

**UNIVERSITAT
JAUME·I**

**PLAN DE MARKETING DEL HOSPITAL CLÍNICO VETERINARIO
LA ALHAMBRA**

**Autor: Jorge Bryan Redo Segarra
Tutor: José Maria Beser Hernández**

**GRADO EN ADMINISTRACIÓN DE EMPRESAS
AE1049- TRABAJO FINAL DE GRADO
CURSO 2020-2021**

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1. SITUATIONAL ANALYSIS

1.1 Internal Analysis

1.1.1 Presentation of the company

The Veterinary Hospital La Alhambra was born from the idea of not only providing the best medical service to pets, as it is understood that this should be a sine qua non condition in the veterinary code of ethics. We understand that the value of providing the best possible medicine is too often reiterated in medical slogans. Therefore, our Veterinary Hospital, apart from offering excellence in medical practice at the service of pets, is characterised by giving greater importance to the value offered to the client, the owner of these patients.

In line with our company philosophy, in which we focus on the value of the service offered to the client, we consider medical and personal development to be equally important. This is the reason why we implement continuous training in three fundamental pillars: clinical specialisation, effective communication and emotional management.

The clinical veterinary sector has experienced saturation and stagnation in recent years, but is now beginning to look better, especially after demonstrating its resilience in the midst of the COVID-19 pandemic, with the sector being one of the least affected by the crisis. However, in general, clinical businesses starting up have been outweighed by those closing down, with no growth at all. This is undoubtedly due to the enormous undifferentiated competition in crescendo, to the point that in many cases and areas supply outstrips demand.

The majority of veterinary businesses are focused on a clinical character that is not very specialised, which does not generate a competitive advantage against the huge hordes of entrepreneurs who inaugurate the same business model, which leads to a desperate price fight, which is often the psychological and economic ruin of the new entrepreneur.

Therefore, in order to keep up with the competitive wave, a hospital must structure itself, and so does the Veterinary Hospital La Alhambra, both its products and services, to the demands of the environment, finding points of competitive advantage, differentiation and modernisation.

1.1.2 Company resources

1.1.2.1 Human resources

Veterinary management (partners):

Partner no. 1

*Education: Degree in Veterinary Medicine by Cardenal Herrera University (Valencia), Master in Diagnostic Imaging by CEU, Master in soft tissue surgery by UAB, Master in internal medicine in small animals by Improve european GPCert (General Practitioner Certificate). More than 10 years of work experience as a veterinary clinician in nationally recognised hospitals.

*Skills and competences: specialist in radiological and ultrasound diagnostics, soft tissue surgery, internal medicine, team management. Excellent customer service skills.

*Responsibilities and functions: development of the veterinary activity and management of the team of senior veterinarians and junior and auxiliary veterinarians. Technical management of the operating theatre and diagnostic imaging. You will be part of the emergency surgery team, 1 week out of 3 or 4 (depending on the number of surgeons).

Partner no. 2

*Education: Degree in Veterinary Medicine from the University of Cordoba. 2 years of Internship at the Veterinary Clinic Hospital of the University of Cordoba, MBA (Master of Business Administration) by ESADE business school, Master in Coaching and Team Management by EFIC (School of Integral Coaching Training) in Barcelona. More than 4 years of clinical experience and 4 years of experience in business management and commercial management in multinationals.

*Skills and competencies: specialist in business, team and conflict management and development, advanced clinical skills. Excellent customer service skills.

*Responsibilities and functions: general hospital management, general financial management, supplier management, human resources management, marketing control, KPI monitoring, clinical reinforcement.

Partner no. 3

*Education: Degree in Veterinary Medicine from the Autonomous University of Barcelona, Master in Endoscopy and Minimally Invasive Surgery from the University of Cáceres, Master in Internal Medicine from the UAB, Postgraduate Course in Small Animal Internal Medicine from Improve. International. More than 9 years of clinical experience.

*Skills and competences: specialist in advanced endoscopy techniques, internal medicine, intensive care and hospitalisation. Excellent customer service skills.

*Responsibilities and functions: technical management of hospitalisation and internal medicine. In charge of endoscope management. Joint management of senior and junior veterinarians and assistants. Will be part of the stand-by team for emergency surgeries, 1 week out of 3 or 4 (depending on the number of total surgeons).

Senior Veterinary Team:

*Training: Veterinary graduates with preferably between 8-10 years of experience, with specific specialisation qualifications and who will be responsible for specific areas of the hospital, such as hospitalisation (canine/feline), dermatology, endocrinology, cardiology, neurology, major and minor surgery (both soft tissue and trauma).

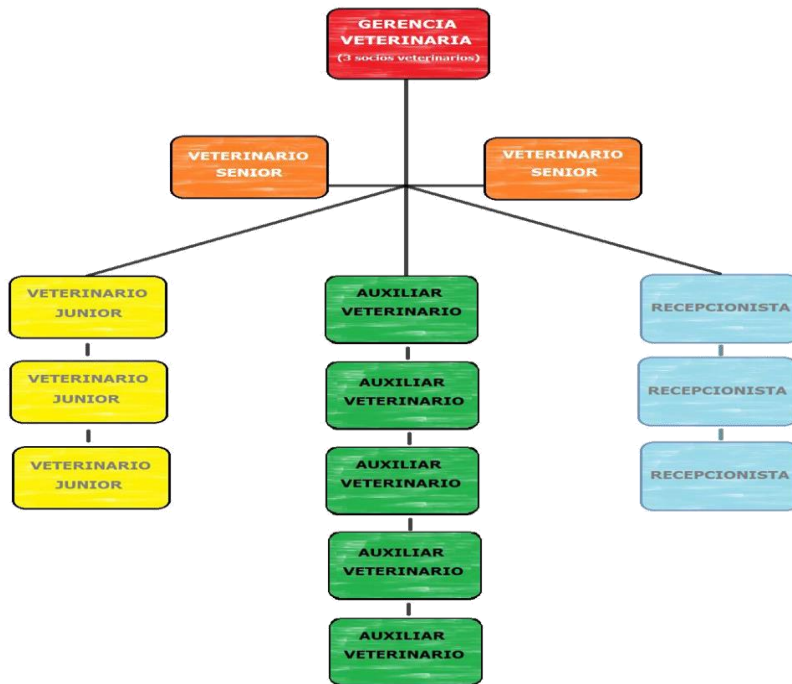
Junior Veterinary Team: 3 Junior Veterinarians will be recruited, with between 2-5 years of clinical experience. It will be highly valued that they have or are studying a speciality or that they have a special interest to develop in a specific area of veterinary medicine and/or surgery.

Team of assistants: 5 assistants will be recruited, who will rotate between 2 afternoon shifts, 2 morning shifts and 1 night shift.

Receptionist team: 3 receptionists will be recruited, 2 of whom will work in the afternoon shift and 1 in the morning shift.

The hierarchical organisation diagram of the Veterinary Hospital (Name of the Company) shall be as follows:

Figure 1 Organisational chart



Source: own elaboration

1.1.2.1 Tangible resources

Among the material and financial resources available to the company for the start-up of its economic activity, the following stand out:

- High liquidity and solvency of the partners. The long trajectory and personal economic success of the three partners has allowed sufficient savings and the generation of a significant patrimony to favour the confidence, as far as solvency is concerned, of the financial entities and therefore access to the concession of long-term loans on their part.
- Property to rent with option to buy from one of the partners, at below market price, with an ideal layout for the establishment of a clinical veterinary hospital.

