



**UNIVERSITAT
JAUME·I**

MARKETING PLAN OF GRUPO EULEN



**GRUPO
EULEN**

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1. EXECUTIVE SUMMARY

The main objective of this work is to create a 2024 marketing plan for Eulen Group, a national leader in the provision of general services to companies, institutions and public administrations.

Eulen means owl in German, and this animal was already on the logo of the academy Alvarez had set up in Bilbao before entering the cleaning sector.

The origin of this company is Central de Limpieza El Sol, created by David Álvarez Díez, based in Bilbao, in 1962. In 1974 an expansion took place with the creation of Prosesa, now Eulen Seguridad, and in 1982 the Eulen Group was founded in Madrid, comprising 25 companies.

They work in 11 sectors: industry, public administration, education and science, tourism, health, energy and water, transport, banking and insurance, telecommunications, commercial distribution and art and culture.

Eulen operates nationally and internationally, as it is a global benchmark. Thanks to their efforts they have managed to be the first in their sector and move towards the future with a tendency towards internationalization.

In this marketing plan we have carried out both an internal and external analysis of Eulen Group in Valencia, studying factors such as the market, the public and the competition, in order to analyze the opportunities and threats, on the other hand, we will also study the weaknesses and strengths through a SWOT analysis.

2. THE COMPANY

In 2012 Grupo Eulen celebrated its 50th anniversary with presence in 14 countries, more than 78,000 employees and consolidated sales of 1,338 million euros, in 2020 it reached consolidated sales of 1,440 million euros.

Grupo EULEN is currently present in Spain, Portugal, USA, Colombia, Costa Rica, Chile, Jamaica, Mexico, Panama, Peru, Dominican Republic, United Arab Emirates, Oman and Qatar, with Chile, USA and Mexico being the countries where Grupo EULEN has the greatest penetration, representing 60% of employees and 67% of sales outside Spain.

It offers a range of services: FS&M (Facility services, Facility management&consulting), cleaning, security, O.W.L.S. (Security Operations and International Logistic Services), ancillary services, maintenance, environment, health and social services, HR solutions and services for sustainability, covid and prevention services.

The capital invested in this company is 100% Spanish, it is a world reference and national leader in the provision of general services to companies, institutions and public administrations. Thanks to its philosophy of maximizing the effort in the work, they have managed to be the first in the sector and to advance towards the future, focusing on the international scope.

In 2021 it had 48,115 employees in Spain and 26,770 international employees.

Figure 1 Grupo Eulen employees



Source: Eulen.com

Figure 2 International employees Grupo Eulen



Source: Eulen.com

The Eulen Group is divided into different companies at a national level, each of which is numbered with a code for its correct registration within the company: 25 belongs to the company Eulen S.A., 41 Eulen Seguridad S.A., 82 Corumba Tourism S.L., 88 Eulen Servicios Sociosanitarios S.A. and 87 Flexiplan S.A.

Within each company there are different departments and within each department there are one or more sales lines.

Figure 3 Group companies and their departments



Source: Own elaboration



EULEN, S.A. is a leader in Spain in the provision of services to companies, with the aim of offering society innovative services that provide useful, quality and more efficient solutions.

It specializes in cleaning activities, FSM (Facility Services & Management), auxiliary services (logistics, general and telemarketing), comprehensive maintenance and environment

EEULEN Sociosanitarios is a company specialized in providing social, health and educational services to both public administrations and private clients.

EULEN Sociosanitarios' activity consists of home help services, telecare, health services, residential centers, day care centers, centers for battered women, nursery schools, services for people with intellectual disabilities, centers for people with severe mental illness, etc.



EULEN Security, as an innovative and flexible company, adapts to new scenarios and risks, committing itself to achieving excellence in the provision of services.

EULEN Seguridad specializes in surveillance, security systems solutions, consulting, cybersecurity, cybersecurity, Intelligence Unit, air surveillance, cash-in-transit, Integrated Security Control Center, critical infrastructure protection and integrated security.



EULEN Flexiplán, dedicated to HR and employment solutions, develops activities in the area of temporary employment, personnel selection, outplacement, employee development and training programs, and placement agency collaborating with the Public Employment Services.



2.1 History

In 1962, David Álvarez founded Central de Limpieza El Sol in Bilbao. At the end of the 1960s, the company had a training school and a laboratory where it experimented with products and materials.

In 1974, the first expansion began with the creation of Prosesa, now Eulen Seguridad, focused on private security, such as surveillance services, security consultancy and integrated security, and which is today the Spanish company with the longest history in its sector.

The origin of the current Eulen Group takes place in 1980, in the midst of transition, with inflation above 20% and in a time of uncertainty and labor conflicts, David Alvarez began a stage of diversification into sectors of greater technical content and added value. They started in activities of facilities maintenance, environment, energy control, restoration of facades and monuments and works.

In 1982 the Eulen Group was presented in Madrid, comprising 25 companies and using the owl symbol in its logo.

In 1992, thanks to a process of mergers and takeovers, the Eulen Group organized its structure to be formed by Eulen SA (cleaning services, maintenance, environment, auxiliary services and social and health services), Prosesa (currently EULEN Seguridad), Demasa, Eulen Training Institute and, two years later, Flexiplán, SA-ETT.

2012 marks the 50th anniversary of the Eulen Group, with a presence in 14 countries, more than 78,000 workers and consolidated sales of 1,338 million euros.

In 2015, David Álvarez Diez passed away and Maria José Álvarez Mezquiriz took over the presidency of the Eulen Group.

2.2 Mission, vision and values

A company's mission, vision and values are three key aspects that define its identity and provide it with a clear direction and a solid purpose. The Eulen Group has a definition for each of these concepts.

Firstly, the mission is that the services provided are of quality and contribute to improving the development and well-being of people, with the minimum possible environmental impact.

On the other hand, the vision of the Eulen Group is to offer the services that society demands, creating value, with ethical and social commitment and respect for the environment.

As we can see, the Eulen Group demonstrates a strong commitment to the environment and sustainability and is committed to continue adopting measures to reduce its environmental impact and promote sustainable practices in all its operations. This commitment is not only an ethical and social responsibility, but also a long-term investment in the future of the planet and the people who inhabit it.

The Eulen Group is a company with a strong corporate culture based on solid values. Some of the key values that define the company include:

1. Integrity: The company promotes ethics and transparency in all its operations and relationships with its customers, employees and suppliers.
2. Excellence: The Eulen Group strives to provide high quality services and constantly improve to exceed the expectations of its customers.
3. Innovation: The company is a leader in adopting new technologies and seeking innovative solutions to improve its services and reduce its environmental impact.
4. Social responsibility: The Eulen Group is committed to social responsibility and strives to contribute to the community and sustainable development.
5. Respect: The company promotes respect for human rights and diversity in all its operations and relationships with its employees and suppliers.

