



MEASURES TAKEN BY TECHNOLOGICAL AND MODERN BIG FIRMS AGAINST COVID-19

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1.What is Coronavirus?

The Coronavirus is an extensive family of viruses which it can cause diseases in both, animals and humans. In humans we know that it can cause infections in breathing since a low cold to more dangerous diseases like Middle East respiratory syndrome (MERS) and severe acute respiratory syndrome (SARS). The mix of both coronaviruses causes the virus found recently called COVID-19.

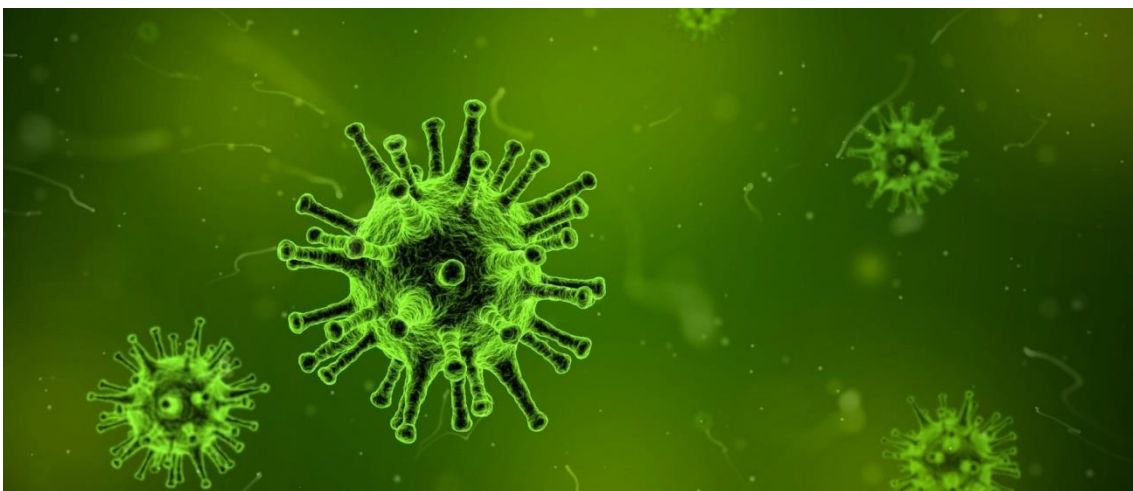
1.1What is COVID-19

COVID-19 is original from Wuhan in the region of Hubei, China and is an infectious disease caused by the coronavirus type 2, scientifically called SARS-CoV-2 recently discovered.

The name of COVID-19 regards to at the disease of the coronavirus, virologists and the scientific community are the parents of put a name at the diseases in the International Committee of Taxonomy of Virus (ICTV), they put coronavirus type 2 causing of severe acute respiratory syndrome because is genetically related to with the coronavirus of outbreak in 2003 SARS.

With this information we know that the WHO with other organisations like OIE (Animal Wealth Organisation) and FAO (Farms and Aliments Organisation) put the name of COVID-19 to tell at the people and do not cause panic in population, specially, in Asia, due to at the outbreak of SARS in 2003, with this measure, the WHO pretends to avoid no wanted consequences.

Illustration0-1-Coronavirus looked by microscopical look



Source: Google Images

1.2 From a simple virus to declared pandemic by WHO

The COVID-19 started to be a threat when:

- Last 13-01-2020 was found the first case of infection outside of China, concretely in a neighbour country, Thailand

At this point, at 22/23-01-2020 the general manager of World Health Organization (WHO) call an emergency committee according to International Sanitary Regulation (RSI) to decide if the outbreak outside of China can cause risk of international public emergency. With the evidence in that moment, the expert can not to arrive to a team agreement, so they postpone the appointment 10 days later.

Before to spent the 10 days of postpone, and only two days after to know the new cases of transmission of the virus outside of China, the general manager of the SMO return to call the emergency committee to call the new virus like international Importance emergency public health (ESPII), due to the Scientifics already had evidence (7818 cases in China and 82 in other 13 countries) of what the 2019-nCov was really a threat by all the people.

Furthermore, that committee declared very high the risk of contagion in China and high in the rest of the world.

Later of this 03-02-2020, the WHO posted a Strategic Plan to Response for the countries with less resource to fight against the virus.

Last 11-03-2020 was when officially declared this virus like pandemic because the situation was very dangerous due to:

- The spread levels of the disease
- The gravity of this disease
- The lack of activity to prevent the spread of disease

1.3 How the COVID-19 can be spread?

Mainly, the way of spread of this type of coronavirus is by the interaction between persons which one carry the virus, the way is the following:

- The virus can be transmitted by human saliva droplets, which we cannot see at first time and can be absorbed by other human and enter in their metabolism without know it.
- This droplets go outside of an infected person when talk or sneeze.

- The droplets are relatively heavy and drop to fast at the floor, objects, and superficies around the persons like tables, doorknobs and railings so the people also to be infected if absorb the droplets directly of this superficies.

1.4 Ways to prevent COVID-19

The WHO posted a Strategic Plan to Prevent the spread of COVID-19 around the world for the countries with less resources, so in this Plan, the WHO give some rules to avoid the infections by coronavirus and each country have to feel free to take the measurements that they.

How we are in Spain, the organism with responsibility to say this rules at the population was the Minister Sanitary, which they put a general rules for the population follow, and later each county (region) had to adapt this rules at the circumstances of the people and characteristics of each region.

The main rules that the Minister Sanitary put was the following (also describe in the picture:

- Wash the hands frequently with hydro alcoholic gel or soap
- Avoid to touch eyes, nose and mouth because is a way to spread the virus with the hands
- Wear sanitary mask (at the beginning, each region put different mask and you have to wear the homologated)
- Keep the security distance implanted by the government (the WHO said at least 1m and in Spain they put 1.5m)
- Wash with regularity the superficies with more use
- If you sneeze put your elbow in front your mouth
- Prioritize to be in open spaces
- Frequently ventilate the closed places
- Use tissues to delete respiratory secretions and throw them away after use

Illustration -0-2 Measurements against COVID-19 in Spain.

¿Qué puedo hacer para protegerme del nuevo coronavirus y otros virus respiratorios?



-  Lávate las manos frecuentemente y meticulosamente
-  Evita tocarte los ojos, la nariz y la boca, ya que las manos facilitan su transmisión
-  Al toser o estornudar, cúbrete la boca y la nariz con el codo flexionado
-  Utiliza mascarilla. Consulta su obligatoriedad en la normativa de tu Comunidad Autónoma.
-  Limpia con regularidad las superficies que más se tocan
-  Usa pañuelos desechables para eliminar secreciones respiratorias y tíralos tras su uso
-  Mantén al menos 1,5 metros de distancia entre personas
-  Si presentas síntomas, aíslate en tu habitación y consulta cómo actuar en la web del Ministerio de Sanidad
-  Prioriza los espacios al aire libre en lugar de los espacios cerrados
-  Ventila de forma frecuente los espacios cerrados

05 octubre 2020

Consulta fuentes oficiales para informarte:
www.mscbs.gob.es
[@sanidadgob](https://twitter.com/sanidadgob)

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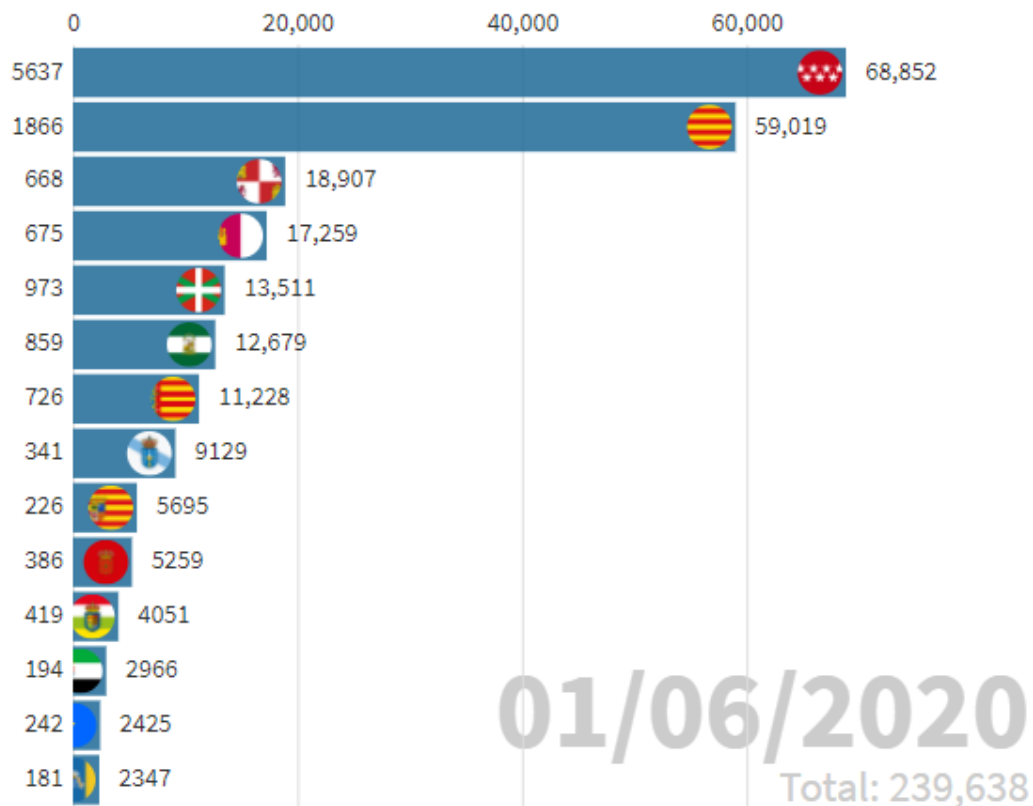
Source: Sanitary Minister

1.4.1 When COVID-19 arrive to Spain

The first case of coronavirus in Spain was detected in Canary Islands last 31-01-2020; he was a German traveller which has been infected in Germany. Nine days later, the virus jumped to Balearic Islands and they found a new case in Palma de Mallorca. Step by step, the coronavirus was winning places since the 24-02-2020 when it detected the first case of coronavirus in the Peninsula; these cases were detected in the regions of Madrid, Cataluña and Valencia.