Among the resources owned by the partners, of particular importance is considered to be their own high value equipment (analysis machines, microscopy elements, clinical furniture, ultrasound scanner, endoscope, X-ray apparatus, etc.), which they have acquired during their professional career, which substantially reduce the investment and time needed to start the activity and which, as high investment elements, are considered an important entry barrier to potential competitors. The three partners will proceed to the sale of their respective clinics to join the project of the Veterinary Clinical Hospital (Name of the company), each taking advantage of the available and functional material

resources available to their businesses, in order to reduce the investment in hospital machinery.

1.1.2.1 Intangible Resources

In relation to intangible elements, those resources that act as competitive advantages for the company are:

- Team with excellent training and which (Partners + Senior) add up to more than 40 years of experience in the clinical sector.
- Partner No. 2 with specific training in business management, sales, coaching and team management.
- Value proposition focused on the customer experience in our facilities and with the members of our hospital.
- Continuous training, which results in a permanent updating and motivation of our team.
- Native technical director of the population, well known and positioned among the clinics in the region, after years of experience in the field and knowledgeable of its people and customs.

These elements are ultimately concentrated in the 4 Ps of marketing

Figure 2 The 4 Ps of marketing

LAS 4 P DEL MARKETING



Source: (Tomás, 2021)

Product: high quality veterinary clinical services, with a focus on customer satisfaction and loyalty. The quality offered by the Veterinary Hospital La Alhambra will be based on two essential blocks:

1) Medical-surgical quality: it will derive from the sum of years of experience of the veterinary team, its specialisation by clinical-surgical fields, the model of separation of the infrastructure of canine and feline care and the large capacity of shelter for hospitalised animals, with 24h hospitalisation. The hospital will cover all medical-surgical fields, with the exception of central nervous system surgeries.

2) Service and customer care, which will be based on three pillars (developed below):

i) Continuous training in sales for the veterinary and auxiliary team.

(ii) Employee bonus for customer appreciation

iii) Owner loyalty bonus

Price: competitive price, away from price war strategies, without straying too far from the average offer of clinical services at national level. The pricing strategy will be focused on generating a perception of a high quality service within the reach of the middle class. Prices will be set on the basis of 3 benchmarks (variable according to product supply agreements by distributors):

-Market prices known by the partners themselves.

-Average prices provided by the supplier of the veterinary management software to be contracted.

-Direct market research through consultation with peers and "espionaje empresarial" of competitors.

Point of sale: it will be carried out in the hospital itself, strategically located in the province of Granada, away from existing hospitals, although close to the city centre to facilitate the movement of potential patients from the city.

Located in C/ José Tamayo nº 39, southeast of Granada city, only 5 minutes walk from the Serrallo Plaza Shopping Centre, where there is the possibility of closing a parking agreement (apart from the white area available in the whole block).

The activity will be developed in a 245 m² premises of 12 spaces, 7 exterior, with 10 large windows that provide plenty of natural light.

Promotion: the promotion will be carried out mainly through the web, social networks and referral agreements with the surrounding clinics, without prejudice to the hospital's own internal promotion of clinical preventive medicine services such as vaccinations, health

plans, dental hygiene, etc. Although it will be the partners themselves who will oversee the online promotion strategy, the ongoing management of the networks and website of the Veterinary Hospital (Name of the company), will be developed through the veterinary marketing company MkVet.

1.2 External Analysis

1.2.1 Macro-environment

1.2.1.1 Political and legal factors

The most noteworthy elements in Spanish politics at present that affect or may directly and forcefully affect business activity can be summarised as follows:

-Political instability: starting from the context that framed 2019, it is worth highlighting the notable instability and political disagreements that resulted from the successful motion of censure of former president Mariano Rajoy. Since the general elections of 28 April, and their repetition on 10 November of the same year due to a lack of consensus on the left, and until the stability achieved with the forced coalition agreement between Unidas Podemos and the PSOE (Pérez, 2020), the country experienced a year of political slowdown and, in particular, the delay in the approval of the General State Budget. (Expansión, 2019)

-Pandemic scenari due to COVID-19: the current President of the Government, Pedro Sánchez Castejón, was sworn in on 7 January 2020, and two months later he was faced with a new priority outside his political agenda, the management of the imminent spread of the SARS-Cov2 virus (Riaño & Salvador, 2020).

Following the entry of the virus into the country, the rapid increase in the number of cases and the complex management of the situation led the government to take the decision to initiate a series of fortnightly total confinements under a state of alarm, beginning on 14 March and concluding on 21 June (La Moncloa, 2020). However, worrying rates of contagion continued to be experienced, especially after Christmas of the same year (La Vanguardia, 2021).

Political dissent has been even more marked with the different options for managing the pandemic, mainly among localities where the opposition is in power. This set of circumstances has triggered a marked general distrust among citizens and businesses, in addition to the economic difficulties arising from the situation.

-Implementation of the Veterinary Agreement: with regard to the regulatory framework for the legal regime and working conditions of the clinical veterinary sector, it is worth highlighting the Collective Veterinary Agreement, whose promoter, drafter and advocate

was the CEVE (Spanish Veterinary Business Confederation). After initiating the first negotiation roundtables in 2018 with the necessary stakeholders (representatives of the sector, UGT and CCOO), as well as with the public administrations, the first draft was prepared in early 2020 (CEVE, 2020a). After revisions, it was finally published in the BOE¹ on 14 August 2020. Specifically, the Agreement, already mandatory for all clinical veterinary businesses, is aimed at "companies that carry out animal care activities in Veterinary Health Centres and Services or outside them, whether they are natural or legal persons, commercial, charitable or non-profit, including foundations, regulated in accordance with article 1.2 of the workers' statute" (CEVE, 2020b).

The main characteristics in terms of working hours and wages of the Veterinary Agreement are (Méndez, 2020):

-Working hours and holidays: as an ordinary working day, a total of 1,780 hours per year is established, not distributable irregularly, registered and with a maximum daily working day of 9 hours, except by mutual agreement, after which it would be extended to a maximum of 12 hours. Work carried out outside the clinic itself should also be counted as part of the clinic's working day. If work is carried out on a split shift, there must be a minimum break of 1 hour; if work is carried out on an intensive shift, after 6 consecutive hours there must be a break of 20 minutes. The daily rest between shifts shall be 12 hours a day and 36 hours a week. Overtime is voluntary. Holidays shall be 30 calendar days and the worker may also take 10 hours of leave for medical visits or personal and/or family matters.

-Salary: will depend on the categorisation of veterinarians by experience. Supervised junior veterinarians will receive a minimum of €18,200.24 gross per annum, general veterinarians €19,656 and senior veterinarians or directors, a gross annual salary of €24,024. Auxiliary staff shall receive a minimum of €14,979.96 gross per year. Various salary supplements are included in the salary, based on criteria of availability, public holidays, night work, professional career, seniority, dangerousness, mileage, allowances, etc.

