



**UNIVERSITAT
JAUME•I**

MARKETING PLAN OF

ATRACCIONES MEDITERRÁNEO S.L.

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INDEX

1. EXECUTIVE SUMMARY	3
2. REASONS TO CHOOSE ATRACCIONES MEDITERRÁNEO S.L.....	4
3. SITUATION ANALISIS.....	5
3.1. Internal analysis	5
3.1.1. Presentation of the company	5
3.1.2. Analysis of resources.....	6
3.1.2.1. Human resources	6
3.1.2.2. Physical Resources	7
3.1.2.3. Financial Resources	12
3.1.2.4. Marketing Resources.....	12
3.2. External analysis	16
3.2.1. Macroenvironment.....	16
3.2.1.1. Political factors	16
3.2.1.2. Economic factors	17
3.2.1.3. Sociocultural factors	20
3.2.1.4. Technological factors.....	22
3.2.1.5. Ecological factors	23
3.2.1.6. Legal factors.....	24
3.2.2. Microenvironment.....	30
3.2.2.1. Bargaining power of customers	30
3.2.2.2. Bargaining power of suppliers	30
3.2.2.3. Threat of new entrants.....	31
3.2.2.4. Threat of substitute products	31
3.2.2.5. Rivalry between competitors.....	32
3.2.3. Competitive Analysis.....	33
3.2.3.1. Levels of competence.....	33

3.2.3.2 Main Competitors	34
3.3. Market Analysis	46
3.3.1. Sector Analysis	46
3.3.2. Consumer Analysis.....	48
4. ANALYSIS.....	51
5. MARKETING SEGMENTATION.....	56
5.1. Positioning.....	58
6. MARKETING OBJECTIVES.....	59
7. MARKETING STRATEGIES	60
7.1. Growth and diversification strategy.....	60
7.2. Competitive strategies.....	61
7.3. Strategy as competitive advantage	61
8. ACTION PROGRAMS	62
8.1. Summary of actions plans	62
8.2. Product decisions	66
8.3. Price decisions	71
8.4. Communication decisions	76
9. TIMELINE.....	86
10. BUDGET	87
11. CONTROL.....	89
12. INDEX WITH FIGURES, TABLES AND GRAPHS	90
13. BIBLIOGRAPHY	93
14. BIBLIOGRAPHIC REFERENCES	97
15. ANNEXES	98

1. EXECUTIVE SUMMARY

Atracciones Mediterráneo S.L. is a company dedicated to the fair attractions that has different attractions of its own, both children and family types, which mounts in different towns located, above all, in the province of Tarragona to offer its services to the people.

In recent years, there have been many changes. Firstly, the economic crisis has negatively affected the purchasing power of many families. In addition, more and more people are concerned about environmental issues. Finally, it should be noted the great expansion of the internet, social networks and online shopping.

In this marketing plan we have made a series of proposals and recommendations so that the company can adapt to these changes and the changing environment in general so as not to remain stagnant and outdated.

In order to study the resources of Atracciones Mediterráneo S.L., we have done an internal study, and to study the environment and the companies' main competitors, as well as the amusement park market and consumer behaviour, we have done an external analysis.

After that analysis, some objectives have been established through which we can highlight Two: attract new segments of customers and create a solid corporative image. To achieve all objectives, different action programs have been proposed as well as a personalized budget and schedule for each one.

Finally, to ensure the accomplishment of the objectives, some control guidelines has been established, too.

2. REASONS TO CHOOSE ATRACCIONES MEDITERRÁNEO S.L.

Before starting to develop my final project, a marketing plan about the company "Mediterranean Attractions S.L.", I would like to explain the reasons that led me to choose it.

The first reason is that Atracciones Mediterráneo is a company belonging to the service sector. All the marketing plans I have made throughout my career have been about companies that sell products such as "La Española" (dedicated to the production and sale of olives and derivatives) or "Construplas" (dedicated to the manufacture and sale of shower trays). So, being able to explore a company belonging to another sector arouses my interest and motivates me to do this work.

In addition, it should be noted that the services offered by Atracciones Mediterráneo are fair attractions, that is, the company rides its own attractions in different towns to offer its services (travel, entertainment, fun, etc.) to customers. This is the second reason that led me to choose this company as it is a rare and original type of service.

Finally, having friendly relations with certain members of the company will allow me to obtain first-hand information, much more detailed and of better quality than if I had to search it on the internet or other secondary sources. So the result will be a much more realistic and truthful marketing plan.

3. SITUATION ANALYSIS

3.1. Internal analysis

3.1.1. Presentation of the company

Atracciones Mediterráneo was established on May 16, 2013 with its registered office at Av. Santa Barbara N57, 3-A, in the town of Amposta (Tarragona) with an initial capital of € 20,000. Currently, the company has a unique administrator named José Luis Reina Lozano and 4 other employees, among whom we find the attorney of the company, Rebeca Reina Belenguer, named as such on June 7, 2013.

The main reasons for the creation, in addition to obtaining benefits derived from its activity, were to gather and coordinate the individual efforts that were making each of its members before its constitution. That is, all employees had their own fairground attractions or went directly engaged to this activity, paying their own expenses. Being able to unify all these expenses and to deduct more taxes besides reducing the risks and expenses derived from being a self-employed led them to make the decision to create a company.

In addition, almost all members of the company have experience working in the fair since despite the company was established only 4 years ago, the parents of the current manager were already engaged in this business, and at present their children are following the same way in Atracciones Mediterráneo (AM from now on).

Therefore, we can say that it is a family microenterprise where the social object, according to Empresa (2017), is the "*Exploitation of recreational attractions in general, playgrounds, fairs and other services related to entertainment and catering services.*"

Finally, to say that despite having been constituted in times of economic crisis, this company has been able to take advantage of the opportunities presented to it and see its business and profits grow.

MISION

The **mission** of the company is to offer families a fun and enjoyable leisure activity in which all members of the family can enjoy.

VISION

The **vision** of AM is to be the company of reference in the fairground attractions in the community of Catalonia and surroundings, in terms of quality of facilities and good customer service.

3.1.2. Analysis of resources

3.1.2.1. Human resources

In view of the fact that it is a familiar business, most of its employees have family ties between them as we can see in the figure 1.

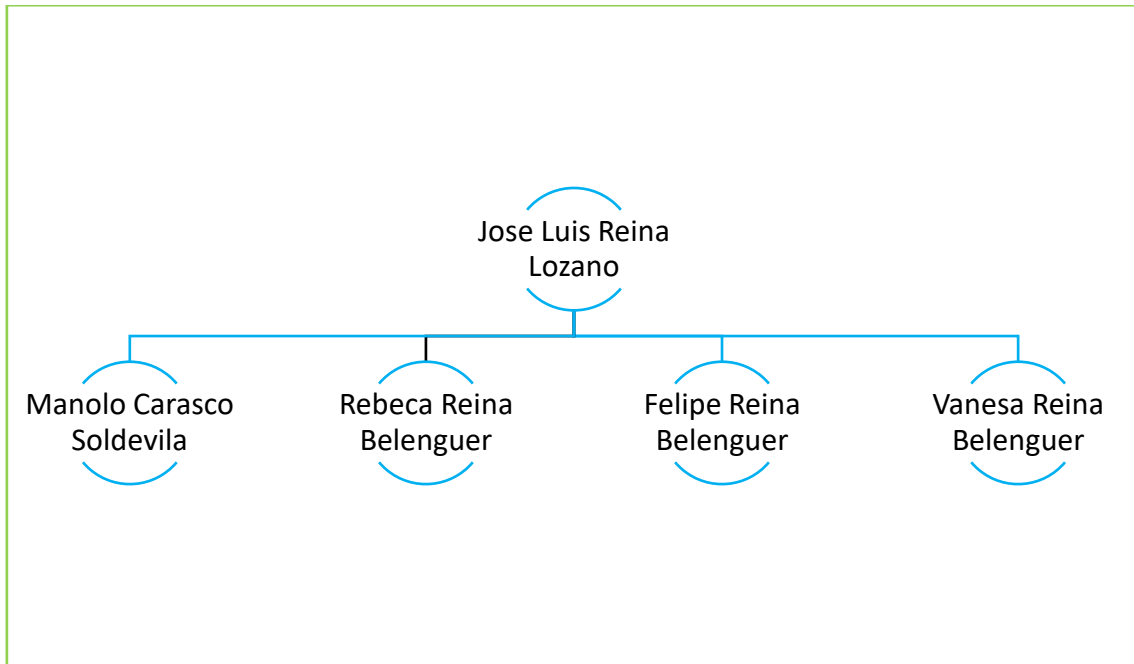
José Luis Reina Lozano is the manager of Atracciones Mediterráneo. It takes care of the most bureaucratic part of the company, carrying the documents, insurance, payroll, etc. It also bears the accounts and makes many decisions. The accounting and legal part is carried out by an advisory called "Torta Castelló Assessors" located in Amposta.

All other employees are responsible for assembling, dismantling and cleaning attractions, serving customers and selling tickets, taking attractions and controlling travel, among other functions.

In addition, when they are not mounted in any fair, they usually repair and improve the attractions. So, some employees have the skills of a welder, electrician or mechanic.

Finally, although the manager makes the decisions, he always consult his employees first to know their opinions about it and to make the decision that suits them all.

Figure 1. Organizational Chart of Atracciones Mediterráneo

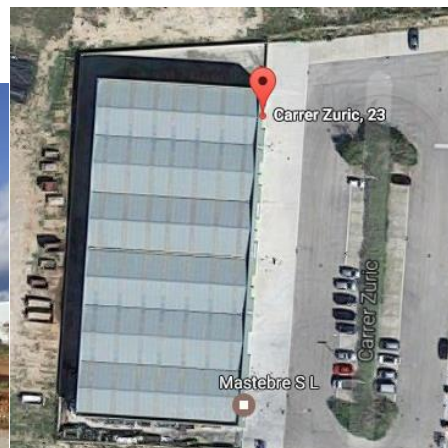


Source: Own elaboration

3.1.2.2. Physical Resources

The company owns an industrial warehouse of 500 m² located in Amposta, in Zuric Street, N°23. In the figures 2 and 3 we can see an outside view of the warehouse.

Figure 2 and 3. Industrial warehouse of Atracciones Mediterráneo



Source: Google Maps

The company also owns a couple of cars and several trucks. But the most important physical assets are attractions shown in the next figures:

Figure 4. "The Hulk"



Source: Own elaboration

Figure 5. "Babylandia"



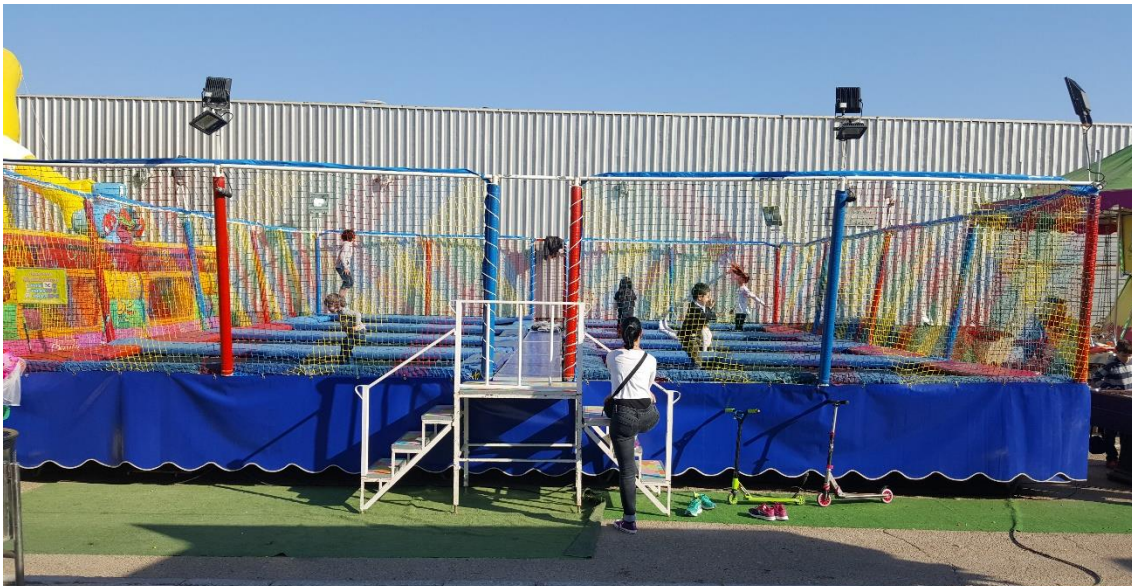
Source: Own elaboration

Figure 6. "Flying chairs"



Source: Own elaboration

Figure 7. "Trampoline"



Source: Own elaboration

Figure 8. Inflatable castle "Sponge Bob"



Source: Own elaboration

Figure 9. Inflatable castle "The Simpsons"



Source: Mariapark

Figure 10. Recreational machines "Hockey"



Source: Own elaboration

Figure 11. Recreational machines



Source: Own elaboration

3.1.2.3. Financial Resources

Table 1. Financial profile of AM. Year 2016

Net amount of turnover	100.025,97
Result of exploitation	8.277,58
Result of the exercise	-11.296,56
Immobilized material	170.893,20
Current assets	67.845,54
Social capital	20.000
Non-current liabilities	91.883,90
Current liabilities	151.798,38

Source: Own elaboration. Data: Balance Sheet and Profit and Loss Account of AM S.L.

AM continuously reinvests all its benefits in improving its attractions and acquiring new ones to continue expanding. That is why it appears such a high liability.

Attached in the annex is the Balance Sheet and the Profit and Loss Account provided by the adviser's office that carries the accounts of the company.

3.1.2.4. Marketing Resources

Product

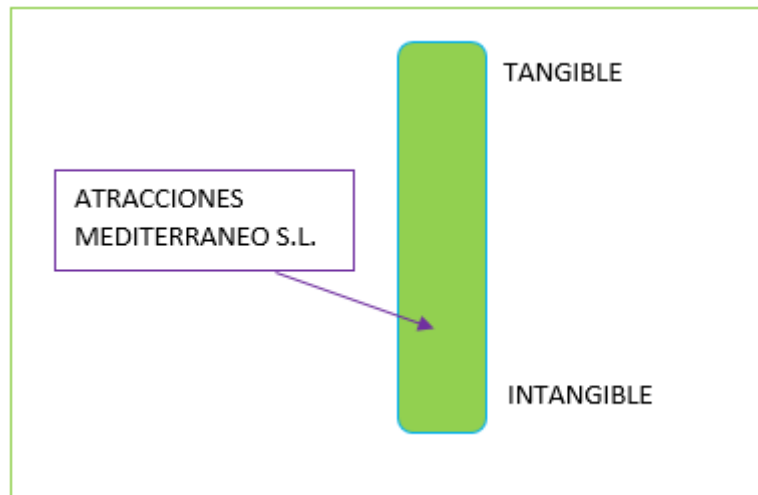
AM offers its customers the possibility to satisfy their leisure and fun needs by traveling in different fairground attractions. Precisely because these travels lasts few minutes, we can consider that the company offers a service of the destructive or non-durable type in terms of its duration, since the service ends when the trip is over and can only be used again if the client buys another trip.

In the other hand, according to the frequency of purchase and the effort made in the purchase process, the fair can be considered as a sporadic purchase service since people usually compare the different attractions and prices that are in a fair and then decide on which to spend their savings. In addition, the temporary nature and annual periodicity of the fairs makes them a service that cannot be purchased daily, even if the client wants.

As for the tangibility, the services which offers AM are not totally intangible, but are in a point between the intangible and the half of the tangibility bar. The tangible part is

provided by all attractions meanwhile the intangible part consists of travels, customer service, etc. (Figure 12)

Figure 12. Scale of tangibility of AM



Source: Own elaboration

Finally, talking about the line of services in AM we can differentiate two main lines:

1. Travel in attractions: include trips in “The Hulk”, “Flying chairs”, inflatable castles, etc.
2. Recreational machines: they are the games that customers can play in the air machines “hockey”, in the table football (adult and child) or in the machine of shooting balls.


Price

Price is one of the most important variables of the marketing mix since it can influence the customer's perspective about the products / services and their decision to acquire them. So, in the next table (Table 2) we present the price list that AM offers.

Table 2. List of prices of AM



- "The Hulk": 1 trip: 3€; Pass of 9 trips: 20€
- "Babylandia": 1 trip: 2,50€; Pass of 5 trips: 10€; Pass of 12 trips: 20€
- "Flying chairs": 1 trip: 2,50€; Pass of 5 trips: 10€; Pass of 12 trips: 20€
- "Trampoline": 1 trip: 2,50€ - 3€; Pass of 5 trips: 10€; Pass of 12 trips: 20€
- "Inflatable castles": 1 trip: 2,50€ - 3€; Pass of 5 trips: 10€; Pass of 12 trips: 20€



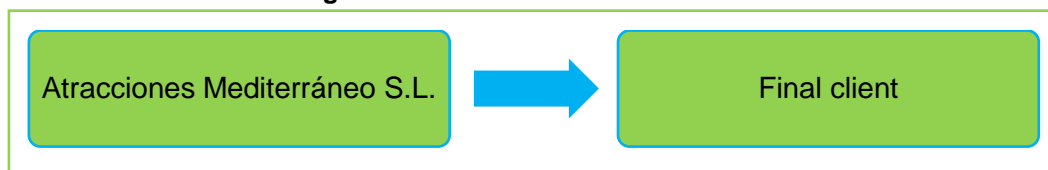
- 1 game in air machine "hockey": 1€
- 1 game in table football: 1€
- 1 game in table football for kids: 1€
- 1 game in the machine of shooting balls: 1€

Source: Own elaboration

Distribution

In its main activity, as well as with regard to the recreational machines, AM uses an ultra-short channel of direct sale (Figure 13):

Figure 13. Distribution channel of AM



Source: Own elaboration

Communication

In some fairs, especially those that last a week or more, it is usually organized the so-called "Children's Day" during which prices are reduced up to 65%. For example, the trip in "The Hulk" that normally costs 3€ is lowered to just 1€.

In addition, sometimes AM contracts together with the other companies and carries that participate in a fair a service of public address by car. Basically, it is a vehicle with a megaphone that circulates in the streets of the town where the fair is organized, repeating the same message, which informs about the arrival of the attractions, the opening days, the place, the schedule and information of interest.

Finally, AM sometimes distributes information leaflet to the population in which appears similar information to that disclosed with the public address: the opening days, days of the child, prices, etc.

3.2. External analysis

3.2.1. Macroenvironment

In order to analyze all possible external factors that may affect the company, I will perform a PESTEL analysis (Graph 10), which covers political, economic, socio-cultural, technological and environmental factors

3.2.1.1. Political factors

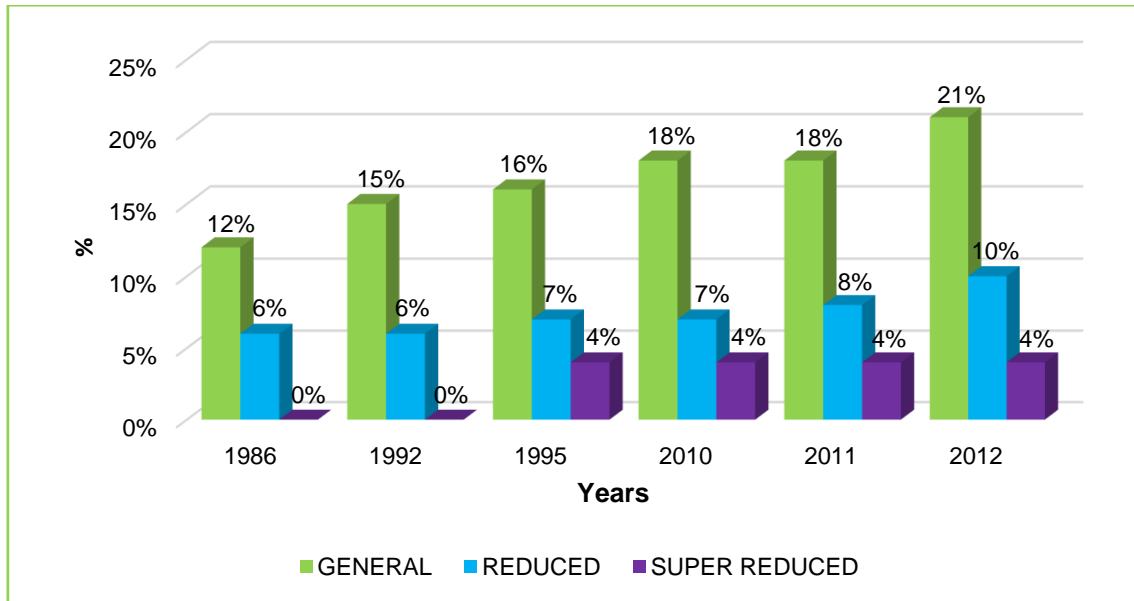
Spain has experienced many changes in the **political** field, especially during 2016, a year characterized by the lack of a government and political agreements to form it. The citizens had to go to vote twice, in the absence of a few weeks for the third ballot, for political parties to try to sign agreements.

