



Facultat de Ciències Jurídiques  
i Econòmiques · **FCJE**

## **MARKETING PLAN OF INSTATEC BENICARLÓ.**

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## 1- EXECUTIVE SUMMARY

The company chosen to do the final degree project has been Instatec Benicarló, in this project a marketing plan and a comprehensive analysis of both the external scope and the internal scope of the company has been carried out.

Instatec was established in 2012 at a time of deep economic instability, but over the years it has been growing and evolving at a slow pace but steadily year-by-year. The company has its facilities in the province of Castellón, specifically in the town of Benicarló. José Rodríguez Escuredo and Francisco Rodríguez Escuredo own Instatec. These two Galician brothers settled 50 years ago in the town. They had an enormous entrepreneurial character, since not only have they been able to open a society in one of the periods of greatest economic and political instability, but they have also generated employment. Nowadays Instatec has two operators and an engineer who is responsible for the management of the company and signs the bulletins of the facilities.

The main activity of the company is the maintenance of technical facilities, the supply of plumbing services, electricity, and integral reforms. Among its main maintenance activities, we can highlight those of firefighting and maintenance of owner communities. In addition, Instatec has established an agreement with the Generali insurance company, which Instatec is partnering to carry out the services of repair in the home insurances in the north of the province of Castellón.

Although it looks like a young society since it was created in 2012, its maximum leader José Rodríguez and his brother Francisco Rodríguez have been in the plumbing, electricity and maintenance of technical facilities for more than 20 years. Offering a comprehensive service to all its customers in which since its inception have prevailed the seriousness, efficiency and quality above all.

## 2-SITUATION ANALYSIS.

### 2.1 Internal analysis.

#### **2.1.1 Presentation of the company.**

The company I chose for my final grade project is Instatec Benicarló. In this project a marketing plan is going to be carried out where a thorough analysis will be done of both the external and internal sphere of the company.

Instatec was created in the year 2012 in a moment of acute economic instability, but as years passed it has grown and evolved slowly but surely year after year. The company has its premises in the province of Castellón in the town of Benicarló. Instatec is the property of José Rodríguez Escudero and Francisco Rodríguez Escudero. They are from Galicia but have been living in this town for more than 50 years and they have a great entrepreneurial spirit, as they not only have been able to start a society in one of the moments of greater political and economic instability, but have also generated employment and today Instatec counts on 2 workers and an engineer, who is the one in charge of the management of the company and signing technical reports of the premises.

The main activity of the association is the maintenance of technical installations, supply of services for plumbing, electricity and comprehensive improvements. Among their main maintenance operations, we could focus on fire-protection and the maintenance of home owners associations. Additionally, Instatec has just concluded an agreement with the insurance company "Generally", according to which Instatec is the repairing company that carries out the repair services in home insurances in the north of the province of Castellón.

Although it may seem a young business because it was created in 2012, its main figure José Rodríguez and his brother Francisco Rodríguez have been working in the industry of plumbing, electricity and technical installations maintenance for more than 20 years. They offer an integral service to all their clients and seriousness, efficiency and quality have prevailed above all since their beginnings.

Instatec is a young but long-established business, it supplies most of its services in the region of Baix Maestrat, in the towns of Benicarló, Peñíscola, Vinaròs, Alcocebre, Alcala de Xivert, etc. However they have also worked in the provinces of Alicante, Aragón and Galicia.

Instatec was created with the aim of being a point of reference in the sector, its steady growth and its working method with trained operators and with qualified personnel in their offices, make this family business an example of reinvention in one of the sectors that were most affected by the economic crisis. The new association with the insurance company “Generally” will bring countless benefits that will later be detailed in the marketing plan. Apart from that, Instatec is trusted by its clients, who are considered one of the most important assets for the company.

### **2.1.2 Mision**

To be a family business with great academic and technical training in the tasks of planning and management of the company and count on trained personnel to carry out the services our clients may require and fully meet their needs with a high quality level and a high degree of cleanliness, which constitute two of the most important premises of our company.

### **2.1.3 Vision**

To continue growing at a steady rate and be able to improve the services we offer day after day and in the near future implement the quality system ISO 9001 in which we are currently working and thus be able to validate the quality of our services with this hallmark, apart from counting on the trust of one of the major insurance companies of the country (Generally) and keep being the official repairing company in the north of Castellón.



## 2.1.4 Resources of the company.

### 2.1.4.1 Human resources

Instatec has a vertical organization chart in which you find the management of the company on top that is done by José Rodríguez Escudero with the position of executive director. This position involves the management and planning of the jobs the company is asked to do. Just one level below in the management we find Héctor Rodríguez, with the position of general director. He is in charge of the administration and management of the services the company offers its clients. Finally, in the lower positions of the chart we find the company's operators who carry out the services they are most qualified for.

Following the organization chart is to be found:

**Figure 1 Organizational chart.**



Source: own elaboration. Data: Instatec enterprises.

#### 2.1.4.2 Financial resources.

Instatec Benicarló is not recognized as an association yet. For this reason Jose Rodríguez is a corporate self-employed worker, so the financial costs for the company creation were at zero cost. Monthly he has to pay for the self-employment fee (275€). Apart from this quantity, the company has an administrator who receives 300€ every three months for the services. Instatec Benicarló has a program of administration management and accountancy (Baseges). For the use of the program license you have to add 310€ per semester. Apart from these expenses, taxes like the VAT, Income Tax, Social security, the operator's salaries and tangible fixed assets to carry out the services have to be taken into account.

**TABLE 1 FINANCIAL PROFILE PERIOD 2018**

EXPENSES	TIME PERIOD	QUANTITY
Self-employment	Monthly	275
Administrator	Quartely	300
Baseges management program.	Biannual	310

Source: own elaboration. Data: Instatec enterprises.

#### 2.1.4.3 Marketing resources.

##### **PRODUCT / SERVICED OFFERED BY THE COMPANY.**

##### **HEATING AND AIR-CONDITIONING.**

Instatec Benicarló is dedicated to the design, construction and maintenance of heating and air-conditioning systems, with the purpose of achieving the necessary comfort in the coldest and hottest times of the year. Additionally, we offer the necessary assessment to find what best meets your needs.

The products and services of heating and air-conditioning the company offers are:

Hot-water heating systems: full installation of hot-water heating with gas or diesel boilers, according to the client's needs.

Heating by means of electric radiators: heating connected to the electrical supply which provides a greater convenience as it doesn't need diesel supply.

Radiant floor: a type of heating through tubing under the floor that distributes the heat through the entire house.

Boiler maintenance.

Air conditioning works and maintenance of buildings: boiler installation and subsequent maintenance of these installations.

## **ELCTRICITY SERVICES.**

Instatec Benicarló works on the design, construction and maintenance of electrical installations. We also design, process and prepare the documents necessary to legalize installations with their supplying company, offering the necessary assessment to find what best suits their needs.

Among the main electricity services that INSTATEC BENICARLO offers, we find:

Installations technical assistance: we carry out projects and installation calculations. We prepare the documents and complete the necessary formalities with the supplying companies for the legalization of their installations.

Energy saving projects: we carry out energy saving projects for apartment blocks, individuals and industry.

Construction of electrical installations: construction or modification of electrical installations in apartment blocks, commercial premises and private homes.

Industrial installations: Installation of high-power cells, private transformation centers, recurrent maintenance contracts, active-reactive compensation systems, etc.

Low-tension works.

Maintenance works in apartment blocks.

## **PLUMBING**

Instatec Benicarló works on the design, construction, maintenance and repair of any plumbing installation, offering the necessary assessment that is most suitable and best meets the needs of our clients.

Among the main plumbing services that Instatec Benicarló has to offer, we find:

-Technical support in installations: We carry out installations projects; we prepare the documents and complete the necessary formalities with the supplying companies for the legalization of their installations.

-Construction of new installations: construction of new plumbing installations, improvements or modifications of any kind of plumbing installations and change of old plumbing installations for new ones.

-Overall installation of bathrooms: we carry out comprehensive or partial improvements of bathroom facilities like changing a bathtub for a shower tray, plumbing and drainage system, wall cladding, etc.

-Rain water and waste-water drainage: design, construction, maintenance and repair of rain water and waste-water installations.

-Installation of conventional and solar energy supported Hot Water Systems: Installation and maintenance of solar collection panels, accumulators, conventional and electrical boilers.

-Treatment and purification of water: Installation and maintenance of inverse osmosis units, water softeners, water chlorination... (Legalization is included).

-Works in apartment blocks: Maintenance of pressure groups, water softeners, watering of gardens, swimming pools, etc. Fault repair, leak detection and stoppage, replacement of drainpipes.

-Installation and maintenance of irrigation: Design, installation and maintenance of drip or sprinkle irrigation for gardens and agriculture.

### **COMPREHENSIVE REFORMS.**

Instatec Benicarló makes partial or comprehensive improvements of your home, second home, commercial premises or apartment blocks, offering the necessary assessment so you get the refurbishment you had imagined.

Among the services of comprehensive improvements that we offer, we can find:

Refurbishment of bathrooms: We carry out comprehensive or partial improvements of bathrooms.

Surface tiling: kitchen, bathroom or surface in general tiling.

Surface flooring: both exterior and interior flooring.

Works in apartment blocks: small improvements and maintenance.

Exterior and interior painting: Painting of exterior and interior surfaces.

Property fencing: New construction of property fencing, repair of existing fences.

## **FIRE PROTECTION.**

works on the construction and maintenance of installations of fire protection, offering the technical assessment and the necessary products to protect your goods in case of fire.

Among the services of fire protection that the company can offer, we highlight:

- Installation and maintenance of firefighting fixtures.
- Installation and maintenance of firefighting equipment.
- Installation and maintenance of automatic suppression hood.
- Installation and maintenance of automatic sprinklers.
- Installation and maintenance of fire and CO2 detection stations.
- Installation and maintenance of fire and CO2 detectors.
- Fireproof material and canal sealing.

## **TELECOMMUNICATIONS.**

Instatec Benicarló works on the design, construction and maintenance of telecommunication installations, offering the necessary assessment to find whatever suits best your needs.

- Technical support in installations: We carry out installations projects and estimates; we prepare the documents and complete the necessary formalities with the supplying companies for the legalization of their installations.
- DDTTV antennas and satellite dishes.
- Door openers and video intercoms.
- Home automation and security installations.
- Works in homeowners communities.

## **FEES.**

The fees for the services of plumbing, electricity, improvements, telecommunications and air-conditioning can be hard to determine as when carrying out the service we have to take into account the size of the installations. We will specify price examples of the most common services we carry out.

### **Air-conditioning.**

#### **(Installation of an air-conditioning unit).**

For this installation we need an air-conditioning unit with heating and cooling functions.

The air-conditioning unit will be that of the brand Mundo Clima MUCR-24-H5 that costs 1,105 euros. We have to add the labor cost of the operators that need around 31 hours for the fitting of the interior, the exterior unit and the different materials. The price of the labor cost is 755 euros. The installation of an air-conditioning unit would have a price for the client of 1,880 euros before taxes

### **Air-conditioning. (Installation of hot-water boiler)**

Work done for the installation of a full boiler with operating and control mechanisms, no burner. Fitting of a boiler of the model PRO 450 for the production of hot-water. For the fitting of the new boiler, the following works need to be done: In the first place, we remove the old boiler and we clean the area where the new unit will be placed. Secondly we change the return re-circulation pump. Finally, we fit the new boiler and make sure everything works properly. Materials and labor cost of the detailed works. 4,425.00€(before taxes).

## **ELECTRICITY.**

### **Low-tension electric installation.**

The price of a low-tension electric installation, labor cost and materials for the setting up: 1,000.00€.

### **Installation of emergency lights in an apartment block.**

The works to be carried out are based on the installation of 9 emergency exits of 150 lumen. These emergency exists will be located in the stairs of the building and in the hall. For that purpose it is necessary to install 2-wire feedings, that will be adapted to the existing installation, they will have to install a mechanism box to locate the differential switch and thermals. The price of this service, the starting up, materials and labor cost is 786.89€(before taxes).

## **PLUMBING.**

### **Substitution of a water pressure pump.**

Substitution of a water pressure pump. For this service we are going to change a horizontal water pressure pump for a vertical one that has less wear and will provide better pressure to the client. The substitution of the pump will amount to 7 hours of labor cost for 175.00€, the vertical pressure pump is ESPA 2 CV and it costs 569.00€.

### **Improvement of drain.**

We have made an improvement in the drains of some flats of an apartment block. The drains correspond to the downspouts. For this type of repair, the time employed by the operators will be that of 20 hours that amount to 500.00€ and the materials used for the improvement will amount to 113.50€.

### **Installation of a water softener and osmosis.**

Installation of a water softener with a volumetric digital programming, multi-function with counter-current regeneration which allows a 50% reduction of salt use, during the wash the water supply is not interrupted.

The installation of an inverse osmosis unit for the production of water for home use will need a compact unit that can fit in small spaces, using nanosilver technology with a high water flow. The unit is equipped with a pressure pump to work at a low pressure. The installation of the unit and the labor cost amount to 1250.00 €(before tax).

## **IMPROVEMENTS AND FULL IMPROVEMENTS.**

### **Downspout substitution in a apartment block.**

In the first place, we check the first floor and uncover the downspout to find out about its condition. Next we prepare the materials to carry out the first repairs. Before we check anything else, we visit the building again to check for damp walls to see if they are a cause of the problem of the general downspout of this block.

Once we start the work, we break the wall to access the downspout until we find the problem, we break the ceiling of the bathroom on the third floor, we remove the fibercement drain and place the new drain and connect the necessary parts. These works have a budget of 816.00€ (tax included).

### **Substitution of bathtub for a shower tray and screen.**

First we remove the existing enameled bathtub, we clean the area where the new shower tray will be placed, we remove the debris and we'll take it to the local waste facility. Then we proceed to place the white shower tray with a size of 200x70 cm with a non-slip slate texture and with a connection to the drainage system. The extra space left by the bathtub will be tiled in white and will be of the same measure as the ones already in the bathroom. Finally, there'll be a sealing of tiles and shower tray and cleaning and organization in the working place.

Installation of shower screen Letsac Niklaw 200. Fixed front screen and hinged door. Fixed size glass and a door of 100x20 cm with a measure of glass and edge of 124cm. Install the screen in the bathroom and check the sealing.

Taking into account material and labor cost in the work done, the improvement of this bathroom has a cost of 1,200.00€ (before tax).

### **Construction of wall.**

One of the last improvements that we have done has been the renovation of a construction wall. For that, the works have been the construction of the same wall exactly the same as the previous one that is 20m long with two edges that are right-angled and 8 supporting pillars with pillar tip finish. The wall will start in the existing wall of the property with wall termination of what is left. Over that we will install lattice lines according to existing samples and on top of it a handrail finish. In the edge of each lattice line there will be steel wire for the perfect connection of the pieces. The fence will be identical to the one there had been previously. Materials and labor cost for carrying out this work is 2,934.00€ (before tax).

## **TELECOMMUNICATIONS.**

### **Installation of video intercoms for apartment block.**

Installation and operationalization of a system of video surveillance that is constituted by two cameras, a monitor and a receiver. The price of the installation and the materials would be that of 220.00€ per apartment. Recently Instatec Benicarló installed a video intercom in an apartment block of our town. We substituted the old video intercom for a new one of the brand Fermax VDS in the 8 floors of the block. The total price of the installation of this video intercom was 1,815.00€(tax included).



### **Installation of an antenna cable for a single-family home.**

For this installation in the first place we will set up the aerial outlet in the desired room, and then the antenna cable goes up the facade to the roof. This cable will be protected against weather conditions by a duct. Once in the roof, the current shunt will be connected to our antenna cable. This cable has a length of 37m. Once it is connected we have to check the signal works perfectly by doing the necessary tests. The price for the labor cost and materials used for the service is 177.00€(before tax).

### **MAINTENANCE AND INSTALLATION OF FIRE PROTECTION.**

In the case of maintenance and installation of fire protection, the prices are more exact, although the price depends on the size of the installation. Following we show a price table of new fire extinguishers, maintenance and fire protection installation with all its components.

