

MARKETING PLAN OF PROVEFE S.A.



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1. EXECUTIVE SUMMARY

The most important aspects of this work will be summarized below.

A Marketing Plan has been carried out on the company Provefe. This firm is focused on the distribution of plant protection products, offering agricultural advice and other services added to these products. It has also specified what it wants to become in the future and which its real 'raison d ' être' is.

Initially, an analysis has been carried out on both internal and external environment. Through the internal, the most important aspects have been evidenced, as for example its good geographical location, the large size of his coaching staff, the facility it has to gain access to foreign markets, adaptability to changes in the market, as well as good training for their workers. In addition, Provefe's good social action must be emphasized as they collaborate with various clubs and associations at the local level and also made contributions to charitable causes such as grants to help people with "Rett syndrome". Their target consumer and their product portfolio have been identified.

On the other hand, regarding the study of the external environment, a Pestel analysis has been done, which highlights that the agricultural sector also has significant values of unemployment. Also that Provefe innovates continuously developing products and methods more respectful with the environment. Following with its philosophy of quality management and due to the continuous changes in legal terms, the company allocates a section on its website to inform their customers of all of these changes. Based on these conclusions, the strategic profile of Provefe has been developed.

A study of Porter's five competitive forces has also been carried out. Thus, it is important to highlight that the competition is pretty weak since their own competitors sometimes become customers because of the absence of substitute products.

Then the Provefe value chain has been developed, the most direct competition has been identified and it has been analyzed to obtain their strong and weak points to be able to know how to attack and thus be able to determine which is the opinion that their customers have when compared to their competitors. In order to end this external analysis the agricultural sector has been studied.

Using as a basis all data obtained so far, it has been done an analysis of strengths and weaknesses of Provefe as well as of the threats surrounding the company and the



opportunities the environment that provides and that, if taken into account advantageously could become a benefit, a strong point or even a source of income among others.

The following paragraph has been dedicated to determine the objectives for the year 2016, and then to know which strategies the company follows and which are their sources of competitive advantage.

A brief summary would pinpoint that Provefe follow a differentiation-based Porter's strategy implementing innovation and their quality management philosophy and good agricultural practices.

And on the other hand, it is positioned as a leader in the sector thanks to the training and the good service provided by its technicians, since the company has a size in their sales force larger than any company in the sector.

Finally, some suggestions for improvement have been provided: developing point of operational marketing actions in order to achieve these changes, as well as a timeline and a budget study of these.

2 ANALYSIS OF THE SITUATION

2.1 PRESENTATION AND HISTORY OF THE COMPANY

Provefe was born about 30 years ago; the father of the current owners founded it. He saw a business opportunity and began to search for a local. The facilities were formerly a shoe factory. The warehouse and the upper area are designed to be the private house of the owner. The founder of Provefe saw an advantage in setting his business there and when the owner wanted to sell he acquired the local and transformed it, turning it into what is now known as Provefe.

After the decease of the founder, her three children, who are the current owners of the business, inherited it.

Provefe figures in the national classification of economic activities within the Group 4675, trade of chemical products at the wholesale.

With more than 30 years of experience in the citrus fruit sector, Provefe is a dynamic company, with a vocation for leadership, capable of adapting to the new demands of



the agro-food sector and the new technologies of the information so that customers can benefit from the knowledge acquired throughout the years.

Its wide technical team allows them to provide a service of agronomic counselling adapted to the particular needs of their customers. Their information processing system allows to the agricultural entrepreneur to know at all times and in real time the evolution of their holdings and their harvest.

Its location, in Castellón, de la Plana's epicenter, one of the best areas in the world concerning the production of citrus, has facilitated them the acquisition of technical knowledge, knowledge that is put at the disposal of other global citrus areas through its department of international agronomic counselling.

The new agricultural production systems, the demands of consumers and the respect for the environment are always present in the choice of the products recommended. Their objective is to offer services with quality assurance, aiming to produce fruit of the highest quality with controlled costs.

2.2 MISSION AND VISION

Provefe's mission is to supply quality plus a chemicals counselling for agronomist adding high value products, with a special respect for the environment and the good agricultural practices by means of the newest technologies and the most innovative methods.

Regarding Provefe's vision, their objective is to maintain their leadership position, strengthening their differentiation and their notoriety and being perceived by the customer as a unique value.



2.3 ANALYSIS OF THE ENVIRONMENT

2.3.1 INTERNAL ANALYSIS

In this section, we are going to carry out an analysis of the internal factors of the company to know in which situation it is and which assets they have to achieve their goals.

2.3.1.1 SUPPLIERS

In relation to suppliers, in Provefe they do not have too much relevance since the company acts only as a distributor. A special matter requiring more attention is the quality of the products that they are selling so it does not decrease. Also trying to access providers that offer them all the brands they need, because otherwise they would have to go to the competition to be able to acquire, and this will oblige them to buy it at a slightly higher price, since it must assume the increase in cost of going through one intermediary more.

Among its suppliers, we highlight Bayer. It has a very good international reputation which increases the product value. Although Provefe does not acquire its products directly from Bayer but through various intermediaries, this is no problem because all their products do have their denomination and the high quality that Provefe seeks to offer in all their products.

Bayer represents a modern and sustainable agriculture which allows Provefe to follow their philosophy of innovation and quality management with the ISO9001.

Besides Bayer, we can also make a special reference to Comercial Química Masso, who with more than 50 years in the sector is a reference model for many.

In addition, having ISO 9001 and ISO 14001 certification also allows Provefe to maintain their culture of the company environment and constantly seeking improvements in this field.



Figure 1 Comercia Quimica Masso logotype



Figure 2 Bayer logotype



2.3.1.2 CUSTOMERS

In PROVEFE they know that this is one of the most important elements because the customers are the main source of economic income. In the company they use several tools to try to keep them pleased.

Customers know that the service is very personal, so they have the certainty that each query made to the technical will have a solution tailored to their needs, adding thus value to the product supplied by the company. Moreover they are aware that if they need a product it can be delivered to their door so they do not need to go to the establishment.



Moreover, they made PROVEFE freebies in order to show offered products, these are items used in day to day and are usually related to the activity of farming which are highly useful for the receivers.

2.3.1.3 RESOURCES AND CAPABILITIES

To speak of resources, we must make a distinction within these depending on whether they are tangible or intangible.

With regard to the tangible resources we can find their shop where they distribute and offer the products as also all the furniture it contains.

We must also bear in mind that PROVEFE has a truck for distribution or collection of products and a forklift to facilitate their loading and unloading and those made by others that arrive to their shop. In addition to the lease they have on the vehicles of the agronomists.

Among the **intangible assets** we can distinguish:

Human Resources

They can be considered as the fundamental pillar of the company. They are often a source of differentiation, and as we shall see this is very important in a situation such as what we can currently find in this sector.

PROVEFE has administrative workers and technicians who are responsible for advising clients, as well as to visit their property and even bring the product home. Nowadays it is among the few companies that provide this service and we can assure that it is the only one that counts with a technical team with such a high formation and so numerous. That is why the training of workers is essential to meet the challenges presented every day so the company can meet the expectations of customers. Courses on pest sampling, application of pesticides, machinery regulating chemical application, localized irrigation scheduling, etc. are organized in Provefe.

Technicians and office staff serve as image of the company since they are the ones who deal directly with customers and therefore their attitude and their level of commitment to the company is very important. The relationship between the employees is very good, and between managers and other staff also nearby, so this is important because they feel more involved and feel more secure and confident to make



proposals for improvement. To Provefe all suggestions are important and they surely know that independently of how well things function, they can always be made better. And who better to report on how things work and what can be improved than the workers themselves?

Besides all this, the technicians have a vehicle provided by the company to move freely to where they need (to farms of customers, to the homes of these, etc.)

Figure 3 Provefe`s car



Source: www.provefe.com

Figure 4 Provefe`s worker



Source: www.provefe.com

Not human resources:

Among these, a special mention should be to the patent that Provefe has of Sospalm, as this implies for them a source of competitive advantage which can be one of the pillars of the strategy followed by the company. This innovative technique of application of systemic insecticides allows them to differentiate from the competition.