New political parties, like “Podemos” or “Ciudadanos”, arose from different economic and political problems, as well as from different cases of corruption and embezzlement of funds in the traditional political parties (PP and PSOE) that resulted in the loss of confidence of many Spanish citizens.

In summary, the current Spanish government is based on a multi-party system that can produce very diverse and uncertain results.

As for **VAT**, we can see in the graph 1 how the different types of VAT that exist in Spain have been increasing gradually with the years, with the exception of the super reduced type, which has not experienced any other variation since it went up to the 4% in 1995.

Graph 1. Evolution of VAT rate in Spain



Source: Own elaboration. Data: Financialred

At present, the VAT applied to fairground shows is the general rate of **21%**.

If we consider this variation of VAT over the years, we can deduce that fairground attractions have had to experience a rise in prices or a decrease in their costs in order to adapt to these changes and not suffer losses. A rise in prices, in turn, often discourages people from spending their savings on what they used to have at a lower price. This leads to a decrease in the number of customers and, therefore, in profits.

3.2.1.2. Economic factors

The economic context in which the company is involved is a context of economic crisis characterized by lack of employment, falling wages, cuts, tax increases, etc.

According to the INE, the current **unemployment rate** is around 18.6% of the population, although this percentage rises to 27.8% if it is not only considered the official unemployed, but also the people that do not look for a job because they think they will not find it, people waiting for a better job offer, or people who would like to work full time instead of part time, among others (Graph 2).

Graph 2. Evolution of unemployment in Spain

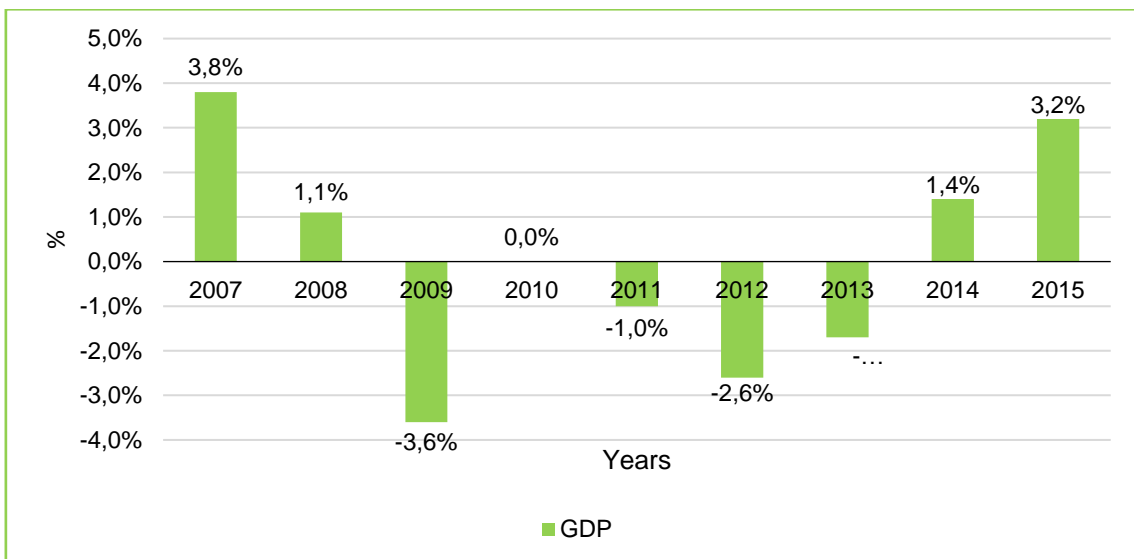


Source: Own elaboration. Data: INE

One of the main consequences of this high unemployment rate is the reduction of household spending, including that of leisure activities such as fairground attractions.

The **GDP** shows the set of goods and services produced in a country. In the following chart (Graph 3), we can see that after the outbreak of the economic crisis, GDP reached one of its worst rates with -3.6% in 2009, followed by a period of ups and downs. From 2014, it seems that the Spanish economy starts to grow and have a positive rate.

Graph 3. Evolution of GDP in Spain

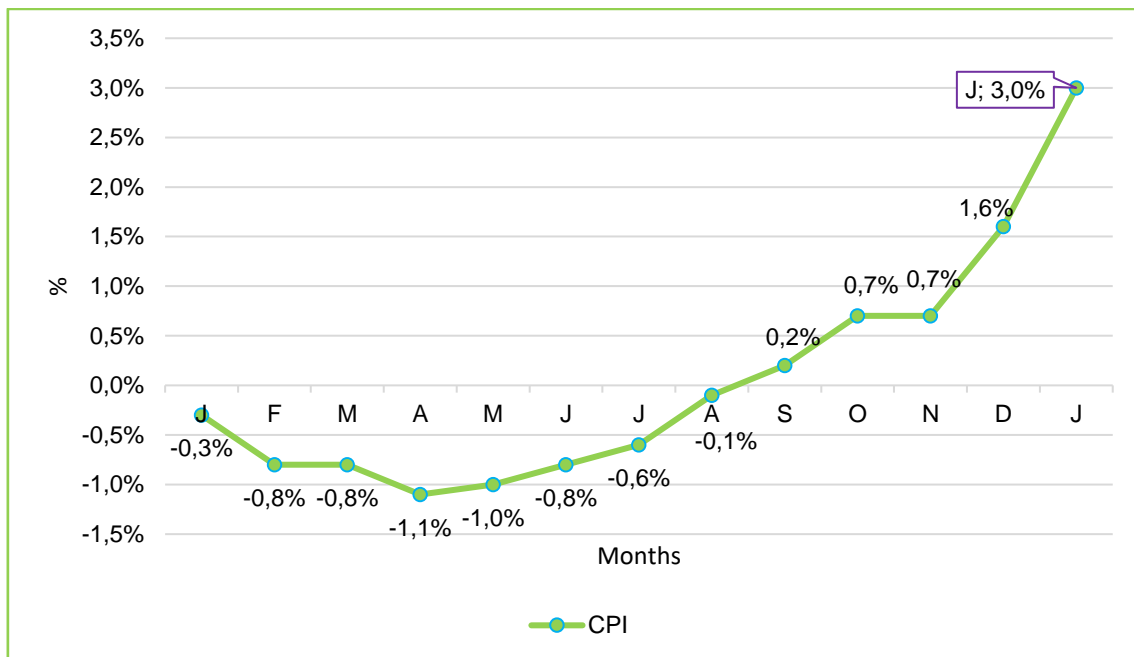


Source: Own elaboration. Data: INE

A positive growth of the GDP rate indicates that more goods and services are being produced in Spain, which means that the fairgrounds will also see increase their activity.

Finally, it is worth mentioning the **CPI** or "Consumer Price Index", which shows the evolution of prices. According to the newspaper "El Periódico", in January 2017 the CPI increased by 3%, marking the largest increase of the last six years in January (Graph 4).

Graph 4. Evolution of CPI in Spain



Source: Own elaboration. Data: el Periódico

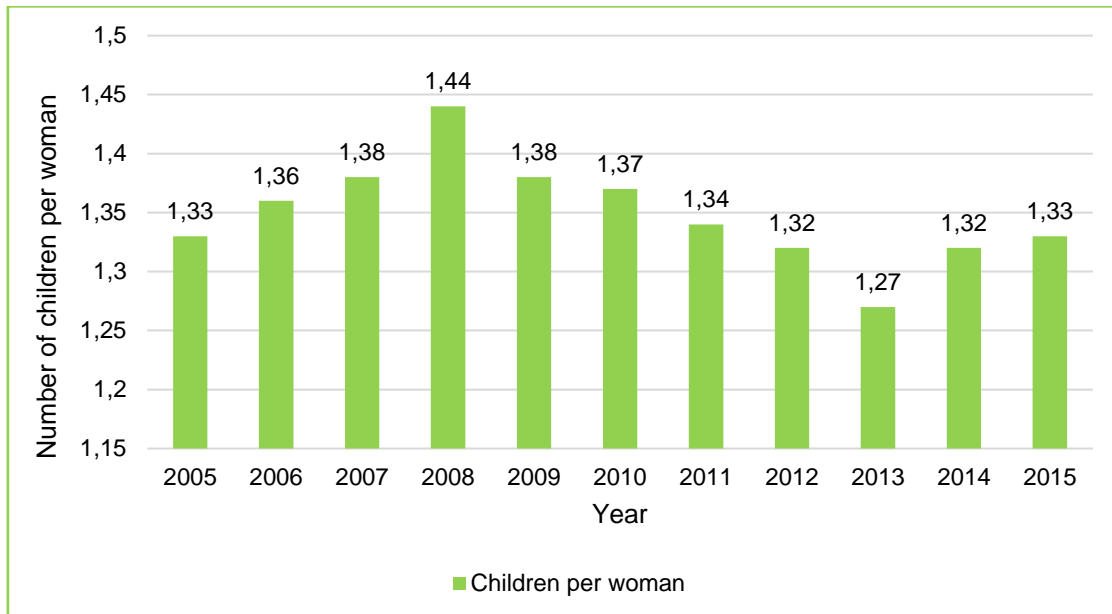
A rise in prices implies that people should spend more money to buy the same things, which is unsustainable since the budget of the people is limited. As a consequence, they must give up certain products or services, which are usually certain services, leisure activities or less necessary products.

In short, fairground attractions are seeing their revenue decline because of the CPI rise. In order to alleviate the negative effects of these economic factors, the carnies have taken out more travel bonuses and increased the number of days in which they hold promotional events such as the "Children's Day", during which the price of travel reduces up to 65%.

3.2.1.3. Sociocultural factors

The first sociocultural factor that we are going to analyse is the **number of children** that each woman has had on average over the years (Graph 5).

Graph 5. Evolution of the number of children per woman in Spain

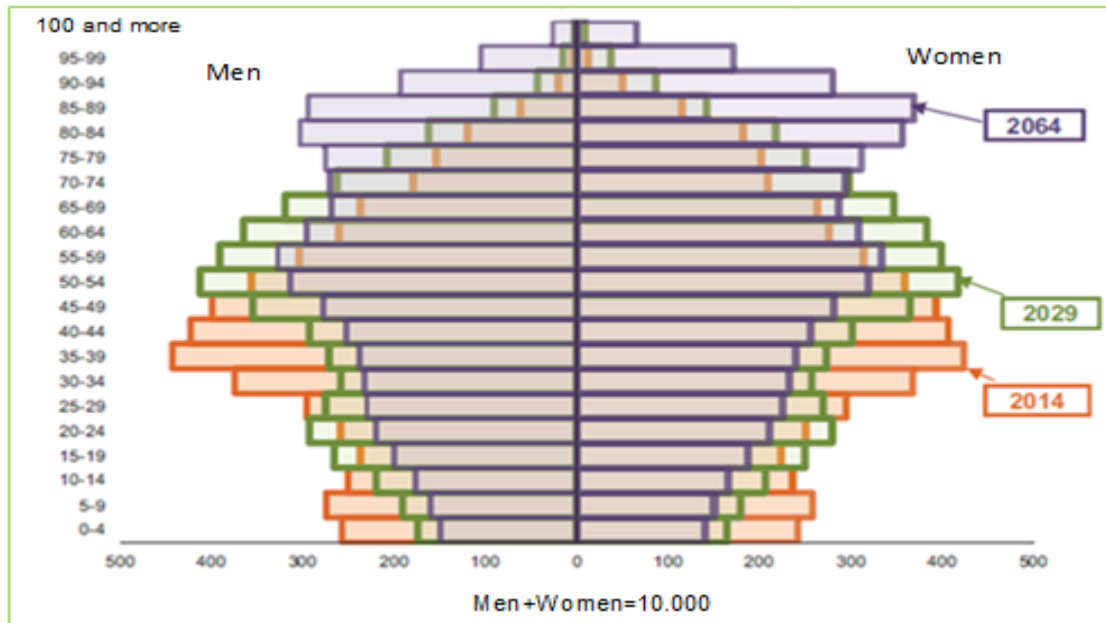


Source: Own elaboration. Data: INE

The main highlight of the chart is the continued decline in the number of children per woman since the crisis began. However, it seems that this situation begins to improve after 2014, reaching levels similar to those that were before the crisis.

Another important sociocultural element to analyse is **the evolution of the Spanish population**. The National Institute of Statistics (INE) has forecast the future evolution of the population based on historical data and the results are not very encouraging. As we can see in Graph 6, it is expected that the base of the population pyramid will become increasingly narrow, while the tip will widen, creating an inverted pyramid. This means that there will be fewer and fewer children and young people, and more people over the age of 50.

Graph 6. Population pyramid of Spain

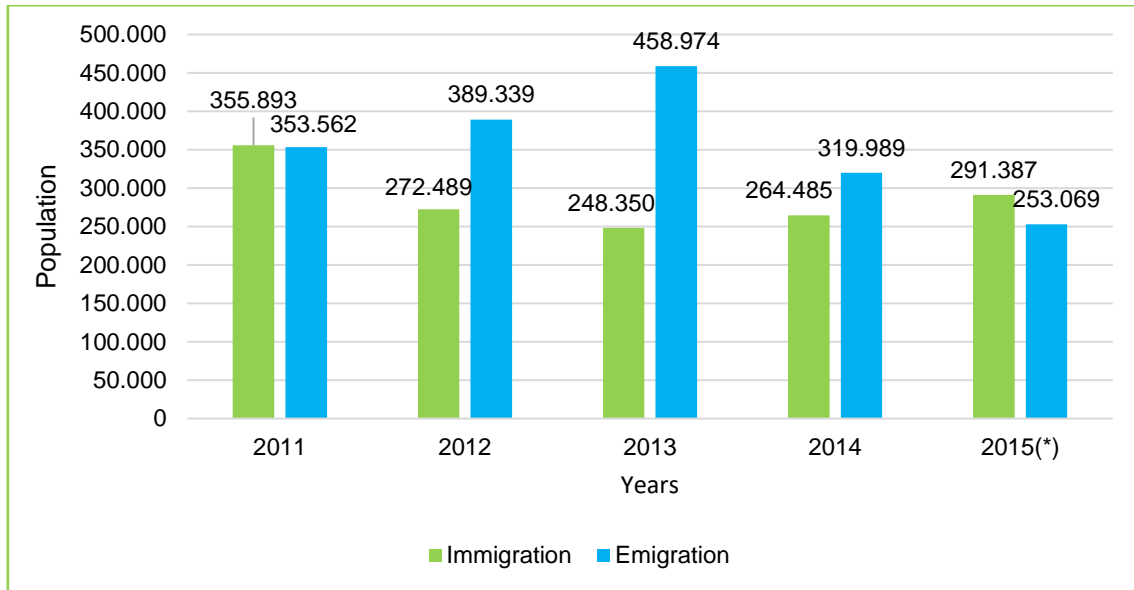


Source: INE

External migrations are the last element to be highlighted due to the important impact they have on the total population.

Traditionally Spain has been a country of emigrants, but in the 70's this trend changed and is currently one of the countries that receives the most immigrants. Even so, in Graph 7 it can be seen that since 2011, there have been more emigrants than immigrants until the year 2015, when these positions were exchanged.

Graph 7. Evolution of external migration in Spain



Source: own elaboration. Data: INE

The arrival of immigrants favours the rejuvenation of the population since most of them are between the ages of 25 and 40 and contribute to increase the number of births and children. However, in the case of Spain, the number of immigrants is not high enough to compensate the emigrants, which means that this rejuvenating effect is not of great magnitude.

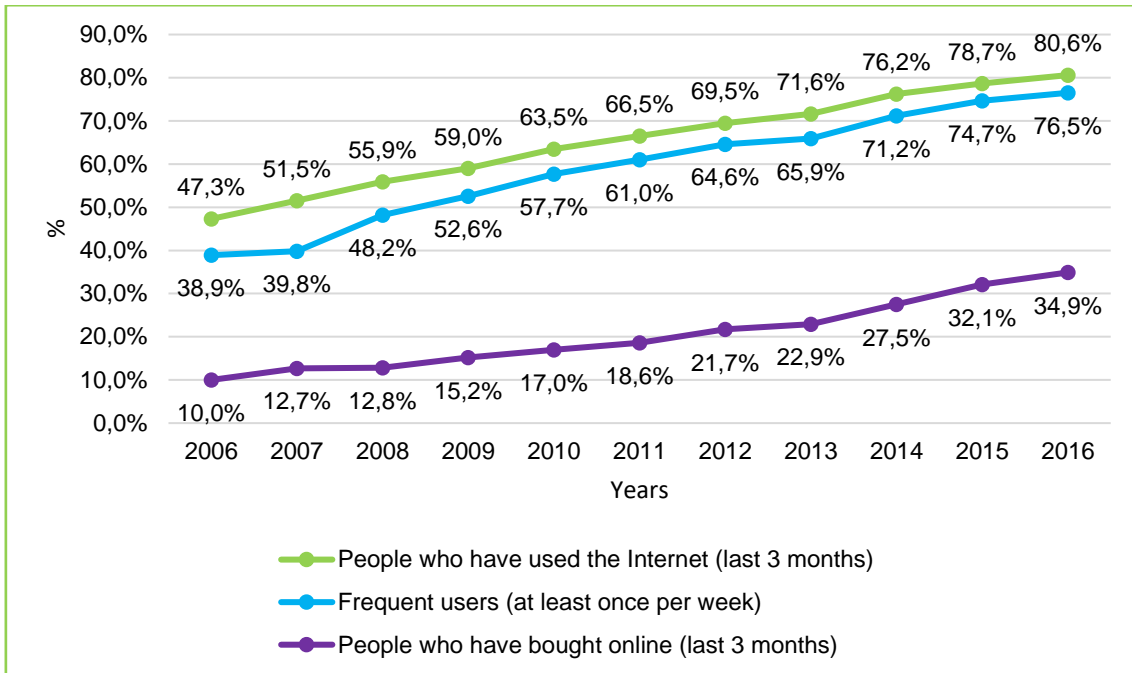
As a conclusion, we can say that although the number of children per woman is increasing, the forecast of an increasingly narrow population pyramid at the base is not at all favourable to the fair industry since most of its clients are parents with children or young people. So, if this number decreases, incomes too.

3.2.1.4. Technological factors

The evolution of the use of **ICT** has changed very much since it was introduced in households. We can see in the following graph (Graph 8) how the frequent users of ICT have almost doubled since 2006, reaching 76.5%. Percentage that reaches 80.6% if we talk about the people who have used the Internet in the last three months.

Online purchases, despite having tripled since 2006, continue to have a rather low percentage in 2016 with 34.9%, compared to Internet use.

Graph 8. Evolution of the use of ICT in people aged 16-74



Source: own elaboration. Data: INE

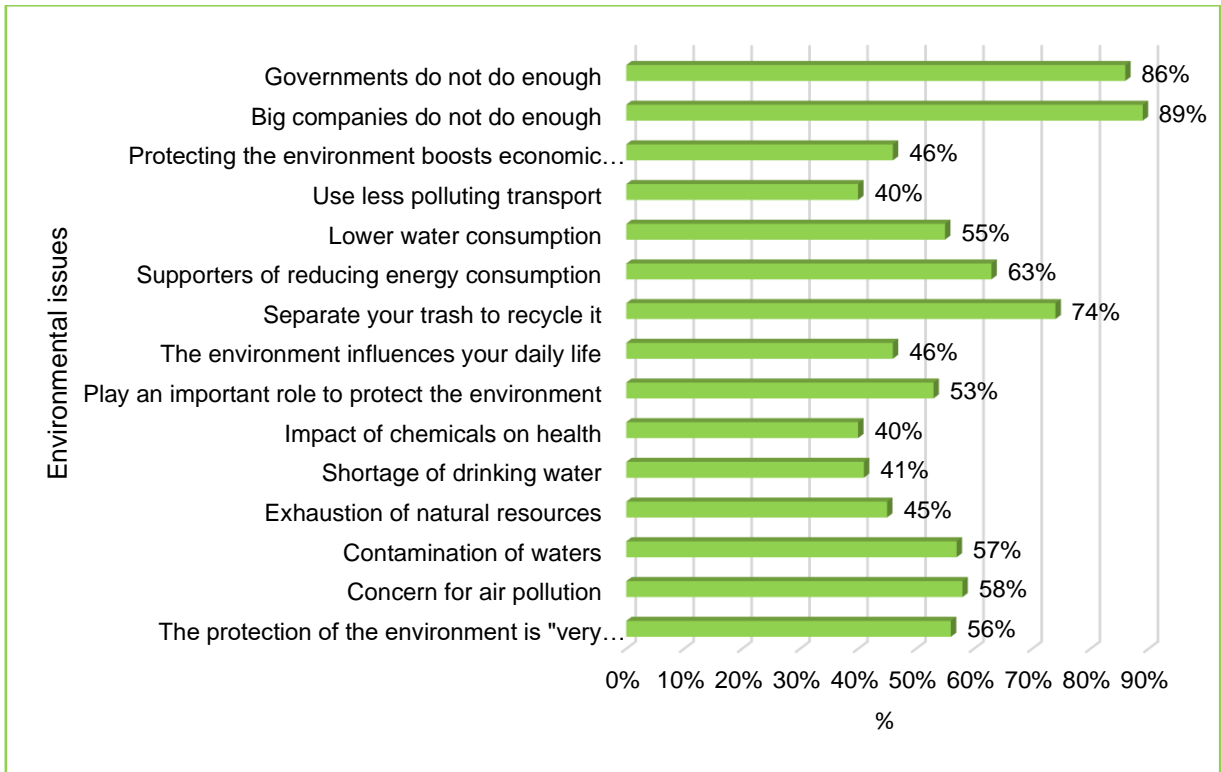
As additional data of interest it should be noted that "77.1% of Internet users access through the mobile phone. 74.8% of Spanish households with at least one member aged 16-74 have a computer. 96.4% have a mobile phone and 99.2% have television. The social networks triumph among the entertainments of the Spaniards, of which they declare to have used them in the last three months since the survey was carried out the 67.1%. Another curious fact that has to do with the way we identify: 47.9% of the population declares to have an electronic ID." (El País, 2015)

All these technological changes in people's lives do not go unnoticed by companies, who adapt by creating web pages, applications and other technological innovations in order to maintain or increase their client portfolio.