These values are a reflection of the company's culture and beliefs and are embedded in all its actions and decisions. The promotion and fulfillment of these values are a priority for the Eulen Group and contribute to its long-term success.

3. INTERNAL ANALYSIS

3.1 Resources

3.1.1 Physical Resources

Grupo Eulen is a company that provides services in different sectors, including air transportation, security, cleaning and maintenance, among others. Some of the key material resources that the company uses to provide its services include:

Equipment: Grupo Eulen has a wide range of equipment, including vehicles, machinery, tools and specialized technologies to provide its services.

Facilities: The company has an extensive network of facilities, including offices, training centers, service centers and warehouses.

Grupo EULEN is present in 14 countries: Portugal, United Arab Emirates, United States, Colombia, Costa Rica, Chile, Jamaica, Mexico, Panama, Peru, Dominican Republic, Qatar, Oman, Spain.

Figure 4 Eulen Group Offices



Source: Eulen.com

Personnel: Grupo Eulen has a highly trained and motivated team of professionals, including engineers, technicians, safety experts, and service personnel.

Suppliers and contractors: The company works with a wide network of suppliers and contractors to ensure the availability of the material and technological resources necessary to provide its services.

In short, material resources are an essential part of Grupo Eulen's success and the company constantly invests in their improvement and renewal to ensure that its services are of high quality and efficient.

Figure 5 Grupo Eulen in Valencia, Paterna



Source: Own elaboration

3.1.2 Cultural Resources

Cultural assets are those intangible aspects of a company that influence its identity and how it is perceived both internally and externally. Examples of cultural assets may include the company's mission, vision and values, its organizational culture, its reputation in the marketplace and its brand image.

The owl is an important element in Grupo Eulen's logo and is commonly used as a symbol of wisdom, intelligence and insight. In the context of Grupo Eulen's logo, the owl can represent the company's experience and track record in the outsourcing sector, as well as its ability to provide intelligent and effective solutions and services to its clients. In addition, the owl can symbolize vigilance, safety and security, which could reflect the company's commitment to safety and quality in the delivery of its services. Overall, the owl is a strong and recognizable symbol that helps the company highlight its brand and its commitment to excellence and customer satisfaction.

Figure 6 Grupo Eulen logo



Source: Eulen.com

It should be noted that the Eulen Group has been offering its services for more than 60 years, intensifying its commitment to quality and innovation in the provision of its services, its focus on corporate social responsibility and its ability to adapt and respond to the changing needs of the market and its customers.

3.1.3 Organizational Resources

Organizational resources are those aspects of a company's structure and management that influence its ability to achieve its objectives and adapt to market changes. Examples of organizational resources may include organizational structure, management processes and systems, policies and procedures, and human resources.

In the case of Grupo Eulen, the company has a decentralized organizational structure, with independent business units that provide specialized services in different areas, such as cleaning, security, maintenance, auxiliary services, among others. This decentralized organizational structure allows Grupo Eulen to offer a wide range of services to its clients and adapt to their specific needs, while maintaining an efficient and effective management structure. Each business unit can focus on its area of expertise and deliver high-quality services to its customers, while general management provides the strategic vision and oversight necessary to maintain the long-term success of the company as a whole.

In 2016, María José Álvarez Mezquíriz became executive chairman, following the death of her father, David Álvarez Díez, chairman and founder of Grupo Eulen.

Figure 7 Corporate Management Committee



Source:

https://newsletter.eulen.com/NUEVA_IMAGEN/SOCIAL/RSC/Informe_de_Sostenibilidad_2021.pdf

The company also has efficient management systems and processes that enable it to manage its operations effectively and comply with quality and safety requirements in the provision of its services. In addition, Grupo Eulen has clear policies and procedures in areas such as environmental management, occupational health and safety and corporate social responsibility.

In terms of human resources, Grupo Eulen has a team of highly trained professionals committed to quality in the provision of its services. The company also has professional development policies and programs to encourage the training and growth of its employees.

In general, Grupo Eulen's organizational resources are fundamental to its success, as they enable it to manage its operations effectively and adapt to the needs of the market and its customers.

3.1.4 Innovation Resources

Innovation is a fundamental part of the Eulen Group, which has an Innovation Center, a space designed to promote innovation and the development of new solutions and services. The center works closely with the company's business units to identify opportunities for innovation and develop new products and services. It is a key resource that the company uses to foster innovation and develop new solutions and services that can help improve its competitiveness in the marketplace and provide better services to its customers. Its mission is the continuous improvement of productivity and competitiveness in the organization and production processes to improve its competitiveness, efficiency and position the company favorably with respect to its competitors.

It should be noted that in 2021 they began to give birth to special efforts to create services for sustainable development in three key areas: energy efficiency, environmental impact and social factor, which contribute to building a sustainable world. Among these designs we can highlight energy efficiency through biomass, sustainable employment schools or circular cleaning.

In 2022, Grupo Eulen invested more than 1 million euros, which it plans to increase to 2.5 million euros (TAPAS, 2022), in research and development to explore new opportunities and trends in the market, participate in and acquire companies and startups that add value to the company's current services, which are constantly innovating.

3.1.5 Productive Resources

Grupo Eulen's productive resources include:

- Human resources: The company has a broad base of highly trained and experienced employees in a variety of areas, enabling them to offer high quality services to their clients.
- Technology: The Eulen Group uses advanced technology in its operations, which allows them to offer efficient and high quality services to their clients.
- Equipment: The company has a wide range of specialized equipment and tools that enable it to provide services in a variety of areas, from cleaning and security to building maintenance and gardening.
- Operational processes: Grupo Eulen has solid and efficient operational processes that enable them to provide services quickly and effectively.

Supplier network: The company has an extensive network of suppliers and business partners that allows them to access additional resources and expand their service capacity.

In summary, Eulen Group's productive resources include its highly trained employee base, advanced technology, specialized equipment and tools, efficient operating processes and a broad network of suppliers and business partners. These resources enable them to offer high-quality services to their customers in a variety of areas.

3.1.6 Technological Resources

The Eulen Group uses a variety of technological resources, among which we can highlight the AS400 program, the operating system by which all the companies of the group currently operate, it is planned that by 2024 this system will be replaced by another called SERPA.

