking for information about some law topics, without attending to a physical law office at that moment.

Action 14: Collaborate with local newspapers

Related objectives

1. Attract 8% new customers next year.

Implementation period: every six months.

Description: The enterprise, every half year, is going to have half page of the Mediterraneo and Castellón Diario newspapers and the dominical newspapers to inform about some interesting topic in the advocacy field, as new laws. The office is going to carry out a study about a theme and provide different examples to clarify the article. It is a way of promoting themselves and that digital or paper reader know the enterprise and how they work.

Action 15: Send Newsletters

Related objectives

2. Satisfy 85% of current customers in the next two years
3. Raise 2% the repeated visits in the next half year.

Implementation period: every trimester

Description: From the office, emails with relevant information about interesting topics for customers and about the brand are going to be sent to different current customers.

The services-selling enterprises are going to be sent information about new law or legal changes in their sector or affecting to the workers.

Individuals are going to be sent information about new laws that affect them according to the type of cases that the law office dealt with.

Associations are going to be sent information about the horizontal or vertical property laws and default law since these are topics that may gather interest.

The new changes produced in the enterprise that provoke changes in the work with customers is also going to be communicated, likewise if the lawyer that deals with a case is changed, the customer will be notified and the reason will be explained.

Action 16: Increase the presence in businesspeople concentrations

Related objectives

1. Attract 8% new customers the next year

Implementation period: monthly

Description: The manager is going to attend different conferences provided by the Chamber of Commerce or business meetings to introduce him and the enterprise. He is going to attend business lunch with the customers and his partner to relate with possible new customers. When he attends these lunches with current customers, they could talk about their experience in the buffet and raise the reputation.

Action 17: Publishing in new house building

Related objectives

1. Attract 8% new customers the next year

Implementation Period: monthly

Description: When an inauguration of new house building is done, the manager will attend to publish the enterprise as a building administrator, but with an internal lawyer too, something that differentiates the enterprise from others. This is a benefit for the community because when a legal problem raise with a neighbor or the laws change, this lawyer is going to advise them and carry the case, mainly in default services.

8. SCHEDULE

After analyzing the enterprise's mix marketing through the decision and the offered proposes, now the schedule of the activities to be done at the end of the year is presented. In the Table 5 it can be observed the schedule for each year.

Table 5: Annual Schedule

ACTION	JAN	FEB	MA	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1: Specialization in a forgotten segment: Individuals												
2: Specialization in a branch of service: Divorces												
3: Create a new image for individuals												
4: New service design												
5: Modify the resolution time of cases	Constant											
6: Online service line.												
7: Create a new office model.												
8: Open enterprise's new headquarters												
9: Adaptation of promotions according to enterprises												
10: Service promotion	Continuous											
11: Create a Twitter and Facebook profile												
12: Increase the number of visits in the social networks	Constant											
13: Create a blog to solve doubts												
14: Collaborate with local newspapers												

15: Send Newsletters												
16: Increase the presence in business people concentrations												
17: Publishing in new house building												

Source: own elaboration

9. BUDGET

It is the budget to be developed in an entire year since the actions that are going to be carried out are along the year.

Action 1: Specialization in a forgotten segment: individuals: There are not budgets needed since the enterprise has the lawyers.

Action 2: Specialization in a service branch: divorces: A specialized lawyer is needed, he or she will be paid around 1000€ monthly, and the yearly expense will be 12000€

Action 3: Create a new image for individuals: The logotype is already designed and it is only the aesthetics modification, that means, the colors; it will be cheaper than creating it from the beginning, the cost will be 100€

Action 4: New service design: There is not budget since it is going to change the way of providing the service.

Action 5: Modify the case resolution time: A lawyers is going to be hired part-time job to assist the other lawyer in the work, this will cost 500€ monthly and 6000€ yearly.

Action 6: Offer an online service: the "lawyers" tab in the web page has to be modified to add a new areas called "private area", that costs 200€.

Action 7: Create a new office model: the detailed budget according to the materials to be used in that change: construction =2500€, desks =150x5=750, managers' desk = 158, meeting table = 484€, waiting room table =98€, work-chairs =180x6 =1080€, chairs = 90x4 = 1260€, waiting room sofa =500€, fillers = 6x350 = 2100€; lights 47x6 =282, the total will be 9212€

Action 8: Open new enterprise' headquarters: The Barcelona headquarter will be rented and the Valencia headquarters will be bought, with a loan to be pain in 80 months. The budget in Barcelona will be 1.500€ per month; and buying the office in Valencia will cost 123.000€, 1.537€/month in 80 monthly pays. This is an expense of 36.444€ per year.

Action 9: Adaptation of promotions according to enterprises: There cannot be done a budget of this action because the exact number of enterprises to give the promotions is not known, the approximate budget is 10.000€

Action 10: Service promotion: Like the previous action, the exact expense cannot be done, it will be around 5.000€

Action 11: create a Twitter and Facebook profile: Creating these profiles in the social network does not have any cost, they are free, but there is an expense related to the amount of hours that the updates take this expense will be 120€ monthly, 1440€ yearly.

Action 12: Increase the number of visits in social networks: this is related with the previous one, it has no added cost.