3.2.1.5. Ecological factors

According to the most recent Eurobarometer poll on environmental issues, 56% of Spaniards surveyed state that "environmental protection is «very important». By theme, air pollution is the issue that is of most concern to Europeans (56%), and even more to the Spaniards (58%); afterwards, the pollution of the waters (50% for Europeans and 57% for Spaniards), the depletion of natural resources (36% and 45%, respectively), the shortage of drinking water (27% and 41%), and the impact of chemicals on health (43% and 40%)." (Carra, ABC, 2014) (Graph 9)

Graph 9. Percentage of Spaniards who care about environmental issues



Source: own elaboration. Data: European Commission

Likewise, "while 29% of respondents at European level believe that environmental protection can boost economic growth, in Spain this percentage reaches 46%. Sensitivity that reproduces in our criticism towards the levels of responsibility of the big companies with the environment. If 77% of Europeans say that they do not do enough, in Spain that percentage stands at 89%. Proportion is maintained in very similar figures if instead of large companies we talk about the Government: 70% of Europeans believe that their leaders do not do enough, while 86% of Spaniards think in the same way." (Carra, ABC, 2014)

As with technological advances, companies, including fairground attractions, should take into account this growing concern for the environment that the population is experiencing and take action, such as replacing the use of liquid fuels needed to start the generators by renewable energies to start the attractions.

3.2.1.6. Legal factors

Thanks to the help of Martín Pedro Sabariego Suárez, technical and industrial engineer, and professor of university, I was able to discover which are the main laws and decrees that affect the sector of the fair. In addition, Martín Pedro Sabariego Suárez has

experience working in the fair since he often is responsible for reviewing attractions and signatures the certificate of correct operation.

He informed me about the "Regulations for public shows and recreational activities" that regulate fairground attractions in different autonomous communities such as:

- General regulations of the police > Decree 2816/82
- Valencian Community > Decree 14/2010
- Andalucía > Decree 195/2007
- Castilla la Mancha > Decree 7/2011
- **Cataluña > Decree 112/2010**

All these laws have many points in common, but since AM is located in Catalonia and it is where the company do the most part of its fairs, I have decided to focus on Catalan legislation citing some of the most important articles of Decree 112/2010, of August 31, by which approves the Regulation of public spectacles and recreational activities:

Article 37 Fire Prevention and Safety

1. Establishments open to the public must comply with the prevention and safety conditions in case of fire determined by the specific regulations of application. The owner of these establishments must have the licenses of works and activities, and the certification of verification, as appropriate in application of the corresponding regulations.

Article 38 Occupation of the public thoroughfare

The persons holding public establishments and organizers of shows and recreational activities shall take measures to prevent crowds of persons occupying the public thoroughfare because of the access or exit to them. With this finality:

- a) Ticket sales offices must be integrated in the premises where the recreational activity or the public show takes place.
- b) The entrance control, if there is one, must be done without occupying the public road, so that the tails that can cause do not cause discomfort to the traffic or the pedestrians.

Article 39 Conditions of removable non-permanent structures

4. In the case of fairground installations, responsible persons must present to the municipal technical staff or the collaborating entity of the Administration exercising

control the instruction manuals and the specific technical certifications corresponding to the assemblies and works made at the place of the site by the technical staff of the persons holding these attractions, in which it should be noted that the whole of the attraction functions correctly. In addition, the municipal technical staff or control entities must verify the external and global security of these facilities.

Article 42 Security memory

1. Establishments and spaces open to the public where musical recreational activities are carried out with an authorized capacity of more than 150 persons and, in any case, special regime establishments, regardless of their authorized capacity, must have a Security memory. This report must be part of the documentation to be submitted to obtain a license or authorization and must be approved in the same process as these, once adapted, where appropriate, the binding report of the competent police of Catalonia.

2. The said security memory shall:

a) To evaluate the risks that, due to its characteristics, presents the establishment, spectacle or activity for the persons who attend, participate or are directly related by any other concept, and to anticipate the measures that must be taken to face them and other safety devices with which it must count.

b) Have intervention protocols that guarantee the optimum reaction capacity of private security guards.

c) Concrete constructive elements and facilities that perform preventive functions.

d) Establish fast and efficient communication systems with the police of Catalonia, in case they should be asked to help them to deal with serious problems of security and public order.

e) Determine the facility's health care devices.

Article 45 Prevention of unlawful conduct outside the establishments and spaces open to the public

In order to prevent the occurrence of unlawful conduct outside the establishments where public entertainment and recreational activities take place, the holders, organizers or their staff must:

- a) Prevent the public and other users from leaving with drinks from establishments, recreational activities or respective shows.
- b) Inform the competent Catalanian police of any signs of unlawful conduct abroad and in the proximity of their establishments and the spaces where public shows or recreational activities are held.

Article 95 Municipal license

In accordance with articles 13.1.c) and 29 of Law 11/2009, of July 6, they are subject to a municipal license: [...]

- b) Establishments open to the public of public shows and recreational non-permanent recreational activities.

Article 96 Application

1. The application for an establishment license open to the public is addressed to the municipality where it is located, with the following content:

- a) Name and address of the applicant [...].
- b) Type of establishment [...].
- c) The request can be formalized by electronic means or in person at any point in the network of business management offices.

Article 97 Documentation

1. The application for an establishment license open to the public must be accompanied by the following documentation:

- a) Technical project, with the minimum content provided by the regulations on fire prevention and safety.

- b) Security Memory [...].
- c) Responsible declaration of the titular person or organizer, where appropriate, stating the commitment to contract a civil liability insurance that covers the risk and availability of the farm or local.
- d) Documentation required by regulations on noise, heating, noise pollution, waste and vibration [...].
- e) Document proving the designation by the person requesting the license of the person who must assume the technical responsibility for the execution of the project and who must issue the certification that proves the adequacy of the establishment to the license granted, which must include the name, direction, qualification and professional qualification of the designated person.
- f) The application for urban planning license [...].

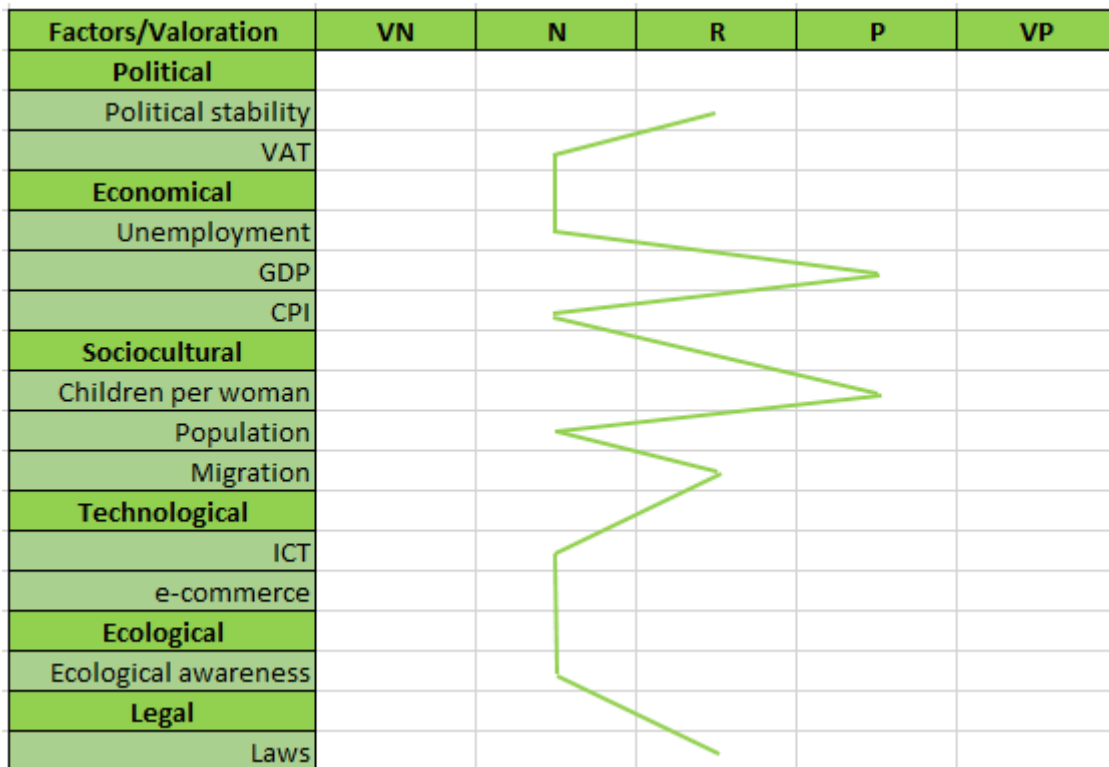
Article 98 Technical project

The technical project of the establishment open to the public to be attached to the license application must be signed by a competent technical person and must contain the data and requirements of the specific regulations on building, prevention and environmental control that are applicable to construction projects and activities, prevention and safety in the event of fire and, where applicable, those relating to the automatic gauging system and its installation.

In short, fairgrounds face many bureaucratic barriers to be able to ride in any Spanish town and launch the attractions. All these documents are not usually easy to get and require time and a significant financial outlay. In addition, carnies must take responsibility for the behaviour not only of customers, but also of the people who surround the premises to avoid confrontations and problems.

In the annex, we can find a certificate for the fair of Vinaros signed by the engineer Martín Pedro Sabariego Suárez, that authorizes the attractions its assembly and start up because they comply with current regulations.

Graph 10. Influence of macro-environment in Atracciones Mediterráneo



Source: Own elaboration

3.2.2. Microenvironment

To analyse the micro-environment of the company as well as the industry of the attractions, I will use Porter's Five Forces (Figure 14) to find out how the different factors that can influence this.

3.2.2.1. Bargaining power of customers

The main premise regarding this point is that the bargaining power of consumers increases as the number of consumers decreases or as better and / or cheaper substitute products appear and the costs of switching businesses to the customer are reduced. A high bargaining power on the part of the customers means that they can claim lower prices and better conditions.

Due to the economic crisis, the number of customers at the fairgrounds has decreased, causing an increase in the bargaining power of consumers. One of the clearest evidences is the increase in the number of "Children's Day" in which promotional prices are made. On the other hand, the cost of changing the company for the client is quite high since there are not usually different fairs at the same time in a certain region among which the customer can choose which one suits him the most. In addition, the annual periodicity of the fairs, as well as their geographic dispersion reduces the bargaining power of the clients.

3.2.2.2. Bargaining power of suppliers

The bargaining power of suppliers to increase the prices of their products and improve their conditions increases, as in the case of consumers, as the number of suppliers decreases and costs to change suppliers increase.

AM's main activity is to offer tours in its attractions, which means that they do not need any suppliers to supply them with raw materials continuously. Except for some company that provides liquid fuel, which is an inflexible product so a variation in the price of this will not change its level of demand. However, AM does not always use this type of energy to run its attractions, it often connects directly to the municipality's electrical wiring, depending on companies that produce electricity. Therefore, the bargaining power of suppliers for AM is at an intermediate point since it does not depend on a single supplier but does not have a large fan base to choose from.

3.2.2.3. Threat of new entrants

The entry into the industry of new potential competitors for the company is an important factor to take into account as it increases the existing rivalry with the corresponding consequences on prices and agreements. However, in many industries there are significant barriers to entry that make it difficult to incorporate new businesses. In the case of the industries where AM belongs they are the following:

- Lack of experience and know how: Carrying a fair amusement company requires certain skills such as knowing how to serve customers and working face to face, knowing how to assemble and run each attraction, have knowledge in electricity and mechanics to start attractions, fix possible sudden failures, etc.
- Initial financial outlay: Entering the fairground industry requires a high initial investment in order to purchase an attraction, which usually has an average price of about 30.000€ for children's attractions and 300.000€ for adult attractions. In addition to the attractions, trucks, trailers, a warehouse or ship, personnel, payment of the corresponding revisions made by engineers and city council fees, etc. are usually needed.
- Location: Although the company does not need to acquire or rent a local or a warehouse to be able to develop its main activity, it must acquire each site in which it assembles. This is an unwritten law within the fair that is respected a lot. Any visitor can put on sale the place where he / she mounts his attraction in a certain locality. The fairgrounds are usually mounted on public land, so the city council charges the carries a fee per square meter occupied and day. Consequently, it is not an area that has been acquired by the city council, but the first visitor who has been there and the years he has been riding at the fair is respected. Thus, that employee acquires an unwritten right over that site, and may temporarily or permanently transfer it to another person.

In short, the entry barriers in the industry in which AM competes are so important that they greatly reduce the threat of entry of new competitors.

3.2.2.4. Threat of substitute products

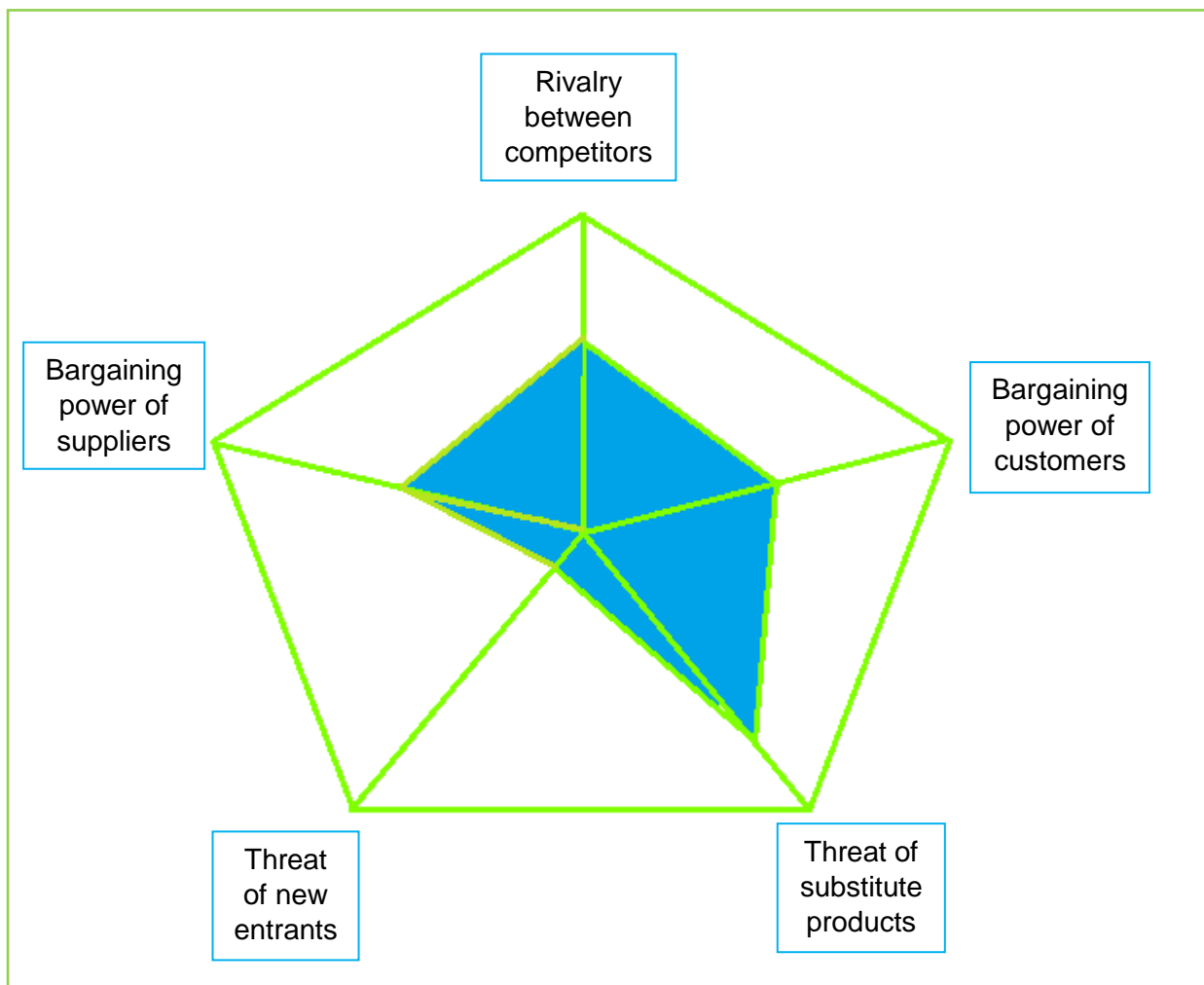
Substitute products / services are all those that meet the same needs but which have different characteristics and / or prices. AM satisfies the need for fun and spending time with family, which means that there are many services and products that can be

catalogued as their substitutes. Some examples are cinema, eating out, a family board game, etc. Substitutes therefore pose a significant threat to the company.

3.2.2.5. Rivalry between competitors

The rivalry between companies dedicated to the attractions is high if we consider, in addition to the fair attractions, other companies like "Port Aventura". However, within a fair do not usually ride two similar attractions, except for trampolines and inflatable castles that have more demand than other attractions, and very large fairs like the one in Seville where many attractions are repeated. This gives rise to a degree of rivalry for AM located at an intermediate point, neither very high, nor non-existent.

Figure 14. Influence of Porter's five forces in Atracciones Mediterráneo



Source: Own elaboration

3.2.3. Competitive Analysis

3.2.3.1. Levels of competence

Although the most direct competition for AM is the other fairgrounds companies and the carnies, from the consumer perspective there are 4 levels of competition in total (Figure 15):

- **Product form:** It is the most direct competition since it encompasses all those companies that offer the same products / services (with the same characteristics and attributes) and cover the same needs and market segments. Some of the companies competing at this level with AM are Bañuls Attractions S.L. or Miami Infatrac S.L.
- **Product category:** In this level we find all those companies that market the same products / services, but with different attributes and characteristics. For AM it would be the case of Port Aventura, Terra Mitica or Parque Warner.
- **Generic product:** This third level includes all those products and services that meet the same needs as AM but without having to be attractions. In this case we find examples like the cinema, a restaurant, a family table game, a trip, etc.
- **Consumer budget:** Finally, in this level we find all products and services that compete for the same consumer budget as clothing, food, car, hairdressing, etc.