In addition, the Eulen Group uses a variety of tracking and management software to improve the efficiency and effectiveness of its operations. Some of the tracking software used by the company are:

- Incident and Request Tracking System: Eulen Group uses an incident and request tracking system to manage customer requests, complaints, and problems. This system helps the company keep track of all requests and ensure that they are addressed in a timely and efficient manner.
- Fleet management software: The company uses fleet management software to track and monitor the location of company vehicles and to manage transportation services. This software helps the company improve vehicle use efficiency and reduce operating costs.
- Human resources tracking system: Grupo Eulen uses a human resources tracking system to manage employee information, including work history, skills, and performance. This system helps the company identify skills development opportunities and improve talent management.
- Work scheduling software: The company uses work scheduling software to schedule and assign tasks and activities to employees. This software helps the company optimize the use of resources and ensure that deadlines and objectives are met.

3.1.7. Marketing Resources

PRODUCT/SERVICE

In this case, Eulen Group offers a wide range of services to its customers around the world, including:

- Cleaning and maintenance services: the company offers cleaning and maintenance services for companies and organizations of all sizes, including cleaning of offices, hospitals, airports, shopping centers and more.

Figure 8 Cleaning services

- 1** HOUSEKEEPING SERVICE
Focused on the tasks of management and organization of the department of floors and common areas of the hotels.
- 2** CONVENTIONAL CLEANING
Qualified personnel and modern technologies, offering comprehensive cleaning services that guarantee a hygienic and safe environment, respecting the environment.
- 3** FOOD AND PHARMACEUTICAL CLEANING
They offer cleaning and disinfection services for facilities and equipment in sectors where a maximum level of hygiene is required due to their activity.
- 4** INDUSTRIAL CLEANING
Large and small scale cleaning, from a warehouse to a nuclear power plant, selective collection and management of industrial and urban waste.
- 5** SANITARY HYGIENE
Services to hospitals, clinical and health centers.
- 6** ENVIRONMENTAL AND RADIOLOGICAL PROTECTION
Services in highly technical industrial sectors.
- 7** HYGIENE AND ENVIRONMENTAL CONTROL
It has an ambient atmosphere in buildings, providing a healthier and more comfortable space.

Source: own elaboration

Figure 9 Maintenance services

-  **FACILITY MAINTENANCE**
Integral maintenance of technical installations. Management and adequacy of support services, cost studies, investment management...
-  **COMPREHENSIVE FACILITY MAINTENANCE**
Facility maintenance solutions adapted to the needs of each client and sector thanks to the human, technical and material resources available.
-  **TELECOMMUNICATIONS MAINTENANCE**
Network implementation and maintenance services, applying the latest technology.
-  **ENGINEERING, WORKS AND INSTALLATIONS**
Comprehensive project maintenance, from analysis to execution.
-  **INDUSTRIAL MAINTENANCE**
Global solutions that guarantee the efficient and long-lasting maintenance of facilities, managing resources, optimizing consumption and ensuring the optimal operation of industrial assets.
-  **ENERGY SERVICES**
Studies and energy saving systems for buildings and carries out renovations to adapt installations to more efficient technologies.
-  **ELEVATOR MAINTENANCE**
Safety in elevators, elevators and escalators with complete maintenance services or replacement and assembly of equipment.
-  **MEDICAL EQUIPMENT MAINTENANCE**
Improve the functional and technical quality of electromedical equipment. Working with the support and collaboration of the main manufacturers and official technical services.

Source: own elaboration

— Security services: Grupo Eulen also offers security services, including private security, surveillance and access control in companies, events and public places.

Figure 10 Security services

- **1** SECURITY CONTROL CENTER
The heart of the remote protection services, a nerve center that allows them to maintain control and surveillance of the client's interests 24 hours a day, every day of the year.
- **2** CYBERSECURITY
To guarantee the security of the data and information and communication systems used for the development of its processes.
- **3** CRITICAL INFRASTRUCTURE PROTECTION
Integral service that includes the design, implementation and execution of protection measures, surveillance and security systems for critical infrastructures and facilities, as well as an ally for the preparation and review of specific security and protection plans.
- **4** AIR SURVEILLANCE
Unmanned aerial systems, also called RPAS (Remotely Piloted Aircraft Systems) and also known as "drones", for private, industrial, public and institutional security.
- **5** CONSULTING
All areas of security from start to finish
- **6** SURVEILLANCE
Suitable professionals according to the type of security required
- **7** SECURITY SYSTEMS MAINTENANCE
Tailor-made intelligent security systems
- **8** SECURITY SYSTEMS SOLUTIONS
Thanks to their alarm receiving center, they are able to react quickly and efficiently to any incident.
- **9** INTELLIGENCE UNIT
Business security intelligence services
- **10** TRANSPORTATION OF FUNDS
Thanks to their specialized vehicles, they guarantee the protection of any company.

Source: own elaboration

- Human resources services: the company offers human resources services, such as recruitment, training and development, and payroll services.

Figure 11 Human resources services

-  **1** TEMPORARY EMPLOYMENT
Find the right professional profiles for each company. Unify document management through a customer and partner portal that simplifies their relationship.
-  **2** EMPLOYMENT AGENCY
They collaborate with public employment services in labor intermediation, helping the unemployed to find a job according to their expectations and collaborating with companies in the selection of workers.
-  **3** OUTPLACEMENT COMPANY
Outplacement or insertion in the labor market of workers affected by an ERE: profile assessment, counseling, training, guidance...
-  **4** PERSONNEL SELECTION AND HR CONSULTING
Specialists in offering their clients the best candidate, in record time and with maximum guarantees.
-  **5** TRAINING
We have our own training centers to ensure the adaptation of the selected candidates to their new workplace, with introductory and advanced courses.
-  **6** JOB PLACEMENT
Training and employment programs for disadvantaged groups; work for their full integration into the labor market

Source: own elaboration

— Customer care services: Grupo Eulen offers customer care services for companies, including telephone assistance and complaint management services.

Figure 12 Customer care services

- **1** **SPECIFIC SERVICES**
Veterinary services, hotel management, parking management, trolley management in shopping centers and hotels...
- **2** **LOGISTIC SERVICES**
Production and supply chain processes
- **3** **BUSINESS PROCESS OUTSOURCING**
Effectively manage administrative processes
- **4** **TELEMARKETING SERVICES**
Effectively manage administrative processes
- **5** **SCHOOL SERVICES**
Manage and develop complementary school services and activities, as well as extracurricular activities, in public and private educational institutions.
- **6** **SPORTS SERVICES MANAGEMENT**
Commitment to sports at all levels: From the management of sports facilities and complexes (both public and private) to guarantee their quality, safety and optimal performance, to the development and innovation of adapted physical activities.