In addition, we should also note that Provefe has been active many years in this business and as a leader in the sector. Therefore it is a reference model for many. It stands out from the competition by being the larger company in sales force, and although currently there are already many who have followed their example, none has managed to match it. This gives them a prestige that cost them a huge effort to obtain and even more to maintain it and being able to expand internationally and take the name of the company throughout the world in fairs and other events that allowed them to promote.

It is also an important resource the impressive client list Provefe has managed to steadily increase until today and although the arrival of the crisis has severely affected this sector, the company has managed to maintain the potential of this.

Concerning the capabilities that enabled Provefe to reach a competitive differentiation is its ease of geographic expansion. Provefe installed stands in different fairs both nationally and internationally to promote their products and especially the Sospalm method.

It is important from their capacity to adapt their workers to the diversity of situations that may occur, as well as their ability to work in teams, the involvement of these with the company.

Although I think the adaptability of the company to market changes and trends is necessary. Nowadays they have been able to take advantage of new technologies exploiting both the Web page as a space intended for their customers personally.

Moreover, Provefe has a strong leadership capabilities as though all workers are very close and have very good relationship, everybody knows at all times who are the managers and they know how to manage personal relationships, and they know how to properly direct the company resources to enable it to stand out.

Finally, the company knows that throughout his 30 years in the sector they have gained very good relationship with its customers, and it has managed to get a market position and reputation and brand image.

Although I think that it really enhances the capabilities and enables the company to differentiate and be a reference model is the set of all these.



2.3.1.4 TARGET

To define Provefe's target customer we must differentiate between men and women, as it always have been a vision implying that agriculture was for men but now many women are already engaged in this.

It should also be noted that agriculture is a very aged sector and younger people do not want to acquire the land that their parents give them because they know that the income is very low due to arise from open trade with lower prices abroad among other things.

This means that there is great uncertainty about what will happen in the future because most people tend to keep their land at all costs because they have a sentimental bond or because they have nothing else but this, with the new generations is unlikely to happen because there are lots of information and ease of geographical displacement, which leads us to ask ourselves where we are going.

Moreover, Provefe has the advantage that its geographical location palls around with these difficulties as locally, in La Vilavella, the vast majority of young people who choose not to study typically engage in this sector, in addition they inherit the properties of its predecessors since the costs are usually moderate and always seem to make a return, in addition to several shops are locally engaged in the collection, processing and sale of fruit. It should also be noted that this business is often ascending to higher properties as higher incomes and higher performance. That is, in some occasions you can obtain a significant benefit if you have enough area property.

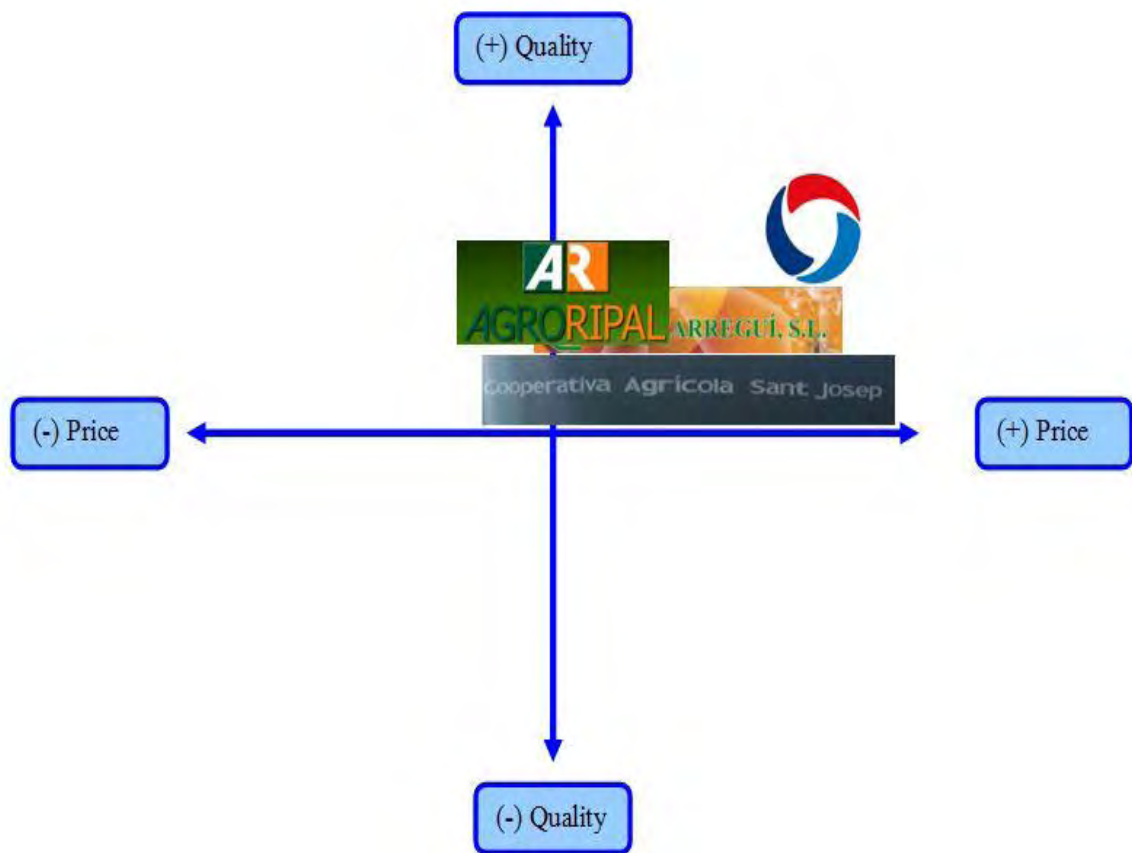
For all this, we can consider that this business is aimed at both men and women, with an age range of usually late 40 years, since it is when they often inherit their land because there are not much people who buy and more with the current financial crisis. We must also consider that the income level is correlated with the service and product offered by Provefe because in general, if the expenditure is higher than the income they earn, they will want to leave the land, plus if you have no other financial support this surface must be even more productive because it must provide an income at least to maintain the owner. But if customers have a job to provide them with a monthly income and they do not give much importance to this situation and that this business is only an extra income, they will decide the inversion they are willing to do in this sector.



Finally, lifestyle will also be critical, since a person with a high life style standards will not usually be involved in agriculture and they will hire someone to work their land and then pay for this service and products, however a person with a moderate lifestyle standard will surely be the one responsible for farming their land and the difference will lie in the volume of their expenditure

2.3.1.5 POSITIONING

Figure 5 Provefe`s positioning



Source: Own elaboration



2.3.1.6 PRODUCT PORTFOLIO

Fungicides

The diseases caused by fungi are numerous, especially in situations of high humidity, so the cultural practices that reduce moisture near the plant will decrease the chance of infection.

Fungicides are preventive classic products, for instance, to control the fungus at the time of germination of the spores, before the mycelium roots, have no effect on later stages of development of the fungus.

In recent years there have been a lot of curative fungicides against various diseases that destroy the mycelia in the early stages of development, shortly after penetration of the mycelium.

They applied as broth, in leaf spraying or dusting on plants. Fungicides are also used to control pathogenic soil fungi, for disinfection of seeds, bulbs and other items for vegetative reproduction, and to protect seedlings at the time of germination.

Herbicides

The development of undesirable grasses near the crops causes major production cuts, it is estimated that in tropical areas it can reach up to 25-50%, by competing with the crop for soil nutrients, water and light.

For its selectivity, it can be total, which control all weeds or selective, which aims to eliminate weeds without affecting the crop.

According to the treated floor surface, it can be of concrete and uniform in (total or bands) areas or applications targeting weed patches.

For the type of application it can be foliar application, and among others of contact, which only affect the parts of the plants that touch or systemic, they are absorbed by plants and exert their action in distant organs of the point of contact or application ground (waste), acting on the roots.

Regarding the state of the crop, it may include: pre-plant or pre-transplant, if used before establishing the crop (should not have residual effects on subsequent culture); pre-emergence, used after seeding, but before crop germination (should not affect crop



seed germination or affect) or post-emergence, used after germination of the crop, which must always be selective in order not to affect the cropping.

Insecticides

The spread of intensive agriculture, which has led to the establishment of plant monoculture, has altered the natural biological balance which initially existed in agricultural ecosystems. There is a need to redress this imbalance by controlling pests. Common methods include the use of specific chemicals.