Figure 15. Levels of competence of AM



Source: Own elaboration

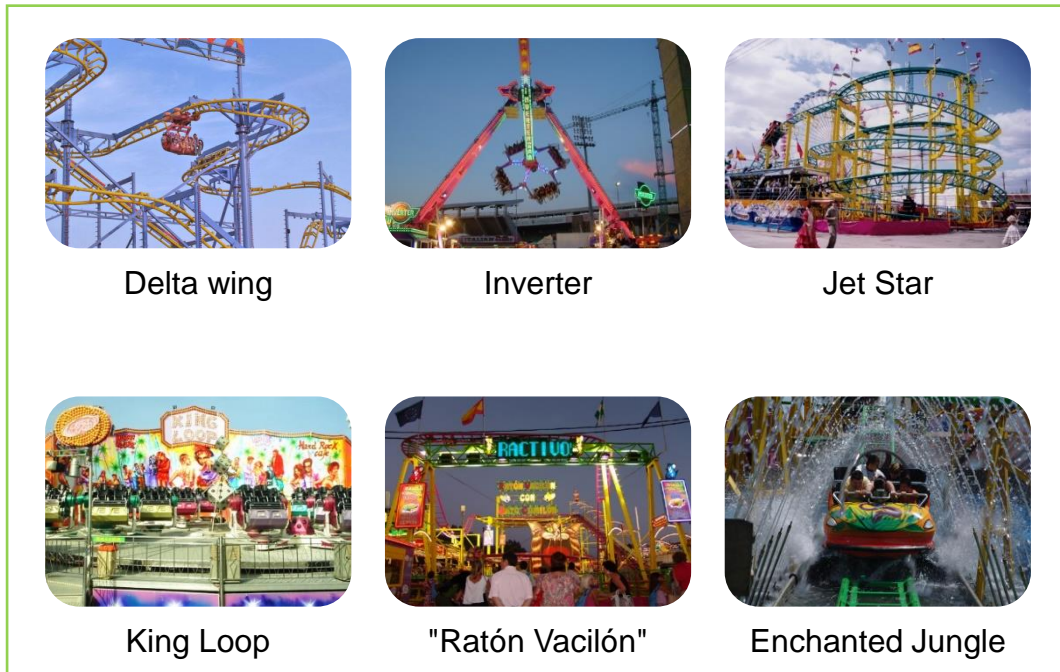
3.2.3.2 Main Competitors



Bañuls atracciones is a Sevillian company founded in 1999 dedicated to the attractions of fair that stand out for their great magnitudes. His specialization is the roller coasters as 6 of the 10 attractions he has are of this type.

In the following figure (Figure 16), we can see some of its attractions.

Figure 16. Bañuls Atracciones' Rides



Source: Own elaboration. Data: Bañuls Atracciones

As for prices, these are around 3€ and 5€ each trip depending on the attraction. But unlike AM and other companies with which it competes, Bañuls attractions do not offer cheaper ticket bonuses.

In order to develop its activity outside the fair, which involves repair, maintenance and improvement of the attractions, the company has two independent sets of industrial buildings located in the province of Seville. In addition, Bañuls atracciones S.L. Also has an outdoor test area, own cranes, office central and a "mobile park of approximately fifty vehicles with own drivers" (Bañulsatracciones, 2017) .

Finally, in terms of communication tools, this company has its own website through which they advertise information of interest about the company and offer their services of attractions for any public event (concerts, sporting events, exhibitions, fairs and major parties) both in Spain and in Europe. They also make use of advertising since they appear in news of different newspapers like " El diario de Sevilla " or "La opinión". Finally, Bañuls attractions have an own account on Facebook and YouTube.

MIAMI INFATRAC S.L. is a company founded in 1998 in Mont-Roig del Camp (Tarragona). Its main activity is the exploitation of fair attractions and for this they have attractions such as trampolines, a children's bumper car track, a children's train, a baby, an inflatable castle and a duck-fishing house (Figure 17). All tickets in all its attractions cost 3€, except for duck fishing. Also, they have the corresponding bonuses in which buying several tickets at the same time comes at a lower unit price than if we buy it individually.

Figure 17. Miami Infatrac's Rides



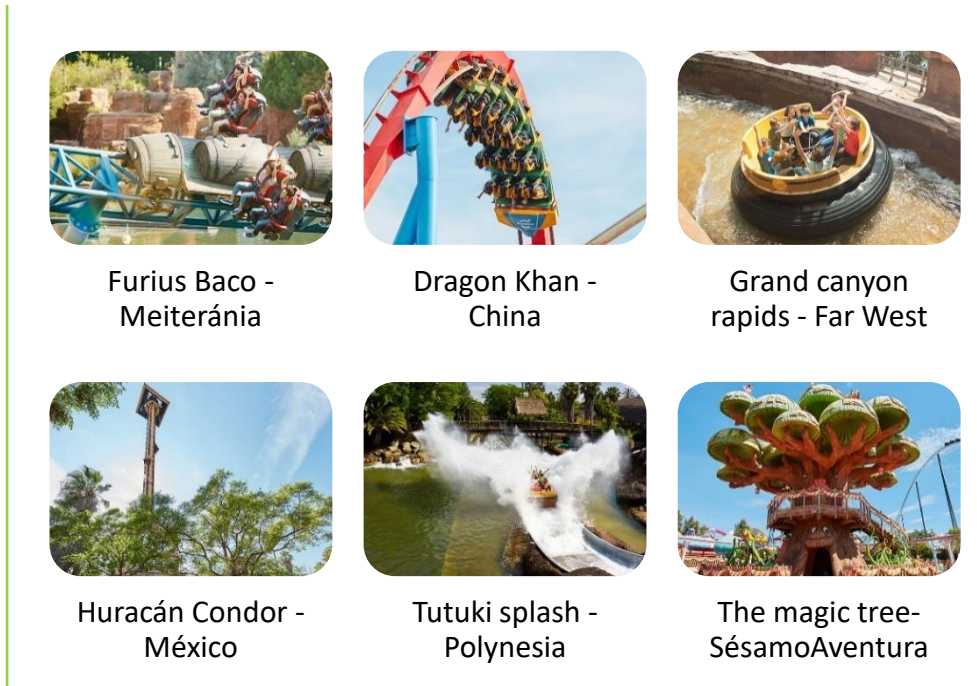
Source: Own elaboration



Port Aventura is a large leisure complex located in the town of Vila-Seca (Tarragona) which includes a theme park, a water park called Costa Caribe and a Resort with different hotels. The amusement theme park is its main and best known business, which has 42 different attractions distributed by the 6 theme areas of the park, among which are China,

Mexico, Polynesia, Far West, Mediterranean and Sesame Adventure. Below are some of its most famous attractions by areas (Figure 18).

Figure 18. Port Aventura Park's most famous rides



Source: Own elaboration. Data: Port Aventura

The prices that go around vary according to the age and the days that the client want to spend there as we can see in the Table 3:

Table 3. Prices of Port Aventura Park

	Adult (11-59 years)		Junior (4-10 years) Senior (From 60 years)		Disabled
	Web	Ticket both	Web	Ticket both	Ticket both
1 Day at Portaventura Park	47€		40€		24€
2 Days at Portaventura Park	56€	75€	48€	60€	38€
Visit 2 different parks in 3 days (PROMO PRICE)	80€	90€	65€	73€	46€

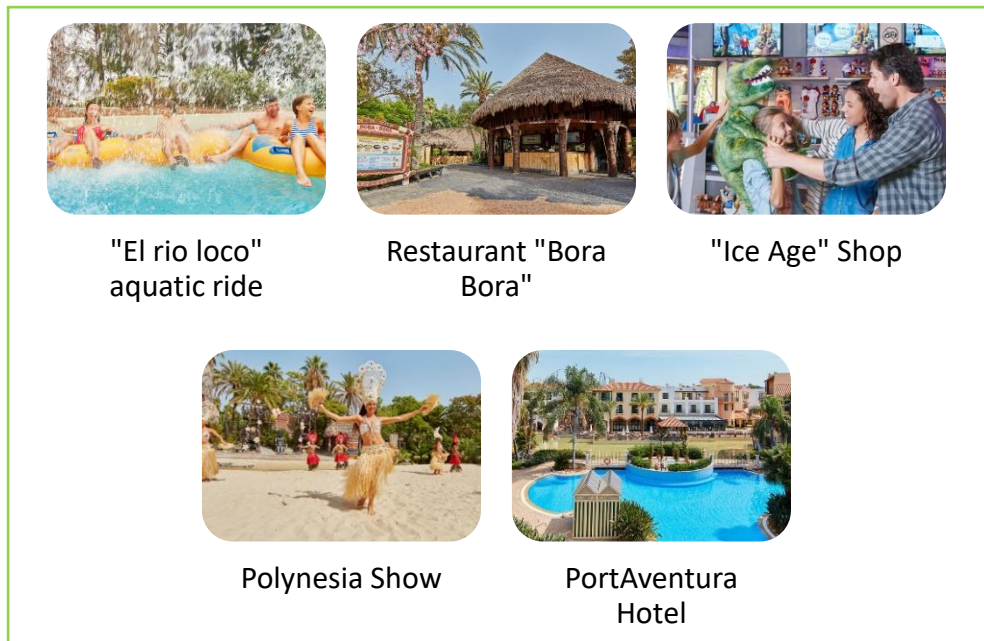
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3 Days at Portaventura Park	80€	90€	65€	73€	46€
Evening ticket	25€		22€		14€

Source: Own elaboration. Data: Port Aventura

In addition, Portaventura has a Resort with 5 hotels and caravanning area, 32 shops offering products such as souvenirs, clothing, photography, handicrafts, sweets and games, 21 restaurants divided into "Self-service", "On the go" and " Auto service ", as well as a different show in each area (Figure 19).

Figure 19. Port Aventura's services



Source: Own elaboration. Data: Port Aventura

On the other hand, "Costa Caribe" is like an amusement park independent of the park Port Aventura since the entrance has different prices and it is two completely separated parks. For this reason, Costa Caribe has its own shops and restaurants.

As for communication, Port Aventura carries out commercials in TV, advertising with interviews in newspapers like "El Confidential", is promoted in social networks like Facebook, Twitter or Instagram (Direct Marketing) and realizes many trade promotion like the one that appears in the price's table showed above or for the purchase of a combo hotel + entrance to the park, which comes at a lower price than if you buy each one individually.



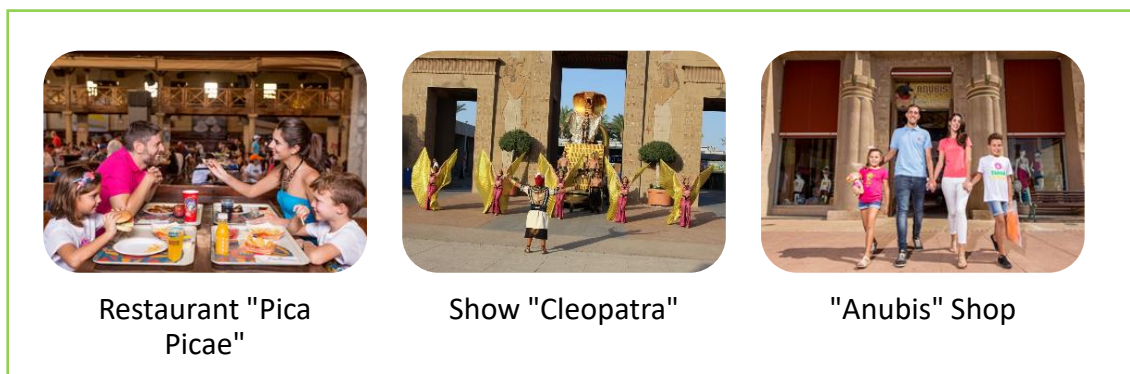
Terra Mítica is another large leisure complex located in Benidorm (Alicante) which has 4 children's attractions, 5 family and 7 "exciting" attractions, which are spread over three different areas called Greece, Rome and Egypt (Figure 20). In addition, it has 7 shops selling souvenirs, sweets and photographs, among other things, 10 restaurants spread between "Fast food", "Comfort", "Self-service" and "Bars and coffee shops" and 9 shows (Figure 21).

Figure 20. Terra Mítica's Rides



Source: Own elaboration. Data: Terra Mítica

Figure 21. Terra Mítica's Services



Source: Own elaboration. Data: Terra Mítica

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Terra Mítica has a wide range of prices, the table below (Table 4) shows the most popular ones.

Table 4. Terra Mítica's prices

	Adult (13-64 years)		Junior (4-12 years) Senior (From 65 years)	
	Web	Ticket both	Web	Ticket both
1 Day at Terra Mítica	34€	39€	25€	28€
2 Days at Terra Mítica	56€	75€	48€	60€
1 Day for 2 adults and 2 kids (PROMO PRICE)	114€	134€		
Unlimited entrance (1 year)	80€		60€	
Evening ticket	25€	26€	20€	21€

Source: Own elaboration. Data: Terra Mítica

The media used by Terra Mítica are the same as that used by Port Aventura, in contrast to the fact that the first one does not advertise so much on television and when it does, it is in high season, it also offers interviews to newspaper like the one did in the "Information".

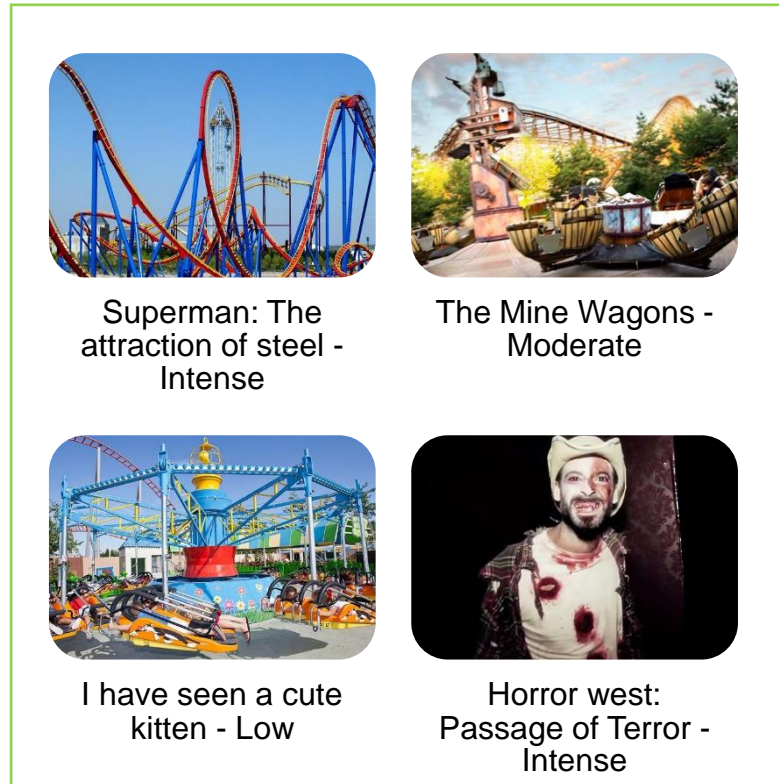


Warner Park, located in San Martín de la Vega (Madrid), is a theme park that offers services very similar to the two previous ones.

The entire venue is divided into 5 different themed areas: Hollywood Boulevard, Scholarly Film World, Old West Territory, Cartoon Village and World Super Heroes. In it we can find 7 attractions of intensity "intense", 11 "moderate" and 17 "low". In addition,

there are some attractions where you have to pay an additional fee to be able to climb as in the attraction "Horror West: Passage of Terror" (Figure 22).

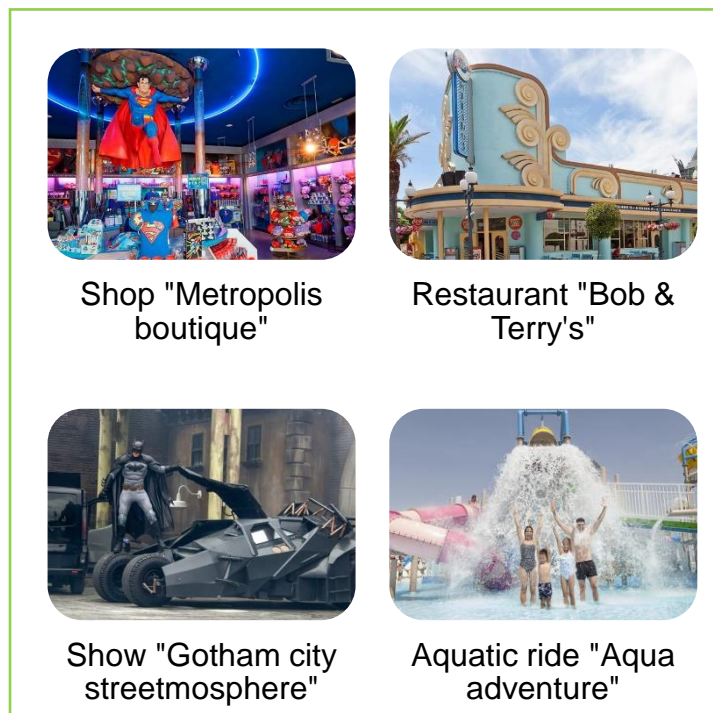
Figure 22. Parque Warner's Rides



Source: Own elaboration. Data: Parque Warner

Like the other two amusement parks, in Warner Park we can find a wide variety of shops, 11 specifically, 21 restaurants and 8 different shows. What's more, Warner Park has an independent water park called "Warner Beach Park" with its own rates, shops and restaurants (Figure 23).

Figure 23. Parque Warner's Services



Source: Own elaboration. Data: Parque Warner

Warner Park prices vary depending on the day we want to go so all the prices that appear on the website are followed by the word "From" (Table 5). In addition, we find many promotions to attract customers as the reduced price of the second day in the park or if we reserve hotel + entrance to the park, they offer a lower price than if we buy them separately.

Table 5. Parque Warner's Prices

	Adult (+140 cm)		Junior (+100 cm) Senior (From 60 years)		Disabled (equal or > 30%)
	Web From	Ticket both From	Web From	Ticket both From	Web/Ticket both From
1 Day at Parque Warner	25.90€	39.90€	25.90€	29.90€	25.90€
1 Day with large family document	25.90€	29.90€	25.90€		

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Come back the 2 nd day consecutive	5€			
Come back the 2 nd day no consecutive	11.90€			
Evening ticket		31€		21€



Source: Own elaboration. Data: Parque Warner

Finally, it should be noted that in communication tools the Warner Park has joined the revolution of phones creating an application for these. He also has an account in Instagram, Twitter and Facebook, among others, and performs advertising with interviews in newspapers such as "Europapress" and commercials on television during the busiest dates that are usually in summer. Not to mention the great importance of the trade price in Warner Park.

Table 6. Table competition summary

Competitor	Product	Medium price	Place	Promotion
	- Fairground attractions (Different roller coasters, Inverters and a king loop)	4€	Different towns and cities of Spain and Europe	Advertising (Interviews in newspapers such as “El diario de Sevilla”)
				Direct marketing (Facebook, YouTube)
Miami Infatrac	- Fairground attractions (jumping attractions, crush cars, train and a duck fishing)	3€	Different towns and cities around Tarragona	Sale Promotion (discounts and offers)
	- Attractions - Shows - Hotels - Restaurants - Shops	1 Day: 43.50€	Av. Pere Molas, km 2, 43840 Vila-seca, Tarragona	Sale Promotion (discounts and offers)
		2 Days: 59.75		Advertising (TV commercials and interviews in newspapers such as “El confidencial”)
		Evening: 23.50€		Direct marketing (Twitter, Facebook, YouTube, Instagram, mailing, App)
				Interactive Marketing (blogs on its website)

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	<ul style="list-style-type: none"> - Attractions - Shows - Restaurants - Shops 	1 Day: 31.50€	Partida del Moralet, s/n, 03502 Benidorm, Alicante	Sale Promotion (discounts and offers)
		2 Days: 59.75		Advertising (TV commercials and interviews in newspapers such as "Información")
		Evening: 23€		Direct marketing (Twitter, Facebook, YouTube, Instagram, App)
	<ul style="list-style-type: none"> - Attractions - Shows - Restaurants - Shops 	<u>Prices from:</u> 1 Day: 30.40€	M-301, Km 15.5, 28330 San Martín de la Vega, Madrid	Sale Promotion (discounts and offers)
		2 Days: 32.23€		Advertising (TV commercials and interviews in newspapers such as "Europapress")
		Evening: 26€		Direct marketing (Twitter, Facebook, YouTube, Google+, Pinterest, Instagram, Flickr, App)

Source: Own elaboration

3.3. Market Analysis

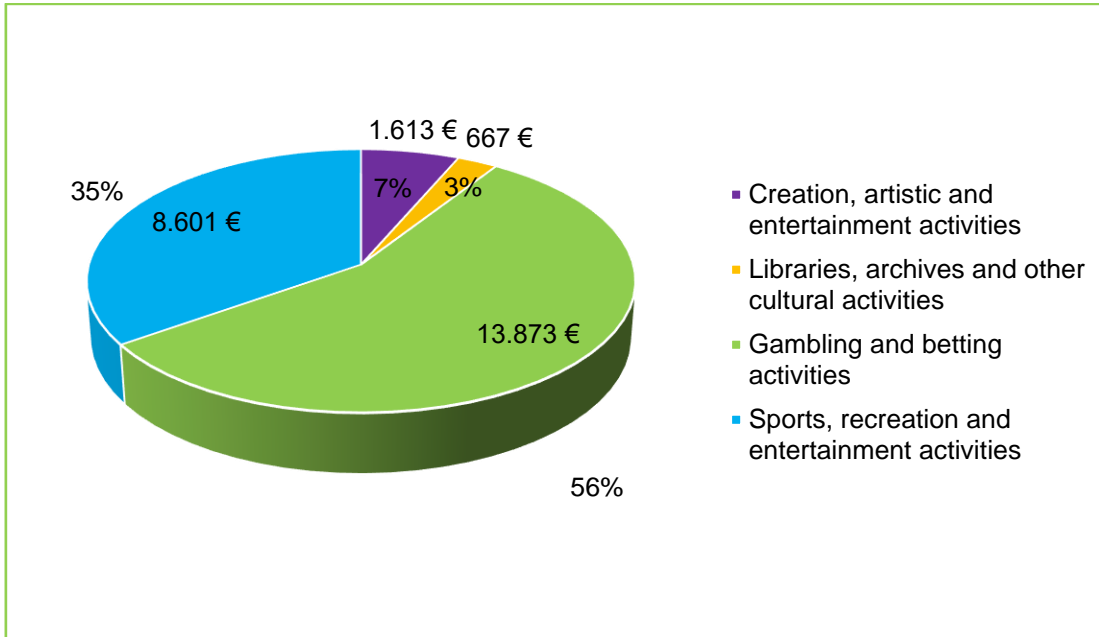
3.3.1. Sector Analysis

In the absence of studies and specific statistics about fairground attractions, I have had to focus on the CNAE group 9321 - Amusement park activities and theme parks as this is where AM enter. The group CNAE 9321 is part of the group R - Artistic, recreational and training activities.