7

CUSTOMER SERVICE AND INFORMATION SERVICES

Providing assistance in buildings, facilities and transit areas with a large number of visitors (airports, stations, fairs, theme parks, hospitals, public administration, etc.),

8

COMMERCIAL SERVICES

Manage all types of activities related to the promotion, demonstration and sale of products and services according to their company philosophy and values.

9

CULTURAL SERVICES

Specific service to guarantee the success of any cultural project, no matter how ambitious it may be.

10

METER READING

Technical service specialized in meter reading for gas, water and electricity distribution companies.

11

FIELD INSPECTION AND VERIFICATION

Integral service aimed at improving processes and optimizing resources that turns data collection into a valuable tool at the service of the company.

12

AUXILIARY SERVICES

Effectively manage the tasks derived from the daily activity of your company, bringing added value to your brand, well-being among employees and suppliers, and allowing you to develop your functions at 100%.

13

ASSORTMENT AND REPLENISHMENT SERVICES IN SHOPPING CENTERS

Manage the reception, organization and replenishment of articles and products on the shelves of retail stores and distribution centers.

14

INTEGRATED MANAGEMENT OF CULTURAL HERITAGE

They address the cultural sector through EULEN Art and a wide range of services that provide innovative solutions that meet their expectations and quality requirements.

EULEN Art is the EULEN Group's business line specialized in the comprehensive management of cultural heritage.

Source: own elaboration

- FS&M (Facility Services & Management) is one of the services offered by Grupo Eulen. This service focuses on the comprehensive management of a client's facilities, which includes the planning, organization, supervision and control of the services necessary to maintain a facility in optimal conditions.

Within the FS&M service, the Eulen Group offers cleaning and maintenance services, security services, facility management services, environmental and energy management services, catering and restaurant services, and waste management services, among others.

The objective of the FS&M service is to offer a comprehensive and customized solution for the maintenance and facility management needs of clients, so that they can focus on their core business while Grupo Eulen takes care of the management of their facilities.

Figure 13 FS&M (Facility Services & Management) services



FACILITY MANAGEMENT & CONSULTING

They optimize space and reduce the company's daily expenses derived from the correct operation and maintenance of the facilities where they are located.



FACILITY SERVICES

Resource optimization and cost reduction, key in any process, are guaranteed, thanks to the innovative spirit of its technical team and employees, for our entire range of services: cleaning, maintenance, environment, etc.

Source: own elaboration

- Environmental services: the Eulen Group offers a wide range of environmental services to help its customers comply with legal requirements and improve their environmental performance, including waste management, landfill cleanup, environmental consulting, energy efficiency and water treatment.

Figure 14 Environmental services

-  **GARDENING AND CONSTRUCTION**
Moving towards the sustainability of cities. This is EULEN Medio Ambiente's proposal for those who rely on its services; an objective for which we have developed several actions related to urban gardening and landscaping.
-  **SPECIAL GARDENING WORKS**
We provide unique services related to the creation, conservation and maintenance of green areas, gardening and landscaping of special complexity.
-  **CONSERVATION OF GREEN AREAS**
Necessary resources to make your environmental management a quality commitment that guarantees the successful conservation of the green area whose management and maintenance you need to outsource.
-  **FORESTRY, RIVERS AND COASTS**
They evaluate and correct the negative impacts of human activity on the natural environment, educate in the love and respect for the environment, repopulate, protect, clean, monitor and fight against desertification and erosion, and do so through action protocols designed for particularly sensitive areas, a highly qualified team, the latest technology and a range of services prepared to provide suitable solutions to any type of need.

Source: own elaboration

— Socio-health services: the Eulen Group offers a wide range of socio-health services for people who need support and care in their daily lives, including home help, residential care, medical care services, physiotherapy and psychology services. These services are designed to help people maintain their independence and improve their quality of life.

Figure 15 Socio-health services

-  **1 HEALTH AND SOCIAL-HEALTH AREAS**
They contribute to the public health system with medical care, nursing, rehabilitation, physiotherapy, podiatry and hospital sterilization to complete the comprehensive care that every user deserves and needs.
-  **2 HEALTH SERVICES TO COMPANIES**
They organize and provide specialized health services in the company's facilities, providing its workers with greater comfort and, for the company, saving time and costs.
-  **3 SOCIAL SERVICES TO COMPANY EMPLOYEES**
The additional services that make life easier for a company's employees are a social benefit for the workforce and lead to an increase in their well-being and their involvement with the company.
-  **4 TELE CARE**
Its advanced home telecare service is part of a wide range of services aimed at covering all your needs, from providing security and companionship to ensuring health support when necessary.
-  **5 HOME HELP**
Its home care service is based on the achievement of an objective that we share with people: to encourage them to stay at home for as long as possible.
-  **6 MANAGEMENT OF SOCIAL AND HEALTH CENTERS**
Organization, management, care and continuous assistance to users of social and health centers for the elderly and dependent persons, as well as the provision of additional services such as catering, laundry, cleaning, etc., in these centers.

7

TRAINING

To efficiently assist people in a dependency situation, providing them with the necessary tools to perform daily tasks and functions.

8

EDUCATION, LEISURE AND FREE TIME

To offer families and institutions all those services that contemplate the integral care of children and their global education, beyond the formal educational environment, in parallel to the families, which are involved as the main educators.

9

INTERVENTION AND INSERTION

To favor the coexistence and social integration of people in situations of risk or vulnerability.

10

EMERGENCIES AND CATASTROPHES

Organization and management of emergency health care services and comprehensive management of emergency and disaster situations, for that reason, they are aware of the importance of a quick and effective response when time is short and the situation is, at the very least, complicated.

Source: own elaboration

Figure 16 Eulen Group Services



Source: <https://eulen.com/es/#>

In summary, Grupo Eulen's product portfolio includes a wide range of services for companies and organizations in a variety of sectors, from cleaning and maintenance to security, human resources, logistics, consulting and outsourcing.