The morphology and physiology of insects and mites presents important differences, and therefore pesticides do not include insecticidal acaricidal action, and vice versa, therefore, a suitable product must be used in each case.

Some products are effective against a number of insects or mites (polyvalent) and their use causes indiscriminate destruction of insects and / or mites that the crop might have; the problem is that favor's the appearance of very fertile parasites that are normally controlled by their natural enemies.

Most products used today are selective; they have a very limited scope, controlling only a small number of parasites, while respecting a number of natural enemies of other pests, thus preventing its resurgence.

Nutritional products

When mineral deficiencies occur intensively in a critical stage of the crop, for example of fruit development, it would have to be corrected in the fastest way possible.

In these cases we must resort to the foliar application of the element. The absorption by the leaves of elements is not direct, and thus wetting is recommended to facilitate penetration into the plant. The absorption is preferably conducted through the cuticle, and is generally higher at night, so it is best to perform evening applications. Dripping losses from the leaves can be important. Moreover the rain and its subsequent treatment (4-6 hours) can eliminate almost all the nutrients applied.

You have to calculate correctly the amount sprayed, since the amount you can apply is limited, and always produces excess damage (burns, circles, etc.) on leaves and fruit.

After classifying the types of products we should also distinguish the different types of services offered and Provefe used to add value to their products.



Counselling

Thanks to highly qualified technical team that PROVEFE has, they counsel clients in making decisions so they can get a high quality product and maximize profits.

The changes in the production systems and the consumers' demands create the need for producers to feel supported in the day to day and in the decisions that compromise the entire farm. So the technicians are continuously formed as explained in the section on Human Resources.

Since specific support, through the management of agricultural enterprises, the customer decides the degree of involvement of Provefe in its activity and this is always backed with standardized management that guarantees the ISO 9001: 2000 certified by AENOR.

PROVEFE 0.0 protocol

Obtaining citrus fruits without any traits of pesticides residues (in harvest or postharvest) is possible.

It is if we apply the PROVEFE 0.0 protocol.

It is based on three steps on crop management:

Conventional farming up to times or products that we can cause an undesirable residue on a citrus fruit.

Knowledge dissipation curves of all active substances permitted in the cultivation of oranges, tangerines, grapefruits and lemons, to narrow conventional pesticide treatments.

Using methods of biotechnical control in the final part of the crop: bio-rational physiological or pesticides, natural pesticides, pesticides and autocidal semiochemicals control among others.

The effort in the field could be pointless if when it arrives to the production center, post-harvest products are applied and contaminate the product just before being ingested. Therefore, we expanded postharvest health checks without waste treatments to close the entire cycle of a citrus crop.

Integrated Production



It ensures a sustainable food production and other high quality products through the preferential use of technologies that respect the environment, eliminating or reducing the sources of pollution caused by agriculture.

Agricultural Projects

In Provefe they think that before carrying out any economic activity is necessary to conduct a feasibility study and its corresponding project. Whether improvements or new investment. Moreover, they have a technical team that, after a thorough analysis, will provide the best solution to your needs.

- Transformation projects farms.
- Irrigation projects and designs of community networks.
- Electrification projects.
- Draft environmental impact.

Agricultural work

In Provefe, they are provided with the necessary means to perform all kinds of farm work, with the necessary equipment and qualified to perform agricultural work staff.

- Phyto-sanitary treatments
- Grafted and reattach
- Pruning
- Wood crushing

Gardening

They are responsible for designing and installing the gardened zone, and once it is installed they offer all the necessary maintenance, pruning shrubs and trees, replacement of plants, mowing, irrigation system maintenance, pesticide treatments, weed control, etc. . All these tasks, according to the will of the client, can be specified in punctual maintenance or by annual maintenance service.



2.3.1.7 SOCIAL RESPONSIBILITY

It is important to dedicate a section to Provefe's social responsibility and all partnerships and sponsorships that carries on activities, clubs, charities, etc.

As an example of entities and clubs where they have collaborated we can mention: Club Racquetball La Vilavella, Mountain Club G-33 (special mention in the blog of the club to a PROVEFE worker for their encouragement to the riders in some races) , Penya i Mur Castell.

And in reference to activities and charities: 'La cursa de Vilavella', which was beneficial for the help of María, a girl of 16 who suffers from Rett syndrome. Her parents have a blog through which they count all actions that are underway to raise funds to help. At the entrance they made about their 'cursa' experience you will find a special mention to Provefe for the donation that they made. You can see it in the following link: <http://www.mimundorett.com/tag/cursa-de-la-vilavella/>.

Provefe also sponsors the mountain march "Sant Sebastia" held annually in La Vilavella, Duathlon town of Vall de Uxo, Triathlon Vall de Uxo.

Figure 6 Clothes "triatlon vall de uxo"



Source: www.provefe.com



Figure 7 Participant of the careet



Source: www.provefe.com

Figure 8 Bracelet "mi mundo rett"



Source: www.provefe.com



Figure 9 Goal of the career



Source: www.provefe.com

Figure 10 Goal of the career



Source: www.provefe.com

2.3.1.8 OTHER DATA OF INTEREST

Provefe recently patented Sospalm, a product consisting of an injection pick for systemic dosing and nutrition in palm insecticides. This mechanism is a tool that facilitates the application of a systemic insecticide type. The method is incorporating a pick that remains fixed in the palm to periodically opening it with a tight lid on top. We can introduce the insecticide and recapping. This way, the insecticide reaches the heart and when weevil larvae chew, dies. Thus, there is not any insecticide contact with the environment or with the palm at any time. The only one who accesses the product is the operator and he/she has handler card so he knows how to treat it without causing any problems. It also has an Allen wrench system to prevent it of being handled by anyone.



Figure 11 Sospalm system



Source: www.provefe.com

In addition PROVEFE signed an agreement with the University Miguel Hernández de Elche, whereby SOSPALM collaborates with the activities of the Cátedra Palmeral d'Elx.

Both entities agreed to promote the activities of the Cátedra Palmeral of Elche, through collaboration in the field of production and preservation of palm trees.

After signing the agreement, the specific activities that both entities will develop working together will be determined. To carry out this work, Sospalm undertakes to provide staff and materials for carrying out the tests and monitoring, as well as to provide vehicles and machinery. For its part, the UMH agrees to acknowledge the cooperation received from Sospalm in their activities, publications and disclosures.

Moreover, it has also been tested in Mataró, collaborating with Jesus Altabella, who is responsible for the red palm weevil in Catalonia and with Joaquín Tarragó, technician in the town hall of Mataró. This has the objective of trying to make aware and involve more the local administration.



The plague of palm trees becomes the object of internationalization by this Globalider will export Sospalm systems.

Moreover, Provefe implanted Field Certification Systems (Integrated Production, EUREP-GAP, Good Agricultural Practices, etc.) and quality assurance, traceability and food safety in manufacturing plants (HACCP, ISO, EUREP-GAP, BRC, IFS, Nature Choice, etc.). So the company is implementing these systems in businesses of its customers, covering both the counselling of the measures to be taken to obtain these certificates, such as training staff will take care of its practical development.

These systems include the EUREP-GAT that is a private voluntary certification program, created by 24 large supermarket chains. The purpose of EUREP is to increase consumer confidence in food safety by developing "good agricultural practices" (GAP) to be taken by producers. Unlike the other certification programs, EUREP emphasizes food safety and product traceability to their place of origin. The EUREP GAP is a way of incorporating Integrated Pest Management (IPM) and Integrated Crop Management (ICM) within a structure of agricultural production.

And we also make special reference to the ISO 9001: 2000, the internationally accepted standards on environmental management.

The multipurpose room Xilxes held in 2012 a briefing on the plague of red palm weevil. The Councillor for Agriculture and Environment, Vicente Guzman, the mayor of Maintenance Services, Ismael Minguet, the Provefe's Commercial Director and Technical Engineering, Alfredo Ahumada, and technical adviser of the same commercial field, José Luis García, were the responsible for presenting the talk to local residents

The spokesmen agreed to pick through any request that the neighbors made in the council itself, the advice with the Provefe's technical services company, that this is responsible for advising even provide them protection products for such treatment. And it is available in the local warehouse in a small stock. Provefe company will be the manager of the services and supply of these pesticides.