Chart 1-Pandemic evolution in Spain from 24-02-2020 to 01-06-2020

Evolución de los casos de coronavirus Covid-19 en España, desde su aparición



Source: Redacciónmedica.com

The chart of above shows the evolution of coronavirus in the different regions of Spain from 24-02-2020 to 01-06-2020 and in that moment there are 239.638 people were infected. Also the coronavirus caused 500 dead, 390 inside of the Madrid region. It should be noted that in the most populated regions, the number of cases grows more than in the less population regions.

With this situation, which the number of cases was growing per day and the citizens which were not taken the prevention measurements with so much authority, in Spain caused a shortage in services of first necessity like the access to sanitary system because they were not prepared to give assistance at the patients infected, so all it situation mixed with the WHO declared that the appearance of the new coronavirus like pandemic due to the exponential grow of cases in all world.

To alleviate this situation, the Government President was forced to declare the state of alarm in all the country.

1.4.2 The state of alarm in Spain

In the declaration of the state of alarm applies the organic law 4/1981 due to at the same law say that these applies if there are extraordinary circumstances to keep the normality, meanwhile the ordinary powers of authority and the articles b) and d) which were applied says:

- Sanitary crisis , such as epidemic and bad situation by contamination
- Situation of shortage about in first need goods

Others things that the law says is that to decree the state of alarm have to be approved by decree in the Minister council and they are who determine how long is it and who is the manager of the situation, in this case, the president of Government delegate their functions to sanitary minister and he was who put the rules to follow in that moment.

To activate the state of alarm, the Council of Ministers was convened in 14-03-2020 to approve the real decree 463/2020 with the goal of protect the citizens, contain the grow of the disease and strengthen the public health system.

To achieve these goals the Sanitary Minister set the rules to follow which mainly was the following:

- The taken rules affect at whole national territory
- In the beginning the duration of the state of alarm was of 15 days but they have to extend 5 times more being the decree to apply the 555/2020
 - Since 14-03-2020 to 28-03-2020
 - Since 28-03-2020 to 11-04-2020
 - Since 11-04-2020 to 25-04-2020
 - Since 25-04-2020 to 09-05-2020
 - Since 09-05-2020 to 23-05-2020
- The authority competent is the Government and there are under supervision of the president
 - The Ministry of Defence
 - The Ministry of Interior
 - The Ministry of Transport, Mobility and Urban agenda

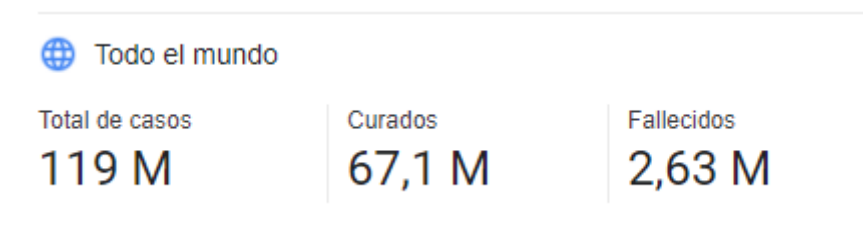
- The Ministry of Health, being this the maximum responsible of all it.
- Limitation to mobility under home confinement could go outside under next scenarios
 - To buy foods, pharmaceuticals and first need goods and other goods and services
 - To go at sanitary centre
 - To go at the job
 - To come back to home since work place
 - Assistance and care for the elderly ,minors, dependents, people with disabilities or especially vulnerable people
 - To go to insurance and finance entity's
 - Due to force majeure or situation of need
 - Any other similar activity
- Suspension of face-to-face educational activity less those that can be given online
- Closure of retail stores that can be risk of contagion with the exception of:
 - Foods, drinks and first needs goods
 - Pharmacy
 - Veterinary clinics
 - Optical and orthopaedic products
 - Press and stationery
 - Gas stations
 - Watertight
 - Technological equipment and telecommunications
 - E-commerce stores, telephone or correspondence
 - Dry cleaner
 - Laundry stores
 - Hairdresser at home
 - Hotels and restaurants (only delivery)
- Keep the security distance of at least 1 metre
- To avoid crowds
- Suspension of festivals, parades and popular festivals

- Reducing of 50% in the supply of public and private transport under requirements like to clean the seats, cabins or armchairs

1.5 Data about COVID-19

Since the outbreak in Wuhan in December of 2019 119 millions of people have been infected with the coronavirus, which 67.1 million have been cured and 2.63 million could not overcome illness.

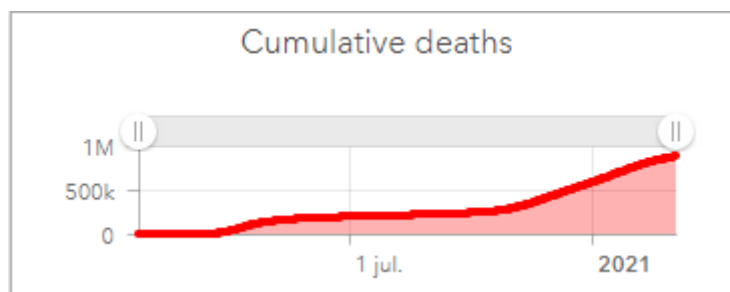
Illustration 3 Data about coronavirus in all world.



Source: Google news

The next chart shows the progression of deaths due to coronavirus in Europe since the started to March of 2021. We can see in the chart that the number of deaths is major when less control has with the disease.

Chart 2 Cumulative deaths in Europe.

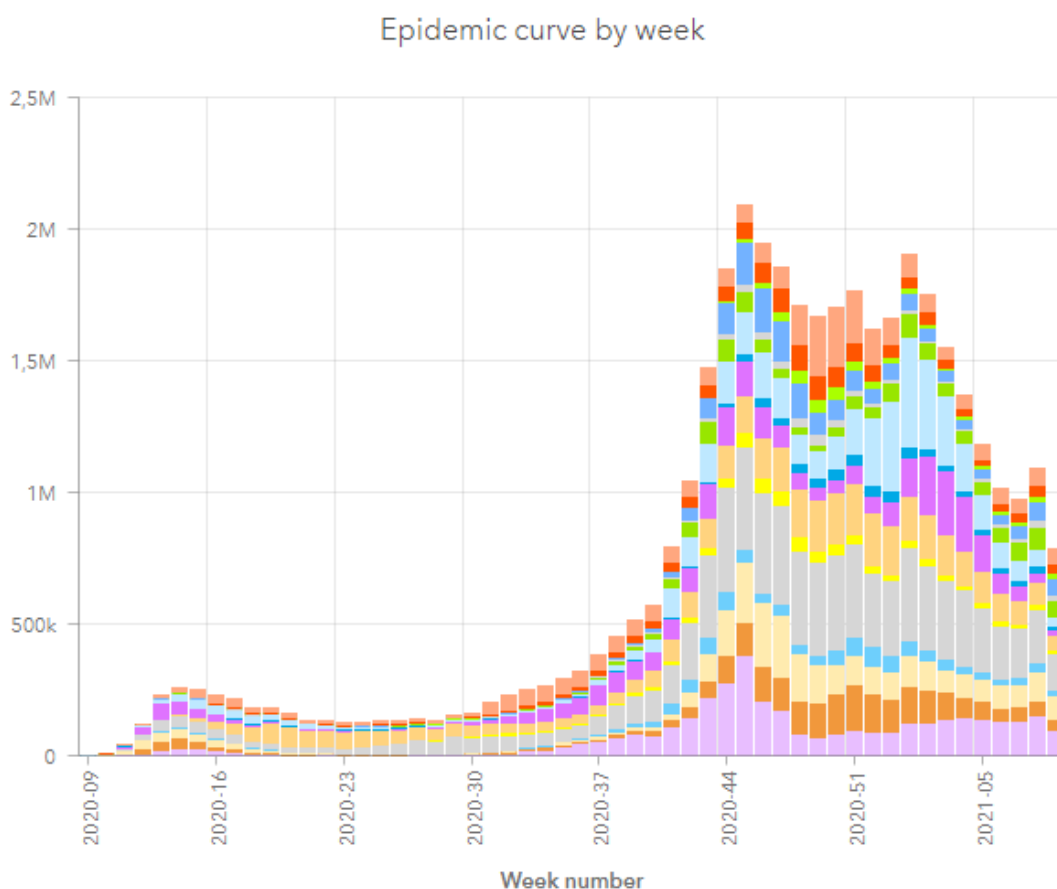


Source: who.com/Europe

1.5.1 Coronavirus data about Spain

The following chart shows the number of infected people counted by weeks since March of 2020 to March of 2021. (Spain is the purple colour). In this chart we can see that the number of infected people grows when there are popular festivals and the authorities cannot control the behaviour of the citizens.