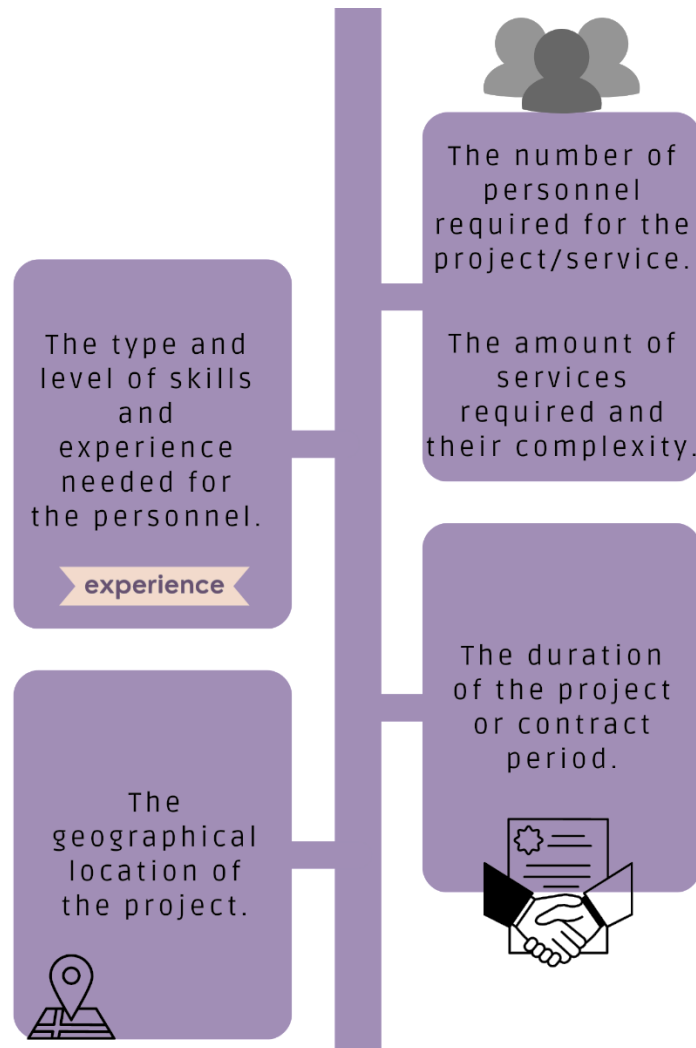
PRICE

The price of Eulen Group services varies widely depending on the type of service, the complexity of the client's needs and the geographic location. It is difficult to give an approximate price for Eulen Group services as each client and project is unique.

Some of the factors that can affect the price of Grupo Eulen's services are:

- The number of personnel required for the project/service.
- The type and level of skills and experience needed for the personnel.
- The duration of the project or contract period.
- The geographical location of the project.
- The amount of services required and their complexity.

Figure 17 The price of Eulen Group



Source: Own elaboration

COMMUNICATION

The Eulen Group uses different means of communication to communicate with its clients, employees, shareholders, etc.

Some of the means of communication used by the Eulen Group are:

- Website: Grupo Eulen has a website where customers can learn about the services offered, make inquiries and contact the company. It is a very visual website, following the colors of the logo, blue and white.

First, we find the main screen, which is quite intuitive. At the top right we find four logos, the first one corresponds to the company contact, the second to the search within the website, the third to the selected language and the last one to the access to clients.

Figure 18 Communication

CONTACTO

Si desea contactar directamente con nosotros puede llamarnos al teléfono 902 355 366.

¿NECESITA INFORMACIÓN O AYUDA? ENVIAR UN AGRADECIMIENTO O RECLAMACIÓN SOLICITAR EMPLEO

SOLICITAR UN PRESUPUESTO SOBRE NUESTROS SERVICIOS

PASO 1 PASO 2

Rellene estos campos para conocerle mejor y poder ponernos en contacto.

NOMBRE *

APELLIDOS *

EMAIL *

TELEFONO *

SOY: * Empresa Particular

Información en materia de Protección de datos:
Responsable: Grupo Eulen
protecciondedatos@eulen.com Delegado de protección de datos
delegadoprotecciondedatos@eulen.com Finalidad: Gestionar la solicitud del presupuesto y resolver cualquier duda o consulta planteada. Facilitar la comunicación entre las partes. Si media consentimiento previo, proceder al envío de comunicaciones comerciales (información de servicios, empresas, iniciativas y eventos) pertenecientes a Grupo Eulen. Derechos: Puede consultar los derechos de acceso.

Source: <https://eulen.com/es/#>

As main options we find the following: corporation, communication, corporate social responsibility and find your job.

Then, we can find a dropdown with the different services offered, as well as the sectors for which they work. Depending on which option you choose, the page will redirect to another screen with the different services offered within the selected one.

Figure 19 Eulen Group website



Source: <https://eulen.com/es/#>

In the corporation option, we can find information about Grupo Eulen, such as history, organization, human resources, etc.

Figure 20 Corporation



Source: <https://eulen.com/es/#>

The second option is a specific section for Eulen Group communication, where we find the press, media contact, corporate documentation and events in which the group participates.

Figure 21 Communication



Source: <https://eulen.com/es/#>

- Under "Contacto para medios", a specific contact e-mail address is provided for Grupo EULEN's Marketing and Communications Department, where you can obtain additional information about its activities. In addition, you can contact the Marketing and Communications Department to obtain relevant corporate documentation.
- "Prensa": press kit on its official website, where you can find information about the company, sales data, workforce development, as well as services and activities in the area of Corporate Responsibility. There is also a direct link to download the EULEN Group press kit in PDF format.

In the "Corporate Social Responsibility" section, we can find the different SDGs to which the company subscribes as a sign of the company's sustainability.

Figure 22 Corporate Social Responsibility



Source: <https://eulen.com/es/#>

Finally, the find your job section opens a new tab where you can find different job offers for the different services offered.

- Social networks: Grupo Eulen has a presence in several social networks, such as LinkedIn, Twitter, Facebook and Instagram, where it publishes relevant information about the company, its services and events.

Instagram: Grupo Eulen's official Instagram account (@grupoeulen_oficial) was first published in February 2022. Since then, the company has been using this platform to share news, photos and videos related to the company and its services, as well as to interact with its audience. Instagram is a very popular tool among companies to reach a younger and more active audience on social networks, so it is not surprising that Grupo Eulen is present on this platform. It currently has 3555 followers and more than 250 publications, but we can see that it is not their main communication tool.

Figure 23 Instagram



Source: <https://eulen.com/es/#>

Facebook: They have a Facebook page created on July 2, 2010, where they currently have more than 33,045 people following them. Grupo EULEN uses its Facebook page to share news, updates, events and other information related to the company and its services from different countries. It also uses Facebook as a platform to promote its corporate social responsibility (CSR), including its adherence to the United Nations Global Compact for corporate sustainability and the achievement of UN human rights, labor, environmental and anti-corruption goals.

Figure 24 Facebook



Source: <https://eulen.com/es/#>

Youtube: Grupo EULEN publishes videos on its YouTube channel that include its new letter of introduction in the form of a corporate video, which reflects the company's philosophy, vision and main values. Other promotional or service presentation videos can also be found on their YouTube channel, such as videos highlighting their general services to companies and why they are leaders in the sector.