First of all, we have to differentiate between types of clients. This is the only time Instatec Benicarló classifies its clients. The reason for it is based on the maintenance of fire protection installations because there are two fares: T1 and T2. T1 fee has a price of 15.00€ before tax for the fire extinguisher revisions and the re-stamp that is done every 5 years and it has a price of 24.00€ before taxes. For T2 fee the price is reduced: 12.50€ before tax for the fire extinguishers revisions and 20.00€ for the re-stamp.

#### **Installation of fire protection**

Following, we proceed to detail the price of a fire protection installation budgeted for one of the companies in Benicarló. Instatec made a detailed budget of a fire proof installation that consisted of: alarm system, FHCs, fire extinguishers and signs now. We will provide a trough detail of each item.

#### **Alarm system.**

The installation will be constituted by 15 speedometers detectors 57 of ultra-thin profile with warning led light 360 degrees visibility, while according to standard UNE ins 54 – 5. The unit price of each detector is 12,96€. Total amount is 194,40€ (before tax).

The installation will have 6 reflective beam detectors of M. Relay output, alarm and failure. It incorporates laser tracer for precise adjustment according to standard 54-2. The price per unit of each detector is 350.89€. The total amount is 2105.34€.

The installation will have a conventional station of 8 control areas of up to 32 detectors per area, metal cabinet, and outputs of 24 VCD and 24 VCD that are resettable with two outputs of supervised programmable sirens that can be timed by areas according

to standard 54-2. The price of the station is 197.98€.

Outdoor siren with red flashing light, 106DB, power consumption 100 mA. The price is 54.60€.

2 sirens conventional indoor light optics of 101DB. Price 35.31€ per unit. Price for both sirens: 70.62€.

The installation will have 9 resettable manual switches with a lid and red led light. The unit price of each switch is 8.51€. The total amount is 76.59€.

All the switches, detectors and sirens will be connected to the fire detection station; the wiring will be done under rigid and semi-rigid pipe with a diameter of 20 and 25mm with clamping claws and assembly accessories. A fireproof hose will be used according to UNE standard 50200. This connection will have a price of 3530.10€.

Price for the station and detection unit 6229.63€.

### **FHCs.**

Supply and installation of water reserve tank for fire protection 12 M3, vertical and with a flat base, size 2,700mm (H) and 2,400mm, installed in surface. Made of glass fiber-reinforced plastic. Designed for water storage in fire protection installations, according UNE 23500 standard. The connection of the tanks to the fire protection group, tube diameter and accessories used in connection of tanks to a group of 3". Material and labor cost of the works done 4,668.00€.

Supply and installation of fire pressure set for 30 M3/H to 57 MCA, constituted by a 20 CV main pump of and a 3 CV jockey pump. Impulse collector, test collector, power connection, assembly accessories and labor cost for the installation of the set amounts to 5536.48€.

Piping installation for supply of water for the fire protection, done in grooved and painted piping of diameter 2" and 1 ½" and with assembly accessories. The use of FHCs is included, labor cost and materials to carry out this work amounts to 8,817.98€.

Installation of 9 equipped fire hydrants, size 650 x 680 x 180 with metal cabinet and hinged door for manual opening. It includes flat hose 45/20. Valve, lance and accessories. Each fire hydrant has a unit price of 143.00€. The total amount is 1,287.00€.

Amount of the complete FHCs installation: 20,309.46€.

## **Fire extinguishers and signage.**

Fire extinguishers and signage.

Placement and installation of 22 multipurpose chemical powder fire extinguishers of efficiency 27A-183B. Unit price 42.00€. Total amount 924.00€.

Placement and installation of 2 CO2 fire extinguishers of 5 kg of efficiency 89B. Unit price 107.00€. Total amount 214.00€.

Installation of 34 signs for fire protection and evacuation, plates and stickers. Unit price 6.50€. Total amount 221.00€.

Amount of the complete fire extinguisher installation: 1.359,00€

## **Apartment block maintenance (fire extinguishers, FHCs, detection system)**

Following we'll talk about the price for the inspection of a fire protection installation in a homeowners association. This association is called Uma Luma homeowners association. It is located in Benicarló. It is one of the biggest residential complexes in town, so the inspection should be done very carefully because in case of fire, many people would be endangered.

First of all the apartment block is divided into the different parts where fire extinguishers or detection systems are necessary. In Instatec Benicarló we divide each part of the residential complex with a different roadmap.

We will start in the big parking garage. This parking has fire extinguishers, FHCs and a detection station. For the fire extinguishers in this revision we'll distinguish between re-stamping and normal revision. In this parking lot we find 13 powder extinguishers of 6kg and one extinguisher of CO2 of 2kg. From the 13 powder extinguishers, 11 were re-stamped and that had a cost of 16.32€ per unit and a total of 179.52€. For the other two powder extinguishers the price was 7.00€ per extinguisher and a total of 14.00€. The CO2 extinguisher is re-stamped and the price is 16.32€. The price of FHCs re-stamping is 35.00€ per unit and a total of 245.00€. Finally, the revision of the fire detection station is 50.00€. So the revision of the big parking garage has a cost for the association of 504.32€ (before tax).

Secondly, we'll analyze the apartment blocks where people live. Instatec Benicarló divides them per streets, as Uma Luma overlooks several streets. The first one of them

is Valencia Street where we find 9 powder fire extinguishers of 6 kilos. 8 of those are re-stamped and only one is revised. The 9 re-stamped fire extinguishers have a unit price of 16.32€, so the total is 130.56€. The revised fire extinguisher is 7.00€. The second street is Ausias March. In this apartment block we find 12 fire extinguishers, 10 of which are 6kg powder ones and the other two are 2kg CO2. The 10 powder fire extinguishers are re-stamped for 16.32€ unit and a total of 163.20€, whereas one of the CO2 fire extinguishers is revised for 7.00€ and the other is re-stamped for 16.32€. Finally, the last apartment block is located in Papa Luna Ave. In this apartment block we find 8 fire extinguishers: 7 of them powder extinguishers 6kg and the other CO2 2kg. The 8 extinguishers are re-stamped with a price per unit of 16.32€ and a total of 130.56€. Therefore the revisions and re-stamping of the apartment block cost a total of 454.64€ (before tax).

Finally, we'll see what the cost of maintenance is of the small parking garage of the complex. This parking has 5 fire extinguishers: 4 of those are powder 6kg and the other CO2 2kg. The parking garage also has a fire detection station. The 5 extinguishers are re-stamped for 16.32€ per unit and a total of 112.28€ and finally the maintenance of the station is 50.00€. The total price for the maintenance of the small parking garage is 162.28€.

The company offers a discount to this residential complex for the re-stamping and revision because of the high quantity of fire extinguishers. If the complex didn't have a 20% discount for re-stamping and 53.35% in the price of revisions, the final price would substantially increase. So for each revision they pay 15.00€ and for each re-stamping 20.40€.

### **Company's maintenance (fire extinguishers, FHCs, detection station fire, fighting equipment).**

Instatec Benicarló is lucky to have one of the most important agricultural cooperatives in the Valencian Community as a client. Instatec is in charge of the maintenance of the fire protection installation of San Isidro agricultural cooperative that is better known as Benihort. This cooperative got a prize for the most important company in the Valencian Community in 2006. The maintenance of this company is one of our biggest assets.

Just like it happens with apartment blocks, Instatec distinguishes the different areas of the cooperative and has different road maps for each one of its parts.

First we are going to start in the petrol station. The first part of the cooperative has 5 fire extinguishers. 3 powder 6kg, 1 CO2 5kg and a 50kg powder fire extinguisher. The three powder ones have an annual revision for a unit price of 5.50€ and a total of 16.50€, whereas the CO2 has a price of 5.50€. The 50 kg powder fire extinguisher is re-stamped for 102.00€. The total amount of the revision of the petrol station is 124.00€ ( before tax).

Secondly, we'll go on to the seedling. This section has two powder fire extinguishers 6kg that get an annual revision for 5.50€ per unit and a total cost of 11.00€ (before tax).

Then we'll go to the supply section, where the farmers buy soil products. In this section there are 18 fire extinguishers. 3 powder fire extinguishers, 9 powder 9kg, 4 CO2 5kg, 1 powder 25kg, 1 powder 50kg and 5 FHCs. All these fire extinguishers get an annual revision. The unit price of the 9kg extinguishers is 5.50€, and the same price for 6kg and CO2 5kg. The price changes for the 25kg fire extinguisher that costs 6.70€ and the 50kg is 7.50€. The maintenance of FHCs has a unit price of 7.30€. The total cost of the maintenance of the supply section is 138.70€.

In the fourth place we find the section of fruit and vegetables where they are processed: one of the most important sections of the company. We have 26 fire extinguishers and 12 FHCs in this section. 21 powder 6kg for a unit price of 5.50€, 3 CO2 5kg with a unit price of 5.50€ and 2 CO2 2kg with a price unit of 5.50€. FHCs have a unit price of 7.30€. The total cost of the maintenance of the section of fruit and vegetables is 230.00€.

Finally we find the citrus section of Benihort cooperative in Benicarló. It has 44 fire extinguishers, 15 FHCs, 1 pressure set and a fire detection central. In this case we have revision and re-stamping, both for fire extinguishers and for FHCs. We have 21 powder 6kg. 13 of them have a revision and a unit price of 5.50€, the other 8 extinguishers are re-stamped for a unit price of 20.40€, 11 CO2 5kg:10 of them get an annual revision for 5.50€ and the other is re-stamped for 25.00€, 7 powder extinguishers 9kg that get a revision with a unit price of 5.50€, 2 25kg extinguishers that get an annual revision at a price of 6.70€ per unit, 3 CO2 extinguishers 2kg that get a revision with a unit price of 5.50€. In the case of FHCs they have 14 hoses that require an annual revision with a unit price of 7.30€ and the remaining hose is re-stamped for 20.41€. Finally we have the maintenance of the pressure set that costs 67.50€ annually whereas maintenance of the fire detection central costs 152.50€ annually. The total price of the maintenance of the citrus section is 725.70€.

For this company Instatec offers a discount in the re-stamping and the fire extinguishers revision because of the high number of extinguishers. That's why if they didn't have a 20% discount in the re-stamping of fire extinguishers and 53.35% in the price of revisions, the final price would substantially increase. So for each revision they pay 15.00€ and for each re-stamping of fire extinguisher 20.40€.

#### **Maintenance of single-family home (fire extinguishers).**

Finally, we'll comment on the price for a private house where the client asks for our services in order to protect their house from fire. In this case we chose one of the clients that we've had from the beginning of our activity. He has a normal house in the town of Benicarló and a powder fire extinguisher of 6kg and a CO2 fire extinguisher of 2 kg. Both extinguishers get an annual revision with a unit price of 12.50€. In total the revision would have a cost of 25.00€ (before tax).

## DISTRIBUTION.

Instatec Benicarló has two types of distribution channels depending on the type of service that has to be offered. For the orders of the clients of the company, Instatec uses a direct channel in which the company provides the service directly to the client with no intermediaries.

**Figure 2 Distribution channel Instatec.**



Source: own elaboration.

In the case of the service we provide through Generali insurance company, we use a short distribution channel. The client calls Generali in the first place to ask for a repairman and Generali contacts the company. Once we've received notification, we carry out the service up to the end, but we have to have daily contact with Generali to keep them informed of the services we're providing.

**Figure 3 Distribution channel Generali Instatec**



Source: Own elaboration.

## COMMUNICATION.

Instatec dedicates a short percentage to this part. We can only highlight the merchandising that is gifted to their clients at given times like calendars, pens, the serigraph of the operator's clothes and their cars.

The company doesn't have any profile in any of the social networks like Facebook, Twitter or Instagram.

Instatec doesn't currently have a web page, but this is another of the projects that we want to develop.

One of our most important communication tools is word of mouth, a good finish and the quality in our services.

## 2.2 External analysis.

### **2.2.1 Analysis of the general environment (PESTEL ANALYSIS)**

#### 2.2.1.1 Political factors.

Spain is a parliamentary monarchy that is currently governed by the center-right party Partido Popular (PP) although this party doesn't govern with absolute majority. They had to reach agreements with some of the new parties that were created in the last years like Ciudadanos and a slightly strange alliance with Partido Socialista Obrero Español. The new political scene is going to create many problems as they'll need to reach multiple agreements to pass each one of the laws or budgets to be approved. It's the first time Spain has faced such a situation, a new situation that could make the PP sooner or later have to think about a third election in less than 3 years. During the last years contractionary policies carried out by Partido Popular could lift the country out of the economic slump we were at, but with the new political scene in the country, the new reforms have been strongly criticized by the two parties that together with PP constitute the government. The foreseen stability and the predicted growth by the policies carried out in the last term can be hindered by more centralist policies in the case of Ciudadanos and more social in the case of the socialists.

Partido Popular came to power after winning the elections in 2011 by absolute majority, then in 2016 they had to reach an agreement with the two political parties mentioned before. Their attempt to get Spain out of the crisis by means of contractionary policies, the repeated cases of corruption and the proven incompetence



of some leaders or controversial laws are considerably wearing down their public image. This has caused the social disapproval of their policies and the foray of two new political parties that at the moment are key in the future of the political scene. Podemos and Ciudadanos have attracted many people's trust and they have seized power to the two big political parties in Spain.

Another situation that has become one of the main problems for Partido Popular's government is the independence movement of Catalonia. On the 1<sup>st</sup> of October of the year 2017 an illegal referendum was held in which the Catalan parliament asked people to vote to decide if Catalonia should be an independent nation. This referendum was done under the mandate of Junts per Catalunya, Esquerra Republicana and CUP. The result of this illegal referendum supported independence by 90,2%. Catalan people had voted and they wanted to become independent. With this situation the Catalan parliament with Puigdemont, Oriol Junqueras (president of the Generalitat) and Carme Forcadell (president of the Catalan parliament) in charge, drafted and signed the 10<sup>th</sup> of October the unilateral declaration of independence. Against this background the Spanish government had no other option but to implement one of the articles of the Spanish Constitution. The implemented article was 115, and the nation's government would take charge of the Catalan public administrations. When the government was in charge, they asked Catalonia to elect a new government the 21<sup>st</sup> of December 2017. The party with the most votes was Ciudadanos with Inés Arrimades in charge, but as they didn't get absolute majority in the parliament and didn't reach any agreement, the group for independence has joined forces again to create a government. However, a new problem arises for this group as the candidate that was elected to govern Catalonia is Carles Puigdemont who is presently in Belgium and can't come back to Spain because he would be issued an arrest warrant for the crimes committed against Spain in the independence case. Spain is faced with some hard political years like the Catalan conflict and some cases of corruption present today pose important problems that can't be solved short-term.

### 2.2.1.2 Economic factors.

The world economy is already in a positive moment as it is supposed to grow in 2018 by 3.1%. The steady growth of the world economy will be possible largely because of the sustained recovery of investments, trade, manufactures and the development of exporting economies that will receive greater benefits thanks to the increase of prices. Long-term the previsions are not so favorable because the slowdown of potential growth compromises the progress achieved. For the year 2018, advanced economies

expect a moderate growth close to 2.2%. This growth will be largely slowed down when central banks gradually withdraw proposals that were adopted in the crisis and investments stabilize. For emerging economies the economic growth will be higher, it will get to 4.5%, mainly because these countries export and their products will continue recovering.

#### **Asia and the pacific:**

According to all predictions the economy in this region of the planet will decrease by 6.2% in 2018. A reduction of 0.2% with respect to the previous year. This decrease can be explained by large protectionist measures of the countries, geopolitical tensions and unfavorable financial conditions. Meanwhile, Indonesia will keep its economic growth in 2018 of 5.3%, a 2% higher than in 2017.

#### **Europe:**

In this region of the planet the economy is expected to grow with respect to the year 2017, during the year 2018 the economy predicts a growth of 2.9%. The growth depends mainly on exporting economies, increase of rule uncertainty and lower oil prices.

#### **America and Latin America:**

Half the world is watching the USA as it's one of the economic engines of the planet. In 2018 the American giant is expecting a growth that is higher than 2% this year because recession symptoms are not being observed and its economic cycle is at a mature stage. In America they think their protectionist measure and their domestic demand will keep helping their growth. Latin America will also have a growth, although protectionism, tax requirements of the different countries and uncertainty with some rules can hinder the development.