Chart 3 Number of infected people by week in Europe.



Source: who.com/Europe

In comparison with other countries like England (grey) or Germany (orange), at the beginning Spain has a high number of contagion respect them but with the pass of the time, it number of infected people fell due to the measurements implanted. This moment is until June/July of 2020 coinciding with the first wage.

From there, the governments loosened the taken measurements due to at one hand the citizens was tiring to be in a lockdown and in the other hand and more important, the measurements taken in the first wage totally paralyzed the economy, so the governments and the companies has an income drop very high and for this reason to reactivate the economy, the measures of restrictions was opened. This explains why since July of 2020 to December of 2020 the number of infected people grew.

Coming to this moment, the past mistakes in the first wage linked with the fault of technology to keep the infected citizens controlled forced to government to toughen the measurements taken at the beginning for that the number of infected fall. Also the discovery of a vaccine helped to reduce the number of infected people in a relative short period of time.

1.5.2 The vaccine against COVID-19

A few months later of the discovery of the new coronavirus the big pharmaceutical companies of the world already got the vaccine against the disease of Sars-CoV-2, concretely the 13-01-2020 the pharmaceutical company Modena of EEUU have developed the formula to fight against the COVID-19 based in genetic information (NRA) which the cells make virus proteins with which to train the body's defences without risk. But it was not until 16-03-2020 when the company starts to do human trials to prove the 16-11-2020 that the vaccine got 95% of efficacy.

In one hand the WHO added the last 31-12-2020 in the list of emergency vaccine authorized to Pfizer with the vaccine BNT162b2 which has the same efficacy like Modena's vaccine, also in the other hand the last 15-02-2021 they add to the list the vaccine other companies like Astrazeneca partnering with Oxford which manufacturing in their pharms of India and Korea Republic, this has the advantage of to be more cheap and more easy to keep.

Until 15-02-2021 have been injected 175.3 million doses in the whole world.

At this point, after to explain the mainly characteristics about the background of this report like what is coronavirus, what is COVID-19, how can be spread and measurements to fight against it, we are going to pass to develop the important part of this report, talking about how two technological big firms have taken measurements against the coronavirus and how it have affected the development of the manufacturing process, the new way of job, the measurements taken against the new coronavirus and the economic consequences of having taken these measurements.

The companies which will talk in this report are:

- Pamesa ceramic S.L
- Porcelanosa

We will start talking about **Pamesa Company**.

2.Pamesa Ceramica S.L

Pamesa Ceramica born in 1972 and is the mother company of Group Pamesa, which count with 13 companies related with the ceramic industry and help to Pamesa since manufacturing process to commercialization process, all the companies are located in the region of Castellon de la Plana.

Illustration 4 Pamesa logo.



Source: www.pamesa.com/LOGO

With vocation of leadership Pamesa counts with more than 700.000 square meters of constructions and according to CNAE the company dedicates to:

- Manufacturing of ceramic tiles.
- Manufacturing of ceramic products for the building.
- Manufacturing of other products non-metallic minerals.

In the side of the company, Pamesa dedicates to design, manufacturing and commercialization of ceramic products which satisfy the client's needs giving and excellent relationship between price, quality and design.

Pamesa has an employee size of more than 250 which have helped to the company to be the first company in the industry of ceramic in front of Porcelanosa, the maxim competition due to they has a turnover of 704 million being 984 adding the turnover all group. In addition, to consolidate the leadership in the industry Pamesa manufacture 80 millions of square meters becoming 120 square meters of tiles if you take in account the group companies.

By other side, the cluster of Pamesa group include Pamesa Ceramics has a international relevant position being in second place by turnover according to World Ceramic Review ranking just behind of Mohawk, it is due to the investing political that the company has which we will explain later.

2.1 Strategic goals

2.1.1 Mission

Pamesa is an industrial group dedicated to design, manufacturing, promotion and commercialization of ceramic products which satisfy the client's needs, ensuring an excellent relationship among design, quality and price.

2.1.2 Vision

To consolidate the leadership of Pamesa Ceramica Compactto in the national and international markets of wall tiles, stoneware and pavement oriented to the generation value for all interest groups of the company.

2.1.3 Corporative values

The company stands out values like:

- Innovation and design: Pamesa reinvent-itself constantly with the goal of predict the needs and expectations of the customers offering products with the top quality.
- Engagement with the client: The customer is in the core of the business model of the company, oriented to build confident long term relationships.
- Work team: The team spirit is in all our activities, jointly and professionally assuming our challenges.
- Ethics and sustainability: the company works with the maxim transparency, integrating in the performance of the activity the commitment with the economic, social and environmental progress.

2.2 Trajectory of the company in the industry

How already said in the last chapter, Pamesa ceramica born in 1972 like a factory which produce ceramic tiles with tunnel oven cooking method and spends 10 years with this method until 1981 when add other line of product manufacturing ceramic tiles with single firing method.

In 1987 the company introduce in Spain the variety porcelain stoneware Compactto with a manufacturing plant and this movement become Pamesa in the first company to have and trade with this type of tile in Spain. Two years after, the company set up an automatic computerized warehouse with 16500 locations of pallet size.

In the year 1993 the company set up a plant of cogeneration system to manufacture electric energy and reutilisation of gases in the atomization process. After years, concretely in 1998 Pamesa get set up another plant with a thermoelectric capacity of 15 megawatts per hour with the goal of grow the energetic save in gas natural consume during the clay drying process in the atomizers. After of 2003 Pamesa set up a third plant and with this the company becomes in the first company in the industry to get the recognition of assignment of rights CO2 according with Kyoto protocol.

The year 1995, the company set up a double load presses to manufacture a line product called Valencia.

The 1997 was the year of internationalization because opens subsidiary plants in Brazil, call Pamesa do Brasil dedicated to polished porcelain stoneware, after, the company opened the manufacturing plant with 100.000 square meters of surface and capacity to produce 16.000 square meters per day. Also in this year the company starts the partnering with Agatha Ruiz de la Prada, famous Spanish designer which helps to create innovative and avant-garde collections.

The next year the company gets the certification according to standard ISO-9001 given by Lloyd's Register Quality Assurance. This certification is given to the companies which maintain certain characteristics such as quality management, human resources management, maintenance of equipment and facilities, work planning and control, relationships with the customer, shopping and warehouse, claims management and customer satisfaction.

Pamesa continues with the internationalization this time opening a new subsidiary plant in United States of America , in these place only uses to sell tiles.

Since the foundation to 2003, Pamesa was awarding with the followings recognitions:

- 1988 Gold Alfa in International Carnival of Cevisama
- 1989 Valencia Innovation Award by Valencia Government
- 1997 Nova award dedicated to the business trajectory by Valencia Government
- 1999 Excellence award for the best porcelain stoneware product
- 2000 Export award by Chamber of Commerce Castellon
- 2001 Gold Alfa by Palermo line in International Carnival Cevisama
- 2002 Export award by Chamber of Commerce Castellon

From there is when Pamesa has an inflexion point in the industry because use the 2008 crisis to expand the factories and the business model thanks to a strong investments politics through mergers and acquisitions that go from companies that provide raw material to new manufacture plants , promotion and selling companies.

By this way, the Group Pamesa has the control and provides greater profitability since it does not have external vendors and the commercial sellers are inside of the company, avoiding hefty trade margins.

2.2.1 Back integration

To start the production process, at the beginning Pamesa and the Group had raw material provides which gives atomized earth and energy for after transform them in the final product, the tile, but all it changed when the following companies run to bankruptcy and was acquired by the Pamesa group:

- Atomized clays
- Onda Cogeneration
- Acrilatos

The two first are companies dedicated to manufacturing and commercialization of atomized earth and energy, by other side Acrilatos is a company which produce deflocculating used in the cogeneration ceramic process. By this way, Pamesa and the Group manage to stock up of the need raw material to start the production process.

2.2.2 Core business

How already mentioned in the beginning of the chapter, Pamesa is dedicated to manufacturing tiles so once time that stock up the raw material to produce the final product, the group counts with five companies to manufacture the whole lines which they produce, these companies are:

- Pamesa Ceramica
- Compacglass
- Cottocer
- TAU ceramic
- Pulidos la Plana

We already know that Pamesa counts with one subsidiary plant of manufacturing tiles in Brazil, despite of this the other companies are all located in the region of Castellon and they have a own mark of tiles, with this way, they win market share because are commercializing different types of tiles and marks but all these are under the same patron and manufacturing process. Also Pamesa and the group, with these acquisitions of others factories takes advantage of the scale economies using mass production.