Figure 25 Youtube

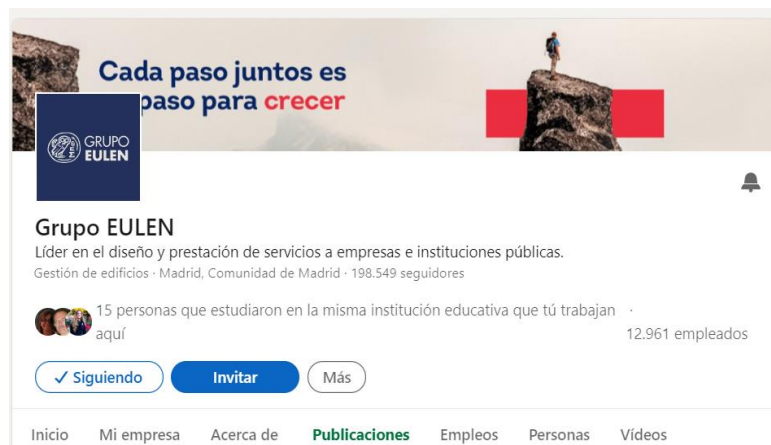


Source: <https://eulen.com/es/#>

LinkedIn: Grupo Eulen uses this platform both to offer jobs and to publish information about its companies at an international level.

They currently have 198,549 followers.

Figure 26 LinkedIn



Source: <https://eulen.com/es/#>

In short, Grupo Eulen uses various means of communication to interact with its customers, employees and other stakeholders, including its website, social networks, email and advertising. In this way, the company seeks to maintain fluid and transparent communication with its stakeholders.

DISTRIBUTION

As Grupo EULEN is a service company with a wide range of specialized services, Grupo EULEN's distribution method varies according to the type of service they offer and the commercial agreements they have established with their clients. In general, Grupo EULEN uses an approach based on the provision of services

through its own personnel and resources, which involves hiring and training its own personnel to perform the services contracted by its clients. It also uses subcontracting or strategic alliances with other companies to complement its service offering in some cases.

Add that they have a large fleet of vehicles adapted for the different services.

Figure 27 Vehicles



Source: <https://eulen.com/es/#>

3.1.8 Financial Resources

Thanks to SABI (Sistema Ibérico de Análisis de Balances) I have been able to analyze the financial resources.

In order to draw a conclusion about the turnover of the Eulen Group, it is necessary to analyze the different companies that make it up.

Firstly, in Eulen S.A. we observe an increase in operating income over the decade.

On the other hand, in Eulen Seguridad S.A. we see how there is an increase in turnover, except in 2021, where we observe a decrease due to Covid-19.

We also observed in Flexiplan S.A. an increase in turnover until 2020, where due to Covid-19 there is a decrease in turnover.

Finally, Eulen Servicios Sociosanitarios S.A., in which we see an increase throughout the decades, except for 2020 where we observe a decrease in turnover that recovers in 2021.

Table 1 Financial resources

EULEN S.A.

Cuentas No Consolidadas Pinchar aquí para cuentas consolidadas	31/12/2021 mil EUR	31/12/2020 mil EUR	31/12/2019 mil EUR	31/12/2018 mil EUR	31/12/2017 mil EUR
	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Favorable con incertidumbres Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007
Ingresos de explotación	752.559	696.563	687.377	675.625	635.890
Result. ordinarios antes Impuestos	18.536	12.124	48.949	14.016	8.332
Resultado del Ejercicio	14.206	8.738	45.829	9.315	4.811
Total Activo	436.099	437.070	428.456	428.465	427.329
Fondos propios	193.154	178.948	177.390	135.175	132.810
Rentabilidad económica (%)	4,25	2,77	11,42	3,27	1,95
Rentabilidad financiera (%)	9,60	6,78	27,59	10,37	6,27
Liquidez general	1,46	1,18	1,18	1,11	1,06
Endeudamiento (%)	55,71	59,06	58,60	68,45	68,92
Número empleados	28.183	29.019	28.599	28.543	28.466

EULEN SEGURIDAD S.A.

Cuentas No Consolidadas	31/12/2021 mil EUR	31/12/2020 mil EUR	31/12/2019 mil EUR	31/12/2018 mil EUR	31/12/2017 mil EUR
	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Favorable con incertidumbres Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007
Ingresos de explotación	220.328	232.346	224.545	217.345	211.337
Result. ordinarios antes Impuestos	691	103	1.104	-2.077	-2.683
Resultado del Ejercicio	426	18	1.246	-1.436	-1.981
Total Activo	87.598	86.487	91.407	85.525	84.115
Fondos propios	21.754	21.328	21.310	20.075	21.511
Rentabilidad económica (%)	0,79	0,12	1,21	-2,43	-3,19
Rentabilidad financiera (%)	3,18	0,48	5,18	-10,35	-12,47
Liquidez general	1,33	1,32	1,29	1,32	1,34
Endeudamiento (%)	75,17	75,34	76,69	76,53	74,43
Número empleados	6.934	6.949	7.032	6.651	6.908

FLEXIPLAN, S.A.

Cuentas No Consolidadas	31/12/2021 mil EUR	31/12/2020 mil EUR	31/12/2019 mil EUR	31/12/2018 mil EUR	31/12/2017 mil EUR
	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Favorable con incertidumbres Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007
Ingresos de explotación	176.265	163.065	198.919	220.980	223.199
Result. ordinarios antes Impuestos	-3.106	19	3.006	3.874	3.390
Resultado del Ejercicio	-2.321	62	2.330	3.015	2.719
Total Activo	65.292	62.381	64.190	66.549	73.859
Fondos propios	16.418	18.739	18.677	16.347	13.332
Rentabilidad económica (%)	-4,76	0,03	4,68	5,82	4,59
Rentabilidad financiera (%)	-18,92	0,10	16,09	23,70	25,43
Liquidez general	1,35	1,42	1,40	1,31	1,21
Endeudamiento (%)	74,85	69,96	70,90	75,44	81,95
Número empleados	6.023	5.264	6.063	6.419	7.966

EULEN SERVICIOS SOCIO SANITARIOS S.A.