#### **Spain:**

This year, the ones responsible to implement economic policies will have to take into account that they should promote moves that boost growth long term and not use fiscal and monetary instruments to promote growth short-term, as the year 2018 could be according to forecasts the year when economy can work close to its full capacity.

In the new fiscal year that is starting in Spain there are many doubts in the economic area and one of the main ones that could pose more problems to the Spanish economy is the Catalan independence challenge. The worst indicators point out that these

situations can produce a reduction of 30,000 million in the growth of economy in two years

Spain is leaving behind one of the most devastating economic periods that one can remember in our country. Spain has had a growth that is higher than 3% in the last three years and that has been possible even with the emergence in the last years of new political parties like Podemos and Ciudadanos and the uncertainty when forming a government, after two elections in a row, the growing protectionism of countries, the lack of trade and the slow European growth.

Facing this new economic cycle, Spain is reaching growth rates we had before the crisis and currently its growth is on the right track, although the main consequences of crisis are still present in the day to day of Spanish people like the high social inequality, poverty, etc. Apart from these consequences, we have the main institutional crisis of the last 40 years of democracy: the independence process together with the weakness of the Spanish government to reach agreements and create governments made concern alarms go off in Brussels, but it has been proven that after all Spain keeps improving and Brussels has started removing their doubts.

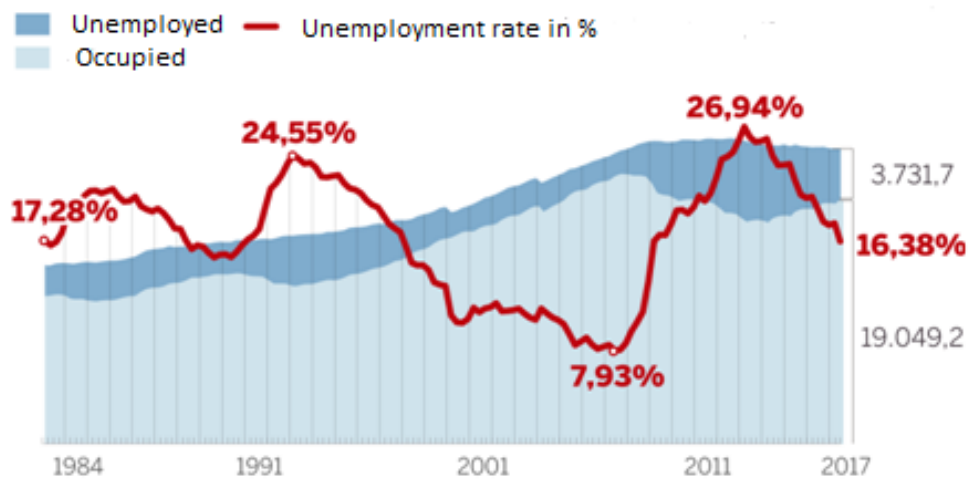
As a positive sign in the economic sphere, Spain has reached the level of gross domestic product previous to the crisis. This level was reached thanks to the tourism industry, as it is becoming one of the main drivers of economic dynamism in the country. Ten years ago it was construction but now tourism calls the shots as in 2017 more than 80 million people visited our country. This sector has given immense joy since the year 2010 as 53 million people visited our country and from that year the number has been growing year after year. But the good news don't only come from the tourism industry, but also from the construction industry as it has been growing during the last 11 terms and currently it has reached levels that are close to those in 2011.

In 2017 the fiscal year ended with a growth of 3.1%. The good year hasn't been hindered by the last events in Spain, like the Catalan conflict, and the government predicts a good economic beginning.

The external sector is one of the reasons why our country has a good recuperation rate however it is not the only cause of the positive data as the consumption data of Spanish people was higher than 100 million. A figure that is close to the one in 2008 with 104.434.700 euros.

Unemployment in Spain in the last years has registered an upturn and the last year finished with hopeful data when the unemployment rate was at 16.38%.

**Graph 1 Evolution of unemployment in Spainn.**



Source: (EPA) Data: (INE)

Source: (EPA) Data: (INE)

For the year 2018 according to estimates carried out by economic forecasts (Cepreda), in the third term the unemployment rate will reach 15%. That could be caused by the summer campaign when hiring increases. But this study also reveals that the year will end with positive unemployment figures of 15.6%. This data is positive and hopeful but still prove that hard work still lies ahead of us.

### 2.2.1.3 Social factors.

#### **Society values.**

The Spanish society is in a situation that hadn't experienced in a long time, the sudden resolution of one of the deepest crisis ever that is still present in many homes.

Society in the last years has avoided carrying out any type of installation or improvement in their homes, premises or industries. This sector has been one of the most affected by crisis and Spanish people dedicated a very small share of their budget to that. For this reason the company has had to innovate and search for new synergies that help it out of a traditional industry that has few means of access. One of the strongest synergies was the agreement with Generali insurance company.

#### **Lifestyles.**

Before the crisis Spanish people had a very high level of consumption that was harshly reduced when the crisis came and they had to reduce the level of use of some products to historic minimums. This period greatly affected our sector, as society dedicated their money to what was strictly necessary, but today society is starting to use our services. Apart from that it was of great help when we partnered with Generali insurance company for whom we repair in all the area of Castellón, because even if we didn't have work from our clients, Generali brought work from their insurees. Society never stopped paying for insurances as they have always tried to protect what matters most to them like their home, life, cars, etc...

#### **Demographic values.**

The Spanish social situation is delicate as the population pyramid shows radical changes because of ageing population. Apart from that, we have the economic poverty factor that is affecting the most after the current economic crisis.

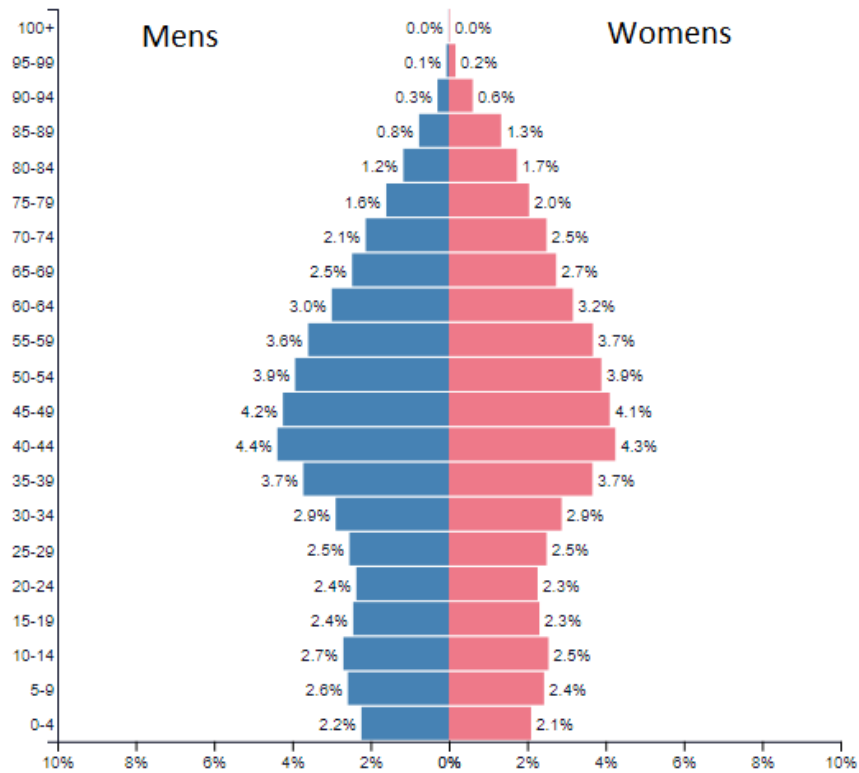
The ageing of population is seen mainly when we know that almost 18 million people are older than 50 years old. This data is not very important in absolute values, but it becomes important when we know it is double the number of people who are 18.

For this reason the population pyramid has a big quantity of people in the middle and it grows towards the top( where the oldest people are) and rests on a fragile base. If we add the low birth rate, it creates an imbalance and a bad future prospect that can also affect the economic sphere.

Graph 2 Population pyramid of Spain.

2018

Poblacion: 46,116,884



Source: Populationpyramid.net.

This social phenomenon is seen mainly in the countries with a higher level of well-being in their policies. So the birth rate is becoming lower because having kids is too high of a cost to manage with the present economic situation. Life expectancy is growing and mortality rate lowering too. With this characteristics we can say it is a problem for governments above all in the pensions aspect, because people will retire when they are 65 and they have some years ahead of them that the government has to finance with pensions. They are not sure for how long they will be able to pay these pensions because there's less people contributing and more people receiving the retirement pension. These two factors are seriously affecting the government as they have to increase their investments in social expenditures to take care of all the population.

The main political parties are starting to consider if with this social situation it is necessary that a person retires when they are 65 if they're still in good physical and psychological condition. That's why they are thinking about raising the retirement age as today these people can still bring great benefits to society with their experience.

#### 2.2.1.4 Technological factors.

Spain has never been a technology power and we've always been considered one of the backward countries in this matter, but in the last years this tendency is changing. Today Spain is among the 5 countries with the highest technology development in Europe, something unthinkable 50 years ago.

The last technology reports in Europe say we are growing. We are not yet at the level of America, which is far ahead of us, but today Europe is investing more than 88,000 million dollars in technology and in the purchase and merging of industries.

Additionally, one has to consider the appearance of many technological cities like Munich, Lisbon, Madrid, Zurich and Copenhagen. We will focus on the Spanish technological environment and more specifically the technology core of Madrid and Barcelona. The capital of Spain has 80,000 professional developers and Barcelona 50,000, and that was the reason why we are in fifth place in technological development.

Our country has also made significant progress in artificial intelligence. Madrid and Barcelona are in a commendable third place after London and Paris. Investment has also increased in the creation of start ups as from the year 2015 our country has received more than 1,000 million which represents almost half of the budget between 2011 and 2014.

Instatec doesn't make great investments in technology, but they have introduced telephone applications for their operators in the last two years. We're talking about the application of Generali insurance company to whom operators have to inform in real time when doing works by means of pictures that they send directly to Generali so the company is at all times informed of the progress of these works. And Instatec has also implemented this system for the works to their clients using WhatsApp.

#### 2.2.1.5 Ecological factors.

Another of the relevant aspects is the ecological factor. Our country is one of the most contaminating European countries. Cities like Madrid and Barcelona have had to activate protocols to stop pollution in their cities. The air quality is one of the most important problems and it causes serious illnesses each year and negative effects to the environment. The main atmospheric pollutants could be: aerosols, sulfur oxides, carbon monoxide, hydrocarbon, nitrous oxides, ozone and the most important and the





## **2.2.2 Analysis of the competitive environment.**

### **Porter´s five competitive power.**

#### **Client´s negotiating power.**

In the market of maintenance and improvement both for private individuals and companies we find a high number of clients as everybody could need the services of a plumber, an electrician, a fire protection technician, etc. at any given time. The services offered by Instatec have had an unfavorable demand in the last years due to the economic crisis suffered in Spain from 2007 to 2016 because many of the companies working in the sector had to close as their clients preferred to save their money and avoid spending it unless it was strictly necessary during these years of economic crisis. From the year 2017 we've seen an improvement in the sector and our orders and works are increasing in number. Therefore we can say that the clients' negotiating power in this type of market is low. Consequently ours is an attractive company with a good potential for benefits. In many cases clients choose companies for their price although they are also starting to care for cleanliness and quality in the works carried out.

#### **Suppliers negotiating power.**

Instatec Benicarló is a family owned business that belongs to José Rodríguez and 100% of their suppliers are Spanish. The company has a long-term relationship with some of their suppliers for reasons of proximity and seniority. We trust them and also have privileges in some of their products. Because of the economic crisis some companies closed and that has also affected us as we lost some of our suppliers. For some of our suppliers is important to have us as clients because we reached an agreement in 2015 with Generali insurance company which is an important source of income that ensures work both for them and suppliers. As a last aspect, for Instatec the way we finish work is one of the most important factors that's why our greatest obsession is the quality of work that is well done. That's why the company is working into getting the quality label ISO-9001 in the year 2018.

### **Risk of new competitors.**

From the moment Instatec started working in the project to obtain the quality label ISO-9001 we have adapted all processes to this label and we follow all the ISO work processes. Aspects like hygiene, information in the works carried out and the quality of services are our greatest strengths. But we have few new competitors.

### **Location.**

This is one of our advantages with respect to new competitors as both the offices and the garage are a property of the family so they don't have monthly payments. However, new competitors that want to enter the market would have to rent premises and that is an expense they should bear. Plus our location is very good as we're not in the center of the city but in the outside so we can park all the company's vehicles.

### **Initial investment.**

One must consider that the capital inflow to work in this sector is a little high as it is necessary to buy great quantities of material and tools, but it is not excessive so any person could enter this market because as we've commented the initial investment is not very high.

### **Scale economies.**

The introduction of new competitors could pose a threat for Instatec, although new competitors should bear in mind that their profit margins will be lower than those of other companies that have been in the sector for a longer time. However, as said before, the sector doesn't have many entrance barriers. Therefore, for fire protection they'll have more difficulties because from the year 2019, the competitors that want to access the market will have to obtain ISO-9001 certificate apart from being registered in the industry of Castellón. The new companies will also have a low volume of sales and a lower recognition and they won't have the competitive prices that suppliers give to longest-living companies.

### **Threat of substitute products.**

To know what we are dealing with in the case of substitute products first we need to know which ones they are that meet our needs but that are different from the usual ones.

## Competitors rivalry.

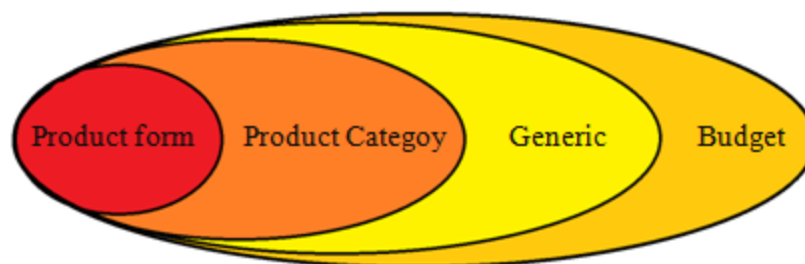
The competition level in this market is very high as there are many companies that offer similar services to Instatec's. With the crisis many companies closed but today new companies dedicated to the sector of maintenance and installations repair have emerged, although not at the same level than in 2007. At that time it was one of the most overcrowded sectors because construction gave a lot of work to this type of companies. Precaution years lie ahead as it is difficult to obtain a foothold.

## 2.3 Analysis of the competition.

### 2.3.1 Levels of the competence.

#### Competition in the sector of fire protection.

Figure 4 Levels of competence of Instatec on fire protection



Source: Own elaboration.

#### Competition in the form of a product.

In the first level of competition we find the most direct competitors of the company. They offer the same services for fire protection and cater the same market as Instatec Benicarló. In Benicarló there are several companies dedicated to the fire protection sector like: Extintores Benicarló, Novatel Digital and Expower. These companies together with Instatec offer fire protection services in our town and surroundings

#### Product category.

In the second level of competition we find those companies that not only offer services that are similar to Instatec's but they offer more. This is the case of Novatel Digital and Instatec because these two companies are not solely dedicated to one range of products, but they diversify their service/product lines and offer more than one service/product in the same company like Novatel Digital that also offers

telecommunications, internet, telephony and security support.

### Generic competition.

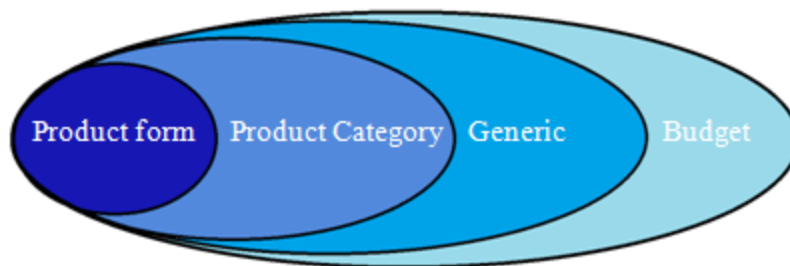
In the third level of competition we find the products that can meet the same needs of the consumer but they are not the same services/products. In this level we find installation companies for electricity, plumbing or comprehensive improvements of Benicarlo like for example: Arcadio Gregorio, Fontanería Inder or Construcciones Cervera.