The collective agreement, which also specifies important elements such as special conditions for breastfeeding or pregnant women, as well as the defining elements for merit and salary increases for professional careers, among others, has been an achievement in terms of establishing a particular regulatory framework for the sector at a legal level, although it has remained somewhat bitter for professionals in the sector,

¹ Official State Bulletin

who conclude that the measures adopted are extremely light in terms of the real needs of the sector. For this reason, it is concluded that the Agreement would not represent a significant barrier to entry for those entrepreneurs who want to venture into the opening of a veterinary clinical business.

1.2.1.2 Economic

Among the economic factors related to business in general and veterinary business in particular, the following should be noted:

-Economic freeze due to COVID-19: particularly at the present time, there is no doubt that it is the so-called Wuhan coronavirus, and its derived variants, who are being the protagonists in both the health and economic fields.

The main effect of the restrictions justified by the advance and expansion of the pandemic has been the contraction of supply, derived from the marked absence of demand. The temporary, albeit prolonged, closure of many businesses, and in many cases permanent closures, has meant and continues to mean an impact on the economy that is unprecedented since the Second World War (Baeza, 2020). Despite the dismal forecasts of experts and the institutions themselves, at the close of the 2020 financial year the fall in GDP was 6.4 % (1.3 % less than the 7.7 % fall forecast for the countries of the Eurozone) (Aristizábal, 2020). Looking at the year-on-year rate of GDP², in the third quarter of 2020 there was a fall of 8.7%, following the striking 21.5% drop in the second quarter. Among the consequences of the freezing of the Spanish economy, and especially with regard to the tourism and HORECA³ sector, the considerable increase in registered unemployment stands out. The number of unemployed in Spain, which in January 2020 stood at 3.25 million people, contrasts with the number registered in March 2021 of 3.95 million, rising in one year by more than 21.5% (EpData, 2021).

In addition to receiving aid from the so-called "Great European Agreement" or "Next Generation EU" (Comisión Europea, 2020) for the reconstruction of Europe, Spain was also the recipient of €56.7 million of European origin, from the so-called European Union Solidarity Funds, as an injection into the national economy for the sake of its reconstruction (Comisión Europea, 2020b).

² Gross Domestic Product

³ Hotels, Restaurants and Cafeterias

-Controversy in relation to veterinary VAT: since 1 September 2012, with the entry into force of Royal Decree-Law 20/2012 of 13 July, on measures to ensure budgetary stability and promote competitiveness and the Resolution of the Directorate General of Taxation of 2 August, clinical veterinary pet businesses are taxed 21% on their services to their clients, when before that date they were taxed at 8%. This has undoubtedly led to an increase in the price of veterinary services and products for the end consumer, which has a negative impact on the business, both in terms of image (typical "expensive" comment) and in practical terms on the profitability of the business, by making it more difficult for the lower-middle classes to access services (AMVAC, 2012).

Trade unions, professional associations and private veterinary organisations have from the outset expressed their rejection of such regulation, alleging that the public administration has shown contempt for clinical veterinary work, on the understanding that it considers it to be a non-essential service and defending the importance of the concept of "One Health", in which public and animal health are closely linked. Despite expectations that this new coalition government of PSOE and Unidas Podemos would include in the General State Budget the return of Veterinary VAT to a reduced rate, this demand was not included in the budget (López, 2020).

1.2.1.3 Socio-cultural

In relation to the social and cultural elements that affect or may affect the development of the hospital's activity, the following points of relevance to be taken into account are established:

-Average Spanish purchasing power: it is worth highlighting in the area of salaries the imposition of the new minimum interprofessional wage, (SMI) which slightly raises the purchasing power of Spaniards. Currently set at 950 € gross per month in 14 payments or 1108.3 € gross per month in 12 payments, the SMI has increased by 45% in the last 5 years (Expansión, 2021).

The referenced rise, added to the fact that the Consumer Price Index (CPI) closed in 2020 with a negative value of -0.5% (and with the same trend forecast for 2021), helps to ensure that the purchasing power of the average Spaniard is not affected. However, the bulk of companies have frozen their workers' salaries, with only 2.6% of companies claiming that they will carry out the salary increase planned for 2021 (EFE, 2020).

-Post-covid consumer habits: already from the beginning of the pandemic, numerous authors outlined the idea that both interpersonal relationships and the way we consume will change from this new scenario. In general terms, habits more focused on personal

hygiene and our environment will be imposed, physical contact will be reduced, our social relations will tend to be focused on narrower circles, etc. This will be reflected not only in homes but also in businesses themselves, which are the heart of economic activity, altering the way of consuming in such a way that the customer will be more demanding on average, mainly in terms of crowding and hygiene (Robson, 2020).

In relation to the purchasing decisions of Spaniards, there is a clear tendency for citizens (around 70%), due to economic uncertainty, to increase their savings and wait until the sales period to make their purchases. In terms of shopping channels, although online shopping has been strongly favoured in the Covid period, Spaniards still value local shops more highly. However, the constant restrictions on opening hours and capacity have made it difficult for citizens to satisfy their desire to buy their products in a physical shop, and they have had to resort to online sales (Orús, 2021).

Specifically in relation to the socio-cultural aspects that most affect the veterinary sector, pet ownership stands out in particular. In Spain, it is estimated that approximately 40% of households have at least one pet, bringing the estimated total number of pets in Spain to 20 million. There is a growing trend, with certain age biases towards pet ownership; this would be the case of the so-called "millenials", born between 1980 and 2000, who, due to precarious economic circumstances and/or cultural changes, tend to have fewer children and more pets. On the other hand, people over the age of 52 stand out, who, mainly for reasons of mitigating loneliness, reach high percentages of pet ownership (up to 32% in 2018 figures) (Jiménez, 2018).

1.2.1.4 Technological

In relation to innovation and technology in Spain, it should be noted that, according to the CEOE report "La industria, motor de crecimiento", the importance of industrial activity in Spain has progressively increased since the lows of the 2009-2012 period, currently representing around 15% of national GDP. In terms of employment, more than 2 million people work in the manufacturing industry and 90% of them are full-time, which is much higher than the average for other sectors in our country. In the field of technology and innovation, it is worth noting that 4 out of 10 Spanish companies that invest in R&D belong to the industrial sector (CEOE, 2018).

The advance of the so-called "Internet of Things" (IoT) is no longer a concept of the future, but has become part of the present in businesses and homes. Technological advances in devices, the quasi-globalisation of world connectivity, and the exponential increase in the speed and efficiency of connections, has allowed us to live in a super-

connected world, with a tendency to live in a hyper-connected world, in which all electronic devices, both at industrial and private level, exchange information to make our daily tasks even easier thanks to the automation of processes and the reduction of operational costs. In this regard, it is worth noting that Spain is the 5th country in the world in terms of investment in IoT (Gallego, 2020).

In the veterinary sector, the last two decades have meant a before and after not only in relation to the available diagnostic technology, such as digital or portable radiology, a solemn improvement in ultrasound systems, or much faster, cheaper and more efficient analytical machinery, but also the mobile devices themselves, social networks and new clinical management programmes have completely transformed the way of relating with the de facto client and the potential client (Tabares, 2018).

1.2.1.5 Ecological

The main point to take into account when talking about veterinary clinic or hospital and ecological impact is the management of waste from veterinary practice, as well as from deceased animals.