2.2.3 Forward integration

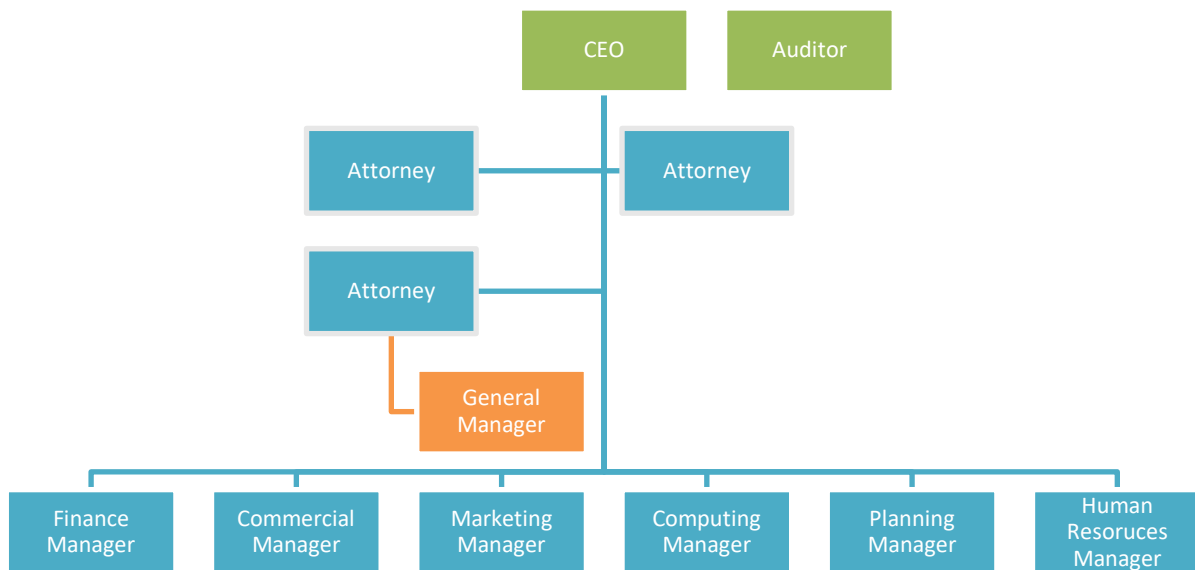
For to avoid trade margins in the promotion and selling process, Pamesa and the group counts with seven companies which put the product in the hands of final customer. These companies are commercializing the product manufactured in the factories under their own marks and are the followings:

- Pamesa
- Geologica tile which trade with Geotiles mark
- Foset tiles which trade with Prissmacer mark
- Ceramic Tile International which trade with Ecoeramic mark
- Navarti trades with Navarti mark and Valls stoneware

- Myth Age Ceramic and the mark is with equal name
- TAU ceramic

2.3 Organization chart

Chart 4 Pamesa Organizational Chart.



Source: <https://app.einforma.com> - Own Elaboration

The chart of above shows the organizational structure of Pamesa and the work relations that there are in the company. The firm has a machine configuration belongs to large companies with scale economies which are in simply and stable environment and works under efficiency and obsession by control. Inside of the company there are repetitive works and also exist the standardization of process which give facilities to new workers. The work process are regularly analysed by efficiency.

The firm has a tall structure and there are many levels of hierarchy inside of the firm. Exists many functional departments and inside of them there are jobs clearly defined. The structure of the company is tight and vertical, to facilitate the decision making are centralized since low to the top.

2.4 Taken measurements against COVID-19 in the firm

The first measurement that have taken Pamesa against COVID-19 was for obligation of the Government due to the state of alarm and was to close the facilities during this period as the company has 473 workers at 2019 data, there are much risk of contagion knowing that the workers are in a closed space without the equipment of prevention suitable.

From there and with the information that we have got, we have to separate the measurements in two sides, the sanitary and the job measurements.

2.4.1 Sanitary measurements taken by Pamesa

The CEO of the company did an announcement with the following measurements to follow for avoid the COVID-19 and to comply with the regulations set by the government:

- Obligatory use of mask
- Beefing up of cleaning tasks
- Use of hydroalcoholic gel
- Rapid sterilization machines
- Infrared thermometer installation

Also, when the facilities were reopened the company was forced to check the state of all workers to be secure that they were not infected; the firm started a check protocol with the follow measurements:

- First went to the company a medical team with a total of 20 persons.
- The workers passed for the first stand which sign a file with against the data protection
- In the second stand, the worker was subjected to a fast blood test which in 15 minutes they can know if the person has generated antibodies against the virus, if the worker had these antibodies was separate to job world.
- And in the third and final stand, they made the worker a PCR test which after 24-48 hours of analysis they know if the worker was infected of coronavirus or not.

This checking process is done by the company each month. The workers are warned with minimum one week in advance about that have to do the test and where, because each checking process is done each time in one different company of the group.

2.4.2 Labour measurements taken by Pamesa

First of all, the measurement taken was do not go to work place because, in one hand it was the state of alarm and the workers has not mobility to go and in the other hand the facilities was closed due to the same reason. Nevertheless the workers with internet access in home should keep working using telecommuting.

At the beginning when the facilities was reopened the announcement by the CEO of the firm was to separate the workers in groups so that meanwhile ones was in the office doing the normal job the other members of the team was in their houses doing telecommuting. By this way the company avoid crowds in common places.

Also, inside of the office the responsible of cleaning set up separate window between workplace with the goal of to keep the security distance. Also, the workers should wear disinfected gloves for to try not to pollute the computer equipment.

For last, with the goal of to reduce the displacements to work place the working day was reduced without to affect at wage.

2.5 Consequences of the measures taken against COVID-19 in Pamesa

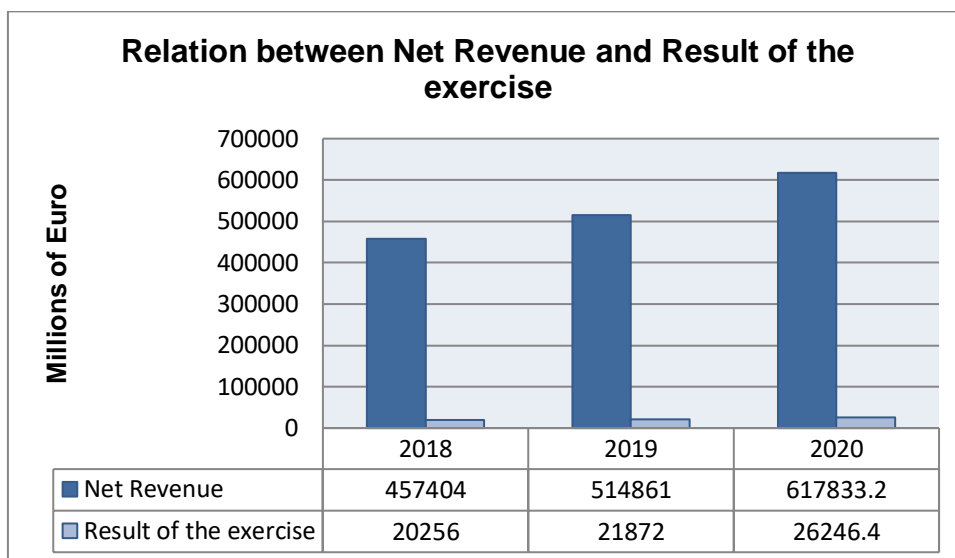
For start this chapter, like we did in the last chapter, we have to differentiate the consequences, this time in three separate models, the economic, the labour and the social relations that have stay after the new measurements and the change rules established after eliminate the state of alarm.

2.5.1 Economic consequences

In the pandemic year, the normal rule was for almost all the companies go to bankruptcy or run to losses because they have to keep paying the taxes and other expenses like the local activity arrangement, the partial part wage of the workers, the electricity bills and others, without to have incomes supporting the fixed cost.

But, this is not the case of Pamesa due to at the business model that we have explain in the last chapter, with synergies that support the entire production process, the company have not to fight with all those problems of others companies and thanks to telecommuting and the e-commerce the income of the company did not stagnate during the state of alarm.

Chart 5 Temporal comparison of Pamesa results.



Source: SABI- Own elaboration

In the chart of above, we can appreciate a temporal comparison between the net revenue of the company and the results of the exercise during the last three years, and here we have to say that at today data the company Pamesa have not present the annual accounts of the 2020 year but the CEO did an announcement of an increment of 20% of the income during 2020.

In the chart we can see that as the income as the result of exercise has going growing during the years due to externals factors like the company export the product to more than 150 countries around the world, use the e-commerce to approximate the product and sell to final customer. And in other side, how we already explain in the last chapter, the company Pamesa do not have to face provisioning costs trade margin thing that reduce the fixed cost and increment the margin benefit of the company.

In the other side of the expenses, I do not know how much have grown in relation with the pandemic measurements because at today data there are not any information about the annual accounts of it but we can do an approximate calcule about how much have increased the costs based in approximate price, it is detailed in the following table:

Table1. Expenses related to measurements taken against COVID-19 by Pamesa

Concept	Quantity	Price	Total
PCR	10473	50€	523.650€

Hydralcoholic gel	100	8.23€	823€
Thermometers	20	35€	700
Sanitary Team	20	600€	12.000€
Extra team cleaning	8	2500€* month	20.000€
Total expenses			557.153€

Source: Own Elaboration

*10.000 PCR tests was delivered to regional Government to support regional sanitary system.