### Budget

The last level of competition is the client's budget. The client decides among other things how to use the budget he/she has, although in this respect we consider that the person that needs a fire protection installation shouldn't use their budget in anything other than the safety of their home or their own company.

### Competition in the sector of maintenance.

Figure 5 Levels of competence of Instatec in maintenance companies.



Source: Own elaboration.

### Competition in the form of a product.

In this level of competition we find those companies that offer the same products and services, they are directed to the same objective market. This type of companies are abundant because we are located next to one of the most touristic towns of the Valencian coast like Peñíscola. This town welcomes a high number of tourists in summer and many companies offer maintenance services both for private individuals and apartment blocks or hotels. Because of their size and volume, our main competitor is Novasat mantenimiento.

### **Product category.**

In the second level of competition we find the companies that offer the same products/services but they offer some more and consequently can better meet the needs of the client. In some cases, however, the companies that provide a lot of services don't end up giving an effective solution to the services they offer.

### **Generic competition.**

In the third level of competition we find the products that can meet the same needs of the consumer but their services/products don't have to be the same. It is the case of installation companies like furniture companies (Gellida e Hijos) that assemble a piece of furniture, or a computer specialist (MBP Informático) that sets up your computer's system, or Internet service provider (Noucom).

### **Budget.**

In the last level of competition we find the client's budget that can be used the way best suits his/her needs. In the case of clients of the maintenance sector, they can choose among infinite possibilities what to spend their money on. For some people it's not a priority to repair or improve their house, for this reason some of the clients prefer to sometimes spend their money on traveling instead of getting a new bathroom or buying a car instead of installing a new boiler.

#### **2.3.2 Main competence.**

Instatec Benicarló, as said before, is not a company dedicated solely to offering a single service, but they diversify their services portfolio into two main categories. The first of them is installations maintenance of plumbing, electricity, air-conditioning, comprehensive improvements, telecommunications and homeowners associations maintenance. The other category of services is the maintenance and detection of fire protection installations. For this reason we can say our company competes in two different markets and its competition is not only found in a single type of company or market.

We'll differentiate among the companies solely dedicated to fire protection and the companies in charge of installations maintenance.

Focusing on the fire protection companies, in Benicarló we find 4 examples: Novatel digital, Extintores Benicarló and Instatec Benicarló.

## Competitors.

Among the competitors the company has, we'll distinguish between current competitors and potential competitors.

Current competitors are all those companies, specially the ones that are longstanding in the area. Those are dedicated to the construction of fire protection installations and to the installation and maintenance of fire protection equipment.

Potential competitors are all those companies that can carry out their services in our operating range. If we analyze current competitors in our area in more detail, we find the following:

### EXTINTORES BENICARLÓ:



Extintores Benicarló is a company with all the required authorizations for the installation in all forms of fire protection and maintenance. Quality is one of the key factors for the company and the one they watch the most because it brings important benefits concerning their clients and a promising future. Extintores Benicarló is one of the most long-standing ones in town and that's why they have an extensive client portfolio.

For the company, their clients are one of the most important assets of the company. For this reason they say they wouldn't exist without them. Extintores Benicarló tries to adapt prices to each one of the needs of their clients. The company meets all the market requirements as they comply with all the current regulation and all the legal requirements.

The fire protection services they offer are:

- Installation and maintenance of fire extinguishers.
- Installation and maintenance of extinguishers for kitchen hoods.
- Installation and maintenance of fire detection systems.
- Installation and maintenance of monoxide detection systems.
- Independent detectors of smoke and toxic gases.
- Installation and maintenance of FHCs, (fire hoses)
- Installation and maintenance of Fire pump controllers.
- Installation of sprinklers.
- Homologated signage Standard UNE 23.035

Extintores Benicarló is a company that is located in 18, Puig de la Nao street, ground floor. The location is not the best as the street where they're at has a lot of traffic and no space to park. However they have a big warehouse and they have enough room to store their products and carry out the services.

The company has a clear definition of the sectors they work with because they offer their services to industrial companies, private individuals and apartment blocks.

The company's communication is covered with a web page with all the services the company offers, its history and contact information. Additionally, the service vans have a serigraphy of the company with their phone number to be able to ask for their services.



Novatel is a cluster of companies that offer services in different sectors like telecommunications, safety and fire protection. Novatel digital has been active since 1996. In their offices we find great staff constituted by engineers, office clerks, sales representatives and installation technicians that are perfectly trained to carry out the works necessary.

The fire protection services they offer are:

- Implementation of projects of fire protection installations
- Installation and maintenance of fire extinguishers
- Installation of manual systems of fire-fighting by means of water (FHCs, HYDRANTS) together with their corresponding piping and pressure pumping units.
- Installation of automatic systems of fire fighting by means of water (sprinklers) together with their corresponding piping and pressure pumping units.
- Installation and maintenance of fire detection systems.
- Installation and maintenance of monoxide detection systems.
- Extinguishing systems for industrial hoods.
- Dry column systems.

Novatel Digital is located in the industrial area 23, Mercat de Abastos of Benicarló. It is a group of companies that offer services of Telecommunications, Safety and fire protection. Their location is good as it is located in an industrial area where everybody has easy access to their services. The industrial plant of the company has an extension of 1,000 sqm that is equipped to carry out all the necessary work.



The segments to which Novatel Digital addresses their work are industrial enterprises, smaller businesses, companies, hotels, schools and private individuals because their product portfolio includes more than one service.

If we go on to speak about communication, the company has a web page where all the services offered can be checked. There are also different tabs in which if you have any problem with the installations carried out, you can contact the company and they give you a solution. The company also sponsors some of the town's entities and has a Facebook page where they post some of the works carried out.

## EXPOWER



EXPOWER is a family-owned business that is dedicated to the distribution, installation, maintenance and engineering projects of fire-fighting equipment and safety. Their certification in the quality system ISO-9001 is a clear indication that they are doing a good job.

The fire protection services they offer are:

- Installation and maintenance of automatic fire detection systems.
- Installation and maintenance of fire-fighting water supply systems.
- Installation and maintenance of equipped fire hydrant systems.
- Installation and maintenance of dry column systems.
- Installation and maintenance of alarm communication systems.
- Installation and maintenance of gas extinguishing systems.
- Installation and maintenance of water spray extinguishing systems.
- Installation and maintenance of low expansion foam extinguishing systems.
- Installation and maintenance of powder extinguishing systems.

- Installation and maintenance of water sprinklers extinguishing systems.
- Installation and maintenance of outdoor hydrant systems.
- Installation and maintenance of fire alarm manual systems.

The company Expower is located in the extension of Puig de la Nao, 53 in Benicarló. This is where you find the garage where they carry out the different services of repair and maintenance of fire extinguishers.

Expower works with different sectors the same way the other companies don't have an only line of services and products. Expower works with industrial enterprises, apartment blocks, private individuals and small businesses.

Concerning communication Expower has a web page where they explain all the products/services they offer. There, you can also check all the certifications they have. To contact them you can do so through their web page or going to their offices in the extension of Puig de la Nao, 53. Another promotional source they have is the serigraphy of their vehicles as well as merchandising in special dates like Christmas.

The potential competitors are all those already created or to be created companies that enter in our operating range that are dedicated to the construction of installations of fire protection and to the installation and maintenance of fire protection equipment.

These companies are a threat because depending on the client and location, it is very easy that they engage clients on occasion, that's why it is important to create added value to our services.

It is not a matter to really worry about at the moment because this is not predicted to happen on a large scale (it is on occasion, though) because in this area we find very long-established companies that would start an important fight. To reduce this threat Instatec Benicarló is in a constant evolution and for the end of 2018 we'll have the quality certification ISO-9001, which is one of the most important quality certifications.

Concerning the companies for the maintenance of installations, Benicarló has a high number of companies dedicated to this market segment that is included in services. In our town there are more than 30 registered companies and here we also have to include self-employed people. To analyze our competitive environment in this market segment we'll analyze three companies that are dedicated to the installation and maintenance of installations and can provide the same services than Instatec Benicarló that are detailed next:

- Technical support in installations.
- Construction of new installations.
- Rain water and waste-water drainage.
- Installation of conventional and solar energy supported Hot Water Systems.
- Treatment and purification of water.
- Apartment blocks works.
- Installation and maintenance of irrigation.

Additionally, we only chose those have to have a maximum of 6 employees, so they are similar to Instatec Benicarló.

#### Novasat XXI S.L.



First of all we'll analyze the company Novasat XXL S.L. This company works in the service sector and has been active since 1994 in Benicarló and surroundings. The company is registered in the industry registry and is authorized for the installation and maintenance of installations of any kind. Novasat has had more than 20 years of experience in the service sector. The main services the company offers are:

- Industrial machinery design.
- Energy efficiency.
- Electricity.
- Electromechanics.
- Renewable energies.
- Study of reactive power compensation and use.
- Interest-free financing for self-employed people and private individuals.
- Industrial cooling.

- Industrial hydraulics and pneumatics.
- Industrial mechanics.
- Lightning projects and financing.
- Industrial cooling.
- Telecommunications.
- Water treatment, filtration and industrial plumbing.
- Ventilation.

The company is dedicated to a very clear segment because they can carry out installation both for private individuals and industrial enterprises. As they are industry-authorized they have all the necessary documents to carry out the services they offer.

Novasat XXI. Is located in the industrial area mercado de abastos II in the road Benicarló-Calig CS-850, km 2.1, plant 7. The plant covers 700 sqm divided into two industrial plants. This location has a lot of benefits if we compare it to that of some of their competitors' because it is located in an industrial park, plus they have a web page where they can be contacted to ask for any type of service.

Concerning their communication, in the web page mentioned before, clients of Novasat XXI S.L. can very easily see the company's history in any moment, the different business areas they cover, services offered and some projects they have carried out related to industrial cooling and control systems. Finally, in the web page anyone can check their assets and an e-mail for direct contact with the company. Apart from this type of promotion, the company has some advertising panels in some sports associations in town and serigraphy in their vehicles.

## G. Marca.



The following company to be analyzed is Grupo Marca, which is constituted by 4 categories: G.Marca electricity, G.Marca lighting, G.Marca plumbing and G.Marca air-conditioning. Grupo Marca can offer both public and private services. Their main activity is the design, construction and maintenance of installations. The main services offered by Grupo Marca are:

### **G. Marca Plumbing:**

- Installation of transmission and distribution networks.
- Pumping and impulsion stations.
- Network operation.
- Water treatment and waste treatment stations.
- Irrigation; water, farming and environmental recovery projects.

### **G. Marca electricity:**

- overhead and underground lines of LV and MV.
- Transformation centers.
- Emergency services.
- Tension works.
- Preventive and corrective maintenance.
- Networks and installations surveillance.
- Network operations.
- Interconnections.

- Substations.
- Supply service cables.
- Street lighting.
- Indoor and outdoor lighting.
- Automatism and controls.
- Low-tension installations.

**G. Marca air- conditioning:**

- New construction of air-conditioning installations both for industries and private individuals.
- Water coolers.
- Direct expansion systems.
- VRV systems, air handlers (in Spanish, UTA), air treatment and purification.
- Heat enthalpic recuperators.
- In-house production of fiber and sheets metal ducts.

**G. Marca lighting/ solar power:**

Solar power:

- Hot water.
- Conditioning of swimming pools.
- Radiant floor heating.
- Hot water for commercial, tertiary and industrial process use.
- Conditioning with absorption and steam production machines.
- Liquid heating for industrial use.

**Photo-voltaic solar energy:**

- Feasibility studies, assessment, installation and maintenance.

The company has a clear orientation of the segments to which they address as it is focused mainly in the supply of services for private individuals and industrial enterprises. Grupo Marca wants to continue their growth supporting a brand name that is a referent in the sectors they are working with: electricity, water, telecommunications, air-conditioning and solar energy.



G.Marca premises are found in the road of San Mateo, km 2.1-plant 12 in Benicarló, which is very close to the industrial park el Collet in Benicarló. This location is advantageous when storing vehicles and materials to carry out their services.

G.Marca has a web page for their promotion in which we can see their main services, a gallery, the company's location in Benicarló and finally an area where they can contact the company directly. Another source they have for promotion is a Facebook page and then the company sponsors some sporting entities in town and their vans have a serigraphy with the logo and their phone number to request their services.


If we go on to speak about the analysis of companies dedicated to the maintenance of installations of plumbing, electricity, etc, we can conclude that even if we might think they are a threat for the company, the owner José Rodríguez said they're not a direct competition because each one of the companies analyzed have had a very well defined client portfolio for years and Mr.José Rodríguez said they respect each other and there's no unfair competition. For Instatec the best way to attract clients and better business opportunities is thanks to the quality of their work.

2.3.2..1 table competition summary.

TABLE 2 Competition summary fire protection

Competitor	service	Place	Promotion
 <p><b>EXTINTORES</b> <b>BENICARLÓ</b></p>	<ul style="list-style-type: none"> <li>• Installation and maintenance of fire extinguishers.</li> <li>• Installation and maintenance of extinguishers for kitchen hoods.</li> <li>• Installation and maintenance of fire detection systems.</li> <li>• Installation and maintenance of monoxide detection systems.</li> <li>• Independent detectors of smoke and toxic gases.</li> <li>• Installation and maintenance of FHCs, (fire hoses)</li> <li>• Installation and maintenance of Fire pump controllers.</li> <li>• Installation of sprinklers.</li> <li>• Homologated signage standard UNE 23.035</li> </ul>	<p>-18,Puig de la Nau street , 12580 Benicarló, Castelló.</p> <p>-Contact phone: 964474337.</p> <p>Hours:Monday to Saturday 8am-6pm</p>	<p>-Web page.</p> <p>- Serigraphy in vans.</p> <p>-Merchandising (pens, calendars, t-shirts, uniforms...)</p> <p>-Staff uniforms.</p>
 <p><b>NOVATEL</b> telecomunicacions-seguretat-contra incendis</p>	<ul style="list-style-type: none"> <li>• Implementation of projects of fire protection installation</li> <li>• Installation of manual systems of fire-fighting by means of water (FHCs, HYDRANTS)</li> <li>• Installation of automatic systems of fire fighting by means of water (sprinklers)</li> <li>• Installation and maintenance of fire detection systems.</li> <li>• Installation and maintenance of monoxide detection systems.</li> <li>• Extinguishing systems for industrial hoods.</li> <li>• Dry column systems.</li> </ul>	<p>23, Mercat de abastos, Benicarló.</p> <p>-Contact phone: 964462010-902105932.</p> <p>-Hours: Monday to Friday 8:30am to 7:30pm.Saturday: 8:30a.m- 1:30pm</p> <p>- 12,Teodor González St., 43500 Tortosa, Tarragona.</p> <p>-Contact phone: 977442203.</p> <p>- Hours: Mo-Fri. 8:30am to 7:30pm.Saturday: 8:30a.m- 1:30pm</p>	<p>- Web page</p> <p>-Sponsorship of sport entities in tow n.</p> <p>-Facebook page.</p> <p>-TV ad in local TV.</p> <p>-You Tube channel.</p> <p>-Staff uniform.</p>





	<ul style="list-style-type: none"> <li>• Installation and maintenance of automatic fire detection systems.</li> <li>• Installation and maintenance of fire-fighting water supply systems.</li> <li>• Installation and maintenance of equipped fire hydrant systems.</li> <li>• Installation and maintenance of dry column systems.</li> <li>• Installation and maintenance of alarm communication systems.</li> <li>• Installation and maintenance of gas extinguishing systems.</li> <li>• Installation and maintenance of water spray extinguishing systems.</li> <li>• Installation and maintenance of low expansion foam extinguishing systems.</li> <li>• Installation and maintenance of powder extinguishing systems.</li> <li>• Installation and maintenance of water sprinklers extinguishing systems.</li> <li>• Installation and maintenance of outdoor hydrant systems.</li> </ul>	<p>-Extension of Puig de la Nao, 53 in Benicarló.</p> <p>-Contact phone: 964461848.</p> <p>-Hours: Monday to Friday 9am-6pm</p>	<p>-Web page.</p> <p>-Serigraphy in vans.</p> <p>-Merchandising in special dates like Christmas.</p> <p>-Staff uniforms.</p>
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Source: Own elaboration.