Tons of needles, syringes, medicine containers, blister packs, diagnostic tests, hygiene and disinfection products, animal fluids and tissues, etc. are used and disposed of on a daily basis. The local councils are responsible for the control and management of this waste, and will contract specialised companies for the scheduled collection of these items.

The legal basis on which the pillars of sustainability and ecology of the veterinary sector are based are, among others: "Law 22/2011, of 28 July, on waste and contaminated soils" (BOE, 2011), "Directive 91/689/EEC, on hazardous waste" repealed by "Directive 2008/98/EC of 19 November 2008, on waste" (EUR-Lex, 2008), "Royal Decree 367/2010, of 26 March, amending various regulations in the area of environment for its adaptation to Law 17/2009 and Law 25/2009". On the other hand, it should be noted that each autonomous community can independently manage and adapt its waste management regulations.

With regard to the management of carcasses, this is also regulated by "Regulation (EC) 1069/2009 lays down health rules for the collection, transport, storage, processing and disposal or permitted uses of all animal by-products and derivatives, not intended for human consumption or SANDACH" (Eur-Lex, 2009). There are no formal studies that demonstrate the impact of poor carcass and waste management, however, from both an

environmental and health point of view, it is of fundamental importance to comply with the current regulations in detail.

1.2.2 Micro-environment

Figure 3 Michael Porter's forces



Source: (Villacampa, 2019)

1.2.2.1 Bargaining power of the buyers (customers)

Although we must take into account the red ocean that we enter when starting a clinical project, and in which in most cases the client has a fairly high bargaining power, the essence of this hospital is, as far as possible, to counteract the bargaining power of the client by offering a differentiated quality of service, which in itself serves as a competitive advantage over competitors. The high bargaining power of the client in the average

veterinary clinic is evident when veterinary centres opt for unfair competition strategies to attract and retain clients.

The pet owner, in general terms, has dozens of centres to which he can go, most of which are general practice centres, where elementary techniques are performed and where care and service is standard. The specialised care project, as a reference centre, with a high quality of service and innovative from the outset, will diminish this power.

1.2.2.2. Bargaining power of providers

The bargaining power is usually in favour of the clinic owner due to the large number of existing providers who want to increase their market share. It is relatively easy to acquire a good portfolio of suppliers, well established in the market and with excellent conditions, distribution and products. However, it should be remembered that nowadays there is a great atomisation of veterinary clinics in Spain and that the clinic is beginning to lose negotiation with the supplier due to this large and growing number of competitors.

1.2.2.3 Threats from new entrants

Particularly noteworthy is the high density of veterinary companies dedicated to clinics and the increasing entry of new competitors. According to AMVAC (Asociación Madrileña de Veterinarios de Animales de Compañía) in Spain there are (until the end of 2018) more than 5300 veterinary clinical businesses, and we have twice as many veterinarians per inhabitant compared to the European average (López, 2019).

Every year around 1400 new veterinary graduates enter the market, from the 13 veterinary faculties in Spain. This means that there is a very high probability, especially nowadays where entrepreneurial activity is emerging as a succulent alternative to employment, that the number of competitors will increase greatly and almost exponentially (Sepúlveda, 2017).

1.2.2.4 Threats from substitutes

A considerable part of the turnover of most clinics is related to non-clinical shop products, i.e. feed and supplements. It is worth highlighting the rapid and constant evolution of businesses dedicated exclusively to the sale of this type of products, such as "Tiendanimal", "Kiwoko", "Maskokotas", "Terranova", "Zooplus", etc. These elements must be taken into account when locating the place to open the veterinary business,

especially if we want to add this added value of selling feed and complements in our company.

On the other hand, owners are increasingly aware of the medications that are frequently used for their pets, and which they can obtain with greater or lesser difficulty in conventional pharmacies for humans, eliminating the possibility for the vet to profit from these sales (corticoids, non-steroidal anti-inflammatory drugs, some antibiotics, dewormers...).

1.2.2.5 Rivalry of existing competitors

Veterinary centres fight for a position by pursuing strategies that are not always favourable to the market (such as simply lowering prices, which is unfair). It is clear that the main factor leading to this situation is the high concentration of existing veterinary businesses. Increasingly, companies are trying to jump on the bandwagon of differentiation and innovation, but the truth is that the vast majority fail due to a lack of innovative culture, consistency and attitude. Social skills in this business are essential to gain a competitive advantage and distance oneself from the hundreds of "do-nothings".

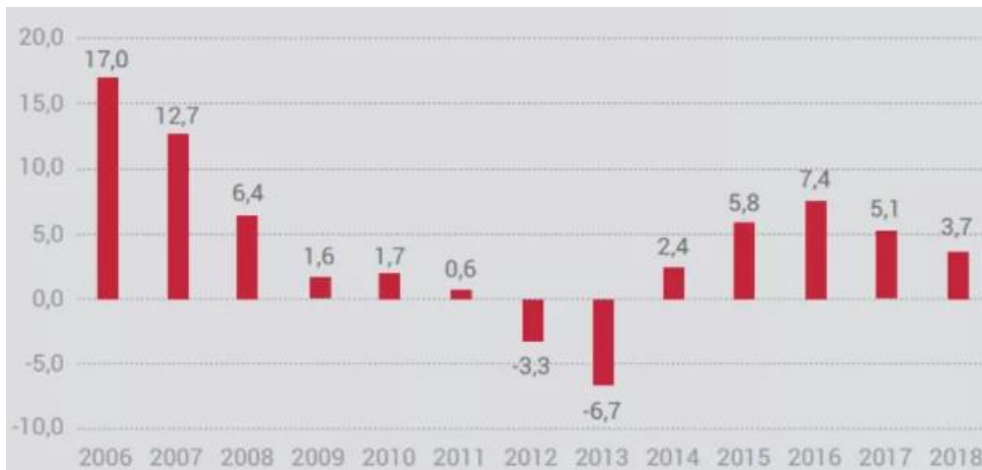
2. ANALYSIS OF THE CLINICAL VETERINARY SECTOR

After specifying the characteristics of the external and internal environments that directly or indirectly affect the evolution of the Veterinary Hospital La Alhambra, it is also necessary to analyse how the veterinary clinical scenario has evolved up to the present day, and in particular the critical points to be taken into account when planning the business strategy.

2.1 Situation of the veterinary sector

The turnover of Spanish veterinary clinics, which fell sharply in the period 2012-2013 after being hit hard by the consequences of the economic crisis of 2008 and the VAT hike on veterinary services by 13 percentage points, managed to overcome and consolidate its growth during the following three consecutive years 2014 to 2016 .

Figure 4 Evolution of the turnover of Spanish veterinary clinics



Source: *Animal's Health*, 2019

The trend over the last two decades has been to maintain a business model, predominantly in Spain, of small clinics, with one or two veterinarians (58%). This situation gives rise to a highly atomised market with a high level of self-employment and adjusted profitability, due to the price competition between many of the clinics that share a geographical area. On average, small clinics (58% with 1 or 2 vets) have an annual income of less than 225,000 €, followed by 31% with between 225,000 and 450,000 €, 6% corresponding to large clinics with between 4 and 7 vets and a turnover of between 450,000 and 700,000 €, to finish with a meagre 5% of hospital businesses with a turnover of more than 700,000 € per year, with teams of more than 7 vets (DiarioVeterinario, 2020).