To present Sospalm, Provefe travelled to Cologne (Germany) on one of its editions of the Spoga + Gafa fair.



Figure 12 Spoga + Gafa stand



Source: www.provefe.com

In 2012 Alfredo Ahumada, Sospalm commercial director, gave a talk on *Rhynchophorus ferrugineus* control strategies with the Sospalm system within the V Days of Gardening, organized by the Provincial de Cádiz, Jerez de la Frontera.

In 2012, the city of Alicante used Sospalm in the palms of the town to prevent red weevil attack. They also made available a phone and email address to citizens in case they saw something in their palms they could call to be informed and solve their doubts

In 2011 the city of Cartagena began using Sospalm to combat red palm weevil attacks in their palms.

In 2010, PROVEFE, S.A. 's technical team met in Berlin with several operators of fruit and found that its main requirement is the absence of pesticide residues in the final product.

During the thirty years of existence of the company, Mediterranean oranges and clementines have been consolidated into the European market quickly and consistently. The quality of our citrus fruits, presentation, safety supplies and an increasingly rigorous compliance residue levels have served to gain a good position not only in European markets, but globally.

2.3.2 External Analysis

After the internal analysis, we will make one on the outside to know what factors surround the company, and how the company faces them.



2.3.2.1 ANALYSIS PESTEL

POLITICAL AND ECONOMIC:

Currently, there are common agricultural policies for farmers seeking to increase the productivity of their land, ensuring reasonable prices for consumers and a similar level to other sectors of life. Moreover they are also affected by business tax as Provefe is also included among the activities regulated by this law; specifically under the heading 652.2.-Retail Drugstore, perfumery and cosmetics, cleaning, paintings, varnishes, solvents papers and other products for the decoration and chemicals.

In addition, distributors of pesticides are required to have a technician with an enabling university degree, as set out in Article 40 of the Plant Protection Act, the companies dealing with phytosanitary treatments to third parties shall keep records of all their transactions (purchases and applications).

Moreover, Provefe should pay particular attention to the Free Trade Agreement between the EU and Morocco looking for an increase in exports with little restriction on fruits and vegetables such as tomato, cucumber, olive oil, apples... from Morocco to the EU. As this affects farmers and therefore, it indirectly affects the company.

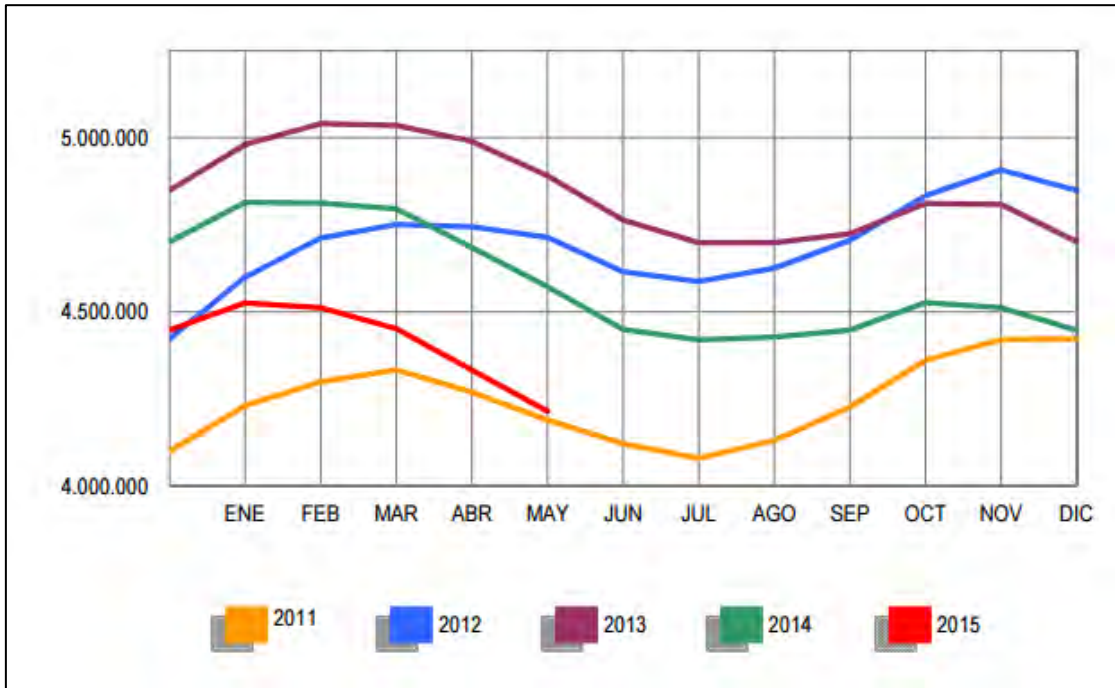
Provefe should be aware that the government established various grants, highlighting among others the help of Plan to Promote Environment for the renewal of agricultural tractors "PIMA Earth" Aid Plan to Promote Environment for renewal agricultural tractors "PIMA Earth.

The regulations in this regard indicate that applicators, company staff dedicated to performing pesticide treatments, staff and service outlets pesticide shall have completed approved training courses.

We refer to economic factors including unemployment. Benchmark since the arrival of the crisis as it was the largest increase of job losses and the lack of recruitment. Although as we can see in the chart below, it has generally decreased in a progressive fashion since 2013 reaching nowadays similar levels to those of three years ago.



Graphic 1. Registered unemployment from 2011 to 2015 2015

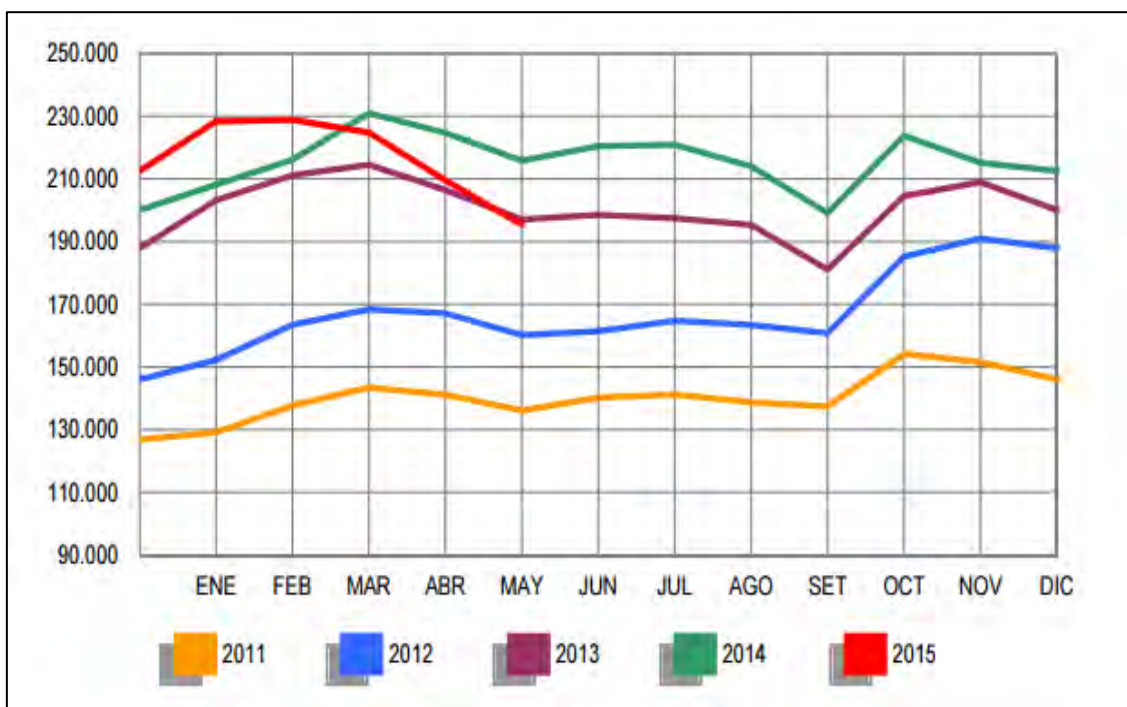


Source: Ministerio de Empleo y Seguridad Social (2015)

If we focus only on the agricultural sector, we can see that it has not ceased to increase year by year so we can deduce that this improvement has not been observed previously generated by the agricultural sector, but the inverse although in recent months it appears to have improved significantly compared with the previous year.