2.3.2.1.2 Table competition summary .

**TABLE 3 Competition summary maintenance companies**

Competitor	Service	Place	Promotion
	<ul style="list-style-type: none"> <li>• Automatism.</li> <li>• Air-conditioning.</li> <li>• CNC controls.</li> <li>• Electric and thermal maintenance contracts(within the Regulations for thermal installations in buildings-In Spanish, RITE)</li> <li>• Industrial machinery design.</li> <li>• Energy efficiency.</li> <li>• Electricity.</li> <li>• Electromechanics.</li> <li>• Renewable energies.</li> <li>• Study of reactive power compensation and use.</li> <li>• Interest-free financing for self-employed people and private individuals.</li> <li>• Industrial cooling.</li> </ul>	<p>-Address: Mercado de Abastos II industrial plant, plant 7, Benicarló-Calig road CS-850 km.2.1, 12580 Benicarló, Castelló.</p> <p>-Contact phone : 964 46 05 75</p> <p>-Hours : 8am to 7pm, Monday to Friday.</p>	<ul style="list-style-type: none"> <li>-Web page.</li> <li>-Serigraphy in vehicles.</li> <li>-Collaboration with sporting entities.</li> <li>-Staff uniforms</li> </ul>

	<ul style="list-style-type: none"> <li>• Industrial hydraulics and pneumatics.</li> <li>• Industrial mechanics.</li> <li>• Lightning projects and financing.</li> <li>• Industrial cooling.</li> <li>• Telecommunications</li> <li>• Water treatment, filtration and industrial plumbing.</li> <li>• Ventilation.</li> </ul>		
	<p><b>G.Marca lighting / solar power.</b></p> <ul style="list-style-type: none"> <li>• Hot water.</li> <li>• Conditioning of swimming pools.</li> <li>• Radiant floor heating.</li> <li>• Hot water for commercial, tertiary and industrial process use.</li> <li>• Conditioning with absorption and steam production machines.</li> </ul>	<p>-1, Sant Mateu St. 12580 Benicarló, Castellón.</p> <p>-Hours: Monday to Friday 9am- 6pm</p> <p>-Contact phone: 964 47 09 84</p>	<p>-Web page.</p> <p>_Facebook page.</p> <p>-Collaboration and sponsorship of sporting entities.</p> <p>-Serigraphy in vehicles.</p> <p>-Staff uniforms.</p>

	<ul style="list-style-type: none"> <li>• Liquids heating for industrial use.</li> <li>• Photo-voltaic solar energy:</li> <li>• Feasibility studies, assessment, installation and maintenance.</li> <li>• <b>G.Marca Plumbing:</b></li> <li>• Installation of transmission and distribution networks.</li> <li>• Pumping and impulsion stations.</li> <li>• Network operation.</li> <li>• Water treatment and waste treatment stations.</li> <li>• Irrigation; water, farming and environmental recovery projects.</li> <li>• <b>G.Marca electricity:</b></li> <li>• overhead and underground lines of LV and MV.</li> <li>• Transformation centers.</li> </ul>		
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	<ul style="list-style-type: none"> <li>• Emergency services.</li> <li>• Tension works.</li> <li>• Preventive and corrective maintenance.</li> <li>• Networks and installations surveillance.</li> <li>• Network operations.</li> <li>• Interconnections.</li> <li>• Substations.</li> <li>• Supply service cables.</li> <li>• Street lighting.</li> <li>• Indoor and outdoor lighting.</li> <li>• Automatism and controls.</li> <li>• Low-tension installations.</li> <li>• <b>G.Marca air-conditioning:</b></li> <li>• New construction of air-conditioning installations both for industries and private individuals.</li> <li>• Water coolers.</li> </ul>		
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	<ul style="list-style-type: none"><li>• Direct expansion systems.</li><li>• VRV systems, air handlers (in Spanish, UTA), air treatment and purification.</li><li>• Heat enthalpic recuperators.</li><li>• In-house production of fiber and sheets metal ducts.</li></ul>		
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Source: Own elaboration.

### 2.3.3 Market analysis.

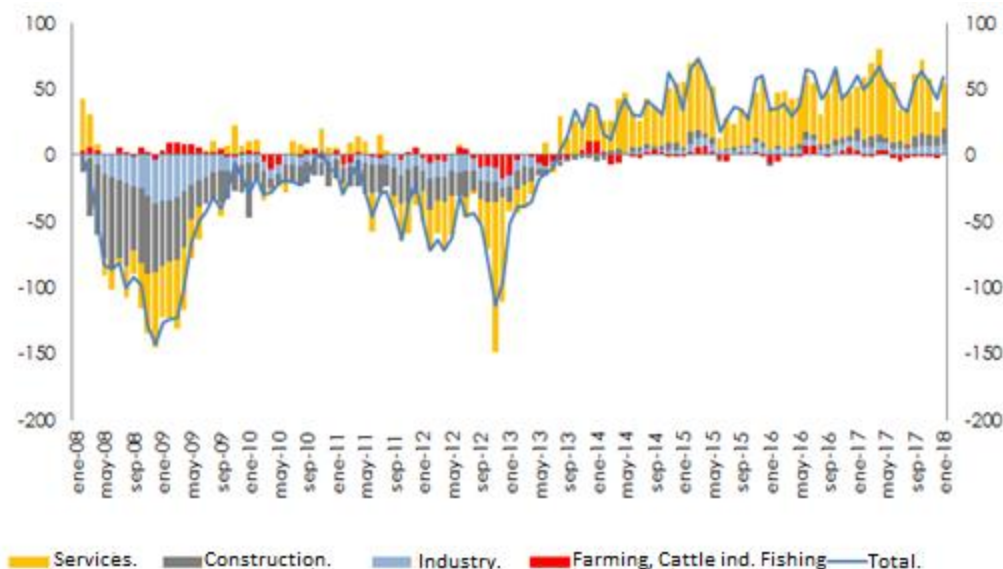
The recovery of the service sector in Spain has become a reality as the data of the Purchasing Manager's Index proves. It states that the activity in the service sector increased last January reaching to 56.9 points, 2.3 more than the previous month. Data source HIS Markit report. According to Andrew Harker: "The economic growth of the Spanish service sector gained momentum at the beginning of 2018 so it is well placed to record a solid result in the first term of the year" HIS Markit representative.

This data proves that our service sector is in good health. The activity of the Spanish service sector has had a steady growth cycle since November 2013. The data reveals that a result of over 50 points means an expansion of the activity and a figure under 50 points implies contraction of the activity in the service sector.

For Spain, after having undergone one of the major economic and financial crises of its history, the service sector has been a lifesaver to stay afloat, as the data of the service sector shows: in 2008 it provided 703.051 million euros to the country, which constituted 63% of the GDP. This figure increased in 2017 and the CDG rose to 67.2% providing 748,911 million Euros. So in this sector we observe a growth of 4.3 percentage points.

Regarding job creation, the service sector is the sector that will create the highest number of job positions in the coming years, above all in the private sphere, although the public sphere will also create jobs. All this indicates that our country is going towards a development of the tertiary sector

**Graph 4 monthly variation of affiliates to social security.**



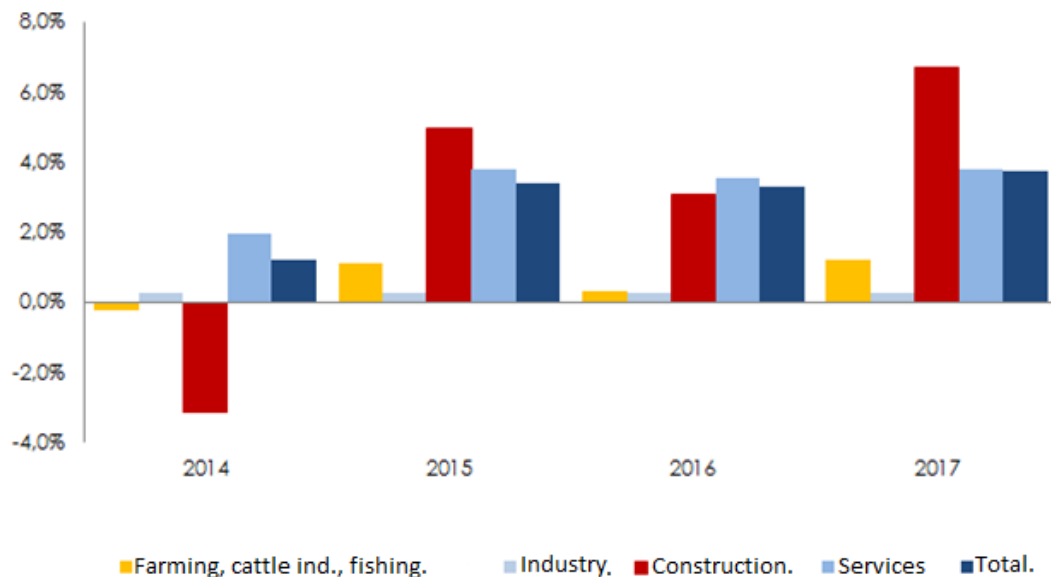
Source: pagina web libre mercado.

If we speak about the employment data analyzed, we see that from January, there's been a decrease of 178,000 of affiliations to the social security. This decrease was lower than expected by the government as they thought it would be of 214,000. It is a result of the seasonal character of jobs. That's why the social security increased by 59,000 its contributors and this data improved with respect to the previous term.

The residential construction and the externalization of services are two of the factors that explain the improvement of the job market. Another one of the sectors that improved their figures although to a lesser extent are the sectors of telecommunications, technology and the media.

As it can be seen in the following graphic we can see how the home construction sector becomes associated to the economic growth and it could be the surprise of 2018 as in 2017 it grew from 3% to 6.7%. Concerning agriculture, livestock and fisheries, we find another increase going from 0.3% of affiliation to 1% which is a growth of 0.7% from 2016 to 2017. The industry presents similar data in 2016 and in 2017 the growth is small. Finally, services have grown from the year 2016 and in 2017 they increased by 3.7% the number of affiliations in Spain.

**Graph 5 Variation of affiliates by sector to social security**

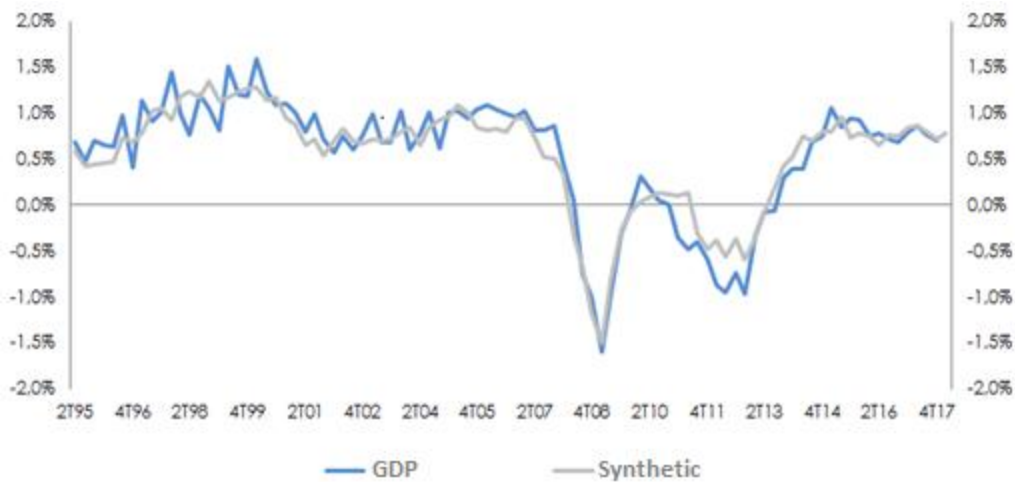


Source: Ministerio de empleo.



One of the most important indicators is GDP, and in 2018 it could increase by 0.8%. This increase is supported by a rise in the employment creation. Another factor that shows this tendency in the Spanish GDP are manufactures that rely on exports. Finally, the last factor that explains the GDP increase is the service sector.

**Graph 6 Quarterly variation of GDP in Spain.**



Source: INE, MESS, MARKIT.

The good start of the year brought good news to the Spanish economy even though it cannot be said that the GDP will grow by 3% in 2018. This data is higher than what the Spanish government predicted. For the Spanish government the previsions were of 2.5% at least and for private analysts that carry out their own analysis of the forecasts it is of 2.6%. If we reach this value of GDP growth the Spanish economy will repeat this process in 2017 when it also got better results than the estimated ones suggested at the beginning of the year.

### 2.3.3.1 Sector analysis (companies maintenance and fire protection).

The data about companies that are presently participating in the sector of fire protection is that of 900. These companies have around 20 people working for them, which means that this sector is employing more than 17.000 people directly.

The sector of security companies and more particularly those dedicated to maintenance and installation against fires has shown an improvement since the year 2015. Last year the sector had a turnover of 2,600 million Euros. This is a high sales volume but it doesn't reach the level prior to the crisis. The annual growth of the sector since the year 2015 has been 7%.

The new expansion of the sector has been mainly based on the new economic growth of the world and the Spanish economy in particular during the last three years. This growth has been caused by an increase in the domestic demand and secondly by the exports carried out by the company's manufacturing products.

The 12<sup>th</sup> of December of the year 2017 in Spain they passed a law related to installations and fire protection that substituted the previous regulation from 1993. The change between the two regulations is significant as time has introduced new rules and the way in which installations and inspections are done. The new regulation considers prevention and fire extinction two basic pillars.

For this reason the new regulation wants those who have a company or are in charge of the maintenance of a block of apartments or business premises have a clear idea that the regulation aims at reaching a prevention-based culture and to do that they need to have the best fire-fighting equipment and the materials that can best put out a fire.

As said above one of the key aspects in the new regulation is fire prevention, for this reason the new constructions of buildings and industry already follow the new regulations and the right prevention measures. The problem lays on older buildings and companies because many of them have deficiencies.

One of the changes of the new regulation is that maintenance and installing companies will be required to have the ISO-9001 quality certificate that will have to be issued by an accredited certification entity. Another one of the changes of the new regulation is the periodic review of the fire protection installations apart from the corresponding

yearly revisions and an additional one every 10 years carried out by an independent entity that is an Accredited Control Organization.

The new regulation limits these rules to some installations. The ones that don't have the obligation to comply with it are: parking garage with a surface that is lower than 500 sqm and offices with a surface lower than 2000 sqm. Although they don't have to comply with this rule, it is recommended that they adapt to the regulation to minimize risk.

We find a new regulation that will help and update the regulations of the last years. The new law focuses on the safety of buildings, companies, commercial premises, etc. The new regulation will increase the demand in many aspects, particularly in installing and maintenance companies so their staff will have to have the proper knowledge to correctly carry out the different inspections, both periodical and annual, the material and the equipment necessary for fire extinction.

Next we are going to analyze the two types of protection there are in the sector. First we find those companies dedicated to active protection, which is what first comes to our mind when putting out a fire, and includes those products used to put out a fire and they are activated manually or automatically. Active protection against fires is constituted mainly by three categories:

- Detection: once the fire has started the first ones to give notice are the detectors in the installation. These detect the problem and send warning and emergency signs to those present in the area.
- Fire extinction: All the installed products that can help put out the fire like for example: extinguishers, sprinklers, hoses, etc.
- Mechanical ventilation: necessary ventilators installed in the premises. The purpose of these ventilators is to evacuate the smoke caused by the fire.

On the other hand we find passive protection to delay or prevent the spread of the fire. This protection includes materials, techniques designed to avoid fires and systems. This type of protection includes two categories:

- Structural protection: whose main objective is fire resistance of materials like for example the walls of a construction.