Cuentas No Consolidadas	31/12/2021 mil EUR	31/12/2020 mil EUR	31/12/2019 mil EUR	31/12/2018 mil EUR	31/12/2017 mil EUR
	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Favorable con incertidumbres Normal PGC 2007	12 meses Aprobado Normal PGC 2007	12 meses Aprobado Normal PGC 2007
Ingresos de explotación	134.580	127.523	131.854	127.970	128.431
Result. ordinarios antes Impuestos	5.746	4.067	5.269	5.602	5.100
Resultado del Ejercicio	4.306	2.740	4.161	4.499	3.972
Total Activo	84.165	77.189	77.686	122.720	130.870
Fondos propios	47.246	42.940	40.200	86.080	93.581
Rentabilidad económica (%)	6,83	5,27	6,78	4,56	3,90
Rentabilidad financiera (%)	12,16	9,47	13,11	6,51	5,45
Liquidez general	2,36	2,36	2,08	3,38	3,60
Endeudamiento (%)	43,87	44,37	48,25	29,86	28,49
Número empleados	5.951	5.638	5.924	5.851	5.982

Source: <https://sabi.bvdinfo.com/>

3.1.9 CSR Resources

Eulen Group is a company committed to corporate social responsibility (CSR) and has a long history of implementing sustainable and ethical practices in its operations. Its priority is its commitment to social, labor, environmental and human rights concerns, which is reflected in the way we operate.

Corporate social responsibility: The Eulen Group is committed to business ethics and transparency in its operations. The company has established a code of ethics for its employees and suppliers, and has implemented measures to prevent corruption and bribery. In addition, Grupo Eulen promotes equal opportunities, diversity in the four main lines in which it works: gender, generational, functional and cultural, and the integration of groups at risk of exclusion.

Environment: The Eulen Group is committed to environmental sustainability and has implemented measures to reduce its environmental impact in its operations. The company has set targets to reduce its greenhouse gas emissions, promotes the use of renewable energies and has adopted waste management and recycling practices. In addition, it contributes to the achievement of 17 SDGs, including SDG 3 (Health and Wellness), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Employment and Economic Growth), SDG 10 (Reducing Inequalities), SDG 12 (Responsible Consumption and Production), SDG 13 (Combating Climate Change) and SDG 17 (Partnerships to Achieve the Goals).

Figure 28 SDGs



Source: Informe de sostenibilidad 2021

Social welfare: Grupo Eulen is committed to improving social welfare in the communities in which it operates, guaranteeing a safe working environment, ensuring the health of people, the integration of those in social exclusion and the creation of quality employment.

The company also fosters human capital, essential to achieve the sustainable model, and in 2021 a positive evolution is reflected:

- Gender diversity: 53% of the workforce are women.
- Generational diversity: 51% of the workforce are employees under 30 or over 50 years of age.
- Functional diversity: the number of employees with disabilities increased by 8.82% compared to 2019, they have a total of 2,217 employees with disabilities.
- 62% of the workforce is employed on an indefinite-term basis and 68% on a full-time basis.
- More than 925,000 hours were spent on internal training.

In terms of health and safety indicators, in 2021 there was a decrease compared to 2019:

- Accident frequency rate: decrease of 5.96%.
- Severity rate: decrease of 7.45%.

These four pillars make it possible to achieve SDG 8 "Decent work and economic growth", SDG 5 "Gender equality", SDG 10 "Reducing inequalities", SDG 4 "Quality education" and SDG 3 "Health and well-being".

Table 2 Social welfare

LAS PERSONAS: NUESTRO PRINCIPAL ACTIVO	
Número de empleados	74.925
DIVERSIDAD	
Porcentaje de mujeres/hombres	53 %
Porcentaje de empleados <30 años y >50 años	51 %
Porcentaje de empleados con discapacidad	2.96 %
Número de nacionalidades	97
TIPO DE CONTRATO (en %)	
Indefinido	62 %
Temporal	38 %
TIPO DE JORNADA (en %)	
Completa	68 %
Parcial	32 %

Source: Informe de sostenibilidad 2021

3.2 Capabilities

3.2.1 Distinctive Capabilities

The distinctive capabilities of Grupo EULEN, a family company with 100% Spanish capital and a national leader in the provision of general services to companies, institutions and public administrations, are based on its philosophy of maximum effort at work and its specialization in different lines of business, as it provides a wide variety of services in which it guarantees excellent service, seeking the satisfaction of its clients.

In addition, Grupo EULEN has a solid Corporate Social Responsibility strategy, with a commitment to social, labor, environmental and human rights concerns, which is reflected in the way it acts.

3.2.2 Value Chain

The value chain is a tool that aims to examine all the strategic activities carried out by the company.

Figure 29 Value Chain representation



Source: Wikipedia

Support activities

- Company infrastructure

Grupo EULEN's infrastructure is made up of various companies nationwide that form part of its organization, such as EULEN S.A., EULEN Seguridad S.A., EULEN Servicios Sociosanitarios S.A., Flexiplán S.A. ETT (EULEN Flexiplan), Compañía Internacional de Protección, Ingeniería y Tecnología S.A. (PROINSA), Instituto EULEN de Formación S.A., and EULEN Integra S.A.

The EULEN Group has physical offices in 14 countries, including Portugal, United Arab Emirates, United States, Colombia, Costa Rica, Chile, Jamaica, Mexico, Panama, Peru, Dominican Republic, Qatar, Oman and Spain.

Focusing on Spain, these are the current locations where Eulen Group offices are located.