For other side, in the under chart we can say other way to know how many increased the expenses during the pandemic year for the company because we know that during the pandemic year the hiring level of the group have grown 15% respect 2019, being this data indicative of that the company has continued to grow during the last year, ending the year with 350 new workers in the group.

Chart 6 Wage rate in Pamesa during the last three years.



Source: SABI- Own elaboration

For last, to say that we do not know how many of these 350 have gone to Pamesa company but we can affirm that if the company is hiring new people to the company is because the company and the group has expectative of growing and also have vacancies to give a new person an oportunitie of to be employee.

2.5.2 Labour consequences

In the side of labour consequences we can say that the employees might have been in a worse situation due to at in the state of alarm the companies which could not affront

the cost of the wage taken an implanted measure by government called ERTE, which the employees were temporarily dismissed of the company and part of the wage was paid for the company and the other part was paid by the government, but this not the case of Pamesa that during the state of alarm keep all the workers on payroll as the company had the commitment with the customers of fulfil orders, these was the reason of to keep the rhythm of work and to complete the sell cycling with the telecommuting.

By other side, to keep the telecommuting might have grown the charge of work at employee due at factors related with the house situation like:

- The employee has dependent children
- The employee has to take care of elderly people
- Take care of some relative infected by COVID-19
- Take care of housework

This situation might have been annoying because to be in house with the obligation of do the work at the same time of fulfil with other tasks mentioned before, might have caused accumulate tiring, stress, anxiety for the health or irritation.

Once time the facilities was reopened and the employees was divided in work teams how we already know it, this new way to work at the beginning might have caused confusions at the time of to know when they have to go at job place or to stay in house doing telecommuting, but running the time the workers ending adapting to this situation which was temporal, because when the restrictions to mobility was ended and the new normality was a reality, the office place was habited again by all the workers following the sanitary measures mentioned before.

In my opinion, the labour measures taken were for one side the correct and it's adjust at the law, because if not was of this way the facilities could not open to the workers and they would have to keep the telecommuting, in the other hand these measures are very good for some reasons like:

- The employees keep them work place.
- They have not fear to lose the job in the future.
- To separate the workers in two team works gives more time to spend in others activities.
- Reduce the mobility time and it increases the productivity of the employee because at the same time decreases the stress of to be at work place in time.

But also there are inconvenient like:

- There are less communication between the workers and the departments.

- The workers have less support in these areas which needs the checking process with others departments; this process can be now slower.

2.5.3 Social consequences

About social consequences we have to distinguish between it related to the measures of state of alarm and the measures implanted by the company. We have to do this separation because the lack of mobility during the state of alarm might have caused some psychological disturbances that after the employees can drag in your day to day.

2.5.3.1 Disturbances related with the state of alarm

According with the report psychological consequences of COVID 19(Balluerka,2020), it is a situation that never before have been in Spain and there are no data about how it can affect to citizens but if there are studies focused in acute stress and post-traumatic stress related with the lockdown. Is to be expected that who can show these problems or what in the past had had related problems can be more risk of suffer these problems during the lockdown.

According with the report there are two big situations of psychological affectation which can go outside during the quarantine:

- Specific affectations caused by stimuli related with the background of COVID-19. In this point there are cases of people who have emotional alterations or behavioural affected by a high familiar stress. The external reasons which the people can be affected in this group are the following:
 - Economic situations.
 - Social situations.
 - Health situations.
 - Size of house and coexistence space.
 - Coexistence change.
 - Alimentary habits.
 - Leisure habits.
 - Sleep habits.
- Unspecific affectations which there are not possible to identify particular triggering stimulus plus that the set of changes related to lockdown and pandemic situation. In this group of situations are all these consequences related with psychological aspects, and its can be:
 - Different intensity of preoccupation about the health.
 - Fear to be infected.

- Fear to be with one can be infected.
- Fear or pessimism to the future.
- Discomfort in the face of uncertainty.
- High vulnerability sensation.
- Dysphonic changes related with the lockdown.
- Euphoric changes related with the lockdown.
- Emotional changes during the lockdown.
- Facility to disconnect about worries.
- Anxiety attacks.
- Irritation or to be upset.
- Humour changes.
- Calm, relaxation and serenity feelings.
- Confident and optimism feelings.
- Unreality feelings.

In this side, the stress level is reduced when ask for the perspective of future because they are working for others and there are other changes related for example with the habit of eating that can be incremented for the anxiety of the situation, the consume of alcohol or other substances like tobacco also can be increased in this period being “normal”. In some cases, the changes in dream habits can cause nightmares, restlessness against a bad new or to take pills for get dream.

For last, respect of dysphonic changes the people shows many changes in feelings since resignation, sadness, burden, critical attitude to decay. Also there are more common worries inside of this group like worries related with the disease and fear of not being able to say goodbye to relative between the samples interviewed. In the other side, in euphoric changes the people give positive value at spend more time with the family and have less stress for the job.

Inside of these two big scenarios we have to be in account that this study was made by interview to a sample of 40 people spread between all the regions of Spain, so we can say that is possible that the majority of employees of Pamesa cannot be represented in this report, but we take some information of here to do a final conclusion at the end of the report.

2.5.3.2 Disturbances related with the measures of the company

The social consequences in the side of the labour measures was in when the employees was separated in group teams in the comeback to normality, in this moment some feelings that can appear at the workers are to be and to feel more alone in the

work place, to feel with less job charge for have been doing telecommuting in the state of alarm and aggregating all this consequences the result is an increment of productivity due to two factors:

- An increment of happiness because the workers return to of their jobs.
- To have rested during one month and a half have been like a little holidays to recharge the energy for the work.

Also there are a negative side in the people which have spent the lockdown with bad habits and in the return to the work for this people are with negative feelings about the welcome back at the job like reluctantly, depressive feelings for return to the job, apathy or lack of team work.

Others consequences of the labour measures can be that during the breaks how there are not crowds the conversations between the workers can turned more deep and monothematic, being the main theme the pandemic situation, and others themes related with this situation can be how the person have spent the lockdown, the desire of back to normality and things related with the new measures taken by to government or the company.

For last, to say like a comment that for to know exactly how to be each worker or all team workers, we have to do an interview with questions psychological and measures that now are not at our reach, so these information in this chapter is based in conversations of workers of the group and the information based in the report of Balluerka, 2020 that is relevant and very close to reality that we want transfer here.

At this point we already have the whole analysis of the measures taken by Pamesa against COVID-19 and the consequences, so we are going to pass to analyse other company which is the competition and is close similar to the company analysed, **Porcelanosa**. Like the other company, Porcelanosa also is a group and so many times the data and the results can vary depends on if you only take the mother company or the whole group.

3.Porcelanosa SA

Porcelanosa is the mother company of Porcelanosa group, a firm which is dedicated to manufacturing and commercialization of ceramic and natural wall and floor tiles and is specialized in the production of floor and wall coverings in monoporous, stoneware and porcelain stoneware but there are other companies inside of the group, because this

company bet for the diversification of products at the long of his history creating other companies inside of the group that manufacture a large list of products like:

- Facades.
- New generation surface.
- Kitchen furniture.
- Sanitarys.
- Faucets.
- Bathroom accessories.
- Installation, environment and sustainability solutions.

Illustration .5 New Porcelanosa Logo, joined to #200Challenge, campaign to fight against COVID-19



Source: Google Images.

According to CNAE Porcelanosa is dedicated to -2331 Manufacture of ceramic tiles and flags- but also is registered in the side of the taxes like the firm do these followings activities:

- 6174-Wholesale trade in building materials, glass, installation items.
- 2476-Manufacture of insulators and insulating parts of ceramic material.
- 2479-Manufacture of other ceramic articles.
- 1512-Conventional thermoelectric power production.
- 8612-Rental of industrial premises and other rentals.

Porcelanosa has a size in number of employees of more than 100, concretely in data of 2019 the firm has in the team 822 workers. The location of the mother company is in Villareal in the region of Castellón de la Plana, in this location, the firm is building now

one the largest manufacturing plant with an extension of 150000 square meters, doing an investment of 250 million of Euro and the plant count with the novelty of automatized systems and vertical dryers.

The way selling that the company has is through of the stores which has 41 stores inside of Spain spread out in different regions like Madrid, Cataluña, Valencia, Aragón, Mallorca or Zaragoza. Also is a globalized company having stores and production centres in Italy, Portugal, United Kingdom, Germany, France, China, Colombia, Peru, Canada, United States and Mexico. The other way to sell is through the E-commerce.

In the followings chapter, we tell about how the company was made, the trajectory in the industry, the importance of the others companies inside of the group and the strategic goals that the company has now and have gone to be once of more important holdings in the whole world.

3.1 Strategic goals

In this chapter tell about the main strategic goals in the firm, being the mission, goals and corporative values.

3.1.1 Mission

Being the company leader in the sector of ceramic floor and wall tiles, Porcelanosa was born for no to be a simple company if not to be the best.

With this “slogan” Porcelanosa has the mission of to be the best offering quality and innovation always thinking in the customer trending to differentiation and to be unique, with the product diversification always offering design and quality to the clients.