- Partitioning: whose main objective is to isolate the areas of the fire like for example fire doors, to prevent the fire from spreading to other areas.

The turnover of 2017 reached 2,600 million Euros. This turnover is divided into two types of companies. First we find active protection companies that made 1,600 million Euros. This figure implies that 43% is dedicated to the manufacturing and turnover distribution and 57% to installations and maintenance. For the companies working on passive security the turnover amounts to 1,000 million Euros from which 25% is dedicated to manufacturing and 75% to installation and maintenance.

During the year 2018 the sector will be spurred on the world's economy growth and the Spanish one in particular. This growth in the sector will improve thanks to the new regulations and the updates in the sector and this will generate important wealth, technology and employment in the future of the sector both directly and indirectly.

#### 2.3.3.1.2 Sector analysis (maintenance companies)

The Spanish economy keeps growing and definitely the services sector is among the ones that have grown the most.

These days the sector is constituted by a total of 6,400 companies who employ directly 144,000 workers. This number has been greatly reduced because of the shutdown of a big quantity of small and medium-sized companies because of the economic crisis that destroyed these companies in the service sector. The number of these companies has also decreased because of the purchase and large corporations mergers, in order to gain more power and control over the sector.

If we go on to the economic data of the sector, in 2016 it reached 28,700 million Euros. It is a very positive sign that means a growth if we compare it to that of 2015 (3.1%). This growth has been preceded by a growth of 3.8% with respect to the year 2014, which implies a steady growth of the sector because of the factors commented before.

The year 2017 brought satisfactory data for the sector with a growth of 2% and it seems it will stay that way in 2018 when this growth is expected to be maintained. In 2017 the sector made 8,200 million Euros.

Focusing on the segments in the sector, we can highlight buildings as the one growing the most with a value of 58% with a turnover in 2017 of 4,690 million Euros, a 1.1%

higher than in the previous year. In the rest of sector segments there is also a positive dynamic as it increased by 2.8% with a turnover of 3,340 million Euros.

**Figure 6 Growth of building maintenance companies.**

<b>Datos de síntesis</b>	
Mercado (mill. euros), 2016	8.030
• Edificios	4.690
• Industria/energía/otras instalaciones	3.340
Distribución del mercado por segmentos de actividad, 2016 (% sobre total)	
• Ascensores	22,0
• Maquinaria industrial	18,7
• Instalaciones eléctricas y alumbrado	17,9
• Climatización	13,6
• Otros	27,8
Crecimiento del mercado en valor	
• % var. 2016/2015	+1,8
• % var. 2017/2016 (p)	+1,7

Source: Observatorio sectorial DBK.

The following graph shows in detail the situation of the maintenance sector in 2017. In the first level we can see the division of the sector into two different segments. In the second level we can see the percentages with respect to 2016 in each one of the segments of the sector. In the third level we see the growth variation with respect to previous years.

As said before, 2017 ended with positive signs in the sector and for 2018 the prospects of the Sectorial Observatory BDK say that there'll be a moderate growth of the sector. This growth will be determined by the shutdown of small companies, the purchase of medium-sized companies by large corporations and the different mergers done among the companies in the maintenance sector.

### 2.3.3.2 Consumer analysis. (fire protection companies)

The clients that ask for fire protection services in Instatec Benicarló have the following profile:

- Small companies or businesses that ask for our services either for the installation and repair of some of the services we offer.
- Private individuals that need the installation or maintenance of fire extinguishers.
- Industrial enterprises that ask for the maintenance or installation of fire protection facilities.

Apartment blocks that ask for fire protection services that Instatec could provide.

The clients that ask for the services of fire protection of Instatec Benicarló are very often lifelong clients that have been faithful to the quality of our company and they know us because we've carried out maintenance services of plumbing or electricity and they found out about the new service of fire protection so they have requested our services for their home, apartment block, small business or company. Additionally, many of our clients for fire protection chose us because we work with some administrators of homeowners associations in Benicarló. Administrators provide most of the apartment blocks for whom we carry out fire protection services.

In Spain, most of people live in apartment blocks: 66,5% of Spanish people live in apartment blocks and a smaller number in single-family houses and that's a great advantage for installation and maintenance companies as all these apartment blocks need an installation for fire protection as well as its maintenance.

Single-family houses are not required to have fire extinguishers or fire protection systems, but installation and maintenance companies recommend all the houses to have fire extinction systems.

The new regulation of installations and maintenance of fire protection says that it is not necessary to have fire protection installations in premises of less than 2,000 sqm, but many clients request our services in towns around Benicarló. For this reason many of our clients are also small business premises where the main service requested is the installation of fire extinction systems.

If we talk about industrial enterprises that have important extinction systems and get regular and annual inspections, there are many aspects to take into account when carrying out maintenance and there must be a thorough control.

The main motivation for clients to choose systems and materials of extinction is fire protection for safety reasons and unwillingness to risk their treasured possessions. Fire is one of the most dangerous accidents because once it has started, if you don't have the materials or systems necessary to put it out quickly and efficiently, it can ruin what you most love in a matter of seconds. If you got your dream house or started your own business, for example, it would be a pity that everything is ruined because you didn't have good fire protection systems or equipment.

The clients asking for the services of an installation and maintenance company for fire protection must bear in mind that these systems can help them put out the fire and the fire damage but they also have to take into account certain aspects when purchasing our services. Following there's a list of the best recommendations to avoid dangerous situations:

1. Revisions of the installations and electrical connections on both private houses and business premises and companies.
2. Get rid of materials that can be flammable.
3. Unplug most electrical appliances when leaving the house, company, business premises, etc.
4. Carry out proper maintenance of fire protection systems.
5. Installation of smoke detectors and systems that are adequate to the place.
6. Have alarms that are connected to the fire brigade.
7. If owning a company, having personnel that is trained to use extinction systems.

### 2.3.3.3 Consumer analysis. (maintenance companies)

Clients asking for the services of Instatec Benicarló for the maintenance, installation or repair of installations of plumbing, electricity, telecommunications, improvements or air-conditioning have very specific characteristics. Following we'll specify them:

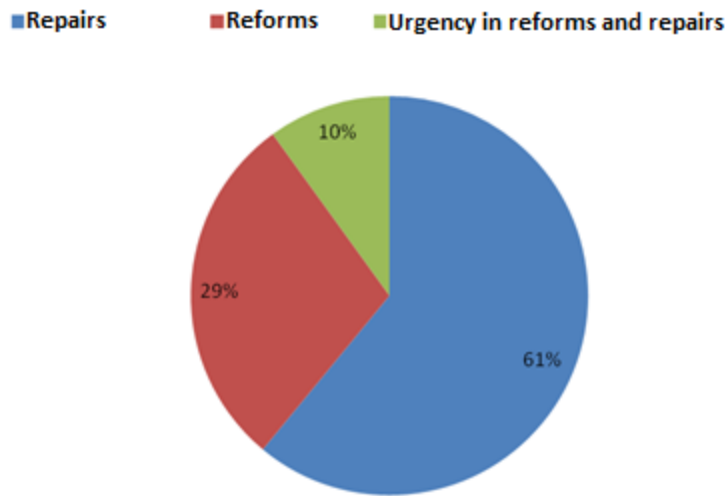
- Long-life clients that have trusted the quality of our services for years.
- Apartment blocks that need to carry out the maintenance of their plumbing or electricity installations. This type of clients comes thanks to the different administrators of homeowners associations with whom we work.
- People that request an improvement of any kind because Instatec Benicarló has the knowledge necessary to carry out any improvement or construction.
- People that have an emergency and ask for a trusted plumber or electrician that will solve their problem any day and in any situation.

The main characteristics of the client portfolio of Instatec Benicarló are clients that have been with us all their life and keep trusting us because of our quality and our work method all these years. New customer acquisition in this sector is complicated because each person has their local professionals, but with the crisis many of the companies in town had to close and some of their clients had to find new companies and some decided to come to Instatec Benicarló.

In Spain in the last year, 44% of homes had to have an improvement or repair. This data was obtained in the last study of the home and integral disaster and repair management of Reparalia. Another study that made random phone surveys to 1,609 people concluded that Spanish people prefer to repair than to make an improvement. Specifically 61% of respondents prefer to have a repair rather than an improvement. Only 29% of respondents prefer improvements whereas only 10% makes repairs or improvements in emergency cases. The average annual expenditure of Spanish people during the last year in improvement and repair was 1,400 euros.

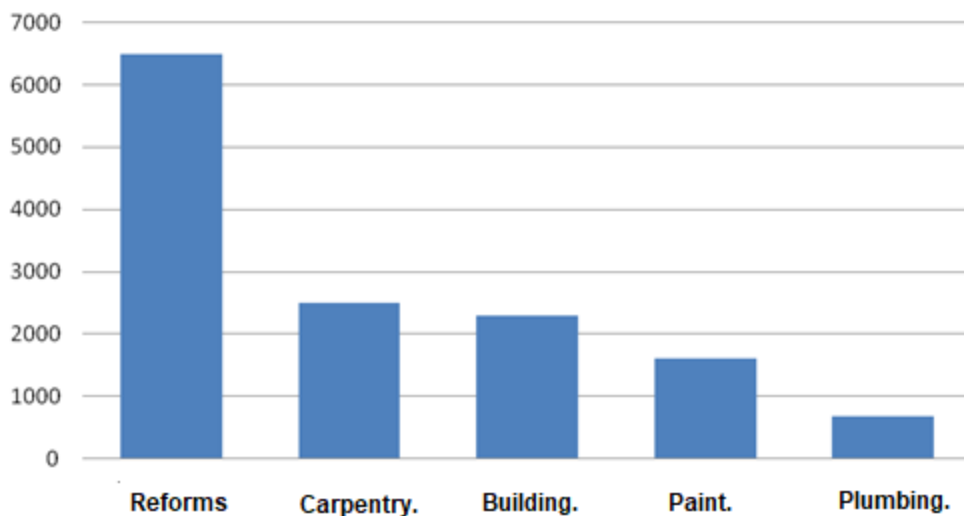


**Graph 7 Preferences os Spaniards.**



Source: Own elaboration

**Graph 8 Expenditure by type of services.**

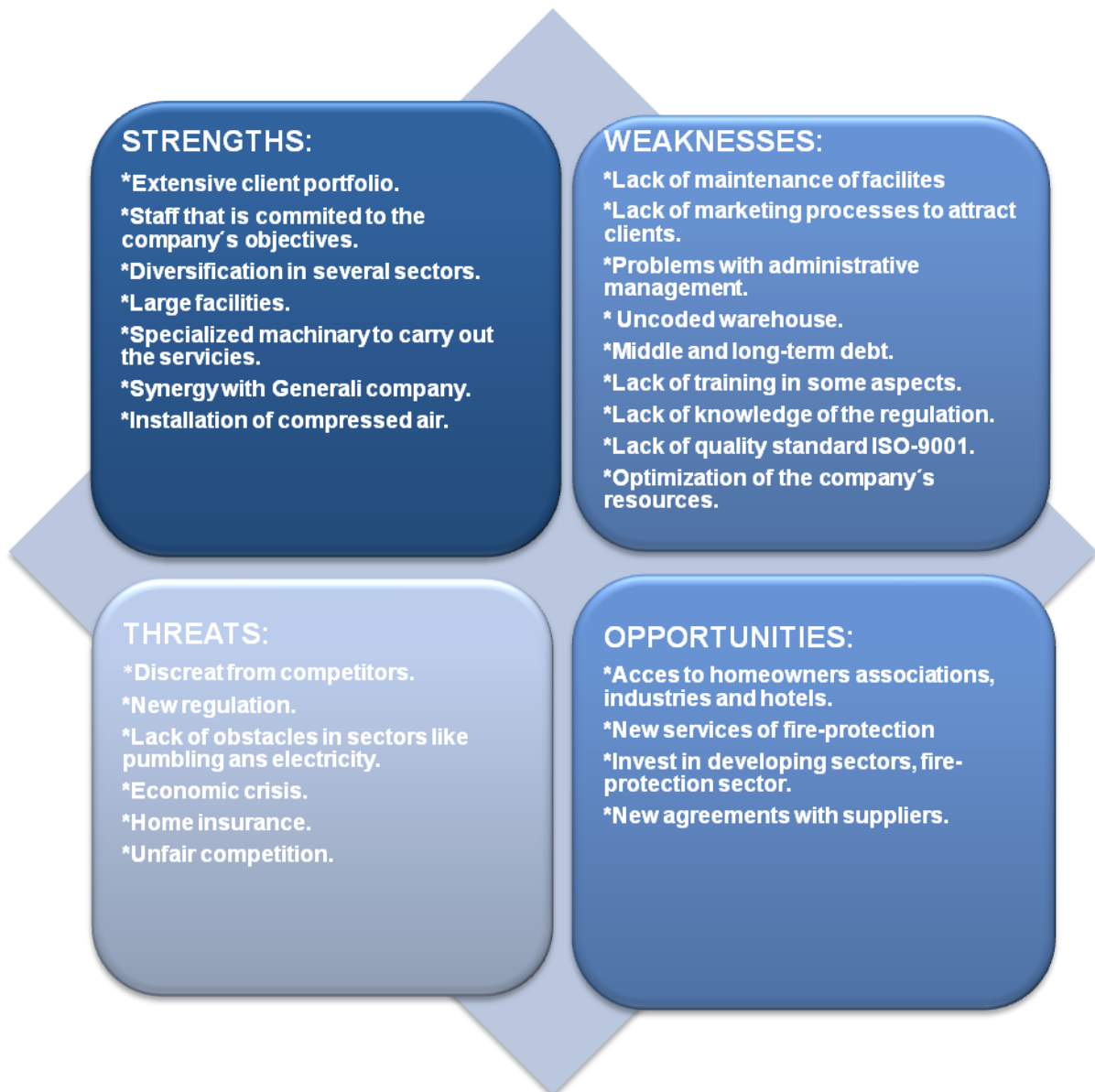


Source: Own Elaboration.

Concerning the average expense of service type, improvements are located in the first place of expenses because the materials and labor cost of operators make it the most expensive. In this case improvements have an average price of 6,500 Euros, in the second place we find carpentry works with an average price of 2,500 Euros, in third place we see building work with an average price of 2,300 Euros, in fourth place painting works with an average price of 1,600 Euros and finally plumbing works with an average cost of 677 Euros.

The motivation of clients to choose this type of service companies is being able to solve some of the problems they might have both in their private homes and their companies. Although it may sound hard to believe, today the oldest system of promotion: word of mouth, is still used. In this sector generally the search for a professional is carried out by references from family and friends. According to a study, the regions of the north and the south prefer to repeat good experiences or by means of good references of families and friends, whereas in the center of the country the services companies are chosen through the internet. In the northwest clients normally go to the stores or companies to be able to know the premises and speak on site of the problems they have.

### 3- SWOT ANALYSIS.



Source: own elaboration

#### **Strengths:**

##### ***Extensive client portfolio.***

Instatec was born in the year 2012 and during 6 years many clients have trusted our services and our working method. Apart from that, the two partners of the company have extensive experience in the sector of maintenance of installations of plumbing and electricity. This experience brought a great quantity of clients that year after year still rely on their services to solve any type of problem.

***Staff that is committed to the company's objectives.***

One of the advantages of Instatec Benicarló is that the majority of the staff belongs to the same family and all of them row in the same direction as the owner because good results will be profitable for themselves, plus operators are conscious of the objectives and the results the management wants and find them beneficial for themselves too.

***Diversification in Several sectors.***

At the beginning the company focused mainly in the sectors of maintenance of installations of plumbing and electricity, but with the crisis they decided to diversify and started working with other sectors. First of all with fire protection and later they set foot in the sector of repairs of home insurances with Generali insurance company.

***Large facilities.***

The company is lucky to have large facilities where they carry out their activity.

***Specialized machinery to carry out the services.***

The company has all the machines necessary in their premises to carry out their services, and they also have all the machines to be able to proceed with fire protection maintenance.

***Synergy with Generali insurance company.***

Since 2015 we are responsible for the repairs of home insurances of the insurance company Generali in the north area of Castellón. This synergy was possible because of the friendship of one of the sons of the owners of Instatec with the person responsible of Generali insurance company in one of the offices of the company in Benicarló.