However, the structure of the sector as we know it today is changing. A new trend is emerging towards the establishment of large, centralised and self-sufficient structures, which are presented as reference hospitals, with highly qualified and differentiated staff, increasingly resembling the hospital structure found in human medicine (DiarioVeterinario, 2020).

In fact, numerous investment funds (such as Collins, Anicura, Columna Capital and Aspad) have been interested in combining the strength of this business atomisation, creating chains of clinics and buying hospitals to centralise profits and increase the potential of veterinary businesses. According to the 2018 report presented by the Colegio Oficial de Veterinarios de Madrid in conjunction with the Asociación Madrileña de Veterinarios de Animales de Compañía (AMVAC), it is concluded that: "the emergence of new operators such as investment funds and large product and service shops, with ambitious expansion plans, are conditioning the reality and future development of the

veterinary clinic sector, already complex in itself with an excessive number of practitioners and veterinary centres" (Benítez, 2018).

The average gross annual salary of the clinical veterinary sector lost, in data from the end of the financial year 2018 (which in net terms meant an average of 1047.20 €/month), 3.53% in relation to the same data collected in 2009, placing it at the bottom of the 79 work activities presented in the National Classification of Economic Activities (CNAE). The data observed for the same year in reference to the comparison between the salaries of the health sector as a whole revealed that, while the average salary of the other health activities represented 111.84% of the average Spanish salary, that corresponding to veterinary activities remained at 61.45% (Melian & Aragón, 2020).

Comparing 2009 and 2018, it is worth noting a notable increase of 38.82% in the number of clinical veterinary businesses in the market, with an increase in self-employment, with figures of around 60% of companies formed by only one veterinarian who assumes all the responsibilities of the same (Melian & Aragón, 2020).

2.2 Competitive structure

Competitive analysis: in the province of Granada there are 105 active veterinary companies dedicated to small animal and exotic animal clinics (COLVETGR, 2021), resulting in a ratio of 8,760 inhabitants per clinic. Taking into account that approximately 42% of the population has pets, this gives us a more realistic value of 3700 potential clients per clinic, and knowing that on average there are 2.4 pets per inhabitant, we could estimate an approximation of 1540 pets per veterinary centre.

In these average calculations, the size of the centre has not been taken into account. Therefore, we have counted from the smallest and most basic practices to hospitals with more than 3 practices.

Among the 105 centres, 3 hospitals are considered as the most direct competitors, both in terms of structure and business size, as well as location:

1) Hospital Veterinario Galápagos: centrally located in the city of Granada. It is made up of 11 veterinarians + 6 auxiliaries. Centre with reception, 3 consulting rooms, hospitalisation, pre-operating room, operating room, X-ray room and staff room.

-Badly designed website, uncomfortable to use and not very clear.

-Google score: 4.1.

-Facebook: little use and little social impact.

-Instagram: 223 publications, 606 followers.

-Scarce presence in RRSS.

2) Hospital Veterinario Sur: located southeast of the city of Granada. It is made up of 12 vets, 7 assistants. Centre with 2 floors with reception, 3 consulting rooms, independent canine and feline hospitalisation, operating theatre, X-ray room, training room and staff room.

Well-designed, user-friendly website with interesting content.

-Google score: 4.3

-Facebook: low use and low impact.

-Instagram: no use of this network.

3) Zarabanda Veterinary Hospital: located northwest of the city of Granada. It has 8 veterinarians and 4 auxiliaries. Centre with reception, 2 consulting rooms, hospitalisation, operating theatre, X-ray room and staff room.

-Well designed website, easy to use, without content of interest.

-Google Rating: 4.5

-Facebook: frequent use and no impact.

-Instagram: 39 posts, 96 followers.

These three hospitals, as indicated above, cover the northwest, centre and southwest of Granada. The southeast area is "free" of veterinary hospital influence, with at least 6 veterinary clinics and 3 consulting rooms within a 3 km radius of our hospital. This makes at least 9 veterinary centres of proximity with which we hope to start collaborating at the beginning of our activity.

With direct competition from 3 hospitals and a veterinary market of 102 other active clinics of low specialisation, we consider the presence of another veterinary service specialising in the area to be very feasible and necessary.

3. ANALYSIS OF CONSUMER BEHAVIOUR

The analysis of the veterinary sector has provided both a global and specific vision of the competitive scenario in which the Veterinary Hospital La Alhambra will operate.

However, the most relevant part of any business must be taken into account, which is, of course, the consumer trends of the customers. For this reason, the purchasing behaviour of customers is analysed below.

3.1 Purchasing behaviour

Based on one of the most relevant studies in the country on consumer behaviour in the pet sector, the "Annual Study on Pets in Spain" developed by the company "Tiendanimal", the following data of interest can be extracted (TiendAnimal, 2019):

-The dog continues to be the most frequent pet in Spanish households, even with a growing trend with a value of 1.4 dogs on average per household in 2018 to 1.8 in 2019, and towards which most pet-related spending in Spanish territory is going.

-An increase of more than 7% in owners' investment in the care of their pets has been identified in the period between 2017 and 2019. This indicates a positive trend in terms of animal welfare awareness, whereby a higher proportion of household income is being allocated to cover these expenses.

-Of the average expenditure per pet per year (€1282.18 in 2019), 65% was spent on food, 27% on veterinary care and 8% on other pet accessories (toys, beds, clothes, etc.).

However, although the total amount spent on pets has increased over the three-year period under study, the report announces a slight decrease in the amount spent on veterinary services. The average expenditure reported by owners was €354 per year in 2018 and €352 per year in 2019; while the same data provided by the clinic owners themselves, report a somewhat more pronounced difference, with an annual value of expenditure in 2018 of €340 and €334 for 2019.

-A worrying 5% of the owners surveyed in the study say that they have never taken their pet to the vet. There is also a marked decrease in those owners who say they take their pet "every now and then for a check-up", from 64% in 2017, 50% in 2018 and 40% in 2019.

-In relation to prophylactic treatments for pets, 95% of respondents say they keep their pet's vaccination schedule up to date, with only 1% saying they do not.

-In relation to the most frequent pathologies detected in the surveys of veterinary clinic professionals, and those that are characterised by the fact that they account for most of the clinics' turnover, the most frequent pathologies are, in decreasing order,

dermatological, gastric and parasitic pathologies in dogs, while in cats the most frequent are gastric and parasitic pathologies, leaving dermatological pathologies in third place.

4. DIAGNOSIS OF THE SITUATION: SWOT ANALYSIS

Having studied both the competitive scenario of the veterinary clinical sector and the behaviour and consumption trends of clients of clinical services and products for pets, as well as having internally analysed the company's resources, the following strengths, weaknesses, opportunities and threats for the future hospital are concluded:

Strengths:

-Team firmly oriented not only to medicine, but especially to the customer thanks to continuous training both in medicine and in sales and communication, which results in a permanent updating and motivation of our team.

-Value proposition focused on the customer's experience in our facilities and with the members of our hospital.

-Location with easy parking, large white areas.

High liquidity of the partners and easy access to short and long term loans, as well as the current availability of the main elements for the start-up of the project: machinery, furniture, etc.

-We have highly qualified staff with extensive experience in the sector, with excellent medical-surgical, communication and teaching skills for the training of new staff.

-Technical director who is a native of the town, familiar with its people and customs.