3.1.2 Objectives and goals

The goals of the company are divided in different stage, starting since the top of the company and running down to small departments, the main goals that the company has are the followings:

- The main goal is the client satisfaction looking for to accomplish its demands.
- Comply with the requirements applicable to the company, both for the products it sells and the services it provides, regardless of the type and origin.
- Encourage the actions to get better the global behaviour of Porcelanosa through of the continuous improvement of:
 - Quality products, processes and provides services.
 - Environmental behaviour.
 - Energy performance.

- Set periodically the objectives and goals and to review the degree of compliance.
- Enhance the working conditions and environment to reduce risks and take advantage of opportunities.
- Provide the necessary resources with the external parties (clients, vendors, subcontractors, administration...) for help to reach the objectives and goals established.
- To foment through the communication, formation and sensitization, the involvement and participation of all staff in the fulfilment of the company's objectives.

3.1.3 Corporative values

In this chapter we are going to tell the corporative value, all it related with the commitment environmental, the reduction of the pollution and to have and be efficacy manufacturing process between others:

- Protect the environment, prevent and minimize pollution, influencing the reduction of emissions to the atmosphere.
- Reduction and recovery of waste.
- Reduction of water consumption and manufacture of products that respect the environment throughout their entire life cycle.
- Support and encourage the acquisition of products and services that improve quality in general, environmental performance and energy efficiency
- Focusing efforts on reducing gas and electricity consumption.
- Promote the conditions that provoke internally proactive attitudes towards the design or modification of products or processes that lead the continuous improvement of the quality, environment and energy system.

3.2 Trajectory and history of the company in the industry.

For start to tell the history and trajectory of Porcelanosa, first is necessary talk about the founders which we can not understand the company as such. There are one important person behind Porcelanosa company and he is Jose Soriano (1931-2000) entrepreneur born in Villarreal with humble roots, at the beginning like almost all the population in Villarreal of that time, had lands of orange trees which trade with the fruit when arriving the season but in 1956 a strong frost destroyed the crops and the owners of the lands saw like the neighbour town which was more industrialized was not so affected for the frost due to they invested in industrial product which not depend of

the

weather.

With this background Pepe Soriano made Azuvi, the first tile manufacture of Villarreal with other partners who used to cultivate land. At the beginning, the product of this factory was faulty and without resistance due to the way which the tile was made in traditional furniture but with the pass of time, Pepe Soriano started the formation in the new sector and travelled for some countries to know some different ways of works in the sector. In one of these journeys discovered the tunnel ovens, new and innovative machinery from Italy which helps Azuvi to make more and better tiles, with this technology in 60 decade the company grew until to becoming in once of more important in Castellón region .

Illustration 6 Facade Azuvi.



Source: Marketing plan Porcelanosa

With the propose of get better, Pepe Soriano wants to invest in develop the product, the sales and the quality but the partners do not want to follow these proposal, so Soriano depart to make other project, this time more smallest called Zirconio, in this company the headquarters do not run in the same way that Soriano and he returned to familiar business. With this company he to market the floor tiles.

After that, Soriano go to Guadalajara because he discovered that in one company called Euroceramica was looking for one person who help they to run forward in the sector, and this decision was right because in this factory, Soriano discovered the white clay, a substitutive material of the red clay which, until that moment, used to make the tiles and other ceramics products. With this material, the white clay you could get a finish with greater quality due to could arrive to high temperature and also get different

and innovative surface for that data. One of the characteristics is that using the white past without add more products the finish are very similar to porcelain.

With this new knowledge, Soriano returns to Villarreal in 1973 to found Porcelanosa but by construction of the warehouse do not start to produce until 1975. The name came from the mix of the result of the final product and the use of the white past which is very similar to porcelain. How they use other raw material to produce, the result was innovative and creative, because, how already said, with the white clay you can make new surfaces similar to wood or stone. This at the beginning had a high demand despite its price which was high. Due to this high demand and that the product was well accepted for the market, in 1979 the company expand the production with a strong investment in single firing tunnel ovens.

The company was growing a good level, despite of this, with the increment of demand and the new installation of single firing tunnel ovens do not cover all the demand, for this reason they decided to do other big investment, this time creating other company aimed at the production of ceramic and natural wall and floor tiles, under this situation born Venis in 1986 being the first company of Porcelanosa group. This is a inflexion point because from here to followings years, the company starting to do a related diversification under the sector of construction which in these moment and more later, from 2000 to 2008 lived a golden age that become to Porcelanosa to be once of more important tile group in the whole world.

Next, there is a chronology of the six companies which shape the business network and the data of the creation:

- In 1987 born Gamadecor, company dedicated to manufacturing kitchens, bathroom cupboards, accessories and cupboards with the intention of cover the demand of clients which wants the complete pack when bought tiles. Furthermore this company was set up in a oldest factory of wood box.
- In 1993 the group was expanded with Krion a company dedicated to manufacturing products related with the shower like hot tubs, shower plate and screens. For other hand in this company they make a own material with minerals and resin to produce all these products named before, sinks and sinks. Also this material is used for outdoor covering and facades.
- In 1999 the group wanted gives at the client more alternatives for decorate their houses, and this time bet for the natural things, counselled by architects and

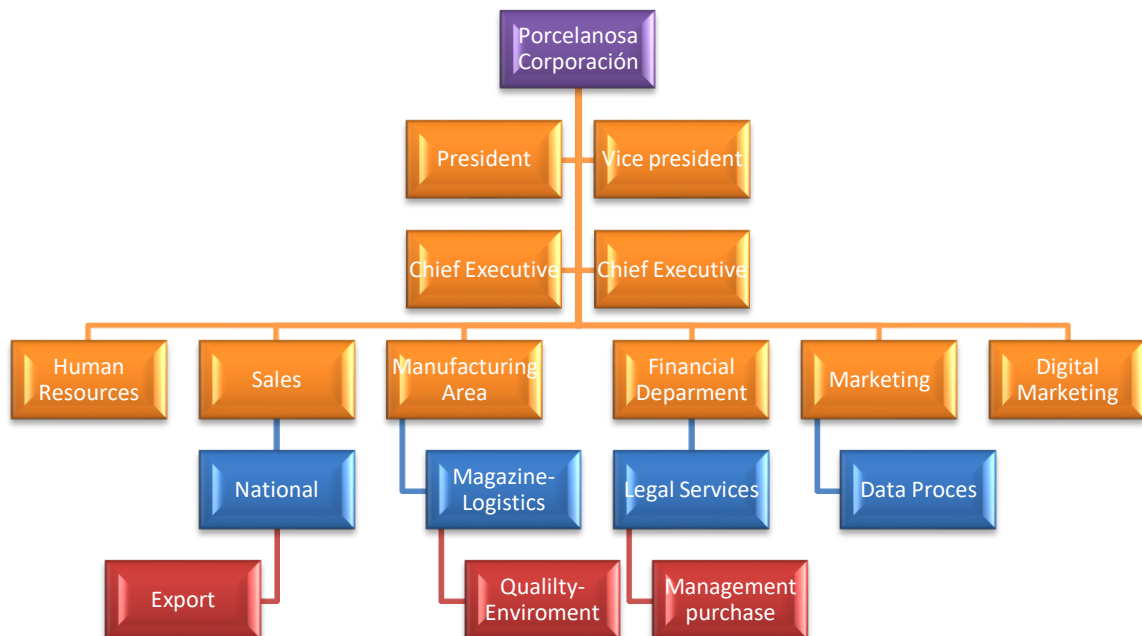
interiors decorator these say that the natural material are more warm and noble, under this situation born L'antic Colonial which focus in manufacturing products with wood, stones and marble.

- In 2001 borns two companies at the same time, in one hand born Urbatek, company dedicated to supply for the builders to raw material like adhesives and clamping systems. In other hand Noken produce toilets.
- There are other company in Porcelanosa group which born in 2004, Urbatek was created to cover the market niche related with the real estate boom, the intention was to do a wholesale purchase with a lowest price, by this reason the products was made with red clay, the principal clients was real estates agency and big construction firms so this company is dedicated to architecture and project design.

The last movement of Porcelanosa group was announced in 2019 and was to do a restructuration of the organisational structure which was to create a new company called Porcelanosa Corporacion for include inside of it the rest of the companies that was in the group. It movement was consolidated in 2021 by the merger of Venis with this corporation mentioned before to create the eight company ,Venis projects, dedicated to give support at other marks of the group and offer to professionals novel ceramic proposals with technical support

3.3 Organizational chart

Chart 7 Organizational chart of Porcelanosa.



Source: Expansion, own elaboration.

In the chart of above we can see the organizational chart of Porcelanosa, which shows a machine configuration. This type of structure is perfect with simple and stable environment, also is used by big firms which to use repetitive work and mass production. Other characteristic of this company is the efficiency and the obsession by the control, to control this, the company use clearly defined jobs and analysed processes by efficiency. The decision making in this company is centralized and being a company with a thigh vertical structure there are a lot of hierarchy being a tall organization for that the way of the decision making and how the information flows in the company is from down to the top. Since it's a family business, the important charges are always in the hands of foundational people or them sons, but there is a lot of internal promotion inside of the company and they take value at professional of the sector which have developed a big confident and stability with the firm mixed with experience and goods results.

3.4 Taken measures against COVID-19 in the firm.

To develop this chapter, first of all we have to say that inside of the state of alarm, the government decreed that had to close the no essential activities during the state of alarm and this firm was not included inside of the list of essential activities, by this way and how we will explain later one of the measures taken by the firm was to close the facilities.