Graphic 2. Evolution of unemployment in the sector of agriculture from 2011 to 2015



Source: Ministerio de Empleo y Seguridad Social.

In the following graph there are details of the variation in unemployment in the Valencian Community, differentiating between sectors. As we can see the amount of unemployment is high but it has declined in all sectors although biggest drop has been in agriculture with 6.75 % (14,142).

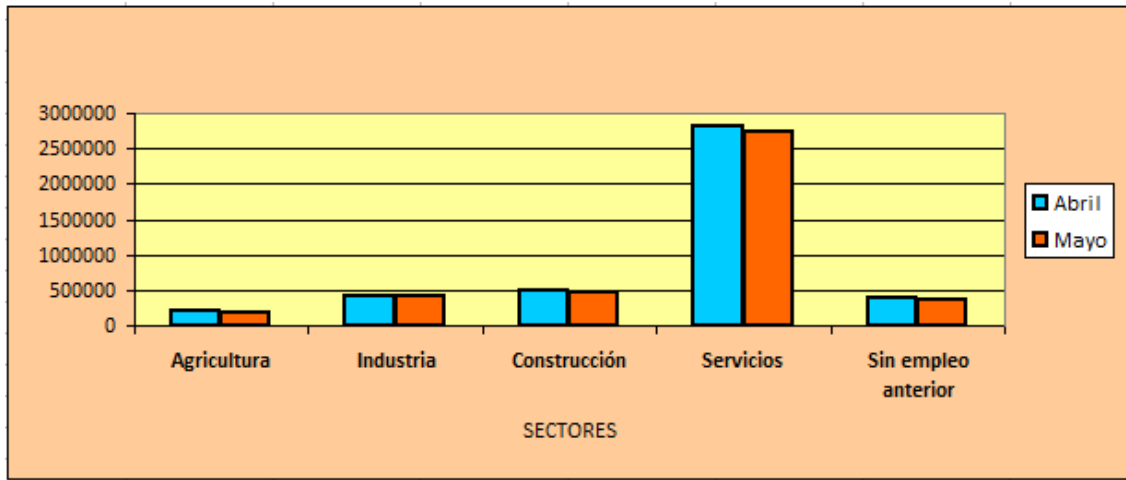
Table 1. Unemployment by sectors in April and May 2015

Sectores	Abril	Mayo
Agricultura	209571	195429
Industria	427661	414787
Construcción	496870	479350
Servicios	2816496	2747670
Sin empleo anterior	382418	377795

Source: Ministerio de Empleo y Seguridad Social (2015)



Graphic 3. Unemployment by sectors in April and May 2015



Source: proper making

SOCIAL:

We should note that the agricultural sector is not a trendy area, and that fewer are the people who are engaged in this, because in addition to the low prospects for higher incomes and stability, it is a very volatile sector on mostly by weather factors. But Provefe is very well located geographically, as Plana de Castellón, is the epicenter of one of the best areas of the world for citrus and many people engaged in this sector, both young people and elder, due to the crisis many people who were engaged in other sectors have been affected by this and have decided to return to the field. Moreover, we must consider the level of incomes because if your income goes down but you need products to treat your land, they will seek the cheapest possible, plus they will work themselves their fields.

Despite all these factors, it is noteworthy that Povefe has been recognized for his efforts against the red palm weevil. Specifically in the ninth edition of the Social Council Awards he gave the University Miguel Hernández (UMH) in which the Social Council presented the awards, especially in paragraph Cátedras UMH, in the Cátedra Palmeral of Elche, this year has been won by Provefe's Sospalm commercial director and technical director , Alfredo Perez Ahumada for the fight against the red palm weevil.



Figure 13 Awards UMH



Source: www.provefe.com

TECHNOLOGICAL:

To begin we must bear in mind that the agricultural sector has made great progress, because although there has always existed a vision of a classic, old and aging workforce industry, this is no longer true.

Provefe has an internal database and a computer software for both accounts, for digitized documents entry.

Provefe offers to their clients an online service that allows them to consult their personal data and everything related to their farms, products used, the expense that has been made in a given period and its upcoming bills and already expired.



Figure 14 Provefe's from page



Source: www.provefe.com

It also believes that it is important that the customer can see current and historical data from the weather station located at its facility in La Vilavella, as it believes that this phenomenon is especially important for making treatment decisions and fustigation (simultaneous application of water and fertilizers through the irrigation system).

Moreover, we must refer to the website of Provefe, offering plenty of variety, from the private area for clients that have commented to a news section, so that users are informed at all times of what is happening with the company and its actions to improve daily, agricultural projects, etc.

Provefe has a Facebook page and a YouTube channel to provide information to its customers and other stakeholders.



ECOLOGICAL:

The use of plant protection products can have adverse effects on plant production and can also suppose risks to humans, animals and the environment, which represents a cost to our society.

As a result, there is a regulatory framework at European level that includes, among other standards, Directive 2009/128 / EC of the European Parliament and the Council of October 21, 2009, establishing the framework for Community action is established to achieve a sustainable use of pesticides (transposed in part to our legislation) and Regulation (EC) No 1107/2009 of the European Parliament and the Council of October 21, 2009 concerning the placing of plant protection products and for which Directives 79/117 / EEC and 91/414 / EEC is repealed.

The aim of the Regulation is to ensure a high level of protection of human health, animal and environment, while safeguarding the competitiveness of EU agriculture.

Regarding the environment, PROVEFE is ISO 9001: 2000 quality certificate by AENOR. True to its nature of being respectful of the environment, the ISO 9001: 2000 is an environmental management system effective internationally accepted. The standard is designed to strike a balance between maintaining profitability and reducing environmental impacts.

Following its philosophy, it should be special reference to Sospalm, product mentioned above, in the section on relevant data. This is especially respectful with the environment, since introducing the insecticide through the pick always prevents contact with the environment. It should also be noted that through the closure system Allen key manipulation can only be done by the customer himself or by one of the Provefe's technicians who is formed so that he is not endangered. You can find more information at the following address:

<https://www.youtube.com/watch?v=VMwloHPiLD0>

It is also worth noticing that the PROVEFE 0.0 protocol is based on obtaining free of pesticide residues citrus fruits in the field or postharvest



LEGAL:

Order of March 8, 1994 regulating training courses approved for crop protection product treatments LEVELS: Basic level - qualified Level - Pilot agroforestry applicator - Special level of methyl bromide - Special level on aluminum phosphide and magnesium phosphide - hydrocyanic special fumigation level - level fumigator

BOE September 23, 2005: Order PRE / 2922/2005 for which the rules governing the approval of training courses is set for pesticide treatments.

RD 1416/2001 on packaging of plant protection products: The products should be placed on the market through the system of deposit, refund and return or alternatively through an integrated management of packaging waste and used packaging system.