Weaknesses:

-Relative difficulty in obtaining equipment that fits 100% with our company philosophy, which we consider fundamental to boost our differentiation.

High initial investment and the challenge of maintaining investment in state-of-the-art equipment to keep us up to date with advances in medicine.

-We start without any physical or virtual positioning, which will force us to invest more in marketing and advertising.

-Loss of clients by not offering certain services, mainly in relation to computerised tomography (CT).

-Machinery and some elements of the furniture may give the impression of being outdated or used, as they have already been in use for several years.

-Starting the project with a high number of employees, with the economic risk and responsibility that this entails.

Threats:

-Situation of price war currently in place in most clinical environments, which will mean that positioning and the value proposition is greater than the customer's perception of the price will be an overexertion. There are currently 105 active clinical centres in the province of Granada.

-Local economic framework. Most of the population is middle class, affected by the crisis and economic instability.

-Risk of rejection by the current clinical community in the area and unfair competition.

-Socio-economic effects of the COVID-19 pandemic crisis.

-Risk of possible resurgence of COVID-19 in the country or neighbouring countries or the emergence of new strains that would again limit free movement and economic activity in Spain and/or worldwide.

-Tighter fiscal and tax conditions for SMEs due to possible economic adjustments by the government.

Opportunities:

-Only 3 out of 105 clinical centres are Hospitals.

-Increasing trend towards personal development and happiness at work. The "millennial" generation highly values work-life balance, happiness in the workplace and a sense of purpose. Intrinsic qualities in the "La Alhambra" project.

-A relative scarcity of hospitalisation services in the capital of Granada and in the province of Granada in general, 24h service and specialised staff.

-The average veterinary client does not consider it a pleasant experience to go to the vet, which means that our proposal is automatically positioned above the proposal of the average clinical centre.

-Large number of specialised medical-surgical, communication and emotional management courses, which will facilitate access to continuing education.

-Relative ease of direct access to our target customer through web positioning and social networks.

-Fluid commercial relationship with suppliers, after years of communication with them.

Figure 5 SWOD Analysis

SWOD		SITUATION	
		POSITIVE	NEGATIVE
SCENARIO	INTERNAL	<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> *Customer-oriented team *Value proposition *Accessibility *High financial liquidity *Personal qualifications *Native Grenadian partner 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> *Difficult personnel selection *High initial investment *Low initial positioning *Lack of certain services (TAC) *Part of the equipment already used *High number of employees
	EXTERNAL	<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> *Only 3 hospitals in Granada *New generation trends *Shortage of clinical services *Going to the vet = unpleasant experience *Large number of specialisation courses *More accessible customer RRSS *Relationship with suppliers 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> *High competition - price war *Weak local economy *Risk of rejection by the clinical community *Economic effects COVID-19 *Risk of resurgence COVID-19 *Potential fiscal/tax tightening

Source: own elaboration.

5. MARKET SEGMENTATION

The SWOT analysis has elucidated the points of strength and fragility of the company, the opportunities to be taken advantage of thanks to its strengths and the socio-economic scenario, as well as the threats that beset both the sector in particular and the economy in general. Based on the conclusions drawn, the market segmentation structure for the company is presented.

The main criterion to be considered for the segmentation is related to the location of the Veterinary Clinical Hospital La Alhambra. In this sense, the optimal location for the company has been studied taking into account three factors:

- Proximity to the urban nucleus, but without belonging to it in order to facilitate access and parking for the owners.
- Proximity to veterinary clinics in the area: a minimum of 9 veterinary centres have been counted within a radius of 3 km from the location of the hospital (6 veterinary clinics and

3 veterinary surgeries), in order to provide them with a reference point for the referral of their more complicated cases.

-Location with respect to the centre of Granada city of the 3 main hospitals considered direct competition, which occupy the central area (Hospital Veterinario Galapago), southeast (Hospital Veterinario Sur) and northwest (Hospital Veterinario Zarabanda).

This is why the location chosen for the establishment of the hospital infrastructure is located in the southeast area of the capital of Granada, which is uncovered from the protection of a reference hospital (Figure 3).

Figure 6 Location of the hospital



Source: captured from Google Maps.

Based on this segmentation, an estimated number of pets per proximity (Zaidin and Genil areas) of around 17,000 pets is calculated (based on a total of 160,000 pets for the whole province of Granada).

6. MARKETING OBJECTIVES

As the next and extremely important step when starting a new project, it is necessary to establish objectives for the future marketing strategy. The previously analysed data (situational analysis, analysis of the clinical veterinary sector, consumer analysis, situation diagnosis and market segmentation) will serve as a basis for the elaboration of assertive marketing objectives for the hospital.

The marketing objectives to be achieved in a period of 1 year from the start-up of the hospital are:

1. Care of an average of 4000- 5000 cases (500- 625 cases per veterinarian/year; about 2 patients per veterinarian/day).
2. Referred cases: the weight of referred cases in relation to the total number of cases is expected to be around 15 - 30 %.
3. New patients VS regular patients: the proportion of new patients is expected to be around 70 - 80 %, and the proportion of regular patients is expected to be 20 - 30 %.
4. Patient revisions: a value of at least 50% of revisions is expected for incoming patients.
5. Surgeries: an average of 7 - 10 % of the total number of spay and neuter surgeries and 4 - 5 % of other surgical cases are estimated to be spay and neuter surgeries.
6. A total turnover of approximately 700,000 euros is expected.
7. Social Networking:
 - a. Google rating of at least 4 with at least 30 referrals.
 - b. Reach at least 3,000 followers on Instagram through daily use of the network, call to action based on raffles, promotions and curiosities of the clinical sector in general and our hospital in particular.
 - c. Reach at least 1,000 followers on Facebook.
 - d. Generate content on YouTube linked to the above networks.

7. MARKETING STRATEGIES

Based on the proposed marketing objectives, the marketing strategy of the Veterinary Hospital La Alhambra is constructed, and in particular designing the strategy of growth, competitive advantage, segmentation and positioning.

7.1 Growth strategy

The growth of the company will be strictly linked to the following factors, based on the market penetration strategy of the Ansoff matrix. As such, the Ansoff matrix proposes several corporate strategies based on two fundamental variables: the products/services offered and the types of market.

In his matrix, he proposes 4 different types of forms for a new company when starting its economic activity. Based on the two aforementioned variables, and depending on whether these products/services and markets are current or new, the following can be obtained (Robles, Cevallos, & Portero, 2020).

Figure 7 Ansoff matrix

ANSOFF MATRIX		P R O D U C T S	
		ACTUAL	NEW
M A R K E T S	ACTUAL	Market penetration	New product development
	NEW	Development of new markets	Diversification

Source: own elaboration

Market penetration: this strategy tries to carry out its activity within an original strategic framework already established in the market, seeking to achieve a greater market share than the competition without an obvious differentiation. Among the mechanisms for increasing sales, it is chosen to invest in advertising and marketing, to increase the quality of customer service or to increase training and sales force.

New product development: this involves developing innovative products and services within an existing market. It generally requires a significant financial investment in the company's research, development and innovation (R&D&I) field.

New market development: this is based on the modification or alteration of certain elements of the products and/or services within a particular line of a company, in order to adapt them to new markets. Examples of mechanisms employed include marketing innovations, with significant adaptations to packaging, product layout, different promotion or the way products are presented and/or priced.