So we started with a study by INE, which states that the "Artistic, recreational and entertainment activities" (within which fairgrounds enter) have obtained a turnover of 24,753 million euros in 2014 (annual variation of 3.3%), which represents 5.9% of the total turnover of the services sector in that year.

If we disaggregate the "Artistic, recreational and entertainment activities" in its corresponding subsections, we find "Sports, recreations and entertainments", among other three, which is of our main interest since that is where the fairground attractions enter. As we can see in the following graph (Graph 11), this subsection is the second one with the largest turnover figure with 8,601 million euros, which accounts for 35% of the total of "Artistic, recreational and entertainment activities" and 2% of the total services' turnover. Another interesting fact is that the variation of the turnover of the sector of the fair has been 10.50%, a very good figure if we consider that the others have had a negative variation with the exception of "Gambling and betting activities", which have obtained a 2%.

Graph 11. Turnover of "Artistic, recreational and entertainment activities" in millions of €. Year 2014



Source: Own elaboration. Data: INE

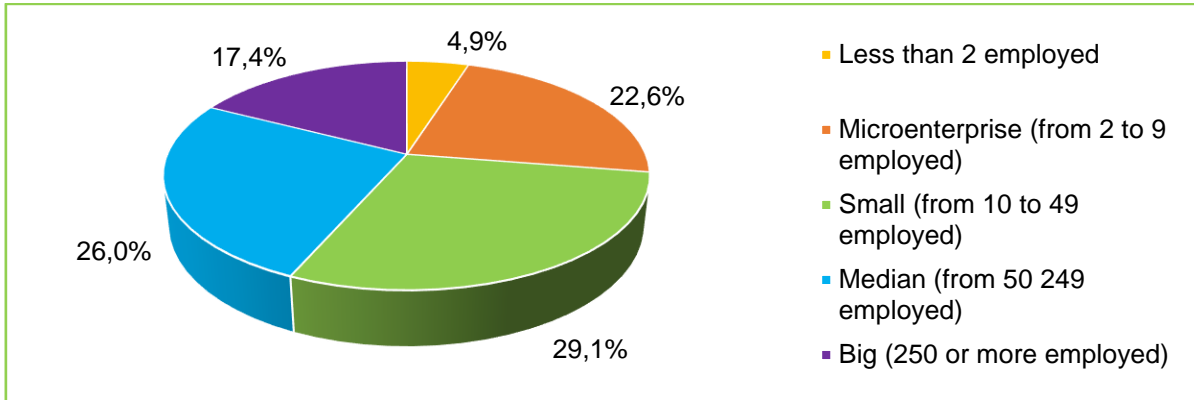
If we consider the distribution by autonomous communities of the turnover of the services sector in general, in the absence of a more detailed analysis by subsectors, we find that Catalonia is in second place with a turnover of 78,084 million euros (19.9 % of the total) and an annual variation of 5.6% after the Community of Madrid, which have a 33.7% of the total figure.

Catalonia is followed by Andalusia with 9.6% of the total and the Valencian Community with a turnover of 28,478 million euros (7.3% of the total) and an annual variation of 3.3%.

The two main regions in which the company AM operates are Catalonia and the Valencian Community, which means that these data indicate that AM is in the best areas to carry out its activity successfully.

As for the size of the companies that fall under the subcategory "Sports, recreations and entertainments" we can see in the Graph 12 how the majority are small companies followed by the medians. Microenterprises, where AM enters, represent 22.6% of the total.

Graph 12. Distribution of the turnover by size of the company in the sector "Sports, recreation and entertainment activities". Year 2014

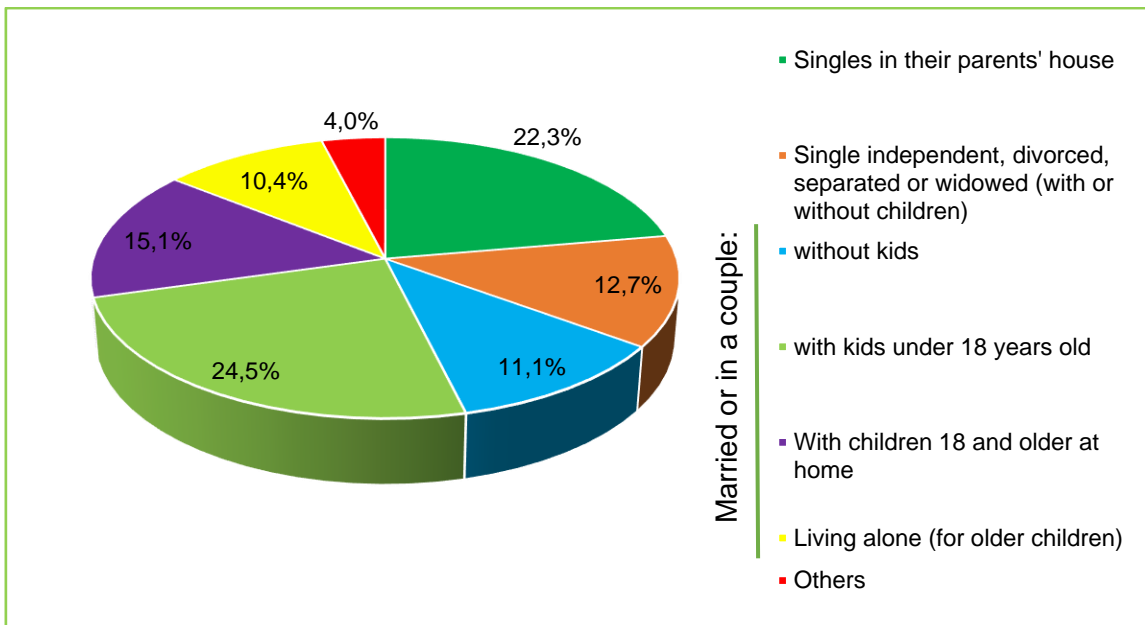


Source: Own elaboration. Data: INE

3.3.2. Consumer Analysis

The most common consumer profile at fairground attractions are couples with children under 18 and young people living in their parents' homes. On the other hand, the less usual clients are independent singles, married, separated or widowed (Graph 13).

Graph 13. Profile of people who go to the fair and amusement parks



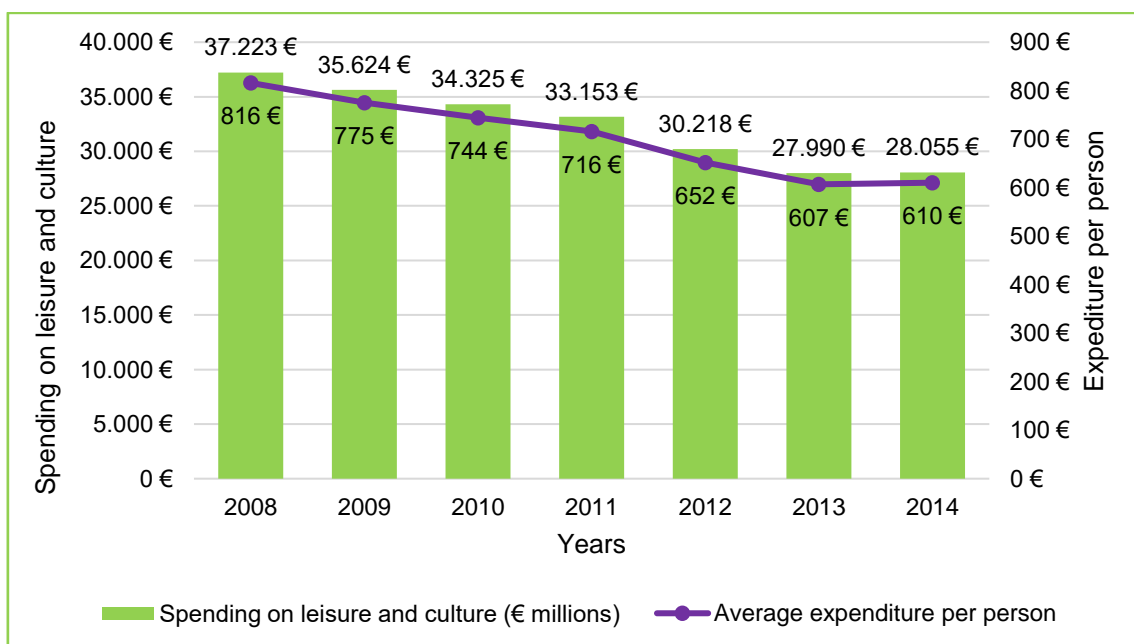
Source: Own elaboration. Data: Ministry of Education, Culture and Sport

Regarding how much people spend on leisure, a study by Ostelea shows that, on average, Spanish households allocate 5.67% of total consumption to activities related to

leisure and culture. The subgroup that concentrated the most expenditure in 2014 was that of recreational and cultural services, reaching 9.953 million euros.

In the following graph (Graph 14) you can see how the spending of spaniards in leisure and culture has been declining since 2008 as a consequence of the economic crisis until 2014, a year in which seems to start to recover a little. The result is that the average expenditure per person in leisure and culture has decreased by more than 200€ per year, with the consequent unfavorable repercussions on profits and income for companies.

Graph 14. Evolution of spending on leisure and culture and average expenditure per person. Year 2014



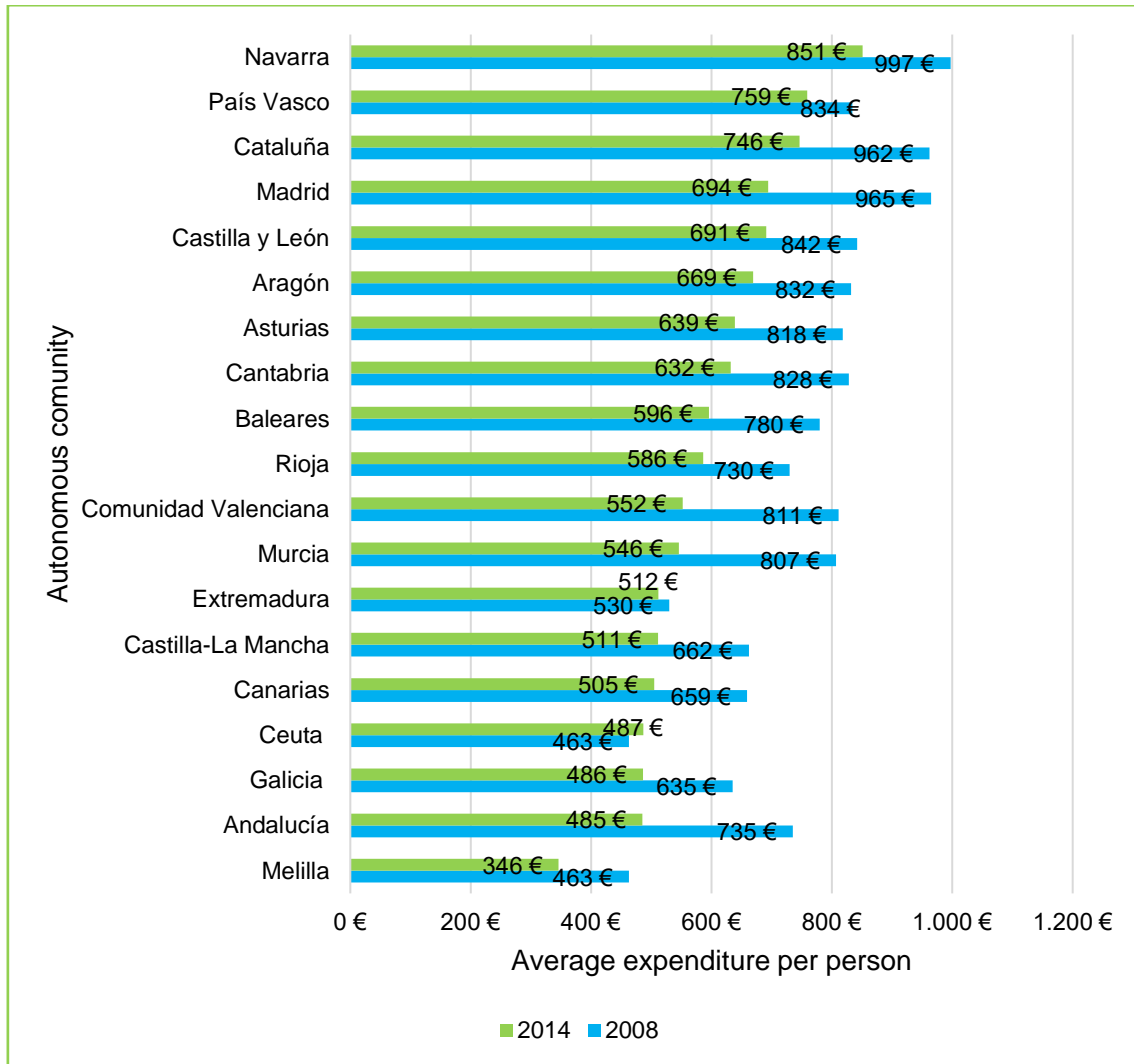
Source: Own elaboration. Data: Ostelea

Regarding how the average expenditure per person in leisure and culture is distributed by the different regions of Spain, it should be noted that it has declined in all the autonomous communities since 2008, with the exception of Ceuta where there has been a slight increase as can be seen in the Graph 15.

In 2014, the communities where this expenditure has been greatest were Navarra, País Vasco and Catalonia, which has experienced a decrease in the average expenditure of 216€ from 2008. The Valencian Community remains in 11th place and experiences the third largest decline of the average expenditure per person with a reduction of 259€.

Even so, Catalonia has an average expenditure higher than the average of Spain with 746€. Fact that favours AM a lot since Catalonia is its main area of action.

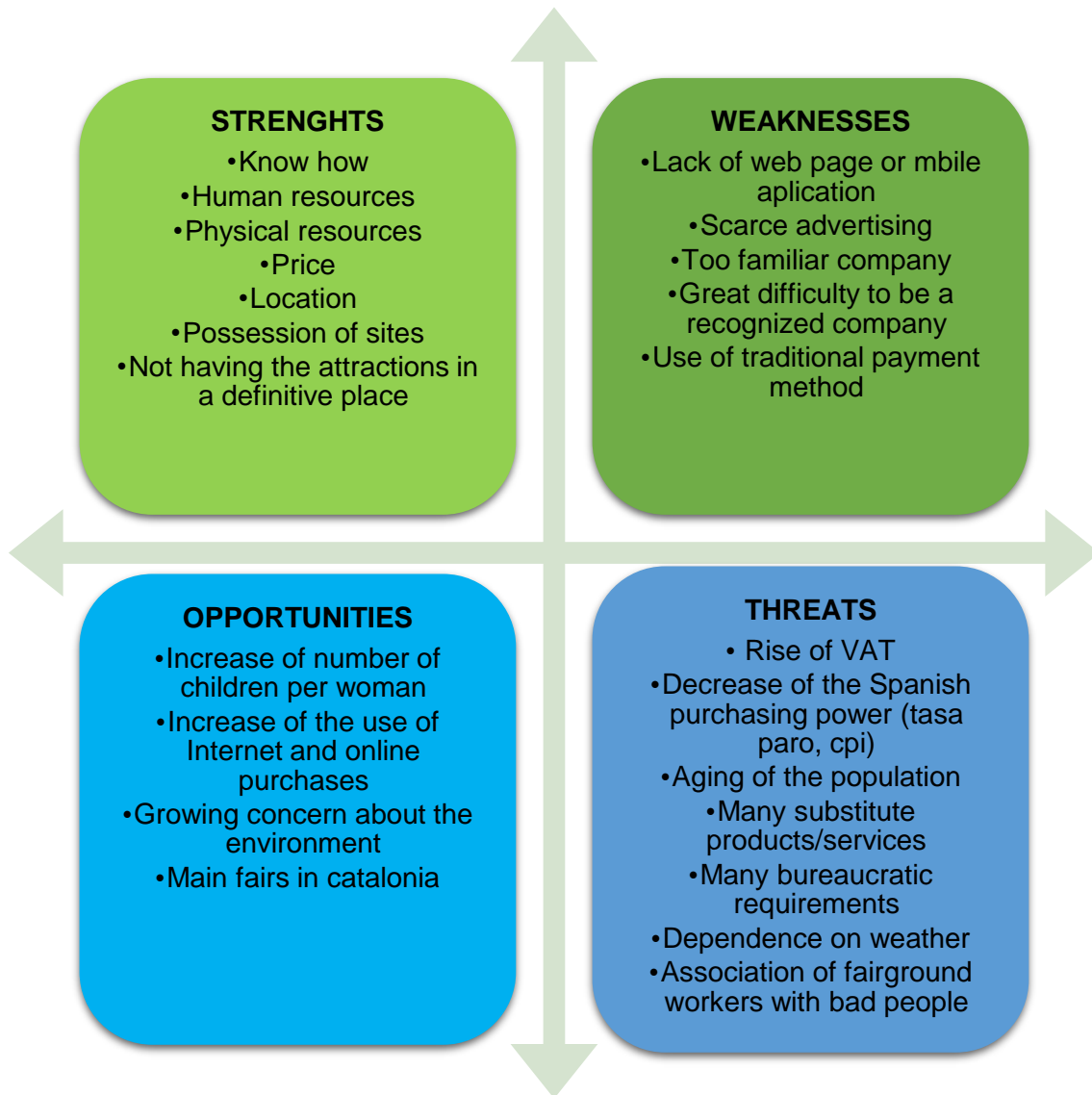
Graph 15. Average expenditure per autonomous community and person. Year 2014



Source: Own elaboration. Data: Ostelea

4. ANALYSIS

Figure 24. SWOT



Source: Own elaboration

STRENGTHS

- Know how: The family that forms the company takes generations in the business of fair attractions, which has allowed them to acquire all the necessary knowledge to be able to carry out their activities with success. This knowledge not only includes understanding all the necessary bureaucratic procedures such as security memory or assembly requests, but also how things work within the fair itself, ie the unwritten rules.

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- Human resources: The employees of AM have very diverse abilities that allow the company to dispense with hiring outside services except for very complex tasks that require the knowledge of a specialist engineer. Among his abilities include welding, mechanics, electrical skills, assembly or customer service among others.
- Physical resources: AM has a wide variety of attractions that allow it to diversify its client portfolio and to mount the right attraction at each fair to avoid that there are two equal attractions and therefore have to compete for the same customers.
- Price: The prices of a trip in the different attractions are very affordable and a better option for customers who just want to get a ride in a few attractions without having to make the disbursement that supposes in some parks like Puerto Aventura where the client surely is not going to ride in all the attractions.
- Location: It refers to the proximity of the attractions with the clients of the municipality where it is set up and its surroundings. Customers will not have to make large trips to enjoy the services of the company.
- Possession of sites: The company has many sites that it has been acquiring with the years and others that already had because AM have mounted there from the first year. In other words, AM "owns" the priority of mountaineering in such places above other carnies and companies whenever it pays the corresponding fee to the city hall for the meters occupied and other expenses. In case one year the company does not want to mount there, AM can offer it to another in exchange for some type of compensation or even sell it permanently.
- Not having the attractions in a definitive place: Although many theme parks have been able to establish themselves somewhere, tourist locations preferably, definitively without having the possibility to change of place without making enormous disbursements, the capacity of the fair attractions of moving from one place to another is an advantage. The main reason is that there is nothing safe and just as today the locals like these attractions, tomorrow may not do so for whatever reason. Thus, the

company can avoid betting all its business in a single locality or region and distribute the risk.