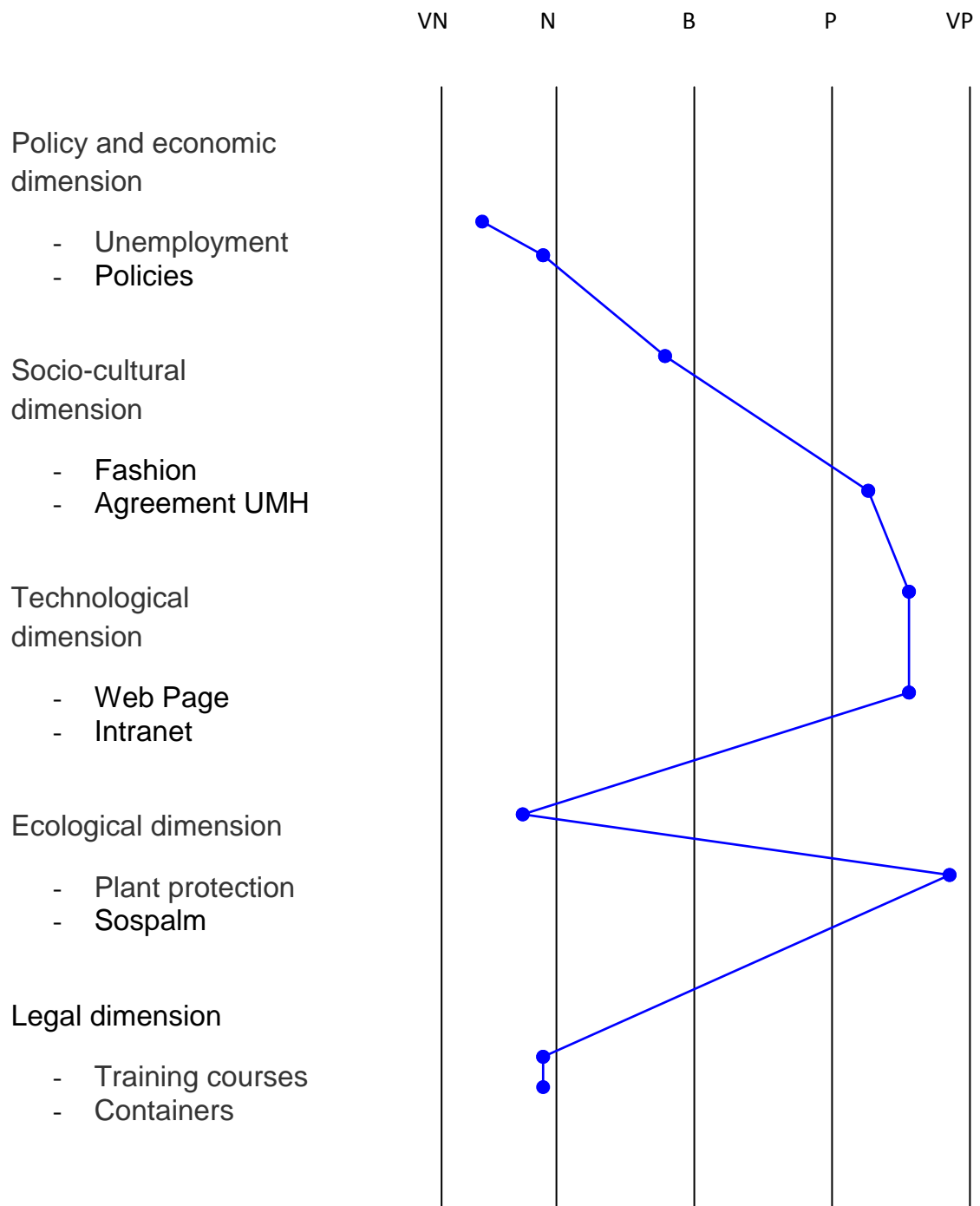
APPLICABLE RULES: SPECIFIC RISK PREVENTION: • Law 31/95 on prevention of occupational risks • Royal Decree 39/97 by the regulations of prevention services • Royal Decree 374/2001 of security protection is approved and health workers from the risks related to chemical agents at work

Legislation relating to maximum residue limits. (Regulation 149/2008 of January 29, 2008)

But all this information can be found on the Provefe website, in the section on legislation, and from there they try to maintain its current users updated about the lists of active substances of plant protection products accepted, excluded and community review, and pesticides cancelled.

2.3.2.2 Strategic Profile

Based on the Pestel analysis mentioned in the previous section it has been determined the strategic profile of Provefe. To classify the most important factors are in each dimension, based on: MN = Very Negative, N = Negative, B = Balanced, P = Positive and MP = very positive.





2.3.2.3 PORTER'S FIVE COMPETITIVE FORCES ANALYSIS

THREAT OF NEW ENTRANTS:

Actually, this sector is not too appealing because people usually target other sectors that provide security and much less volatility but we must bear in mind that agriculture has evolved but not as fast as other sectors.

At the local level there are very few people who dare to be entrepreneurs, because, in general, people tend to have inherited a business. However this factor increases as you enlarge the geographic factor.

Regarding the costs of switching suppliers, customers who already work with a vendor, often they do not easily change, as they already know your field, they know what you like and how to keep the customer happy because they have a face to face relationship, which makes the customer-supplier relationship even stronger. Also, in this sector the prices do not vary too much from one supplier to another, so they would have to find something very important to motivate them to make the change.

We must also take into account that there are plenty of shops of this style in nearby locations, plus all locations tend to have a cooperative of partners, most of these are the local residents themselves, and the supplier already sells these products and advice on their use so that this need is often covered locally.

Finally, it is possible that our own customers are encouraged to be themselves who take care of their lands. Searching providers that offer the cheapest product and it is themselves who enforce them, once they have acquired the skills. This only harms Provefe economically but the problem would come if they decide to expand and provide service to more customers.

THREAT OF SUBSTITUTE PRODUCTS:

Concerning phytosanitary products there are very few substitutes to be found. Among these, it is noteworthy that we are in a society that is increasingly made up of older people and less young people, these seniors know the typical home remedies that were once used. For example, instead of a product against the fly they tie on the tree



pierced a plastic bottle filled with a product with a strong odor, which attracts the flies and prevents them to touch the fruit.

Moreover, keeping in mind that as stated above is not easy for the customer decide to change providers and in addition, virtually, there is no differentiation between products only in quality and price.

RIVALRY AMONG COMPETITORS:

Previously, when the Spanish economy was in a state of expansion, this was almost nil, since customers had their preferences, either by personal relationship or old, and there was no motivation to change. But with the advent of the economic crisis, this sector was punished and was actually much lower prices to producers or owners that they have had to seek a reduction of expenses also.

Also of note is that this effect is somewhat offset because in many cases, the same competitors are also customers. This is because all are distributors, so sometimes if a company does not have access to a specific product, go to the competition to acquire it.

Besides that there is too much product differentiation, although Provefe attempts to highlight to offer new and competing products, rather than leverage to products currently marketed as with local cooperatives. It should also be noted that the company has the advantage of working with international companies, and this gives you a broader view and have access to innovations and knowledge that can subsequently apply. This is what happens with Sospalm, due to which we referred in the section on ecological factors, this time, we noted that it is a novel and affordable for all customers product because it has a price of installation and maintenance really bass, plus quick and simple mechanisms and aesthetically not make any changes to the palm as it passes unnoticed. This product clearly offers an advantage because it allows them to differentiate themselves from the competition.

I also believe Importantly Provefe looking for a more technical development of its products and services, seeks greater specialization that distinguishes you from the competition in order to reduce this variable, as an example cite the agreement with the University Miguel Hernández de Elche we have developed more explicitly in other important information. Another example would be trials in Mataro,



Moreover, this factor also decreases because there are no barriers to exit, once the company recovers the initial investment, you can exit or sell the company.

For all this, the rivalry between competitors is increasingly high, but Provefe is already working to reduce it.

NEGOTIATING POWER OF CUSTOMERS:

To detect the negotiating power of customers we must take into account a number of variables, including the concentration of its clients and that at the provincial level are highly concentrated, but remember that Provefe does not only sell locally, and their customers at international level are quite scattered and this decreases this variable. Moreover it is also negatively influenced by the fact that, generally, customers do not usually buy in large volumes, there is little differentiation in their products, and it is a storable product as they are not perishable so the provider does not have a limited time to sell.

Finally it also reduces their negotiating power that is an important product for the customer because in the event of not using it, they face the risk of losing their harvest and we must also take into account that their products bear the added value of the counselling, and in Provefe they have a staff of agronomists who are specialized in the implementation of its own products and this provides the best counselling for both application and to detect which is the best product to fit their needs at all times.

As for the factors affecting positively to this variable are the threat of backward integration, as we have previously developed in this section. It is also positively affected by the fact that the client may have enough information on pesticides and their application, although often that information is not correct, but they think that it is and do not need advice.

Finally we emphasize that although these variables positively or negatively affect the variable, for Provefe this variable is more profitable when it is kept at low levels, the more aspects affecting negatively, the best for the company.

For all this, although their customers are increasingly demanding, they keep the company above their expectations, always providing information and products they need.



NEGOTIATION POWER OF SUPPLIERS:

To begin with, it cannot be considered that Provefe's providers are concentrated, because by working both nationally and internationally, the company can access to all kinds of providers, regardless of where they are geographically. The company also buys rather large quantities and generally there is not much product differentiation, but it always tries to stand out providing both new products and new ways of implementing them, as it is happening with the Sospalm, method of application of systemic pesticides through the introduction of a pick on the palms. Both for their successful method tested in several trials with various organizations results as mentioned above, and because of its low price of installation and maintenance.