Diversification: this is generally a riskier strategy, as it involves offering innovative products in markets not yet exploited by the company. The diversification strategy requires new talents and skills, a considerable investment of resources.

Based on the capacities and resources of the Veterinary Clinical Hospital La Alhambra, it is considered that the strategy that most coincides with the approach of the project is, as already indicated, the market penetration strategy, because it is not considered that a characteristically innovative product or service is being offered, nor that market development per se is being carried out.

In this regard, our market penetration strategy will be characterised by:

- Quality of veterinary medicine and surgery offered.
- Human service in our hospital, reflected in the personal and public appreciation of our customers.
- Repercussion in social networks.
- To carry out avant-garde strategies that position us as a reference hospital not only locally, but also at provincial, community and national level.
- Professional recognition by neighbouring veterinary clinics, so that we become their reference hospital of choice.
- Constant investment in team training.
- Constant investment in new technologies and equipment to achieve maximum efficiency in clinical work and customer service.

7.2 Competitive advantage strategy

The competitive strategy of the Hospital Clínico Veterinario La Alhambra, understood as those actions that make it possible to maintain certain competitive advantages that favour the development and success of the company, will be based, mainly in the first year of activity, on a "challenger strategy", following Kotler's proposal of competitive strategies (leader, challenger, follower and specialist).

The "challenger strategy" proposes a form of market entry that is sufficiently aggressive to unseat the current leader, overtaking its market share (in this particular case, the leader would be the aforementioned Hospital Clínico Veterinario Galápago). To do this, Kotler proposes acquiring the necessary knowledge about the capabilities and resources of the main competitor, in order to compare them with the capabilities and resources of our own company. After acquiring this knowledge, he establishes three attack approaches to beat the leader: frontal attack (which requires entering the market with greater resources than the leader), flank attack (when the challenging company has fewer resources than the main company, so it chooses to attack its weak points) and roundabout attack (by launching an offensive on several points of the leading company at the same time) (Monge, 2010). In the case of the Hospital Clínico Veterinario La Alhambra, within the challenging strategy, a semi-aggressive strategy of a round-robin attack will be carried out.

The strategy will consist of actions to increase referrals, intensive promotions, cost efficiency and customer loyalty. After the 1st - 2nd year of activity, it will move to a leader strategy, with a market share that exceeds that of the competition, enhancing internal specialisation, customer loyalty and establishing the position of the Veterinary Clinical Hospital La Alhambra as a national benchmark in small animal medicine and surgery.

The differentiation strategy focuses particularly on two of the three strategies proposed by Michael Porter: differentiation and focus (the strategic model of price leadership is discarded).

Based on Porter's strategic division, differentiation is further subdivided into horizontal and vertical. In the first case, it refers to an increase in the variety of the offer itself, which would present sufficient alterations or modifications for the potential public to perceive it as a differentiating element. On the other hand, vertical differentiation refers to a representative increase in the quality of the product or service offered (Ucha, 2015)

In the case of the strategy by segmentation or focus, Porter proposes a method of empowerment in the knowledge of the customer and market niche, to increase the understanding of their needs and thus increase sales opportunities.

The differentiation for which the hospital is intended to stand out focuses on service to the public, so based on the above, a vertical differentiation strategy would be carried out. The vast majority of clinics and hospitals in the country largely neglect both previous and ongoing training of their employees in customer service, conflict management, emotional management, sales techniques, telephone customer service, empathy, etc.

This is why we consider the presence of a coach within our team (partner nº2) to be of great importance. He has an MBA (Master of Business Administration) from the ESADE business school, a Master in Coaching and Team Management from EFIC (Escuela de Formación Integral de Coaching), as well as extensive experience in managing large teams, and will be the person in charge of carrying out continuous training within the company, taking direct responsibility for the implementation and success of a structure of excellence in customer service.

7.3 Segmentation strategy

With regard to territorial segmentation, as indicated in section 5, the south-eastern region of the capital of Granada will be targeted because none of the three largest hospitals in the city are located in this geographical area. Therefore, it is intended, especially in the beginning, to be a reference hospital for clinics located in the south and east of Granada, in order to gradually extend the number of clinics that have the Hospital Clínico Veterinario La Alhambra as a trusted hospital to refer their more complex cases to be dealt with.

In relation to customer segmentation, as a pet care service, there will be no special focus in terms of customer segmentation for any particular customer profile, since pet ownership is not particularly associated with a specific customer profile. However, it can be defined that the desired average profile is an upper middle-class individual (as the services are not intended to compete on price in the market), who is committed to the health of his or her pet and who considers necessary both the prophylaxis and the medicine and surgery of his or her animals.

7.4 Positioning strategy

The Veterinary Hospital La Alhambra intends to position itself mainly on the basis of a strategy of leadership in service and customer care. This leadership in service will be based on the membership of a professional in coaching, team management and commercial techniques, who will complement the clinical training and service of the entire veterinary, auxiliary and reception team, with continuous training in emotional management, conflict management, communication, sales and team-building, in order to focus on the comfort, confidence and loyalty of customers as well as the cohesion and happiness of the hospital team itself.

On the other hand, the positioning in the veterinary market itself will come from the hand of professional excellence, the performance of advanced veterinary techniques and the facilities of the Veterinary Clinical Hospital La Alhambra which will allow to act as a reference hospital from the first moment, for the referral of complex cases from neighbouring clinics, with the intention of expanding the radius of action of the hospital as its brand becomes known both through word of mouth and through social networks.

8. MARKETING ACTIONS

In order to implement the global marketing strategy based on the previously established objectives, the following marketing actions will be designed:

- Design of the company logo: through a professional logo design company, the aim is to create an image that combines three values: animal care, customer service and quality (€1,500). After the proposals offered by the company, it will be submitted for discussion and selection by the 3 partners and, in the case of discrepancy, it will be put to a vote.
- Design of the company's website: the website will have a minimalist, professional, non-overloaded look. It is intended to design a website with few sections, including the presentation of the team, the facilities, presentation of services and promotions, location and contact section and weekly blog (€1,200). The website will be positioned and managed through the aforementioned company MkVet.
- Design of the structure of the social networks: presentations of real cases (anonymous), company promotions, photographs of the team and facilities and events to be attended and/or organised by the company will be published. Under supervision of the partners, the social networks will be managed by MkVet.
- Negotiation with suppliers: survey of suppliers for the acquisition of supplies of consumables, medicines and permanent material for the hospital. The suppliers to be contacted in the first instance due to the previous contact made by the three partners with their representatives will be:
Veteralia: veterinary sedatives and anaesthetics, deworming, rapid tests and other consumables.
Henry Schein: surgical instruments and equipment, examination instruments and work clothes.
Virbac and Zoetis: canine, feline and exotic vaccinations and other medications.

Royal Canin, Hill's and Affinity: veterinary feeds as adjuvants for health problems, as well as generic feeds by age and breed.

- Contracting the services of MkVet: a company specialising in veterinary marketing, which will manage the company's website and social networks (standard pack €300/month; €3,600/year).

The aim is a continuous and efficient web positioning and advertising strategy both on social networks (Instagram, Facebook and Youtube mainly) and on other websites of veterinary interest through banners, e-mail marketing, design of health campaigns (2/month), content marketing on the web and social networks and monitoring through reports (2/year).