To close the introduction of this chapter and like we did in the analysis of measures taken by Pamesa, we have to separate the measures in different stage: first the measures taken under the decree of the state of alarm, next, the sanitary measures and in the end the labour measures.

3.4.1 The measures taken by the firm under the decree of state of alarm

How we have said in the introduction of the chapter, Porcelanosa was not included in the list of essential activities how we put in the introduction at the company the CNAE code of Porcelanosa is -2331 Manufactures of ceramic tiles and flags- so under this rule, the company was in the obligation of to close the facilities and the production centre, but the decision was lower production gradually and advance the technical stop that normally do in the Easter break to clean the furniture and other machinery's. The facilities were closed since 24-03-2020 to 20-04-2020 being the workers in line of producing very affected because in that moment do not had work, the office workers will do the work using telecommuting. Despite of these, these workers was in payroll and do not included in ERTE.

Others measures taken under the legislation was to close all the stores located in Spain and Portugal. During the time what the lockdown was, the workers did rehabilitation works for adjust the stores at the new normative adding stickers at the floor warning of security distance, giving sanitary masks to the employees gloves with one use and putting points where the clients can disinfected with hydrhalcolic gel. Also the company bought sanitary packs to give at sanitary system to support them in labour of to fight against COVID-19.

For last, these measures are more related with the solidarity side starting by joined to BVA (Businessman Valencia Association) and gives 25.000€ which go to companies affected by the COVID-19. Inside of this measure also there is the deal to the hospitals in the region with 1400 protect screens, 16.000 sanitary masks and 16.000 waterproof sanitary gowns. Other help what the firm have done have been to give 8000 gowns to sanitary hospital of Madrid. The company use the own logistic network to transport the equipment at the destiny. Also helps to transporters giving a bag with healthy food, and a house for rest after the journey.

3.4.2 Sanitary measures taken against COVID-19 in the firm

Regarding to sanitary measures, we do not have any information about if the workers have gotten medical assistance during the return to the work and if there are medical checking process during the work, for example if each month the workers have to do the medical test to know if they are infected with COVID-19 or not, however the measures taken are adjust at the rule given by the government and are the necessities to reopen with all the warranties to be a secure business. The main taken measure was give of the necessary equipment to the workers for do a save work when they return at the office, this equipment is:

- Sanitary mask
- Waterproof sanitary gowns
- Gel hydralcolic

In the side of the stores, these which are located in Spain there are a normative which if the superficies is more than 400 square meters you have to limit the capacity to 30% of total capacity and the company will be give more attention to the clients older than 65 years for be a vulnerable collective. These stores are reopening with the normal commercial schedule and no necessity to preview appointment. In the hall of each store, the clients can find checking points which are sanitary mask, gloves and hydralcolic gel to disinfect to do a secure visit. The workers have to take the corporal

temperature and avoid the crowds in the store. Also there are stickers spreads in the stores to keep the distance security and a support cleaning team which will clean the stores three times per day, especially in the magazines and these areas with more crowds or human contact. For last, the support cleaning team has a cleaning plan which in each change of personal will disinfect the items used by the workers, the commercial area and the clothes daily.

3.4.3 Labour measures taken against COVID-19 by the firm

The labour measures are related with the measures taken under the state of alarm and with the decree of necessary activities. For the side of the measures related with the state of alarm, how we already said in the introduction chapter, there was a lack of mobility of the citizens to avoid that the number of infected people grows, so the direct consequence in the firm there was in the side of production workers do not go to the facilities in one side because it was closed and in the other side by the lack of mobility. Also, due to this measure and how explained in the before chapter, the company make good use of the absence of workers to do the technical stop to clean the machinery and the company make a deal with the workers overtake the holidays. The return to producing centre was gradual, between 14-04-2020 and 20-04-2020 with the goal of to be in the maximum capacity production inside of these date and restart in secure conditions.

In the side of office workers, the measure of do not go to the facilities also affected this collective but these keep working during the duration of the state of alarm doing telecommuting. This time was since 24-03-2020 to 20-04-2020 and in the return to the office, in one side the company gives to the employees the prevention equipment for do the task without risk of contagion during the Day.

Other measure that the company do how a consequence of coronavirus was to set a support phone line to help the clients with continue and personalized attention, digital catalogue, background configuration and virtual visits.

3.5 Consequences of the measures taken against COVID-19 in Porcelanosa

In this chapter, we will analyse the economic consequences related with the measures taken under the background of the state of alarm and the sanitary measures

considering that are related between they. Also we will describe the social consequences related with the labour measures, in the side of employees and how they feel the return back to the job place. For last we will say a little conclusion in each sub-chapter, like a conclusion giving the point of view of the taken measures.

3.5.1 Economic consequences

The year 2020 was very special and very suffered for Porcelanosa company because they come of exceed the set of economic and political shocks with the name of Brexit (is the go out of Great Britain of the Europe Union, democratically voted in 2016 and the bureaucratic process did the confirmed the departure in 2020), because are one of more important markets for the company with France and United States.

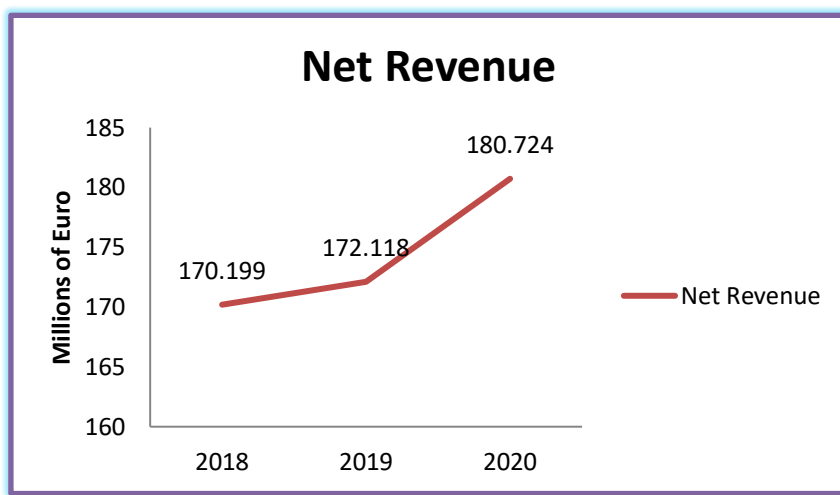
Despite of this, and how is a globalized firm which uses the technology to approach the product to final customer, the effects of the state of alarm derivate of the pandemic moment is not so high like other companies more lowers in terms of turnover or market share. Moreover and how we comment before, the state of alarm forced to close the stores in whole national land, it fact affected negatively at the presence of the business in the market because there are a big part of clients which make the purchase decision with a process of verification previous in the store, these fact may be lower the sales. But the company did a strong marketing campaign to avoid the sales stagnate: one changing the logo and showing the solidary side with the commitment of all the population against coronavirus separating more the letters in the logo doing the reference to keep the security distance setting by the government; the other action is focus in what the potential client, with the change rules shall spend more time in their houses, for this reason, Porcelanosa want to link with a slogan which can enhance the feeling of to be in house and make changes related with comfort.

Other external factor which can affect positively to development of the business is that, due to the quarentine and the closing of the stores no related with the essential activities, the aggregated saving of the families have increased in 14.8% points in comparison with the same quarter of 2019, so this increment of savings can be destiny to finance high implication purchase like are all the products which trade Porcelanosa.

In the side of the exercise results, at this data the annual accounts of 2020 are not published yet but at the beginning of 2020, the vice president of the company did an announcement with the result of 2019 and the expectations for 2020 which was the net

revenue grow 5% respect to 2019 only for Porcelanosa and we have to considerer that in the announcement the vice president show the accounts of all the group. In the next chart we can see this increment of the net revenue in millions of Euro only for Porcelanosa Company. In respect with the turnover of the April month in 2020 is a drop of more than 50% respect the same month of 2019, the expectative in the company is recovery this loses during the rest of 2020.

Chart 8 Net Revenue Expextations of Porcelanosa.



Source: Sabi- Own Elaboration

For other side, to measures which has incremented the expense in the company have been the decision of to keep in payroll all the employees during the state of alarm, and the payment in this case was in charge of own capital of the company and not for the side of the sales how normally the firm do. With this measure the firm suffer a drop in the net worth. Also all the investments related with help other institutions like the sanitary system or the support to transporters in the dealing of sanitary packs have increased the outlays of the company, these expenses be approximate in the next table:

Table 2 Aproximation of expenditure of the taken measures against COVID-19 for Porcelanosa.

Concept	Quantity	Price	Total
Donation	1	25.000,00 €	25.000,00 €
Protect Screen	1400	107,00 €	149.800,00 €
Sanitary Mask	16000	0,75 €	12.000,00 €
Waterproof	16000	4,60 €	73.600,00 €
Gowns	8000	0,60 €	4.800,00 €
Temperature termometer	123	35,00 €	4.305,00 €
Extra clean team	205	2.500,00 €	512.500,00 €
Stickers	1000	2,50 €	2.500,00 €
Total	42729	27.650,45 €	784.505,00 €

Source: Google.com, solomamparas.com , pasaiplan.com- Own elaboration

To conclude this chapter, the solidary measures taken against the coronavirus have been seen with good eyes by all the organizations that with the own resources can not fight by himself against COVID-19 and its actions gives to the firm a plus of prestige due to in the worst moments the company take care the environment welfare. Is true that the measures as the labour as the sanitary are alienated with the proposal measures of the government to reopened with all the warranties to be a secure business against the coronavirus and all the expenses related with to put the business in optimum conditions are in the hands of the own capital of the company but are necessities to continue with normal business course.