WEAKNESSES

- **Lack of web page or mobile application:** One of the main weaknesses of the company is its absence in the world of the Internet and the information technologies. In a world as computerized as we live where every day more and more users are using the mobile to surf the Internet, visit social networks or make online purchases, AM should catch up and launch an app, an account in a social network or even a website where it can inform any interested person of its future events, promotions and prices, offering even the possibility of buying tickets online and other articles related with the company.
- **Scarce advertising:** AM does not use any marketing tool except for the promotional prices and sometimes the cars with public address and posters, which reduces the potential customers that could attend the fair. The presence of the company in the Internet would help develop this part as it could be advertised through social networks and so on.
- **Too familiar company:** Often, decisions made in the company are routine, others, it is very difficult to make decisions because of the disparity of opinions. If AM had more contracted people who do not belong to the family circle, it could get different opinions and external views that could trigger major changes.
- **Great difficulty to be a recognized company:** The fact of not having the attractions set up in a permanent site is a strength because it distributes the risks but it is also a weakness since it prevents the company from becoming better known among its clients. That is, there are many people who forgets what attractions AM have or the difference between their customer service and that of other companies as it is not a service they can use whenever they want so they just forget about AM.
- **Use of traditional payment method:** Although in many fairs the tickets of all AM attractions are charged from one or two lockers, depending on the

number of attractions, where customers are served by employees who belong to the family, there are other fairs where you pay hand-to-hand directly in front of the attraction. This fact obliges to hire more staff temporarily so that all attractions can be met. The downside is to have confidence that the employee will not steal money since there is no control like cash registers.

OPPORTUNITIES

- Increase of number of children per woman: INE data indicate that after a period of decline in the number of children per woman as a result of the economic crisis, this trend began to change positively in 2014, although it is still far from pre-crisis levels. An increase in the number of children per woman is an opportunity for AM to improve its turnover since couples with children under 18 years are their main customers and if they have more children will mean that the fair may have a greater influx of customers.
- Increase of the use of Internet and online purchases: Although it has already been said that the lack of presence on the internet of the company is a weakness of this one, if you look at it from another perspective may be an opportunity. That is, if the company decides to take advantage of the increase of Internet users and create an app or a web page, it could see entering to their customer portfolio a new and different customer profile.
- Growing concern about the environment: As in the previous case, this point may be an opportunity if the company takes action to change its main source of supply, trying to substitute as much liquid fuels as possible for renewable energies such as solar panels or some wind turbines that do not expel harmful fumes and allow the company to position itself as "green", attracting customers who are more committed and concerned about environmental pollution.
- Main fairs in Catalonia: Catalonia is the third autonomous community with the highest average expenditure per person in leisure and culture. Si tenemos en cuenta que la mayoría de ferias que realiza la empresa son en la provincia de Tarragona y en verano montan una feria únicamente con sus atracciones que dura 2 meses seguidos en la localidad de L'Ametlla

de Mar (Tarragona), podemos decir que éste dato favorece bastante a las previsiones de beneficios de AM.

THREATS

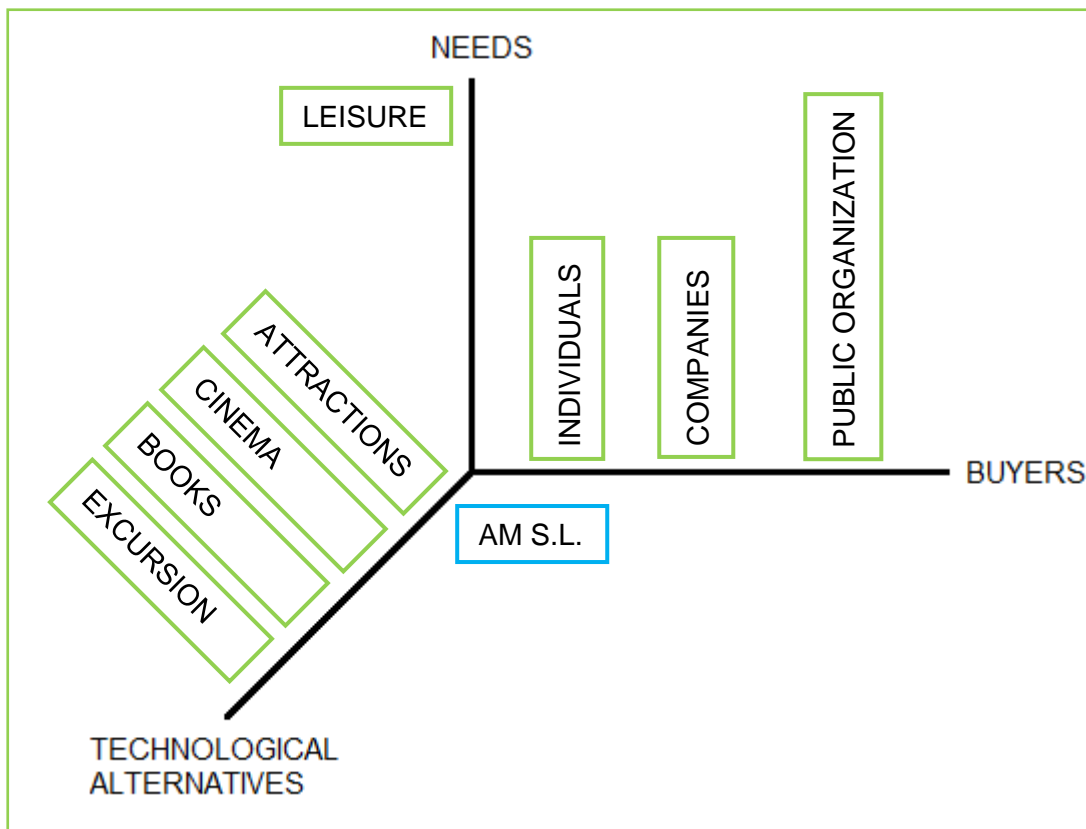
- Rise of VAT: VAT is an external factor that damages the company when it rises since it usually translates into an increase in prices or a reduction in quality caused by the substitution of its raw materials for cheaper ones in order to keep prices the same. In both cases the company has many chances of losing customers as there are people who can not or do not want to pay more or, give up the quality
- Decrease of the Spanish purchasing power: Since the economic crisis began, there have been negative phenomena such as a large increase in the unemployment rate, lower wages, cuts and rising prices in more recent periods resulting in a reduction in the income of Spaniards and its purchasing power, with the consequent negative repercussions on companies and the economy in general.
- Aging of the population: The INE's future forecasts of how the population will evolve are not at all favourable because they predict a reduction in the number of births and a consequent aging of the population. If the number of children per couple is reduced, the AM benefits forecasts will also fall if it continues to be its main customer profile in the future.
- Many substitute products/services: AM satisfies the need for leisure (fun and family time), which can be satisfied by a wide variety of services and products, such as cinema, a holiday trip, a board game, etc.
- Many bureaucratic requirements: Fair attractions must pass through rigorous inspections every time they ride at a fair to obtain the corresponding safety certificates and to be able to start them, but before that they must obtain the permission to mount of the city council for which they must present an application providing different documents and paying very high fees. Likewise, they must have contracted insurance and manage all other bureaucratic procedures that should be highlighted by any S.L.

- Dependence on weather: The fair attractions depend a lot on the weather since most of the time they mount in outdoor areas which causes that the few fairs that are realized in the period of autumn and winter give quite bad results, although they are realized in closed enclosures indoor. Therefore, most of the benefits that AM can obtain come from fairs in the spring seasons and especially summer.
- Association of fairground workers with bad people: Traditionally, the people working at the fair are labelled as unhygienic, lying and cheating. In addition, they are believed to have a very poor and nomadic life, always living in caravans without having any stable place. All these beliefs make people distrustful, making them often not want to go to the fair.

5. MARKETING SEGMENTATION

In Figure 25 we can see how AM addresses a product-market that seeks to satisfy the need for leisure of individual's buyers through the technological alternative of attractions.

Figure 25. Product-Market of Atracciones Mediterráneo S.L.



Source: Own elaboration

The segments covered by AM will be classified into two groups.

On the one hand, there are the segments that are part of the group "according to personal characteristics", specifically socioeconomic and geographical variables:

- Families with children aged under 18 years: It is the main segment of the company and comprises all low-middle-class families with children under 18 years of age who want their children to have a good time without having to make large trips or disbursements. Consequently, their main focus of attention are attractions for minors like baby or trampolines.
- Young people: This segment includes people between 11 and 30 years of low-middle class who seeks to spend a pleasant and fun time with their friends and colleagues without having to make large commutes. They usually ride in the major attractions by buying some travel bonus among all. They also sometimes buy some items at the drop-offs, as well as something to eat and take a walk around the fair.

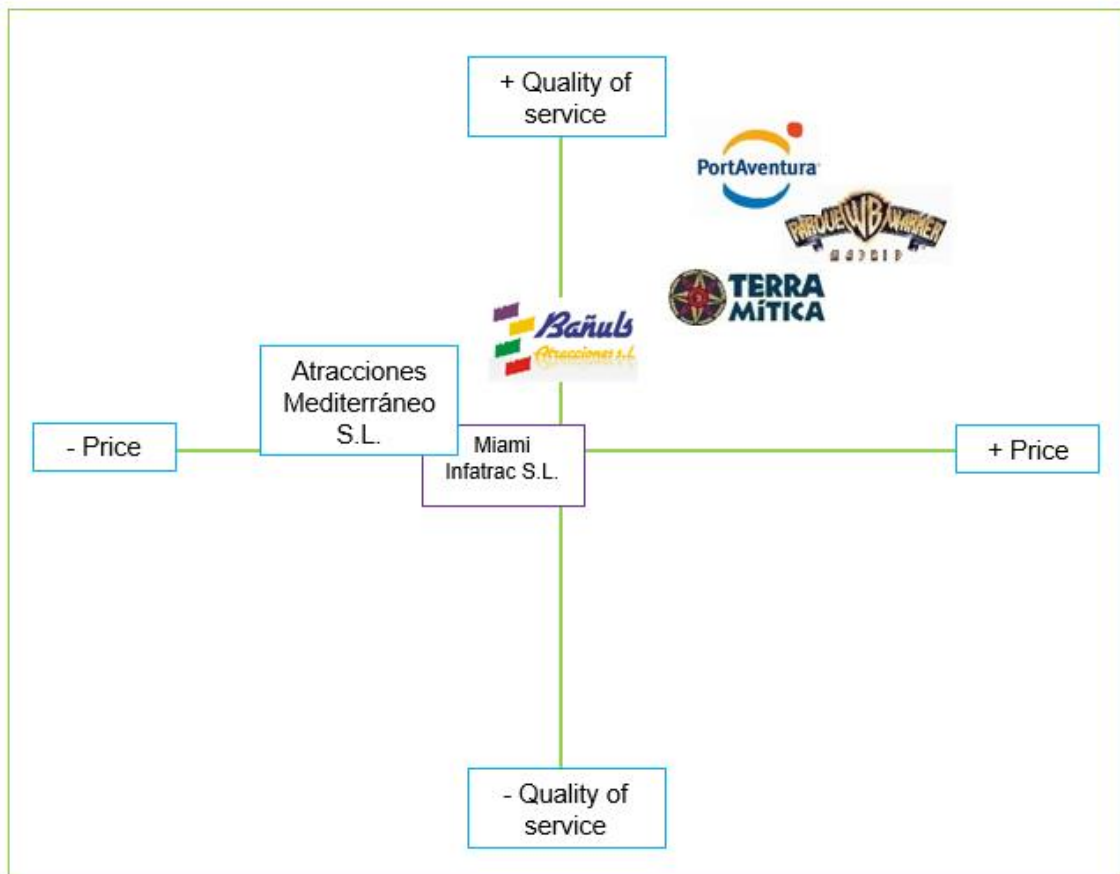
On the other hand, we have a segment that is part of the group "according to purchasing behaviour and consumption", namely, use situation

- People who want to celebrate town's annual festivities: Normally the fairgrounds mount in the towns with reason of some local festivity like the "Fallas" of Valencia or the fair of April of Seville to take advantage of the influx of people. This means that customers will only be able to ride a fairground attraction to enjoy a trip once or twice a year, coinciding with these festivities. Knowing this, customers take advantage of that moment of the year since they know that surely until next year they will not be able to ride a fairground attraction, unless they go to the nearest town where other attractions are monted.

5.1. Positioning

Next, we will present the positioning map (Figure 26) where we will locate Atracciones Mediterráneo and the other competitors analysed according to the data collected based on two attributes: price and quality of service offered.

Figure 26. Positioning Map



Source: Own elaboration

6. MARKETING OBJECTIVES

Objectives of commercial relationships

1. Attract new customer segments in 1 year: on-line buyers, which could represent 7% of the total number of buyers, and eco-friendly people, with a 15% of the total.
2. Attract 15% more customers in their familiar segment in 12 months. To achieve this objective, the company will add a new familiar attraction as well as some new facilities and offers for their clients.
3. Establish a stable relationship with online users in a year. The relationship will be established by responding to users' comments and questions as well as responding to chats. Likewise, new posts will be uploaded to social networks frequently and the number of "Likes" and "Share" will be taken into account.
4. Ensure that 90% of customers are satisfied in a year. This objective will be measured by the positive and negative comments of the clients, as well as their claims. Additionally, a survey will be done.

Management objectives of marketing activities

5. Create a solid corporate image in 2 years. The company will try to be more recognized through actions like a work uniform, establishing the company logo on important points, contracting billboards, etc. This objective also will be measured through the clients' comments and the survey's answers.
6. Increase the sales in a 20% by the end of 2018.
7. Increase total revenues by 15% over the next two years.

Business financial objectives

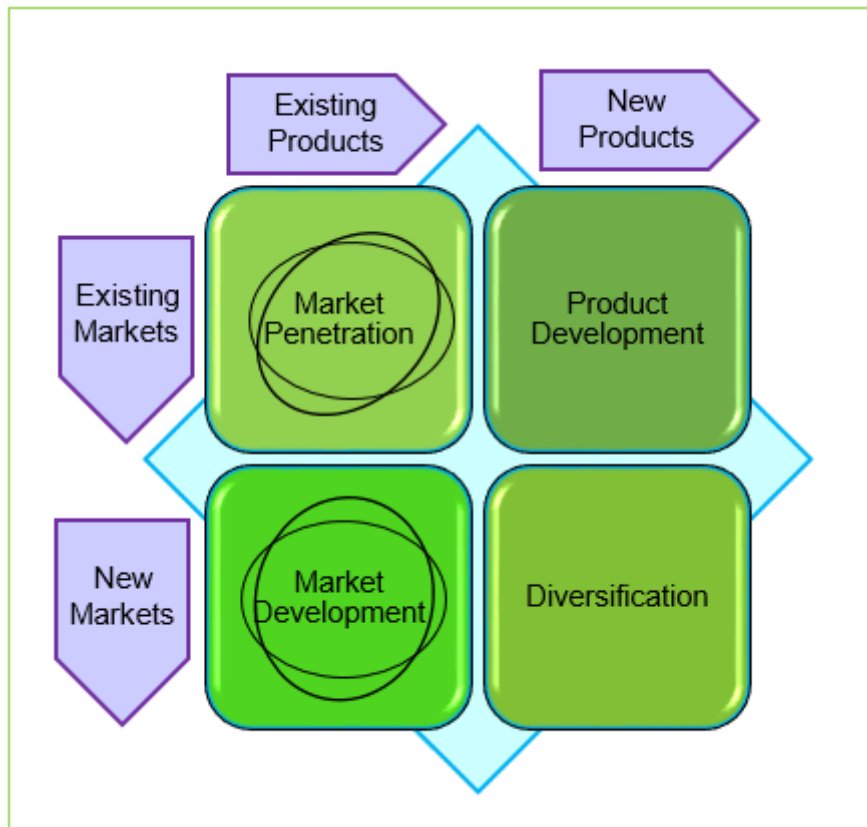
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

7. MARKETING STRATEGIES

7.1. Growth and diversification strategy

Ensuing, we will use a tool called Ansoff growth matrix (Figure 27) in order to find out what growth strategy should follow AM.

Figure 27. Ansoff's Matrix



Source: Own elaboration

After analysing Ansoff's matrix and the objectives of the company AM, we can say that it will follow two different strategies. On the one hand, **marketing penetration**, as the company will try to increase its turnover by buying another attraction that attracts more customers.

On the other hand, AM will also bet on **market development** as its intention to enter the online world will open the door to a new segment of customers: young, dynamic and flexible people who are not afraid to buy online and look for the convenience of a fast transaction without having to queue at the box office and

get even some extra bonus. This segment will also want to buy online and then send the virtual tickets to another person as a gift without having to make trips.

7.2. Competitive strategies

For AM, its strategy in relation to competitors would not be the leader as it would correspond to "Bañuls attractions" if we speak of fair attractions or "Port Aventura" if we speak of a theme park with fixed attractions. However, yes it could be considered a challenging company, but not towards the leader, but rather towards other companies of similar size from the surrounding areas where AM mounts its attractions.

Specifically, AM would follow a strategy of "enveloping" attack as the company intends to offer to the market more than its competitors offer and this will do so by entering the online world, buying another attraction that is also different from those already have been seen around the area and making part of its energy consumed come from renewable sources.

7.3. Strategy as competitive advantage

Despite the reduced prices of the services that AM offers its strategy in relation to the competitive advantage sought is not the one of leadership in prices because its prices are not inferior to those of its competitors in the fairs that it mounts.

Therefore, AM bases its strategy on differentiation and does so through its services and people. The attractions through which AM offers its services are reviewed and repaired every year to avoid possible damages, in addition, all the attractions are cleaned almost daily. Punctuality is another great attribute of the company, as well as ensuring the safety of each of its customers by avoiding anyone climbing on family attractions alone or raising too small children at children's attractions. AM also guarantees emergency stop in all its attractions in case it should be necessary.

On the other hand, all employees have years of experience working with the public, so they know how to treat customers in the best possible way, transmitting trust and credibility and providing the client with any information that it may request about the services of the company, thus demonstrating its great competition.

8. ACTION PROGRAMS

8.1. Summary of actions plans

Table 7. Summary action plans

ACTIONS	OBJETIVES
<p>Action 1: Buy a new familiar fairground</p>	<p>2. Attract 15% new customers in their familiar segment in 12 months.</p> <p>6. Increase the sales in a 20% by the end of 2018.</p> <p>7. Increase total revenues by 15% over the next two years.</p> <p>8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.</p>
<p>Action 2: Hire people who disguise themselves in different characters and change them according to the period of the year or festivity</p>	<p>2. Attract 15% new customers in their familiar segment in 12 months.</p> <p>5. Create a solid corporate image in 2 years.</p> <p>6. Increase the sales in a 20% by the end of 2018.</p> <p>7. Increase total revenues by 15% over the next two years.</p> <p>8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.</p>
<p>Action 3: Install a photography system during the rides</p>	<p>2. Attract 15% new customers in their familiar segment in 12 months.</p> <p>6. Increase the sales in a 20% by the end of 2018.</p> <p>7. Increase total revenues by 15% over the next two years</p> <p>8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.</p>

Atracciones Mediterráneo S.L.

<p>Action 4: Install a solar panel</p>	<ol style="list-style-type: none"> 1. Attract a new segment of consumers in 1 year: eco-friendly people. 4. Ensure that 90% of customers are satisfied. 6. Increase the sales in a 20% by the end of 2018. 7. Increase total revenues by 15% over the next two years. 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.
<p>Action 5: Offer a bonus for their summer fair</p>	<ol style="list-style-type: none"> 2. Attract 15% new customers in their familiar segment in 12 months. 4. Ensure that 90% of customers are satisfied. 6. Increase the sales in a 20% by the end of 2018. 7. Increase total revenues by 15% over the next two years. 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.
<p>Action 6: Offer special discount for large families</p>	<ol style="list-style-type: none"> 2. Attract 15% new customers in their familiar segment in 12 months. 4. Ensure that 90% of customers are satisfied. 6. Increase the sales in a 20% by the end of 2018. 7. Increase total revenues by 15% over the next two years. 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

Atracciones Mediterráneo S.L.