- 1) Design of the company's health plans. The first health plans to be offered are as follows:
 - a) Annual Vaccination + Deworming Plan: by contracting the annual vaccination and deworming protocol for the pet, a 20% discount is given in relation to the separate price.
 - b) Puppy Plan: during the first 6 months of the puppy's life we offer two monthly consultations + weighing + nutritional advice + ethological advice + vaccinations + deworming, with a 15% discount on the separate price.
 - c) Geriatric plan: for animals over 8 years of age that do not suffer from any pathological process, a pack of quarterly check-ups will be offered (4 per year), which will include 1 complete blood test (haemogram, biochemistry and ions) + 3 x-rays (chest, abdomen and hip) + 1 abdominal ultrasound + 1 echocardiography + 1 electrocardiogram + 1 annual dental cleaning (if the animal's condition allows it).
- 2) Pricing and discount programmes (described above in the section "owner loyalty bonus"): based on market prices and desired margins taking into account purchase costs.
- 3) Procurement of selected furnishings and decorative elements for the fitting out of the hospital. (25.000 €).
- 4) Procurement of merchandising elements: pens, book covers, pet toys, feeding and drinking bowls, etc. (500 €/year).
- 5) Establishment of agreements with different VTA (Veterinary Technical Assistant) schools for the training of new VTAs: Vetformación, Nubika, Ifevet, Implika, Cym formación, Impulsa docente, etc.

- 6) Advertising in sector magazines and municipal newspapers: Argos magazine, Consulta de Difusión Veterinaria, Profesión Veterinaria, Colegios Veterinarios, AVEPA, etc. (1.500 €/year)
- 7) In order to exploit the differentiation by service, the following actions will be carried out:
 - a) Continuous sales training for the veterinary and auxiliary staff: weekly sales seminars will be given, focused on sales techniques, sales motivation, conflict resolution, communication and customer service.
 - b) Bonus to the worker for customer rating: by e-mail, the owners will be able to rate the attention and service of the veterinary and auxiliary staff, with a private and anonymous score from 1 to 5. The bonus will be translated, at the worker's choice, into: free hours, economic bonus or bonus in training courses.
 - c) Bonus to the owner for loyalty:
 - i) An examination and examination of the animal will be offered free of charge as long as the owner has complied with the annual vaccination and deworming protocol for their pet. The examination and examination will include: weighing and calculation of body indexes, overall examination by the veterinarian, cardiac auscultation, ear inspection, examination of the mouth and chest x-ray.
 - ii) A free annual ultrasound scan will be offered to all owners who have carried out at least two complete geriatric check-ups for their pets, during the course of 1 year.
 - iii) "Best friend" awards: every quarter, a selection will be made of 1 owner who has stood out for the frequency and economic value of his or her visits. They will be rewarded with a batch of food samples and accessories from our food suppliers, as well as a complete check-up for their pet, which will include:
 - (1) 1 full blood test: including blood count, biochemistry and ions.
 - (2) 1 x-ray
 - (3) - 1 ultrasound scan
 - (4) - 1 electrocardiogram
 - (5) - 1 dental cleaning at ½ price

On the other hand, special attention will be paid to social networks and the digital environment, practically abandoned by the competition, first through the hospital's own staff and later with the possibility of contracting the services of MkVet (www.mkvet.es), a company exclusively dedicated to veterinary clinical businesses with the aim of giving

them vivid exposure on the internet. Among its services we highlight web positioning design, SEO and SEM, corporate design, Google Adwords, Social Media management, content marketing, e-mail marketing, content for the waiting room, event organisation...

Among their packs, we will initially contract the "Standard Pack", with a price of 300 € per month, which will provide us:

- Telephone and video-call advice, consultations and e-mail support.
- Social media management: Facebook, Instagram, Google my Business, profile optimisation, 3 weekly publications.
- Bimonthly health campaigns
- Web communication and blog management
- Content marketing: 1 monthly publication of an article.
- SEO web positioning
- Social media marketing
- Monitoring: delivery of six-monthly reports

9. CHRONOGRAM AND BUDGET

In order to undertake the necessary and precise steps to begin this journey, the following is a chronogram of activities, defined by the deadlines that we consider appropriate for the start.

To do this, we will use the "Gantt Chart" as a visual tool that will allow us to easily follow the administrative activities and marketing actions over time:

Figure 8 Gantt chart

TASKS	2021						2022			
	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	
Declaration prior to the start of the activity	█									
Final rental agreement for the premises	█									
Negative Certification		█								
Company name			█							
Opening a bank account			█							
Drafting Statutes and Deed			█							
CIF application				█						
Report preparation Architect				█						
Application for a building permit				█						
Market study - Surveys				█						
Long-term loan application					█					
Entry in the Commercial Register					█					
Census Declaration						█				
Fitting out the premises					█	█				
Affiliation and registration with the Social Security						█				
Request Guestbook						█				
Trademark registration							█			
Opening licence							█			
Procurement of equipment								█		
Acquisition of furniture and installation								█		
Marketing campaign - launching								█		
Payment of fees and taxes								█		
Labour formalities								█		
Start of the activity									█	

Source: own elaboration

The breakdown of investment and financing is as follows:

Figure 9 Investment

INVESTMENT IN NON-CURRENT ASSETS	
TYPE	COST
PROPERTY (rental with option to purchase; entrance + reburishment)	35.000,00 €
AUXILIARY (furniture and support elements)	15.000,00 €
EQUIPMENT (machinery)	15.000,00 €
TOTAL	65.000,00 €

INVESTMENT IN CURRENT ASSETS	
TYPE	COST
EQUIPMENT	15.000,00 €
MERCHANDISE	65.000,00 €
TOTAL	80.000,00 €

Source: own elaboration

10. RESULTS MONITORING

In order to objectively determine the success in the development of the activity and the achievement of the intended goals, the following results monitoring criteria will be established:

- **ROI (Return of Investment):** the calculation of the return on investment is strictly necessary to know if what is invested is leading to satisfactory results. It will be assessed annually and in three-year periods.
- **Cost per interaction, registration or lead:** in order to monitor the conversion and results of our marketing activity, effectiveness will be measured using the Cost per Lead formula: Cost of the campaign/no. of leads received. It will be carried out after each marketing campaign launched.
- **Surveys:** at the time of registration and/or at the end of the service. At registration, it will be relevant to ask through which channel the hospital has been known. On the other hand, satisfaction surveys will help us to find out those weak points that the client perceives and that would improve the team and the company.
- **Impact on social networks:** this will be carried out thanks to the contracting of MkVet's services.
- **Impact of the marketing strategy and campaigns on positive reviews.**

In order to monitor the marketing actions, weekly meetings will be held between the partners of the Hospital Clínico Veterinario La Alhambra. Following the order of priorities of the Gantt chart set out for the actions, the success and compliance of each of the stages will be verified before they are closed.

Figure 10 Gantt Chart (actions)

ACTIONS	2021				2022				
	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
Logo design	■								
Web Design		■							
RRSS		■							
Negotiating with suppliers			■	■					
Furnishings and decor			■	■					
Discount prices and programmes				■					
Health plans					■				
MkVet						■			
Merchandising							■		
ATV Agreements								■	
Magazine Advertising									■

Source: own elaboration

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