Action 13: Creating a blog to solve doubts: The blog creation is going to be done professionally, this has a cost of 163€ and the updating time that the manager spends updating it cost 500€

Action 14: Collaborating with local newspapers: It is going to be done with two newspapers, Mediterraneo and Castellón Diario every half year. The publication in the Mediterraneo costs 200€ and in Castellón Diario 150€, it will be 700€ per year

Action 15: Send newsletters: it does not has a direct expense, but an indirect one, since the person in charge of sending them to the customers will have a cost of 200€ approximately.

Action 16: raise the presence in business concentrations: the cost is nothing, but the manager will spend time in these meetings, for him, it is not a significant expense.

Action 17: Publishing in new house constructions: it has not cost either, the manager who attends there is alone.

In Table 6 the summary of the budget can be seen as well as the yearly total.

Table 6: Summary of the Budget

ACTION	DESCRIPTION	BUDGET (Yearly)
2: Specialization in a service branch: divorces	A new lawyer is needed	12.000€
3: Create a new image for individuals	To change the current logotype aesthetics	100€
5: Modify the case resolution time	To hire a new part-time lawyer	6.000€

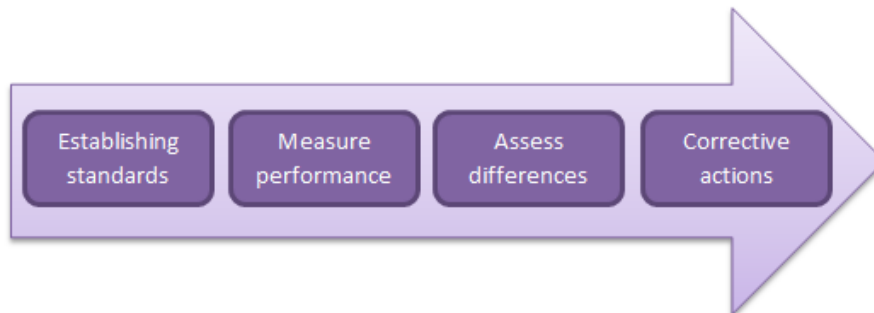
6: Offer an online service	Modify the tab of "lawyers" in the Website	200€
7: Create a new office model	Reform and furniture	9.212€
8: Open new enterprise' headquarters	Barcelona and Valencia	36.444€
9: Adaptation of promotions according to enterprises		10.000€
10: Service promotion		5.000€
11: Create a Twitter and Facebook profile	Create profiles	Gratis
	Person that updates profiles	1.440€
13: Creating a blog to solve doubts	Create profesional blog	163€
	Manager's time	500€
14: Collaborating with local newspapers	Mediterráneo and Castellón	700€
	Diario	
15: Send newsletters	Responsible person's time	200€
TOTAL		81.959€ (yearly)

Source: Own elaboration

10. CONTROL

In the figure 10, the steps of the control can be seen.

Figure 10: The steps of the control



Source: Own elaboration

Establishing standards: the objectives proposed to solve the problems that have been detected are.

1. Attract 8% of new customers the next year
2. Satisfy 85% of current customers in the following two years
3. Raise 2% the number of current customers' repeated visits the next half year
4. Increase 10% the cases in comparison to the previous year
5. Increase billing 15% in comparison to the previous year

Measure performance: in order to know what happens, the enterprise is going to focus on the customers' opinions, survey are going to be done in the office once the tasks are finished, they could also provide their opinion by Facebook, and later a result graphics is going to be done.

Assess differences: the possible deviations that can be found are analyzed and the origin of these is determined, explaining why they do or do not match.

At Laboris, if the objectives are not carries out correctly is because of:

- The actions to attract new customers do not have the expected results
- It has not get to satisfy the customers improving the service or the online offer
- Customers do not visit again, although a new model of services is created, and the way of offering it is changed or the offered promotions do work

- The proposes have not enough attraction thence the number of cases do not increase
- Like in the previous point, the answer level of response if not the expected one in relation to the proposed actions, therefore the billing does not increase.

In contrast, if the objectives carried out have been accepted by the customers, the reasons would be opposite to the previous ones.

Corrective actions: once the deviation causes are known, the proper corrective actions could be applied, in a way that any negative result can be anticipated.

After analyzing the steps of control, in the Table 7 it can be observe which are going to be the methods of control that are going to be carried out for each objective and the frequency of controlling them.

Table 7: Control

STANDARDS	CONTROL FREQUENCY	CONTROL METHOD
<i>Attract 8% of new customers the next year</i>	Trimester	Review data base and prove how many customers have signed up in this period
<i>Satisfy 85% of current customers in the following two years</i>	Semester	Do surveys to customers and analyze the satisfaction degree
<i>Raise 2% the number of current customers' repeated visits the next half years</i>	Bimonthly	Review data base and observe how many cases have been carried out very day in the office during this period
<i>Increase 10% the cases in comparison to the previous year</i>	Trimester	Realice a study of the number of cases in a year and notice if they have increase
<i>Increase billing 15% in comparison to the previous year</i>	Yearly	Compare billing tables of the previous year an this year

Source: Own elaboration

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