<p>Action 7: Implement the company logo on all products, tickets, posters and lockers</p>	<p>5. Create a solid corporate image in 2 years.</p> <p>8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.</p>
<p>Action 8: Implement a work uniform</p>	<p>4. Ensure that 90% of customers are satisfied.</p> <p>5. Create a solid corporate image in 2 years.</p> <p>8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.</p>
<p>Action 9: Launch and advertising campaign through advertising posters</p>	<p>2. Attract 15% new customers in their familiar segment in 12 months.</p> <p>5. Create a solid corporate image in 2 years</p> <p>Increase the sale of tickets and other items by 20% by the end of 2018.</p> <p>7. Increase total revenues by 15% over the next two years.</p> <p>8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.</p>
<p>Action 10: Create an account on the social networks Facebook and Instagram</p>	<p>1. Attract a new segment of consumers in 1 year: on-line buyers.</p> <p>3. Establish a stable relationship with online users.</p> <p>4. Ensure that 90% of customers are satisfied.</p> <p>6. Increase the sales in a 20% by the end of 2018.</p> <p>8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.</p>

<p>Action 11: Post new publications in social media almost every day</p>	<ol style="list-style-type: none"> 1. Attract a new segment of consumers in 1 year: on-line buyers 3. Establish a stable relationship with online users 6. Increase the sales in a 20% by the end of 2018. 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.
<p>Action 12: Realize an advertising campaign in Facebook</p>	<ol style="list-style-type: none"> 1. Attract a new segment of consumers in 1 year: on-line buyers. 3. Establish a stable relationship with online users. 5. Create a solid corporate image in 2 years Increase the sale of tickets and other items by 20% by the end of 2018. 7. Increase total revenues by 15% over the next two years. 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.
<p>Action 13: Create a web page</p>	<ol style="list-style-type: none"> 1. Attract a new segment of consumers in 1 year: on-line buyers. 3. Establish a stable relationship with online users. 6. Increase the sales in a 20% by the end of 2018. 7. Increase total revenues by 15% over the next two years. 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.
<p>Action 14: Realize on-line surveys every six months</p>	<ol style="list-style-type: none"> 3. Establish a stable relationship with online users.

	4. Ensure that 90% of customers are satisfied.
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Source: Own elaboration

8.2. Product decisions

Action 1: Buy a new familiar fairground

Objectives to which it contributes: 2. Attract 15% new customers in their familiar segment in 12 months. 6. Increase the sales in a 20% by the end of 2018. 7. Increase total revenues by 15% over the next two years. 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years
Implementation period: 1 year
Budget: 200.000€

AM plans to buy a new family attraction where there can ride, as his name says, the whole family. This way, it avoids the disadvantage of the infantile attractions that only the children can raise. Parents, siblings, and other adults will be able to climb either to accompany the children or at will, which greatly increases potential income compared to children's attractions.

The following image shows an example of what the company is considering acquiring to meet its goals of increasing sales, revenue and profits.

Figure 28. Familiar attraction



Source: Feriamania

Action 2: Hire people who disguise themselves in different characters and change them according to the period of the year or festivity

Objectives to which it contributes:

- 2. Attract 15% new customers in their familiar segment in 12 months.
- 5. Create a solid corporate image in 2 years.
- 6. Increase the sales in a 20% by the end of 2018.
- 7. Increase total revenues by 15% over the next two years.
- 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

Implementation period: 1 month

Budget: 6000€

Due to the great popularity of these type of costumes in theme parks such as Portaventura, where they have been using them for many years, AM should try to use this marketing tool in their own business.

The main objective is to attract more children (and their parents), who are curious and excited to see some of their favourite cartoon characters live, making different photographs that can be taken for souvenirs. As they approach to see these

characters, it is very possible that they end up riding in some attraction, increasing the income of the company.

Figure 29. People disguised in Disney characters



Source: Disney World

In addition, to avoid as much as possible the boredom of customers who get tired of always seeing the same characters, AM should change the disguises used depending on the time of year in which they are. That is, if the company rides its attractions during the Christmas period, employees should disguise themselves with characters wearing typical Christmas clothing such as the red Santa Claus suit as shown in figure 29.

Figure 30. Christmas disguises



Source: Disney World

In this way, although some customers have already attended one of the fairs where AM mount, the possibility of seeing different characters or disguised in

different clothes could motivate them to come back and therefore buy new tickets to ride the attractions.

Action 3: Install a photography system during the rides

Objectives to which it contributes:

2. Attract 15% new customers in their familiar segment in 12 months.
6. Increase the sales in a 20% by the end of 2018.
7. Increase total revenues by 15% over the next two years
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

Implementation period: 2 months

Budget: 5000€

In order to attract more customers and making use of the benchmarking focusing on the competitors such as Port Aventura, it may be a good idea to install an automatic photo system that takes pictures to customers during the trips (Figure 31). This system would be especially interesting to install in “The Hulk” as it is a very fun and moving attraction with which the result would be a very interesting photograph impossible to perform from the ground.

Therefore, some people would be willing to pay a small price for this added value that creates the company, and carry a memory practically for a lifetime.

In addition, in order to avoid the need to hire another person to assist those interested in buying their photographs, and with it the additional costs involved, it would be good to install a machine like the one shown in figure 32 with which the customers could print their photographs on their own.

Figure 31 and 32. Automatic photo system and Photo printing machine



Source: *Liftpictures fotosysteme*

Action 4: Install a solar panel

Objectives to which it contributes:

1. Attract a new segment of consumers in 1 year: eco-friendly people.
4. Ensure that 90% of customers are satisfied.
6. Increase the sales in a 20% by the end of 2018.
7. Increase total revenues by 15% over the next two years.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years

Implementation period: 2 months

Budget: 3000€

One of the ways that a company can start in the "eco" or "green" environment is to replace part or all of the energy supply it needs for renewable energy such as solar, wind or hydroelectric.

The problem of the last two is that they need a surface large enough to be installed, in addition to that, wind requires a very large, expensive and fixed mill somewhere, which is not the best option for fairground attractions. And, on the

other hand, the hydroelectric needs water, usually from river, which also causes it to be impossible to transport, besides requiring a large amount of money to acquire the system and permits.

Consequently, AM could start with some solar panel that can be installed on the ceiling of some attraction like the one shown in the figure 33. Its moderately affordable price and ease of transport make it the most suitable option to start using renewable energies in the attractions and see if it really is profitable to buy several more solar panels in the future.

The possibility of obtaining a certificate as a "green" company or a reputation for being a company that is committed to renewable energy to avoid air pollution could attract new customers characterized by concern for environmental issues and who prefer green companies.

Figure 33. Solar panel

🏠 Kit Solar 3000W 24V 5200Whdia



2.654,69€ SIN IVA 2.193,96€ ☆☆☆☆☆

Envío: Entrega gratuita en España!

Entrega: **Recibelo el viernes 14 de abril** >

Fabricante: Atersa | Cod. Artículo: 4002087

Cantidad:

Financiación: 6-60 meses (Calcular cuota)

Instalación: Instalación realizada por técnicos de Autosolar (Calcular cuota)

AÑADIR AL CARRITO **COMPRAR**

2 años de garantía | 14 días de devolución | 100% pago seguro

Secured by GeoTrust | CONFIANZA ONLINE

Source: AutoSolar

8.3. Price decisions

Action 5: Offer a bonus for their summer fair

Objectives to which it contributes:

2. Attract 15% new customers in their familiar segment in 12 months.
4. Ensure that 90% of customers are satisfied.
6. Increase the sales in a 20% by the end of 2018.

7. Increase total revenues by 15% over the next two years.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

Implementation period: 1 week

Budget: 58€

AM runs a fair for most of the summer in a village called “L'Ametlla de Mar”, as mentioned above. Despite not being a very big fair that includes 4 children's attractions (trampolines, babylandia, flying chairs and bouncy castle), the influx of people is quite high. Among these people there are people who would come every day if the company offered a bonus with which they no longer needed to buy more tickets for the rest of the summer.

The price of the summer bonus would be calculated based on several assumptions:

- The current bonus of 12 tickets that are valid for all attractions costs 20€.
- People who buy this summer bonus will come almost every day to make the most of it, riding every attraction that interests them at least 1 time, which means at least 4 trips a day.
- $12 \text{ tickets} / 4 \text{ trips} = 3 \text{ days}$ would last to that person the bonus of 20€.
- Approximately 75 days are the attractions open in summer.
- If of those 75 days that person comes 60, this would mean $60 \text{ days} / 3 \text{ (days that would last the 20€ bonus making 4 trips a day)} = 20 \text{ times}$ should this person buy the 20€ bonus during the summer to be able to make 4 trips every day in the attractions, which would imply 400€ in total.

Consequently, a good price for someone who is going to take a real advantage of this summer bonus would be about 100€ since a higher price would surely throwback customers and a lower price would not compensate the expenses that the company must perform to offer the proper services to the owner of the summer bonus.

Finally, to prevent more than one person from taking advantage of this bonus, a plastic ticket will be made where the owner's data will be indicated, among which the DNI / NIE in order to identify and verify quickly that the people who are going to ride in the attraction is effectively the owner of the bonus (Figure 35). They

would also handle information posters (Figure 34) to hang in the lockers like the ones that appear in the following figures.

Figure 34. Informative poster about the summer bonus



Source: Own elaboration

Figure 35. Example of a summer bonus plastic ticket



Source: Own elaboration

The price of making informative posters and purchasing a laminating machine to plasticize the tickets appears in the following figures (Figures 36 and 37):

Figure 36. Rate for 5 informative posters

stampaprint

Todos los productos ▼ | Tarjetas de visita | Folletos / flyers | Folletos plegados | Vinilos y adhesivos | Info ▼

Imprenta online > su carrito

Carrito | Resumen | Subir archivo

Productos	Detalles	Eliminar	Duplicar	Total
Carteles A3 COPIAS 5 / PRODUCCIÓN 5 DÍAS	▼	🗑️	+	20.00 €

Muestras de papel - 3,00 € +IVA
 Muestras de materiales rígidos - 10,00 € +IVA
 Muestras de materiales flexibles (telas, vinilos, moquetas) - 10,00 € +IVA

Borrar todos los productos en tu carrito

Resumen	
Total productos	20.00 €
Envío	0.00 €
Embalaje	0.90 €
Control base del archivo	8,50€ 0.00 €
IVA	4.60 €
Total pedido	20,90 €

Source: Stampaprint

Figure 37. Laminating machine price

Olympia plastificadora A330 para A3 con 40 Láminas)
 de Unbekannt
 ★★★★★ 60 opiniones de clientes | 15 preguntas respondidas

Precio: **EUR 35,19** Envío GRATIS. Ver detalles
 Precio final del producto

En stock.

¿Quieres recibirlo el miércoles 3 may.? Cómpralo antes de **95 hrs y 11 mins** y elige Envío estándar al completar tu pedido. Ver detalles

Vendido por addtronic y gestionado por Amazon. Se puede envolver para regalo.

Nuevos: 3 desde EUR 29,99

- Olympia plastificadora A330 para A3 incluye 40, ancho de laminación
- Compacto, de diseño moderno, super brillante superficie
- Posibilidad de formatos de hasta DIN A3, ancho de laminación: 330 mm
- Sistema de calentamiento impide la formación de burbujas.

Source: Amazon

Action 6: Offer special discount for large families

Objectives to which it contributes:

2. Attract 15% new customers in their familiar segment in 12 months.
4. Ensure that 90% of customers are satisfied.
6. Increase the sales in a 20% by the end of 2018.
7. Increase total revenues by 15% over the next two years.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years

Implementation period: 1 week

Budget: 21€

As in the case of the summer bonus, this is an action designed to attract more customers, especially families with children as it is especially addressed to them. Trying to follow the example that many businesses have been implementing since a long time ago, AM will offer a discount of 20% for those who can prove with their identification document that they are part of a large family, that is, they have 3 or more children.

In this way, the company will also transmit an image of empathy and collaboration with people who may have certain difficulties to assume the total cost of buying tickets for all members of the family.

Like in the previous action, the company will hang in their lockers and other important points some informative posters like the one in the Figure 38, so the people could see it.

Figure 38. Informative poster about the discount for large families



Source: Own elaboration

8.4. Communication decisions

Action 7: Implement the company logo on all products, tickets, posters and lockers

Objectives to which it contributes:

- 5. Create a solid corporate image in 2 years.
- 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

Implementation period: 1 year

Budget: 100€

To create a solid corporate image, customers must be able to identify quickly and easily when they are using any service or product of the company. To do this, the AM logo should be visible and present at important points of reference such as the box office where tickets are sold, tickets themselves, brochures and billboards, etc.

The purpose of clients to know at all times that the person who is serving them or the service they have hired are part of AM is not to associate the bad experiences lived in the attractions of other companies with those of AM. In the long run, the ideal goal would be that the customer identifies easily the company logo and associate it with a professional and quality service.

Action 8: Implement a work uniform

Objectives to which it contributes:

- 4. Ensure that 90% of customers are satisfied.
- 5. Create a solid corporate image in 2 years.
- 8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years

Implementation period: 2 months

Budget: 150€

Atracciones Mediterráneo S.L.

As in the previous action, where the goal is to create a solid corporate image and a positive reputation, this action seeks that the clients associate certain images with the company, including the work uniform.

If all employees who work directly with the public wear the same clothing (Figure 39), clients will quickly know that they belong to the same organization allowing the customers to consult anything to any of these employees. In addition, if they continue to treat customers as well as they have done until now, in the long term all employees of the company will be identified with professional service, avoiding mixing with the employees of other companies which may not attend the clients as good as AM.

Figure 39. Work uniform for AM



Source: Own elaboration. Data: Bananawork

Action 9: Launch and advertising campaign through advertising posters

Objectives to which it contributes:

2. Attract 15% new customers in their familiar segment in 12 months.
5. Create a solid corporate image in 2 years
6. Increase the sales in a 20% by the end of 2018.
7. Increase total revenues by 15% over the next two years.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years

Implementation period: 1 month

Budget: 11000€

Billboards are a good choice to inform people about any product or service. Thus, if AM hires 5 billboards for 14 days in the localities where it rides and surroundings could increase the number of people who go to the fair thanks to having seen some billboards where AM was announced (Figure 40).

To begin, the company will hire these services for 5 different fairs in order to test if this tool really works for them to attract more people and increase revenue. Then, the 14 days hired will be the days that the attractions are opened and the remaining days will be the days before the first day of opening. For example, AM has a fair in San Carlos de la Rápita (Tarragona) where it opens the days of Easter, which this year have been 13, 14, 15 and 16 of April. Then, billboards would be hired from April 3 to April 16 (14 days).

As for the places, it will try to contract 3 or 4 billboards located in the most crowded places of the municipality in question. And the other billboards will be in nearby towns that will be chosen based on factors such as distance to the fair, number of inhabitants or other characteristics. Following the same example, if the company rides in San Carlos de la Rápita, it could hire a fence in Amposta, a town that currently has more than 20,000 inhabitants and is located at a distance of just 11km from the first.

On the other hand, although Vinaros also seems a good option for its almost 30.000 inhabitants and its position near San Carlos de la Rápita (26 km approximately), it is not a good option because the company rides in this town for

Carnivals, which are celebrated just 1 or 2 months before Easter, which greatly diminishes the chances of their inhabitants wanting to come, making it a worthless expense to hire a billboard there.

Figure 40. Advertising billboard about Atracciones Mediterráneo



Source: Own elaboration

The figure 41 shows the billboard rates:

Figure 41. Billboard rates

¡nuevo! MINICIRCUITOS DE VALLAS PUBLICITARIAS 8x3 metros *		
	14 días	28 días
5 vallas publicitarias	2.050 €	2.980 €
10 vallas publicitarias	3.450 €	5.300 €
15 vallas publicitarias	4.660 €	7.140 €
20 vallas publicitarias	5.800 €	8.930 €
25 vallas publicitarias	6.950 €	10.600 €
30 vallas publicitarias	8.100 €	12.280 €
35 vallas publicitarias	9.250 €	13.950 €
40 vallas publicitarias	10.400 €	15.600 €
50 vallas publicitarias (1)	12.700 €	19.150 €
60 vallas publicitarias (1)	15.000 €	22.700 €
70 vallas publicitarias (2)	17.250 €	24.800 €
80 vallas publicitarias (2)	19.500 €	26.900 €

Minicircuitos "TODO INCLUIDO" (alquiler vallas publicitarias + impresión + montaje)
 Vallas disponibles en toda España: Madrid, Barcelona, Valencia, Sevilla, Zaragoza, Málaga, Alicante, Córdoba, Vigo, Valladolid, Granada...
 Con la posibilidad de distribuir las vallas entre varias provincias, sin coste adicional.

Impresión de la cartelería incluida en el precio. IVA no incluido.
 (1) Circuitos locales de 50 y 60 vallas publicitarias disponibles únicamente en Madrid, Barcelona, Valencia, Sevilla, Málaga, Zaragoza y Alicante
 (2) Circuitos locales de 70 y 80 vallas publicitarias disponibles únicamente en Madrid, Barcelona, Valencia, Sevilla y Málaga

Source: Oblicua

Action 10: Create an account on the social networks Facebook and Instagram

Objectives to which it contributes:

1. Attract a new segment of consumers in 1 year: on-line buyers.
3. Establish a stable relationship with online users.
4. Ensure that 90% of customers are satisfied.
6. Increase the sales in a 20% by the end of 2018.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

Implementation period: 1 week

Budget: 0€

Due to the great importance of the Internet and social networks in recent years, having in account any of them is practically an essential strategy if the company wants to make itself known.

By creating a social profile on Facebook and Instagram the company can reach people who otherwise would never have reached. In addition, having a growing number of followers, as well as "I like" in the publications increases the notoriety of the company doing the function of free publicity.

Clarify that the main reason for creating an account on both Facebook and Instagram is by the different segments of people that each cover. There are people who prefer one social network to another for whatever reasons, so the only way to embrace them all is by creating an account on both sides.

The ultimate goal is to get a new segment of customers, people active on the Internet and continually bring them the main novelties of the company so that sales do not undermine.

Action 11: Post new publications in social media almost every day

Objectives to which it contributes:

1. Attract a new segment of consumers in 1 year: on-line buyers
3. Establish a stable relationship with online users
6. Increase the sales in a 20% by the end of 2018.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years

Implementation period: 1 week

Budget: 0€

Once AM has already created its own profile on Facebook and Instagram, it will start uploading photographs and publications almost daily if it is set up at a fair to remind users that they can go see them. For this, they will always leave information about their current location, as well as days and opening hours, prices and offers available at that moment. The company will also use social networks to spread the possibility of conducting its survey and show users their attractions, customer photos, etc.

All this seeks to attract more customers, especially since most of them do not know what route the company follows after dismantling in their respective villages. In this way, there may be people who want to go to see them in other towns if they find out about it through social networks. In addition, the company seeks to capture another segment of customers: people who spend a lot of time on the Internet and who are not afraid to buy on-line.

Action 12: Realize an advertising campaign in Facebook

Objectives to which it contributes:

1. Attract a new segment of consumers in 1 year: on-line buyers.
3. Establish a stable relationship with online users.
5. Create a solid corporate image in 2 years
6. Increase the sales in a 20% by the end of 2018.
7. Increase total revenues by 15% over the next two years.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years

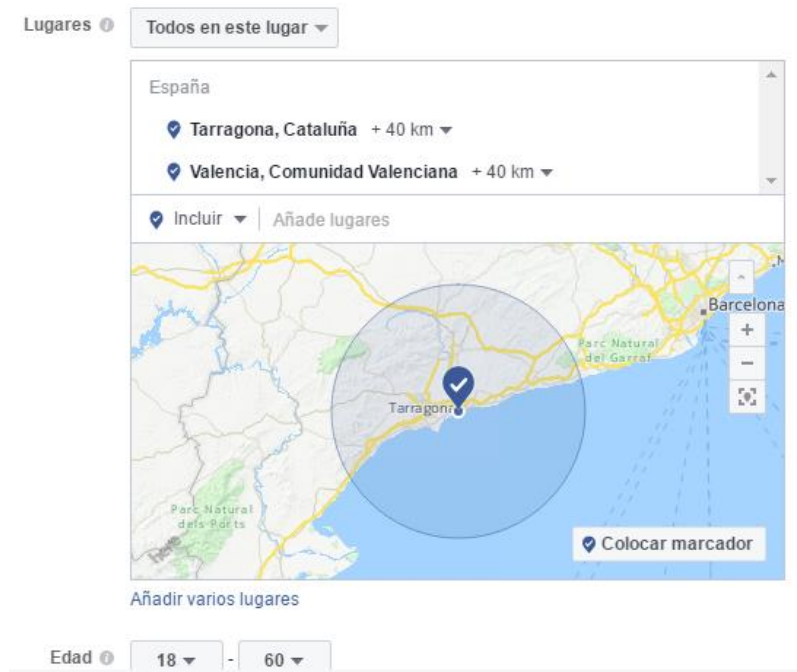
Implementation period: 2 – 3 weeks

Budget: 1200€

After creating a Facebook account, the company could launch an advertising campaign through this platform because its cost is quite economic and allows making a detailed segmentation reaching the public that really interests.

For example, AM should segment by zones (Figure 42) to reach only the population of Tarragona and Valencia and not to all of Spain since people do not usually travel many kilometres to go to an amusement fair.