How have said before, the results in terms of turnover in the state of alarm was not good for the company due to the drop of sales related with the drop of international trade. In this side and how the company is a globalized firm, the weight of the export is higher than the national market, for this reason, the company started to return to normal sales level when the international markets returned to normal levels of trade.

In conclusion, the pandemic was not good for the company and the direct consequences was to close the manufacturing plant, which implies a loss of production that provoke a drop in sales, but the company are located in more than 150 markets and the reaction capacity to externals shocks are very high due to the own resources that the company has and the human capital which is responsible to solve that problems.

3.5.2 Social consequences

In this chapter we are going to talk about the social consequences derivate of the labour measures, there are direct measures taken by the company and the social consequences that affected in the company by the indirect measures taken by the rules implanted by the government to fight against coronavirus.

In this chapter at the difference of the analysis of Pamesa where we did in one side the labour consequences and then the social consequences, now we will do an analysis of both consequences in the same chapter because we understand that in this case the labour and the social consequences are related between they due to it measures comes of the labour measures taken, but we do a split between direct measures taken and indirect measures taken.

3.5.2.1 Disturbances related with indirect measures taken against coronavirus

In this sub chapter we are going to analyse the social consequences related with the indirect measures taken under the set of rules implanted by the government in the state of alarm, how we already said in the labour measures chapter, the facilities was closed and in this period since 24-03-2020 to 20-04-2020 all the workers of the company was in quarantine.

So, at this point there are different psychological aspects and factors to determinate the degree of affectation. There is vulnerability factors related with if the worker has suffered some psychological disorders before, but we assume that all the workers are in a good health situation, so this no is a relevant point, is more important if the workers has fear to be infected or pandemic uncertainty. Others factors which can affect to the workers in the time which was under the lockdown are:

- House conditions, in relation with the size in square meters and if there are outdoor spaces or not.
- If the workers have dependents, this relation can get better or get worse during the state of alarm and then impact in job performance.
- Habits related with the alimentation, in this section and in general the workers have spent more time in the kitchen learning new ways to make food to keep a healthy alimentation and this consequence grow the wellness of the workers. But, if the workers have suffered anxiety during this period, the quality of the alimentation will have worsened.
- In relation with the sleep habits, there are two patterns, in one hand there are people which the lockdown has not affected but has delayed going to bed and

getting up, this is the case which the workers has dependents in the houses, in other hand there are people more worry about the situation and these people has nightmares, sleep disorder, to resolve this had to take pills.

- Respect to do sport, the workers which had good habits before of the lockdown have adapted in their houses to continue with the routine and the other group of people which there are not these habits have involved in taking care of your health during this period, the direct consequence of this factor is the increasing of the wellness of the workers which provoke in more desire to do things, include job tasks.
- An increasing of consume the substances like tobacco o alcohol can decrease the job performance but the workers included in this group considerer this fact like normal.

The factors named before are related with material goods or doing things, which are more measurable and can appreciate more easily than the next consequences about be much time closed, it are more for the psychological habit side, this changes in psychological habit sides can be dysphonic or euphorics:

- Respect with the dysphonic changes, it are under the emotional aspect and attitudinal during the time of the state of alarm in comparation with the state of before, these emotional states can be
 - Resignation
 - Sadness
 - Burden
 - Decay
 - Nervousness

Also there are inside of this group, the spirited changes related with the perception of to be infected, and it grows if the worker has dependents. The workers have been suffered stress levels if have been infected or have been hospitalized during the state of alarm, and for last the worst scenario for the workers is the emotional stress related with the loss of familiar without the chance to say goodbye mixed with to loss of others people related with the worker like friends.

- In the other side, related with the euphoric changes some workers may have had happiness increments due to spend more time in family. Regarding with the job charge, there are workers which to have the job centre in the house, the job charge have decreased they are feeling more positively and with less stress level.
- There are attitudinal changes come from the lockdown. Some workers can have been affected by this changes which goes from worst to better and from better to worst. The change related with the first group starting with initial emotions of

catastrophe, anxiety, sadness for finishing in normalization of the situation and to be calmer. For other side, the changes related with the second group comes to the workers or people which do not realize of the gravity of the situation and in the beginning was calm and good but when the time run they start to worrying about the situation.

3.5.2.2 Disturbances related with direct measures taken against coronavirus

In relation with the direct measures that the company has taken against the coronavirus there are some which can come since the lockdown in the state of alarm and can affect to job performance to the workers, in the next list we are going to say some psychological aspects that the workers can carry ordered from more frequent to less, furthermore there are un 14.6% of the workers which have passed the disease and other 46.7% feelings psychological consequences being inside of this group an 16% very bad:

- Uncertainty.
- Fear for losing a loved one.
- Worrying to be infected.
- Sleep problems.
- Depressive feelings.
- Irritation.
- Humour changes.
- Difficulty to focus.
- Unreality feelings.

To conclude this chapter, is important to say that there are some direct labour measures which we have could not access, so the consequence of the analysis is that is less complete than we wish it, moreover we can say that the direct measures taken by the company are the proper and adjust to the government measures to reopen the business with all the warranties and accomplish with the sanitary measures.

For other side, regarding to the consequence of the measures taken, is true that the indirect measures have more weight than the direct measures because affect to more people and workers in this case. Furthermore, the workers and the people have been more time under these types of rules that following the set of rules established for the company to fight against the coronavirus, the problem is the size of consequences that

the worker or the people can carry inside of him in the return to job place. Other problem is the difficult to diagnose if the workers has some consequence said before.

4. Conclusion

To start the conclusion of the report is necessary to talk about the coronavirus and to say that is a new situation for the whole world and the no apparition before of a virus like this had done that as the companies as the governments such the citizens had had that collaborate all together to fight the COVID-19. The most important of all is behind of the apparition of the virus, there are massive pollution in the world, mainly in China where the coronavirus born, that increase the risk of to make new diseases and the lack of resources in the side of sanitary system for a fault of investments in investigation and development which do not give time to reaction to institutions or companies when the problem is over them. Moreover, this lack of resources has triggered a readjust in others industries to beef up the sanitary system in the sense of during the stronger wage of coronavirus there was a lot of infected people which collapsed the hospitals without resources to heal the sick. The last what I have to say about the coronavirus is that now there are more awareness to advance through a world which the motor of the economy is the renewable energy, leaving back the old technology that have more levels of pollution and giving more support to the digitalization of the companies and the government which to optimize the process to buy a thing or a service and the set of these things go to a sustainable economy with reutilization of resources, common known like circular economy.

In the side of the companies, we think that Pamesa have adapted better than Porcelanosa to this situation because they have taken better measures to readapt the company to the new normality like to do PCR test to all workers to determinate who was infected, separate the workers in teams to avoid crowds and to close the facilities. It is important because there is one characteristic difference between these two companies respect of these and it's the following: like we comment before in the chapter 3.4 there was a decree which close the companies what no dedicate to essential activities and affect directly to the companies that have we analysed and under obligation of the government should close the facilities, and this they did it but Porcelanosa also close the manufacturing process and not Pamesa who continue producing in the state of alarm due to fulfil the compromises with the clients. It implies

that during the state of alarm a few workers, it's that was in the line production had gone to the manufacturing centre under a mobility permit called safe passage.

Regarding the data and the measures that we have been mentioning during the work on the measures that companies have taken against the coronavirus, mention that both companies have taken effective measures in the fight against the coronavirus, since, after the reopening of the facilities there has been no news of COVID-19 outbreaks at either company. Also comment that in order to comply with the regulations, companies have taken sufficient measures to comply with these rules and have not exceeded in going beyond what the regulations said but it is true that during the state of alarm such as companies have many resources of their own, they have gone beyond what the regulations say and have shown their solidarity side by helping those who needed it in those hard times.

Despite of this also is important to say that we have not had a full access to labour measures taken by Porcelanosa and have not a total comparison between the two companies, moreover there are one measure that is equal in the two companies and is these related with the solidary side, which both companies gave money to the institutions for to help companies with less resources, this in my opinion Pamesa did for commitment with the society and the moment but Porcelanosa under the mission of to be the best company in the world if does not take this action to help the companies or the people with more needs the image and the reputation of the company would have fallen during the pandemic and then would have to do a reposition of the brand or a wash image.

For last, to say that in the side of sanitary measures, both companies have taken the legal measures regarding with the set of rules established by the government in relation with comply with a secure business and free of COVID-19. In that case Porcelanosa has had to work more because how one way to arrive the product to final client is through the stores, these has to adapt with a relative speed to this new situation, these implies more investments in resources that before have not in the stores. For other side, the increment of the digitalization of the business and the capacity to arrive to the final client not affected to Porcelanosa because already had a good E-commerce but Pamesa has taken advantage of the stop of the trade to develop the website since the salesman of the company can not to travel and was the only way to arrive the product to final client.

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