***Only company certified for the installation of compressed air.***

Instatec is the only company that is authorized by industry for the installation of compressed air in the town of Benicarló.

**Weaknesses:**

***Lack of maintenance of facilities.***

Although Instatec Benicarló has large facilities they are not completely organized and anarchy sometimes reigns in the warehouse. Then, the lack of maintenance of some of the premises make many of them to be outdated or not used properly.

***Lack of marketing processes to attract clients.***

The company doesn't have a clear strategy to attract clients and doesn't have a promotional tool to carry out a good client acquisition.

***Problems with administrative management.***

Delay in information transmission of finished works or works to be done because very often pending works remain at a halt because adequate arrangements are not done. With finished work there's problems when preparing invoices because in many cases operators don't fill in the client's corresponding data and administration has to find out about this data somehow.

***Uncoded warehouse.***

Instatec's warehouse doesn't have a code system for materials, for this reason the quantity of material there is left or we have to get is never known.

***Middle and long-term debt.***

The company has middle and long-term debt because when they started the company they had to ask for a loan that needs to be paid in the coming years.

***Lack of training in some aspects.***

Some of the operators don't have the necessary training to carry out some of the maintenance processes in fire protection alarms.

***Lack of knowledge of the regulation.***

With the new regulation there are problems because industry keeps changing some of their sections but Instatec carries out the main regulations that come from industry strictly.

***Lack of quality standard ISO-9001.***

With the new regulation the companies for the installation and maintenance of fire protection are required to get the quality management system ISO-9001. Instatec is working on getting this certificate and before 2018 finishes they expect to have it ready.

### ***Optimization of the company's resources.***

Optimization of the administrative department resources so the works in this department are faster and more efficiently done.

### **Threats:**

#### ***Discredit from competitors.***

Some of the competitors of the company Instatec Benicarló are spreading the word in Benicarló that the company doesn't have the legal documents to carry out some of our services, which is completely false.

#### ***New regulation.***

The new regulation has brought problems and new expenses. In this case the company has had to invest a lot of time to regulate all the processes plus the quality system ISO-9001 implies important economic and time costs.

#### ***Lack of obstacles in sectors like plumbing and electricity.***

Any person can create a company for the installation or repair of plumbing and electricity because the cost of entry in these sectors is not important.

#### ***Economic crisis.***

The last economic crisis that our country suffered was created by a building bubble that made many companies in the sector have to close their doors because they got in serious debt. The last economic crisis has destroyed the highest number of companies in the sector.

#### ***Home insurance.***

For 3 years Instatec Benicarló has been in the world of home repair of insurances and although it brought great benefit, it is also true that the new home insurances risk the existence of plumbing and electricity companies, because home insurances cover a large amount of services.

#### ***Unfair competition.***

Many people are working outside the law, without training and not paying the taxes for carrying out these services.

## **Opportunities.**

### **Access to homeowners associations, industries and hotels.**

Instatec Benicarló is working to have access to new homeowners associations, industries and hotels in town and neighboring ones. To access these new associations, industries and hotels, the company is going to get the necessary quality certificates and obey the new regulations.

### **Invest in developing sectors, fire-protection sector.**

As said before the fire-protection sector is growing that's why Instatec Benicarló is aiming at obtaining all the certificates and obey the new regulation to invest in a sector that can provide great benefits to the company.

### **New services of fire-protection.**

With the implementation of the new regulation Instatec Benicarló is growing in the fire-protection sector and that will bring important benefits apart from being able to provide new fire-protection services that will attract more important clients that have bigger premises.

### **New agreements with suppliers.**

One of the major advantages that the acquisition of the quality certificate will bring is reaching agreements with more suppliers and obtaining extinction equipment for a better price. These new agreements will make us more competitive within the sector.

## 4- SEGMENTATION

Instatec Benicarló is a company in the town of Benicarló dedicated since 2012 to offer services of maintenance of installations and installation of plumbing, electricity, air-conditioning and telecommunications. In addition, Instatec is a maintenance and installation company of fire-protection installations.

The target audience of the company is a very specific group: the one related to maintenance of installations of plumbing, electricity, improvements, air-conditioning, telecommunications and fire-protection. Future actions of the company are addressed to these markets or sector. In particular, the target audience of the company are private individuals, homeowner associations, Generali insurees, industries and small businesses. Our target audience has an upper-middle income level because many of our services are complex and imply a high degree of responsibility, that's why the cost increases in many services.

### **Private individuals.**

This is one of the biggest client groups in the company. This type of group has an age range of 30-75 years old. This range is determined normally because in Spain emancipation from parents comes when people are close to 30 years old and from the moment they purchase a home they might need professional intervention to solve problems in their houses. On the other hand, the age limit is 75 years old because it is when it is less likely that they live alone, because in Spain they consider someone to be old when they turn 65 but that doesn't imply they can't live alone because many of them have excellent health. For this reason the age of older people living alone can be higher. The economic status of this group is medium-low because this type of clients look for the best professional possible at a good price and with a good quality level. This type of clients have a traditional lifestyle and want to have their homes well taken care of. This target audience chooses the company for previous services received and new clients come to us thanks to the word of mouth, because many people trust other people's opinions for this type of services.



### **Homeowner associations.**

In this group of clients, homeowner associations are a growing target audience because the fire protection sector has opened a door for us to this new type of clients apart from the maintenance of installations of plumbing, electricity, etc. The age range of this group of clients is from 30 to 75 years old. 30 years old is the age when people can start becoming independent and 75 years old is when people stop living alone and need care. The socioeconomic status of homeowner associations is medium-high, because the services offered are more expensive and with higher responsibilities for the maintenance or installing company like for example in the fire-protection installation. The company deals with administrators of the property in the first place and those have a very high degree of responsibility as they are in charge of the association. Secondly, we contact the presidents of the association that are also responsible and committed to the association so maintenance is carried out both for fire-protection and plumbing, electricity, etc. within the given time frame.

### **Generali insurees.**

This type of clients are the newest in the company and come at all times from Generali insurance company. Those clients range from 30-75 years old, which is the age range that can have a home insurance. This group of clients have a middle-low socioeconomic status because home insurers set a price depending on the insuree's conditions and the insurance company sets the price for us. This group of clients are very responsible and protective of their property.

### **Industries and small businesses.**

Industries and small businesses are a very demanding and responsible target audience because their estate and some of their most valued assets are at stake. The age range can be from 16 to 65 years old. 16 is when people can become active workers and 65 is the retirement age of Spanish people. This group of clients have an economic status that is medium-high in the case of small businesses because installations, improvements and maintenance carried out are costly and the maintenance company has a great responsibility. In the case of the industries in town that get maintenance or the corresponding installations or improvements have a high socioeconomic status, because in these cases maintenance and installations are bigger, very costly and with a very high level of responsibility. As said before, people running these industries have a lot of estate at stake and for example maintenance of fire-protection has to be done very carefully and with the best systems of detection and extinction of fire.

## 5- OBJECTIVES

- **Business goals.**

1. **Obtain and maintain the certificate ISO-9001.** The system ISO of quality 9001 will be an improvement in the implementation of the services offered by the company. In the first place the system is obtained for the fire safety department, but in the future the quality system will be applied to all the services of the company. The certificate ISO-9001 has to be obtained before the year 2018 finishes. Retention of the certificate will be done annually by specialized technicians.
2. **Obtaining a high or very high level of client satisfaction in the next two years.** Instatec aims to achieve a 90% satisfaction of their clients with the services the company offers so in the future they ask for the company's service again. This improvement will be done after post-service survey conducted among clients. This process will take two years as during the first year the surveys will be conducted and the second year we can make a better assessment when we contact the client to make sure everything works properly
3. **Offer our services of fire protection and maintenance to the leading companies in the area.** Instatec wants to grow in all the aspects and to do that the company thinks that in order to reach a higher level has to gain access to the main companies in the area to provide the maintenance service of their installations.

- **Management goals.**

1. **Increase the sales of fire protection works by 50%.** The company wants to continue growing in this segment of the market and to do that, it's going to set up the quality system ISO-9001 to increase the number of clients and get a higher market share. This objective will be set up for the next two years as the first year we will promote it and will make ourselves known by offering our services and launching the different offers and during the second year we will be potential competitors of the big companies of the sector of our area.

2. **Increase of the works of compressed air by 20%.** Increase the turnover in this segment as Instatec is the only industry authorized company to carry out this type of works in the area of Baix Maestrat. This will take a year as it's the only company certified by the industry in Baix Maestrat, so we're the only ones that can do this type of work for companies or private individuals.

3. **Implementation of new services.** In the market of services, Instatec is involved in situations that favor the implementation of new services like painting. Currently, "Generally" insurance brings a lot of painting works, that's why we'll add it to our service portfolio.

- **Financial goals.**

1. **Obtain a 20% increase of benefits with respect to the previous year.**

2. **Reduction of debt.** The company needs to reduce its debt to obtain more benefits in the upcoming years. By reducing the quantity of debt year after year we'll save a portion of the benefits monthly for this purpose to reduce the debt at the end of the year.

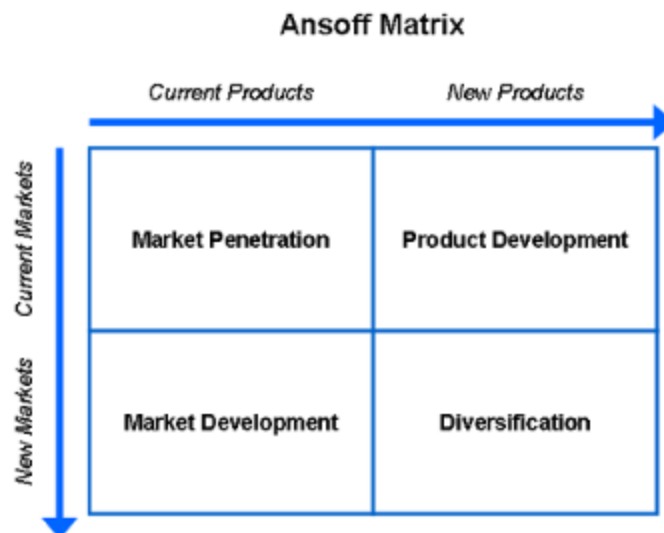
## 6- STRATEGIES.

Instatec's current strategy is based on quality when providing services. The company makes sure the operators carrying out the different services have the knowledge and abilities necessary to offer a top quality service. In the upcoming marketing plan of the company Instatec the strategies to be taken into account will be described in order to reach the objectives previously stated.

### 6.1 growth and diversification strategy.

New paths are to be opened up for the company Instatec because the proposed objectives are ambitious and want the company to grow in familiar markets and fully enter new markets. For this reason it is necessary to use the Ansoff growth matrix.

**Figure 7 Ansoff matrix.**



Source: Strategic planning.

Once the Ansoff growth matrix has been analyzed, Instatec Benicarló should in the first place pursue a market entry strategy in order to obtain a higher market share working with products the company knows, like the firefighting market where the company has an intention to become stronger in the region of Baix Maestrat. For this reason the company is working on obtaining the ISO-9001, apart from carrying out promotion actions of fire protection services in the main companies in the area to attract new customers. Another one of the strategies the company has is diversification, which explains why the attention has also been drawn to an expanding market like compressed air for industries. The company carried out a study among the authorized

companies for compressed air installation and realized in the north of the province of Castellón there wasn't any authorized company and as several of the operators had knowledge about this service, they decided to take a chance on it and get registered in industry to carry out compressed air installations. Today Instatec is already doing this type of works in the companies of the area like Benimar Ocarsa and Mediterranea VDL, two leading companies in the town of Benicarló.

### 6.2Competitive strategies.

Instatec Benicarló carries out a leader competitive strategy in the case of services of plumbing, electricity, improvements and air-conditioning because Instatec is a well known and prestigious company in the town. The situation is different in the fire protection sector where the company has a challenging strategy as the leading companies in the town are Extintores Benicarló and Novatel Digital.

In the segment of plumbing, electricity, air-conditioning, improvements and apartment block maintenance, the company is well known in the town of Benicarló and surroundings. For this reason we can say that it is one of the leading companies in the sector and because of that they should keep working constantly in order not to lose this status apart from being aware of their competitor's status and the prices they have to try and weaken the company. On the other hand, the company has been working in the fire protection sector less time and is less known, so it has to find its place among the leading companies to take advantage of the existing market share in the area. To obtain new clients the company should know which the fares of leading companies are and offer more attractive promotions and gain a higher market share.

### 6.3Segmentation strategies.

As stated before, Instatec Benicarló has different objective markets as their services are not only addressed to one market or segment. For this reason, a different type of strategy is used depending on the market. The two strategies used are: differentiation strategy and leadership in costs strategy. This means the company can attract an objective target both because of the different services offered and for competitive prices.

The company offers different services to meet the needs of the different segments like private individuals, homeowner's communities, small businesses and industrial companies

#### 6.4 Positioning strategy.

Como ya se ha comentado Instatec Benicarló tiene diferentes mercados objetivos ya que no solo basa sus servicios en un único mercado o segmento, por ello dependiendo del mercado utiliza un tipo de estrategia o otra. Las dos estrategias que utiliza según el mercado o segmento son: la estrategia de diferenciación y la estrategia de liderazgo en costes. Esto significa que la empresa puede atraer a su público objetivo tanto por los servicios diferentes que ofrece como por los precios competitivos.

La empresa tiene diferentes servicios para satisfacer las necesidades de los diferentes segmentos como pueden ser los clientes particulares, comunidades de vecinos, pequeños comercios y empresas industriales.

#### 6.5 Strategies as competitive advantage.

Instatec Benicarló implements different strategies to reach competitive advantage to differentiate themselves from their competitors. To do that the strategies are different to be able to implement them according to the sector they address them. In the case of compressed air installations the company distinguishes from the others by offering a product the direct competition doesn't have, so the clients can only obtain this service through Instatec. This service will provide greater loyalty from customers as we are the only authorized company in the area of Baix Maestrat. Additionally we also get a greater profit margin.

Furthermore, in the case of installations for plumbing, electricity, air-conditioning, improvements, maintenance and installations and maintenance of fire protection, Instatec carries out a leadership strategy in cost. With this strategy the company aims at reaching competitive advantage through the price. That's why we need to know the fares of competitors and try to launch offers and promotions in the services to make them more attractive for clients.

Figure 8 Positioning map maintenance companies

Maintenance companies.