Figure 42. Facebook's segmentation system by zones



Source: Own elaboration. Data: Facebook

To further segment and reach people who may really be interested in AM, there can be specified what features must have the Facebook users so that the advertisement of the company appears only to them and not waste money thus announcing to people who will not make any case to this advertisement such as adults without children (Figure 43):

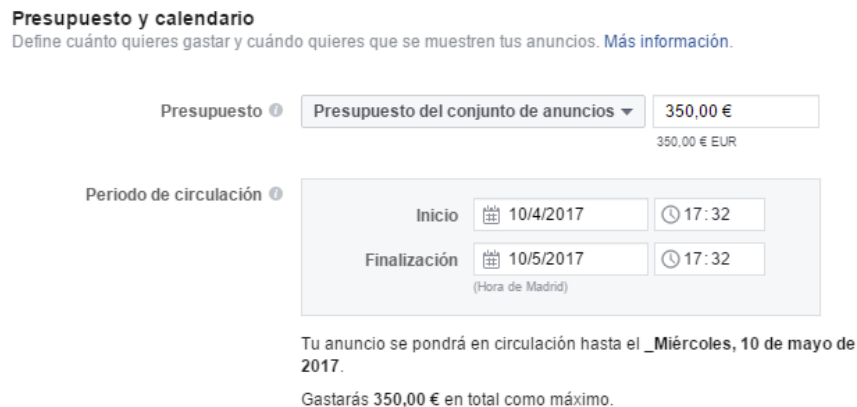
Figure 43. Facebook's segmentation system by user's features



Source: Own elaboration. Data: Facebook

Furthermore, the platform lets you choose which days you want to advertise the company and the budget you want to invest (Figure 44), making it possible to detail a specific daily budget as it could be 5 € / day.

Figure 44. Custom budget for Facebook advertising



Source: Own elaboration. Data: Facebook

All the details shown in the images above are an example of how AM could set up its Facebook marketing campaign. Because, thanks to the great flexibility of this system, the company could change and adapt the campaign for each different fair in which it is, changing the places where it wants to be seen as well as the days and even the characteristics of the people.

Action 13: Create a web page

Objectives to which it contributes:

1. Attract a new segment of consumers in 1 year: on-line buyers.
3. Establish a stable relationship with online users.
6. Increase the sales in a 20% by the end of 2018.
7. Increase total revenues by 15% over the next two years.
8. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.

Implementation period: 6 months

Budget: 2000€ - 3000€

Creating a social profile on Facebook and Instagram is a good tool for transmitting information, but maybe it gets somewhat incomplete if all the effort to transmit that information does not impact in online incomes. Creating a web page where AM can sell its tickets and bonds and use social networks to redirect network users to the website would be a good way to take advantage of them.

Therefore, we could say that both platforms complement each other perfectly because the web page would probably receive fewer visits if there were no publications on the social networks that encourage them to visit. And, on the other hand, social networks would increase the sale of tickets in the physical lockers, but would not produce the sale of products online without the website.

The sale of tickets online would not require the sending of letters or packages to the customer's home since instead a digital ticket with a specific code would be sent to the customer's email or mobile phone, depending on his preferences. The client will display this code in the lockers and the employee will check in his computer's or mobile's database to verify that this code is valid and has not been used yet.

Finally, it should be noted that the main objective of the website as well as the social networks, is to increase sales and income by attracting a new segment of customers: Internet users willing to buy on-line.

Action 14: Realize on-line surveys every six months

Objectives to which it contributes:

3. Establish a stable relationship with online users.
4. Ensure that 90% of customers are satisfied.

Implementation period: 1 month

Budget: 0€

Conducting an online survey asking users questions related to the perceived quality of both the attractions and the service provided by the company will be a way to take advantage of the Facebook profile and the website that AM will create.

The main objective is to find out the opinion of the customers to know what aspects should improve or change the company and which should enhance to get the most out of them. Also, users must fill in some personal information such as place of residence or number of children so that the company can carry out a more detailed study of their clients. In order to avoid boring and / or overwhelming customers, these surveys will be conducted every 6 months.

In the case of Facebook, the company will simply upload a publication with a link that will redirect the user to the survey. On the other hand, on the website there will be a section dedicated to that survey, here is where the Facebook's users will be redirected to. In addition, all those who have subscribed to the newsletters of the AM website, will receive an e-mail when the deadline for conducting the survey would be opened.

Lastly, to ensure the highest possible number of responses, AM will offer once a year a discount of 0.20€ to spend on its attractions to all who complete the survey to the end. This discount will be sent to the respondent's e-mail with a personalized bar code that can only be used once. To prevent it being used more than once, the company will delete from its database those codes that have already been used.

9. TIMELINE

After explaining the actions that the company must carry out to fulfil its objectives, we will make a more detailed analysis through the following table that shows the schedule that AM will have to follow in each action.

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: Buy a new familiar fairground												
Action 2: Hire people who disguise themselves in different characters (...)												
Action 3: Install a photography system during the rides												
Action 4: Install a solar panel												
Action 5: Offer a bonus for their summer fair												
Action 6: Offer special discount for large families												
Action 7: Implement the company logo on all products, tickets, posters and lockers												
Action 8: Implement a work uniform												
Action 9: Launch and advertising campaign through advertising posters												
Action 10: Create an account on the social networks Facebook and Instagram												
Action 11: Post new publications in social media almost every day												
Action 12: Realize an advertising campaign in Facebook												
Action 13: Create a web page												
Action 14: Realize on-line surveys every six months												

10. BUDGET

ACTIONS	REQUIRES	BUDGET
Action 1: Buy a new familiar fairground	1 familiar fairground	200.000€
Action 2: Hire people who disguise themselves in different characters (...)	2 disguises: 600-1.000€	4.000€ - 6.000€
	2 employees: 30€/day each	
Action 3: Install a photography system during the rides	1 camera + photography machine	5.000€
Action 4: Install a solar panel	Solar panel + other material required	3.000€
Action 5: Offer a bonus for their summer fair	Plastic laminating machine + other material = 36€	58€
	Create an informational poster = 22€	
Action 6: Offer special discount for large families	Create an informational poster	21€
Action 7: Implement the company logo on all products, tickets, posters and lockers	Wall stickers + posters	100€
Action 8: Implement a work uniform	3 work t-shirts per employee	150€
Action 9: Launch and advertising campaign through advertising posters	Contract 5 advertising posters for 15 days each	11.000€
Action 10: Create an account on the social networks Facebook and Instagram	Create the accounts	0€
Action 11: Post new publications in social media almost every day	Work on social media posts	0

Atracciones Mediterráneo S.L.

Action 12: Realize an advertising campaign in Facebook	Contract 100 days of advertising in Facebook	1.200€
Action 13: Create a web page	Contract a web designer	2.000€ – 3.000€
Action 14: Realize on-line surveys every six months	Elaborate a survey	0€

TOTAL BUDGET: 229.529€

11. CONTROL

Objectives	Measuring frequency	Control method
1. Attract new customer segments in 1 year: on-line buyers and eco-friendly people.	Quarterly	Analyse the sales made through the website. Compare current sales made at the box office with last year's sales
2. Establish a stable relationship with online users in a year.	Monthly	Recount the number of comments, "likes" and new followers
3. Ensure that 90% of customers are satisfied in a year.	Biannual	Analyse the results of surveys realized every 6 months
4. Create a solid corporate image in 2 years.	Biannual	Observe how the responses related to the company's reputation in the survey evolve
5. Increase the sale of tickets in a 20% by the end of 2018.	Four-monthly	Review the sales figure compared to the previous year
6. Increase total revenues by 15% over the next two years.	Biannual	Review the total incomes compared to the previous year
7. Increase the total benefits of Atracciones Mediterráneo by 15% over a period of 2-3 years.	Biannual	Review the annual results compared to the previous year

12. INDEX WITH FIGURES, TABLES AND GRAPHS

Figures

Figure 1. Organizational Chart of Atracciones Mediterráneo.....	7
Figure 2 and 3. Industrial warehouse of Atracciones Mediterráneo.....	7
Figure 4. "The Hulk".....	8
Figure 5. "Babylandia".....	8
Figure 6. "Flying chairs".....	9
Figure 7. "Trampoline".....	9
Figure 8. Inflatable castle "Sponge Bob".....	10
Figure 9. Inflatable castle "The Simpsons".....	10
Figure 10. Recreational machines "Hockey".....	11
Figure 11. Recreational machines.....	11
Figure 12. Scale of tangibility of AM.....	13
Figure 13. Distribution channel of AM.....	14
Figure 14. Influence of Porter's five forces in Atracciones Mediterráneo.....	32
Figure 15. Levels of competence of AM.....	34
Figure 16. Bañuls Atracciones' Rides Figure.....	35
Figure 17. Miami Infatrac's Rides.....	36
Figure 18. Port Aventura Park's most famous rides.....	37
Figure 19. Port Aventura's services.....	38
Figure 20. Terra Mítica's Rides.....	38
Figure 21. Terra Mítica's Services.....	40
Figure 22. Parque Warner's Rides.....	41
Figure 23. Parque Warner's Services.....	42
Figure 24. SWOT.....	51

Figure 15. Product-Market of Atracciones Mediterráneo.....	56
Figure 26. Positioning Map.....	58
Figure 27. Ansoff's Matrix.....	60
Figure 28. Familiar attraction.....	67
Figure 29. People disguised in Disney characters.....	68
Figure 30. Christmas disguises.....	68
Figure 31 and 32. Automatic photo system and Photo printing machine.....	70
Figure 33. Solar panel.....	71
Figure 34. Informative poster about the summer bonus.....	73
Figure 35. Example of a summer bonus plastic ticket.....	73
Figure 26. Rate for 5 informative posters.....	74
Figure 37. Laminating machine price.....	74
Figure 38. Informative poster about the discount for large families.....	75
Figure 39. Work uniform for AM.....	77
Figure 40. Advertising billboard about Atracciones Mediterráneo.....	79
Figure 41. Billboard rates.....	79
Figure 32. Facebook's segmentation system by zones.....	82
Figure 43. Facebook's segmentation system by user's features.....	83
Figure 44. Custom budget for Facebook advertising.....	83
<u>Tables</u>	
Table 1. Financial profile of AM. Year 2016.....	12
Table 2. List of prices of AM.....	14
Table 3. Prices of Port Aventura Park.....	37
Table 4. Terra Mítica's prices.....	40
Table 5. Parque Warner's Prices.....	42

Table 6. Table competition summary.....	44
Table 7. Summary action plans.....	62
<u>Graphs</u>	
Graph 1. Evolution of VAT rate in Spain.....	17
Graph 2. Evolution of unemployment in Spain.....	18
Graph 3. Evolution of GDP in Spain.....	18
Graph 4. Evolution of CPI in Spain.....	19
Graph 5. Evolution of the number of children per woman in Spain.....	20
Graph 6. Population pyramid of Spain.....	21
Graph 7. Evolution of external migration in Spain.....	22
Graph 8. Evolution of the use of ICT in people aged 16-74.....	23
Graph 9. Percentage of Spaniards who care about environmental issues.....	24
Graph 10. Influence of macro-environment in Atracciones Mediterráneo.....	29
Graph 11. Turnover of "Artistic, recreational and entertainment activities" in millions of €. Year 2014.....	47
Graph 12. Distribution of the turnover by size of the company in the sector "Sports, recreation and entertainment activities". Year 2014.....	48
Graph 13. Profile of people who go to the fair and amusement parks.....	48
Graph 14. Evolution of spending on leisure and culture and average expenditure per person. Year 2014.....	49
Graph 15. Average expenditure per autonomous community and person. Year 2014.....	50

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15. ANNEXES

Document 1: Balance Sheet of Atracciones Mediterráneo S.L.

Balance de Situación

Empresa	00290 - ATRACCIONES MEDITERRANEO, S.L.	Página	1
Observaciones		Fecha listado	21/03/2017
		Periodo	De Enero a Diciembre
ACTIVO		2016	
A) ACTIVO NO CORRIENTE		170.893,20	
II. Inmovilizado material		170.893,20	
210	TERRENOS Y BIENES NATURALES	17.699,01	
211	CONSTRUCCIONES	75.600,99	
213	MAQUINARIA	52.098,39	
218	ELEMENTOS DE TRANSPORTE	30.968,19	
219	OTRO INMOVILIZADO MATERIAL	1.300,00	
281	AMORTIZACIÓN ACUMULADA DEL IN	-7.573,38	
B) ACTIVO CORRIENTE		67.845,54	
I. Existencias		35.000,00	
350	PRODUCTOS TERMINADOS A	35.000,00	
II. Deudores comerciales y otras cuentas a cob.		21.172,30	
1. Clientes ventas y prestación de servicios		11.217,65	
b) Ctas.ventas y prestación servicios CP		11.217,65	
430	CLIENTES	11.217,65	
3. Otros deudores		9.954,65	
460	ANTICIPOS DE REMUNERACIONES	189,71	
470	HACIENDA PÚBLICA, DEUDORA POR	7.738,77	
472	HACIENDA PÚBLICA, IVA SOPORTA	1.965,53	
473	HACIENDA PÚBLICA, RETENCIONES	70,54	
IV. Inversiones financieras a corto plazo		-6.050,00	
560	FIANZAS CONSTITUIDAS A CORTO	-6.050,00	
VI. Efectivo y otros activos líquidos equival.		17.723,24	
570	CAJA, EUROS	-83.378,58	
572	BANCOS E INSTITUCIONES DE CRÉ	101.101,82	
TOTAL ACTIVO		238.738,74	

Balance de Situación

Empresa	00290 - ATRACCIONES MEDITERRANEO, S.L.	Página	2
Observaciones		Fecha listado	21/03/2017
		Periodo	De Enero a Diciembre

PASIVO		2016
A) PATRIMONIO NETO		-4.943,54
A.1) Fondos propios		-4.943,54
I. Capital		20.000,00
1. Capital escriturado		20.000,00
100 CAPITAL SOCIAL		20.000,00
V. Resultados de ejercicios anteriores		-13.646,98
120 REMANENTE		4.194,91
121 RESULTADOS NEGATIVOS DE EJERC		-17.841,89
VII. Resultado del ejercicio		-11.296,56
B) PASIVO NO CORRIENTE		91.883,90
II. Deudas a largo plazo		91.883,90
1. Deudas con entidades de crédito		76.302,45
170 DEUDAS A LARGO PLAZO CON ENTI		76.302,45
3. Otras deudas a largo plazo		15.581,45
173 PROVEEDORES DE INMOVILIZADO A		15.581,45
C) PASIVO CORRIENTE		151.798,38
II. Deudas a corto plazo		100.262,33
3. Otras deudas a corto plazo		100.262,33
190 ACCIONES O PARTICIPACIONES EM		-50,00
551 CUENTA CORRIENTE CON SOCIOS Y		107.579,95
552 PARTIDAS PENDIENTES DE APLICA		-7.257,62
IV. Acreedores comerc. y otras cuentas a pagar		51.536,05
1. Proveedores		12.842,51
b) Proveedores a corto plazo		12.842,51
400 PROVEEDORES		12.842,51
2. Otros acreedores		38.693,54
410 ACREEDORES POR PRESTACIONES D		19.287,96
462 REMUNERACIONES PENDIENTES DE		6.597,37
475 HABIENDA PÚBLICA, ACREEDORA P		6.095,08
476 ORGANISMOS DE LA SEGURIDAD SO		1.849,74
477 HABIENDA PÚBLICA, IVA REPERCU		2.863,39

Balance de Situación

Empresa	00290 - ATRACCIONES MEDITERRANEO, S.L.	Página	3
Observaciones		Fecha listado	21/02/2017
		Período	De Enero a Diciembre
PASIVO		2016	
TOTAL PATRIMONIO NETO Y PASIVO		238.738,74	

Document 2: Profit and Loss Account of Atracciones Mediterráneo S.L.

Cuenta de Pérdidas y Ganancias

Empresa	00290 - ATRACCIONES MEDITERRANEO, S.L.	Página	1
Observaciones		Fecha listado	21/02/2017
		Período	De Enero a Diciembre
		2016	
1. Importe neto de la cifra de negocios		100.025,97	
4. Aprovisionamientos		-22.333,59	
6. Gastos de personal		-49.978,24	
7. Otros gastos de explotación		-35.991,72	
A) RESULTADO DE EXPLOTACIÓN		-8.277,58	
14. Ingresos financieros		9,28	
b) Otros ingresos financieros		9,28	
15. Gastos financieros		-3.028,26	
B) RESULTADO FINANCIERO		-3.018,98	
C) RESULTADO ANTES DE IMPUESTOS		-11.296,56	
D) RESULTADO DEL EJERCICIO		-11.296,56	

Document 3: Certificate approved by an engineer that allows to mount and launch the attractions

CERTIFICADO DE MONTAJE

D. MARTÍN PEDRO SABARIEGO SUÁREZ, Ingeniero Técnico Industrial, colegiado nº 5.161, con domicilio en c/ Salvador Torrent, nº 2, Xirivella (Valencia).



Elementos revisados: Atracciones FERIALES emplazadas en el Recinto Ferial ubicado en zona verde Forat Forat (junto al Antiguo Matadero). Vinarós. Castellón.

Fecha: 15 de Febrero de 2.017

ATRACCIÓN	PROPIETARIO	C.I.F. / D.N.I
Camas Elásticas	Mercedes Carrillo Dolz	18.891.534-R
Globo Hinchable	Mercedes Carrillo Dolz	18.891.534-R
Pista Americana	Mª Consuelo Querol Quiles	18.972.245-M
Pistilla de Motos	Aarón Gordon Querol	73.400.682-T
Pista de coches	Mª Ángeles Artero Pastor	17.717.757-Y
Saltamontes Hulk	Atraccions Mediterráneo S.L.	B-55.601.132
Baby Infantil	Atraccions Mediterráneo S.L.	B-55.601.132
Baby de Cadenas	Atraccions Mediterráneo S.L.	B-55.601.132
Pesca de Patos	Mª Carmen Pérez Morales	73.759.026-G

ELEMENTOS REVISADOS:

- **Uniones de los elementos ensamblables.**
- **Equilibrado.**
- **Conexiones eléctricas:** Cumplimiento del Reglamento Electrotécnico de Baja Tensión (R.D. 842/2.002 del 2 de Agosto) e ITC's correspondientes
- **Elementos mecánicos (si procediera):** Cumplimiento de la Directiva 2006/42/ce del Parlamento Europeo y del Consejo de 17 de mayo de 2006 relativa a las máquinas y por la que se modifica la Directiva 95/16/CE (refundición) de manera orientativa (esta directiva declara excluidos este tipo de aparatos).
- **Cumplimiento de la norma UNE-EN 13814:2006** relativa a Máquinas y Estructuras para Ferias y Parques de Atracciones, de manera orientativa (esta norma no es de obligado cumplimiento).
- **Anclajes y apoyos a suelo:** Carga aproximada sobre el terreno no superior a 1 kgs./cm²

Documento visado electrónicamente con número: VAD1630/17
Código de validación: 842202084151. Compruebe en: <http://www.coitig.com/validacion>

Atracciones Mediterráneo S.L.



**COITIG
VALENCIA**



Autoritat de Certificació
de la Comunitat Valenciana

Validada per el Conveni entre COITIG de València y Generalitat Valenciana sobre firma electrònica enatzada de fecha 10 de Enero de 2005 y publicado en el Diario oficial de la Generalitat Valenciana el 5/08 de 18 de Mayo de 2005.
Confirma el Real Decreto Ley 147/2001 de 17 de Septiembre sobre firma electrónica y la Directiva 1999/93/CE del Parlamento Europeo y del Consejo de 13 de Diciembre de 1999 sobre firma electrónica en la Unión Europea.
Autoridad de Certificación de la Generalitat Valenciana: www.cer.es Teléfono: 902-492-491



RESUMEN DE FIRMAS DEL DOCUMENTO

COLEGIADO1

MARTIN PEDRO|
SABARIEGO|SUAREZ

Firmado digitalmente por MARTIN PEDRO|SABARIEGO|SUAREZ
Nombre de reconocimiento (DN): cn=MARTIN PEDRO|
SABARIEGO|SUAREZ, serialNumber=11063713T,
givenName=MARTIN PEDRO, sn=SABARIEGO SUAREZ,
ou=Ciudadanos, o=ACCV, c=ES
Fecha: 2017.02.15 14:14:26 +0100

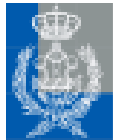
COLEGIADO2

sin firma

COLEGIADO3

sin firma

COLEGIO



Visado VA01630H17, Fecha: 16/02/2017
COITIG VALENCIA

COLEGIADO1 DE MARTIN PEDRO|SABARIEGO|SUAREZ
FIRMA ELECTRÓNICA

COLEGIO

sin firma

OTROS

sin firma

OTROS

sin firma

Documento visado al electrónicamente con número: VA01630H17
Codigo de validación de firma: 02160304040100. Descripción: http://www.cer.es/validacion/validacion.aspx?ID=02160304040100