Moreover, there are not any real cost of switching for Provefe since only with finding lower prices or higher quality the company probably could change, since there are no factors that actually bind them to any provider.




Integration forward could be a risk, but actually the supplier has no benefit performing this integration as Provefe often only acts as a distributor. In addition there is now plenty of information and this is easily accessible reducing thus the negotiation power of suppliers.

2.3.2.5 COMPETITION


First, it is important to notice that in this sector, until the arrival of the economic crisis, there is not any other company that could be considered a competition too strong as explained in the analysis of Porter. But this is not the case, we actually consider as direct Provefe's competition:



Table 2. Competitors

COMPANY	STRENGTHS	WEAKNESSES
<p>COOPERATIVE</p> 	<p>adjusted prices</p> <p>Members can have benefits such as cooperative income</p>	<p>No superior, single standard.</p> <p>Provides scarce advice</p> <p>Limited website (not displaying products or options of customer interaction)</p>
<p>NEBOT CARREGUI</p> 	<p>It offers more services</p> <p>Strong presence in the sector</p> <p>Huge seniority</p>	<p>Do not expand geographically</p> <p>no innovation</p> <p>No dynamic Web page, only provides information and contact</p>
<p>AGRORIPAL</p> 	<p>Dynamic web site</p>	<p>Only distributor</p> <p>No innovation</p> <p>No personalized treatment</p>



<p>COMPO</p> 	<p>Consolidated brand with a strong international presence</p>	<p>Not to individuals.</p>
--	--	----------------------------

Source: Own Elaboration

2.3.2.6 SECTOR

The agriculture sector has always led to think of elder people, particularly men, as we have detailed in Pestel's analysis, this is no longer true.

Nowadays although there are still more men than women, many women work in this sector.

With the current economic crisis being experienced all throughout the country, this sector has lost a lot of competition, because the prices paid to producers are relatively low, in addition to policies that exacerbate this situation as open trade with Morocco are approved.

Moreover, this sector is quite damaged due to unemployment issues because as we detailed in the analysis of economic and political factors, but it is the sector that lower unemployment rate has, this variable has small values.

As we can see in the following table and graph, in recent months it has had two increases, one of them quite significant. And the declines are very small.

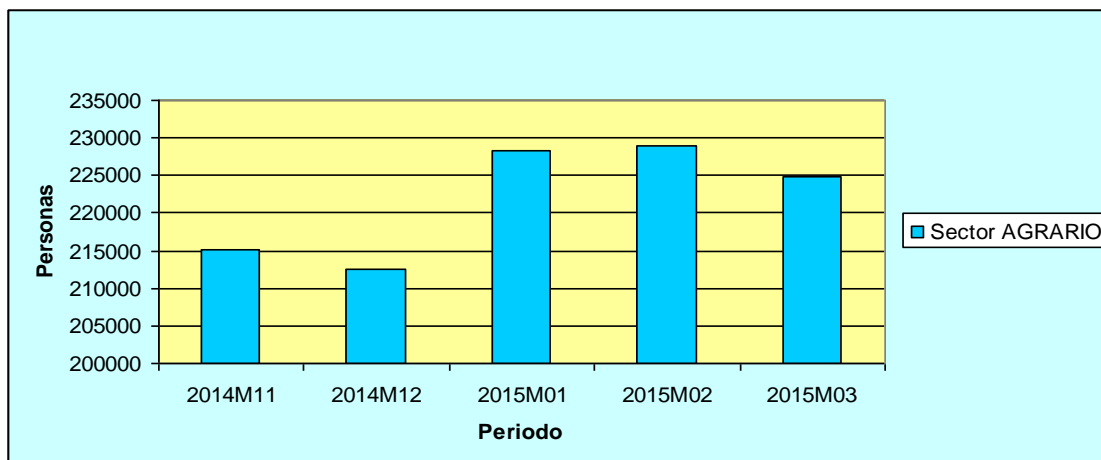
Table 3. Registered unemployment in the agricultural sector

	2014M11	2014M12	2015M01	2015M02	2015M03
Sector AGRARIO	215165	212526	228384	228851	224790

Source Ministerio de Empleo y Seguridad Social (Mensual 2014 y 2015)



Graphic 4. Registered unemployment in the agricultural sector



Source: proper making.

Moreover, Provefe has a very good geographical location, but this does not avoid these consequences of the economic crisis as the province of Castellón. In 2014 this province presented values that affected around 3,000 people but it was the sector that presented least unemployment against an industry that stayed around 8000 and service sector with values around 36000 according to the Càmara del Comerç, Industry and Navigation Services and data from.

Table 4. Monthly unemployment in 2014 by sectors

		AGRICULTURA	INDUSTRIA	CONSTRUCCIÓN	SERVICIOS
2014	Enero	2.630	9.178	8.308	37.050
"	Febrero	3.186	9.293	8.364	38.473
"	Marzo	3.367	9.249	8.252	38.390
"	Abril	3.332	9.129	8.264	37.540
"	Mayo	3.164	8.889	8.028	37.082
"	Junio	3.210	8.644	7.878	35.520
"	Julio	3.096	8.468	7.644	34.596
"	Agosto	3.060	8.474	7.707	34.824
"	Septiembre	2.984	8.389	7.605	36.642

Source: Dirección Provincial de Trabajo, Servicio de Intermediación Laboral y Servef.

3 DIAGNOSTIC SITUATION (SWOT)

Based on the effective internal and external analysis we have done at the beginning of this project we will determine the weaknesses, threats, strengths and opportunities.



Specifically, the analysis of the **internal factors** are:

WEAKNESSES: The agricultural sector tends to have a fairly reduced profitability generally lower than the other sectors. The price is slightly above and this could be negative if the crisis is deep.

STRENGTHS: Among these, we can find both the size and quality of the sales force / agronomists. The patented method Sospalm. Personal and direct relationship with customers. ISO 9001 quality certificate application EUREP-GAT and GFP. Geographical location. Strong brand image. Market leader. Good social actions, local support and assistance to various associations and clubs.

The **external factors** are:

THREATS: The economic crisis is hitting hard this sector, leading to agreements such as open trade agreement with Morocco which greatly reduced the prices paid to the farmers. Because of this crisis, the government has increased taxes and this has led to a reduction in available income of every family. Unstable political situation in some countries. Competition in many respects has followed our path so it is increasingly difficult to differentiate. Uncertainty and instability in the sector. Legislation requiring the identification card of handler.

OPPORTUNITIES: The economic crisis as many people return to agricultural work by the lack of this on other sectors and on many occasions there existed abandoned surfaces that are returning to work. Ease of access to foreign markets through trade fairs, conferences, etc. The provider is also a customer often, reducing rivalry between them. Access to public entities as clients.

4 OBJECTIVES

At the end of 2016, the ideal objectives would be:

- Increase sales by 3%
- Conduct more agreements / partnerships with public entities and other companies.
- Increase its customer list internationally.



- Increase customer list by 1%.
- Maintain and even increase in 1 counselling staff
- Use new technologies to make a schedule with alerts on upcoming applications of pesticides.
- Involvement with agriculture.
- Collaborate with the local town in conducting talks on pests or situations, for customers and neighbors to make them aware of how to face these and tell them which of their products are appropriate

5 Strategies

To determine the strategies that Provefe follows, let's differentiate between Porter and Kotler and Singh strategies.

With regard to the **strategy of Porter** we can say that the company carries out a strategy of differentiation. Besides their sources of competitive advantage we can determine that through the internal and external analysis of the company.

Among their sources of competitive advantage we can highlight two, their human resources and innovation in their methods of application of the products.

The human resources of the company are a competitive advantage because Provefe has a great team that is formed by a group of agronomists; this is the largest among competing companies, in addition to the administrative staff.

Moreover, the company has recently achieved in the patent of an innovative mechanism for the implementation of its products, Sospalm. We have already explained this in the section on data of interest but I consider important to position it as a competitive advantage for differentiation from rival companies. Since this is an innovative mechanism with an affordable price and only Provefe can offer it and the authorized distributors of this.