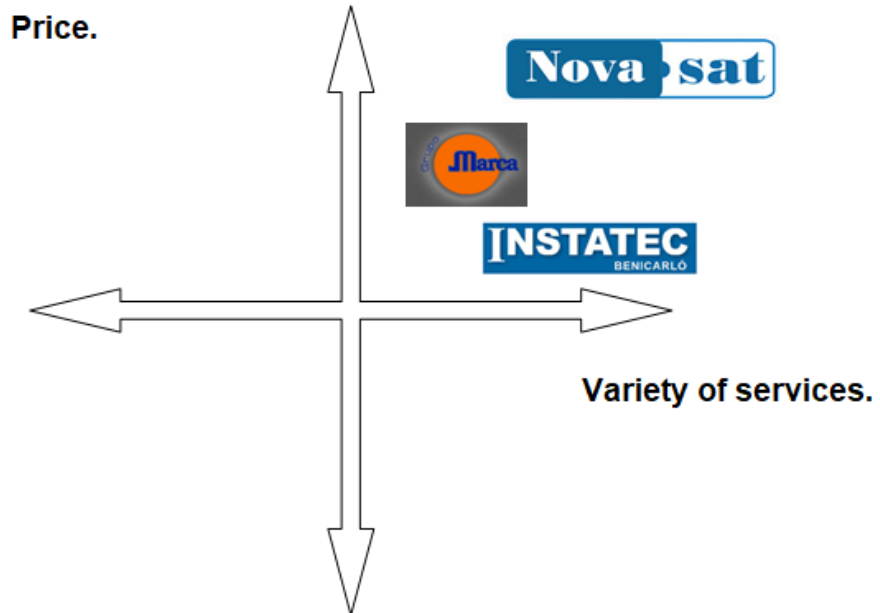
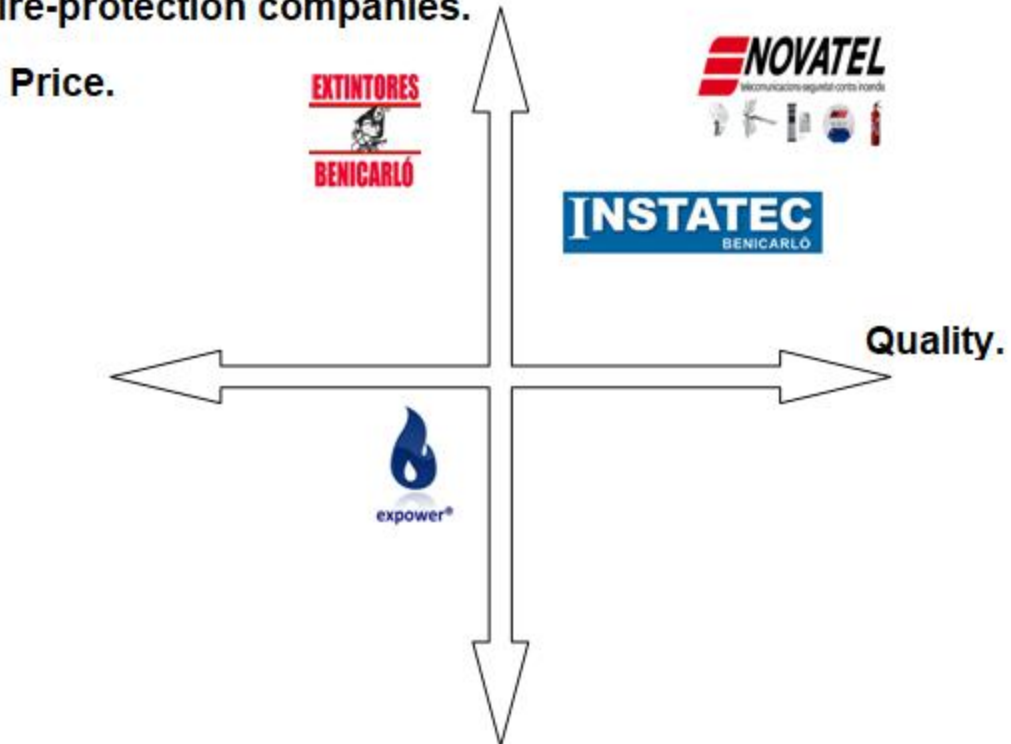


Figure 9 Positioning map fire protection companies

Fire-protection companies.



## 7- ACTION PROGRAMS.

### 7.1summary actions plans.

**TABLE 4 Summary actions plans.**

<b>ACTIONS</b>	<b>OBJECTIVES</b>
Action 1: New services.	<ul style="list-style-type: none"><li>• Debt reduction.</li><li>• Increase of the turnover of compressed air works.</li><li>• Emergence of new services.</li></ul>
Action 2: Increase of service quality.	<ul style="list-style-type: none"><li>• Offer our fire prevention services to the leading companies in the area.</li><li>• Increase the turnover of fire protection and compressed air works.</li><li>• Obtain and maintain the certificate ISO-9001.</li></ul>
Action 3: Compliance of work carried out.	<ul style="list-style-type: none"><li>• Obtain a high or very high level of client satisfaction in the next two years.</li></ul>
Action 4: Quality survey for the clients.	<ul style="list-style-type: none"><li>• Obtain a high or very high level of client satisfaction in the next two years.</li></ul>
Action 5: Promotion of fire protection services.	<ul style="list-style-type: none"><li>• Increase the sales of fire protection works by 50%.</li><li>• Obtain a 20% increase of benefits with respect to the previous year.</li><li>• Reduction of debt.</li></ul>



<p>Action 6: Creation of digital platforms for the company's promotion.</p>	<ul style="list-style-type: none"> <li>• Offer our services of fire protection to the leading companies of the area.</li> <li>• Increase turnover of fire protection and compressed air works.</li> <li>• Reduction of debt.</li> </ul>
<p>Action 7: Differentiation from competitors.</p>	<ul style="list-style-type: none"> <li>• Obtain and maintain the certificate ISO-9001.</li> <li>• Obtain a high level of satisfaction of the clients.</li> </ul>
<p>Action 8: Warehouse digitalization.</p>	<ul style="list-style-type: none"> <li>• Obtain and maintain the certificate ISO-9001.</li> </ul>
<p>Action 9: creation of a catalog in the database.</p>	<ul style="list-style-type: none"> <li>• Obtain and maintain the certificate ISO-9001.</li> </ul>

Source: own elaboration.

## 7.2 Product decisions.

### **Action 1: New service line: Outdoor and indoor painting service.**

Objectives to which it contributes.

- Reduction of debt.
- Emergence of new services.

Implementation: January, 2019

**Description:** Instatec, due to its synergy with Generali, has opportunities than in many cases cannot afford to miss and one of them was the emergence of many painting works in home insurances. In many of the claims we assist, painting is not included in their coverage and we do it or if they are covered when they see operators work, clients want us to carry out more works of the kind both inside their houses and facades.

### **Action 2: Increase of service quality.**

Objectives to which it contributes.

- Offer our fire-protection services to the area's leading companies.
- Increase the turnover of the fire protection and compressed air works.
- Obtain and maintain the certificate ISO-9001.

Implementation: January, 2019

**Description:** Instatec works everyday to improve their service, that's why they work for the achievement of their higher objective with is the implementation of ISO-9001. The objective is reaching higher levels like the promotion of our fire-protection services and compressed air both in the leading companies in town and neighboring ones. For this reason, in December 2018 Instatec will take the ISO-9001 exam. From that moment, if the exam and the different tests are passed, it will be a certified company and will be able to increase the quality of their services and offer their products of fire-protection and compressed air as a company that is certified with the quality system ISO-9001.

### **Action 3: Compliance of work carried out.**

Objectives to which it contributes.

- Obtain a high or very high degree of client satisfaction in the next two years.
- Implementation : year 2019 and 2020.

**Description:** during the next year Instatec is going to implement a system of compliance of work carried out. In the course of this system the objective is that clients sign a satisfaction document once the work has been carried out. The document will include a description of the works and the client data so it's easier to invoice it.

### **Action 4: Quality survey for the clients.**

Objectives to which it contributes:.

- Obtain a high or very degree of client satisfaction in the next two years..

Implementation: year 2019

**Description:** During the year 2019 and after the implementation of ISO-9001 certificate, quality surveys will be conducted for all the clients. At first, only fire-protection clients will take them but during 2019 the surveys will be extended to all the services of the company. The surveys will be conducted once the invoices have been given and they will include 3 questions that have to be answered with a YES/NO. After the three first answers, there will be more questions to know in detail which are the strengths of the company and the aspects to be improved.

### **Action 7: Differentiation from competitors.**

Objectives to which it contributes:

- Obtain and maintain the certificate ISO 9001.
- Obtain a high levels of satisfaction of the clients.

Implementation: January 2019.

**Description:** obtain and maintenance the certificate Iso 9001 and in this way be able to grow in the fire-protection sector. With this certificate Instatec can offer its services to the best companies of the region.

### 7.3 Price decisions.

Instatec uses a price setting method based on demand, this type of price setting method is determined by what consumers are ready to pay for a good or service. To do that, Instatec uses the client budget system. That means the company calculates the price that clients are ready to pay and then they study if with material costs and labor cost they can get benefits. Following, the client is given a proposal.

Instatec makes a calculation taking into account labor cost first:

**TABLE 5 Labour cost average.**

<b>Labor cost per hour</b>	<b>14 €/hour</b>
<b>Price of labor cost for clients</b>	<b>25€ / hour</b>

Source: Own elaboration.

Another aspect Instatec takes into account when setting the price for any type of service is the material expense, for this reason Instatec increases the cost of materials by 30% to meet the expense and obtain a higher benefit.

Instatec gives a 6 month guarantee to their clients for any type of services carried out, so the client can claim, if necessary, if there is any type of fault in the services.

#### 7.4 Distribution decisions.

Instatec Benicarló has two types of distribution channels depending on the type of service to be done. For orders of Instatec's clients they use a direct channel in which the company provides the service directly to the client with no intermediaries.



In the case of the services through Generali insurance company we use a short distribution channel in which the client calls Generali first to ask for a repairman and Generali contacts the company. Once we get notified we take care of the service up to the end, but we have daily contact with Generali to inform about the work being done..



#### **Action 8: Warehouse digitalization.**

Objectives to which it contributes:

- Obtain and maintain the certificate ISO-9001

Implementation year 2020

**Description:** Instatec aims to equip the warehouse with the latest technology that's why all the materials in the warehouse are intended to have a bar code to be able to count them and make inventory. That would also save money because no extra products would be purchased. Those bar codes would be connected to the catalog created in our database.

## Acción 9: Creation of a catalog in the database.

Objectives to which it contributes:

- Obtain and main the certificate ISO-9001. Implantación año 2020.

**Description:** Once Instatec has digitalized and counted all their material they will have to assign a code to each one classifying them in the first place according to service lines, then they would be given a price that would be set by the company's suppliers although they would include the benefit percentage of the company. That would be a great advance for the company because it would reduce the invoice time because the prices would be in their own database and they wouldn't have to check delivery notes or the supplier's catalogs.

### 7.5Communication decisions.

## Action 5: Promotion of fire protection services.

Objectives to which it contributes:

- Increase the sales of fire protection works by 50%.
- Obtain a 20% increase of benefits with respect to the previous year.
- Reduction of debt.

Implementation year 2019.

**Description:** Instatec needs to grow in the fire-protection segment. For this reason the company will carry out promotion campaigns of their services and train some of their employees in the administrative section to take their services to the main companies and homeowner associations. The training will be focused on techniques to increase the client portfolio, reduce the company's debt and increase the turnover of fire-protection services.

## Action 6: Creation of digital platforms for the company's promotion.

Objectives to which it contributes:

- Offer our services of fire protection to the leading companies of the area.
- Increase turnover of fire protection and compressed air works.
- Reduction of debt.

Implementation : January, february year 2019.

**Description:** Instatec wants to join the new generation of companies that offer their services through the internet, for this reason they want to have access to Internet's main contact platforms like Facebook and the free listing of Google My Business. Through these two platforms the company wants to reach new clients, interact with them and know their opinions.

## 8- TIME LINE.

Once the marketing mix, the relevant objectives, strategies and actions to be carried out by Instatec are analyzed, we proceed to check the schedule of the company for the next year where great changes are coming, which will position the company among the best in town and in Baix Maestrat region.

**TABLE 6 Time line**

2019 y 2020	1	2	3	4	5	6	7	8	9	10	11	12	2020
New service line: Outdoor and indoor painting service.													
Increase of service quality.													
Compliance of work carried out.													
Quality survey for the clients.													
Differentiation from competitors.													
Promotion of fire protection services.													
Creation of digital platforms for the company's promotion													



<b>Warehouse digitalization</b>														
<b>Creating of a catalog in the database .</b>														

Source: Own elaboration.

## 9- BUDJET.

El siguiente presupuesto va encaminado a las instalaciones de la empresa que se encuentran en la C/ La Senia nº 25 bajos, en la localidad de Benicarló.

**TABLE 7 Budget.**

<b>ACTION</b>	<b>DESCRIPTION</b>	<b>BUDGET</b>
New services line: Outdoor and painting service.	New services	Various paint materials: 1.000€
Increase of service quality	To obtain and maintain the certificate ISO-9001	Intern auditory Qualigestiona =350,00 € Certification company SGS: 1100,00€
Compliance of work carried out.	To sign to Compliance of work carried out.	Free
Quality survey for the clients.	To carry out satisfaction survey	Free
Promotion of fire protection services.	To promote our services on best companies of our region.	Commercial: 16.800€ annual 14 salaries: 12 monthly: 1.200€ 2 extra: 1200€
Creating of digital platforms for the company's promotion.	To advertise on Facebook and Google My Business webpage.	Free.
Wharehouse digitalization	To get Bar reader of the products on warehouse.	5 PDA LI3608 with bar reader to know the stock of the warehouse and price per unit 264,00€ = 1.320,00€
Creation of a catalog in the database	Creation of a catalog in the database, with our prices	Basegues program. Quartely price: 310€. Annual price: 1.240€

Source: Own elaboration.

## 10- CONTROL.

Table 8 Control.

<b>OBJECTIVES</b>	<b>MEASURING FREQUENCY</b>	<b>CONTROL METHOD</b>
Obtain and maintain the certificate ISO-9001.	Annual internal audit. Certification every 3 years.	-Certification company SGS -external and internal Qualitasgestiona
Obtaining a high or very high level of client satisfaction	semiannually	Through customer satisfaction survey
Offer our services of fire protection and maintenance to the leading companies in the area.	Annual	New customers obtained by our sales representative.
Increase the sales of fire protection works	Biannual	New customers obtained by our sales representative.
Increase of the works of compressed air	Annual	News jobs obtained by our sales representatives.

Implementation of new services.	Each 4 years	Formation of our employees in the services timely.
Obtain a 20% increase of benefits	Biannual	Billing control through benefits and costs of the company with Basegues program.
Reduction of debt.	Annual	Benefits obtained during the last year.



## Annex II. Quality policy

**INSTATEC**  
BENICARLÓ

### POLÍTICA DE CALIDAD


INSTATEC BENICARLÓ (Como marca registrada) y José Rodríguez Escuredo, empresa dedicada a la construcción, instalación y mantenimiento de instalaciones de protección contra incendios, se compromete a cumplir con los requisitos y mejorar continuamente la eficacia del SGC. Entendiendo que mantener y mejorar el SGC es responsabilidad de toda la organización. Nuestro **objetivo principal** es la entrega de instalaciones, servicios y productos, de conformidad con los requisitos de nuestros clientes, la normativa legal vigente, con la mayor calidad y siendo consciente de la importancia de la seguridad y salud laboral de nuestros trabajadores y del cuidado del medio ambiente.

Para ello la organización establece, declara y asume lo siguiente:

1. Asegurar la satisfacción de nuestros clientes mediante el cumplimiento de los requisitos del cliente, los legales y reglamentarios. Así como el establecimiento de una relación cliente-empresa que aumente la confianza y le dé un valor añadido.
2. Cada empleado es responsable de la calidad en su trabajo, y de la mejora continua del mismo, apoyados siempre por sus responsables superiores y Gerencia.
3. La dirección considera prioritarias las acciones de motivación y formación, que darán un beneficio a nuestros clientes y por tanto a la organización.
4. El gestor de calidad, apoyado por la dirección, es el responsable de difundir, impulsar y garantizar la implantación de la política de la calidad en la organización.
5. La dirección se compromete a mejorar la eficacia del SGC, impulsando acciones de mejora necesarias para la obtención de los objetivos y metas establecidas. Los errores servirán para mejorar y eliminar las fuentes o causas que los ha generado.

**INSTATEC**  
BENICARLÓ  
JOSE RODRIGUEZ ESCUREDO  
C/ La Sábila, 25 - 12580 BENICARLÓ  
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La Dirección



**ANNEX III. Instalacion aire comprimido Benimar Ocarsa.**



Annex IV. Customer satisfaction survey.



CUESTIONARIO DE  
SATISFACCIÓN DE CLIENTES

Nombre:  
Dirección instalación:  
Teléfono:

Nº Cliente:  
Población:  
Fecha:

VALORACIÓN DEL SERVICIO

OPERARIO:

ASPECTO A EVALUAR	SI	NO
Trato de los operarios		
Finalización de los trabajos, incluida limpieza y orden		
Recomendaría nuestros servicios a sus familiares y amigos		

Si La respuesta al aspecto 3 es **NO** ¿Por qué no nos recomendaría?

Si La respuesta al aspecto 3 **SI Ó NO** ¿Qué se podría mejorar?

Si La respuesta al aspecto 3 es **SI** ¿Qué es lo que más le ha gustado?

OBSERVACIONES Y PROPUESTAS DE MEJORA

R- 9.01.4 E02



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