For all this, I think the consumer is willing to pay a slightly higher price than other industry because in return you get an added value to their products as good advice and continuous innovation in its product in addition to the personalized service.



Moreover, with regard to the **Kotler and Singh**, strategy I think Provefe follows a leading strategy, as it serves as a reference for competing companies that are close geographically. Also, they usually offer new, innovative products to its product accessories that adapt to new trends and technologies. Moreover, attempts to expand market share geographically opening and offering their products at trade shows, reaching agreements with public entities, etc.

6 MARKETING MIX

6.1 OBJECTIVES AND ACTIONS PROPOSED

- Increase sales by 3% over the previous year.

Cross sell. A seller of seedlings, which will buy a certain amount, offered to the client our services at a discount of 2% of their products. We would try this activity during the first four months of the year and depending on their results we would study re-applying it in the future so that users do not perceive it as normal but occasional.

Cross sell. Partnering with any entity conducting the course to acquire the identification card of handler and thus our customers would gain a price reduction. But only for the first month of 2016 because in that moment everyone should have the card, so it would only be for the procrastinators who have waited too much and eventually ran out of time.

- Promote Sospalm

Studying the application of new uses of Sospalm in other crops in addition to palm trees. During the first six months of 2016 Alfredo Ahumada, agricultural technical and commercial agent together with other Provefe's technical staff will dedicate few hours a week to perform these studies. In addition Provefe should welcome students in agricultural engineering practices and they will serve to support technical programs to study and they can devote that time to this.

- Increase the number of users of their website.

Increase the use of the intranet. During the first four months of the year.



Improve services offered and give new features such as creating a calendar for chemicals application, etc. These activities should be carried out throughout the year as Provefe has vast technical information among its employees and this will not entail any additional cost.

Create an online marketer. During the first month to start using it as soon as possible and to be able to generate an income.

Redesigning the website to make it more attractive and dynamic. During the first four months of the year because it can be a task not only depending on one person but an agreement of the directive board with the informatics staff is needed.

- 1% increase its customer list.

Hold meetings and conferences in order to promote their products, attracting new customers and report the news about the company. These should be only for six months, namely from March to September and the rest of the year is especially devoted to the collection of citrus fruit are predominant in the area.

Make stands at fairs both nationally and internationally. Throughout the year as these they are always a source of opportunities.

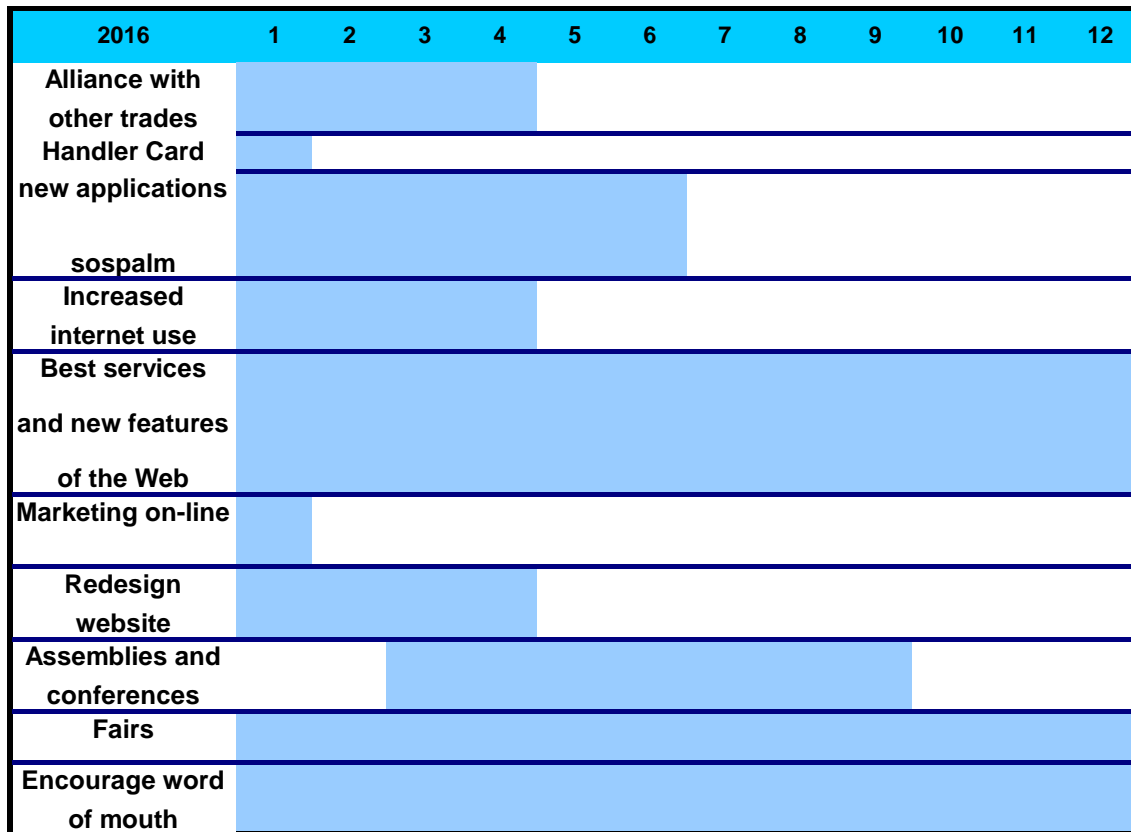
Encourage the intercommunication among their customers. These should be carried out throughout the year because it really does not represent a cost but astound and keep our customers happy so they continually use us as an example.



6.2 VIABILITY

6.2.1. TIMELINE

Figure 15. Chronology



Source: Own Elaboration



6.2.2 BUDGET

Figure 16. Budget

ACTION	IMPLEMENTATION	BUDGET
alliance with other businesses	<p>Agree with other of each businesses that are in discount. We the chain of agricultural estimate that production and if your we will get a customers have a large yearly income volume purchase these of 1200€ and acquire a 2% discount the cost would on our products.</p>	<p>Provefe will assume a 1.5% of each discount. We estimate that we will get a yearly income of 1200€ and the cost would be 18€</p>
Identification card of handler	<p>According to some entity providing the training course would not manipulator to cause any collaborate with economic Provefe like lending expenditure, their facilities for but they will customer class and not be able to change of the company have that that made gain a price space in some discount of 10% time.</p>	<p>To Provefe this would not cause any economic expenditure, but they will not be able to have that space in some time.</p>
Sospalm's new uses	<p>Change planning activities and also some technical functions so that they have time to</p>	<p>The recruitment of trainees with an aid of € 400</p>



	do all the studies, per month tests, etc. would cost € 1,800 annually
Use more the intranet	Promote the intranet, Would not incorporating the suppose any PROVEFE issuing expense since invoices towards it would be customers, a reference done by the to this to make it computer known technician
Better services and website functionalities	Creating a calendar with alerts on the application of the Would not products. Also allow suppose any modification of expense since personal data, not just it would be consultation. Enter a done by the messenger service for computer the customers technician
Online marketing	Would not suppose any expense since it would be Dedicate a section on done by the the website to sell computer online technician
Redesigning the website	Modify the aesthetics of No costs. Made the website, adding by the more dynamism, reduce computer



	<p>information at a glance, technician plus so they can surf the the directive page. More visual. more board attractive</p>
<p>Meetings and conferences</p>	<p>The technicians of the company's would conduct sporadic meetings and conferences throughout These works the year in order to would be promote products, included in attract new customers their working and report on hours so there developments in the would be no sector extra expense.</p>
<p>Fairs</p>	<p>Go to agricultural / trade fairs to publicize the company and its products and thus gain access to new segments. Sporadically throughout the year 2 or 3</p>
<p>Encourage intercommunication</p>	<p>Keeping our customers happy so they use us as an example and they would tell our actions and achievements No costs</p>

Source: Own Elaboration



6.3 CONTROL

To check whether these objectives have been fulfilled we would use among other variable incomes, the customer list to know if they have registered new customers or not and the information in it and customers with the card handling pesticides.

Moreover, we would monitor the use of the intranet, as well as monthly access.

And I think it also would be important to compile statistics on the use of the website, to know which periods are used more to access sections and if customers benefit of the space for them. In this way we could know what is really considered useful and we would be able to reinforce or improve it.



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