Figure 30 Grupo EULEN's infrastructure

CENTRAL: GOBELAS 29 - URBANIZACIÓN LA FLORIDA 28023 MADRID			
ÁLAVA CALLE URARTEA 15 01010 VITORIA TEL.: 945 214 065 FAX: 945 245 033	ALBACETE AVDA. RAMÓN Y CAJAL, 32-34 02005 ALBACETE TEL.: 967 190 021 FAX: 967 110 100	ALICANTE TRANSPORTES, 13 03008 ALICANTE TEL.: 985 924 143 FAX: 985 928 829	ALMERÍA NÍQUEL S/N POL.SECTOR, 20 04009 ALMERÍA TEL.: 950 624 035 FAX: 950 037 532
ASTURIAS C/PURITA DE LA RIVA, 3 33008 OVIEDO TEL.: 985 118 141 FAX: 985 283 626	ÁVILA Pº SANTO TOMÁS, 8-LOCAL 3 05003 ÁVILA TEL.: 920 223 981/9 FAX: 920 105 001	BADAJOS JOAQUIN SANCHEZ VALVE PARCELA H1B 06006 BADAJOZ TEL.: 924 221 248 FAX: 924 222 141	BALEARES GREMI DE PASSAMANERS, 3 POL.IND. SON ROSSYNOL 07009 P. DE MALLORCA TEL.: 971 220 075 FAX: 971 283 925
BARCELONA MARE DE DEU DE PORT 08038 BARCELONA TEL.: 933 050 455 FAX: 933 141 668	BURGOS ANA Mª LOPIDANA, 8-4º 09005 BURGOS TEL.: 947 257 018 FAX: 947 113 264	CÁCERES AVDA. DE ESPAÑA, 21-1º PI 10002 CÁCERES TEL.: 927 626 005 FAX: 927 626 136	CÁDIZ AVDA. MEMBRILLAR, S/N 11405 JEREZ DE LA FTRA. TEL.: 956 318 000 FAX: 956 319 727
CANTABRIA RUIZ DE ALDA, 7 39009 SANTANDER TEL.: 942 365 045 FAX: 942 365 163	CASTELLÓN ALLOZA, 116 12001 CASTELLÓN TEL.: 964 724 445 FAX: 964 261 207	CEUTA CALLE VELARDE, 26 (ENTR 51001 CEUTA TEL.: 956 513 494 FAX: 956 512 562	CIUDAD REAL AVDA. VALDEPEÑAS, 17 13001 CIUDAD REAL TEL.: 926 270 013 FAX: 926 270 148
CÓRDOBA POL.IND. EL GRANADAL C/ DIAMANTE ESQ.PLAT. 14014 CÓRDOBA TEL.: 957 434 052 FAX: 957 113 349	CUENCA POL.LOS PALANCARES PARCELA 6.3 16004 CUENCA TEL.: 969 212 806 FAX: 969 229 062	GERONA CTRA. SANTA EUGENIA, 74 17005 GERONA TEL.: 972 405 070 FAX: 972 104 563	GRAN CANARIA AVDA. JUAN XXIII, 4 1ºDCHA 35004 LAS PALMAS DE G.C. TEL.: 928 296 888 FAX: 928 234 552
GRANADA CALLEJÓN DE ARENAS 18005 GRANADA TEL.: 958 250 308 FAX: 958 562 077	GUADALAJARA C/ZARAGOZA, 3 19005 GUADALAJARA TEL.: 949 247 467 FAX: 949 103 110	GUIPÚZCOA AVENIDA TOLOSA, 121 20018 DONOSTIA-SAN SEB/ TEL.: 943 317 010 FAX: 943 104 287	HUELVA URBANIZACIÓN VERDELUZ C/PROLONGACIÓN ALONSO DE I 21005 HUELVA TEL.: 959 540 172 FAX: 959 281 688
HUESCA FLEXIPI BARBASTRO (HUESCA) C/SAN BARTOLOMÉ Nº TEL.: 974102015 / 6474;	JAÉN POL.OLIVARES C/ CASTELLAR, PARCELA 67 23009 JAÉN TEL.: 953 281 701 FAX: 953 036 047	LA CORUÑA CTRA. BAÑOS ARTEIXO, 21 15008 LA CORUÑA TEL.: 981 174 241 FAX: 981 130 123	LA RIOJA MADRE PAULA MONTAL, 33 26007 LOGROÑO TEL.: 941 286 055 FAX: 948 111 326

LEÓN

C/ MOISÉS DE LEÓN, 4
24008 LEÓN
TEL.: 987 875 300
FAX: 987 113 215

LÉRIDA

C/ AGUSTÍ DURAN I SANPERE, 8
25001 LÉRIDA
TEL.: 973 218 010
FAX: 973 104 125

LUGO

AVDA. ALCALDE ANXÓ LÓF
PÉREZ, 10-12 LOCAL D
27002 LUGO
TEL.: 982 267 006
FAX: 982 267 199

MADRID

VALLE DE TOBALINA, 56
28021 MADRID
TEL.: 916 310 900
FAX: 916 310 890

MÁLAGA

ALCALDE DÍAZ ZAFRA,
29008 MÁLAGA
TEL.: 952 364 616

MELILLA

COMANDANTE AVIADOR GARCÍA
52008 MELILLA
TEL.: 952 696 005
FAX: 952 009 007

MURCIA

MOLINA DE SEGURA, 5 - BL
30007 MURCIA
TEL.: 988 271 603
FAX: 888 100 164

NAVARRA

POL. IND. MUTILVA BAJA
C/ I-NAVE 5
31192 MUTILVA BAJA
TEL: 948 198 612

ORENSE

C° CANEIRO, 19 BAJO
32004 ORENSE
TEL.: 988 237 348
FAX: 988 106 304

PALENCIA

PLAZA DEL PINTOR CANEJA, 2 I
34001 PALENCIA
TEL.: 979 165 019 / 51 35
FAX: 979 165 137

PONTEVEDRA

VENEZUELA, 2 BAJO
36203 VIGO
TEL.: 986 494 979
FAX: 986 494 976

SALAMANCA

AVDA. DE LA SALLE, 173
37008 SALAMANCA
TEL.: 923 193 776
FAX: 923 104 212

SEGOVIA

C/ALFONSO VI, Nº27- L1
40004 SEGOVIA
TEL.: 921 412 010
FAX: 921 100 622

SEVILLA

POL.NUEVO CALONGE
C/PALETINA, 1-2
41007 SEVILLA
TEL.: 954 350 053
TEL.: 954 350 053

SORIA

AVDA. VALLADOLID, 26 (ESI)
42001 SORIA
TEL.: 975 239 773
FAX: 975 107 230

TARRAGONA

AVDA. CATALUÑA, 47
43002 TARRAGONA
TEL.: 977 250 088
FAX: 983 108 129

TENERIFE

QUEVEDO, 3-EDIF.CERI
38005 SANTA CRUZ
TEL.: 922 299 080
FAX: 922 284 283

TERUEL

MIGUEL DE CERVANTES, 10 BAJ
44002 TERUEL
TEL.: 978 617 050/52
FAX: 978 617 081

TOLEDO

PARÍS, 3-5
45003 TOLEDO
TEL.: 925 280 045
FAX: 925 280 046

VALENCIA

PARQUE EMPRESARIAL TÁCTICA
ALGEPSE, 40-42
46980 PATERNA
TEL.: 963 898 191
FAX: 963 930 004

VALLADOLID

AVENIDA DEL EURO N
47009 VALLADOLID
TEL.: 983 471 916 / 27
FAX: 983 470 982

VIZCAYA

AVDA. LEHENDAKARI AGUIRRE, I
5*PLANTA 48014 BILBAO
TEL.: 944 797 200
FAX: 944 761 189

ZAMORA

BENAVENTE, Nº1 ENTREPI
49014 ZAMORA
TEL.: 980 509 061
FAX: 980 108 013

ZARAGOZA

AV. MANUEL RODRÍGUEZ AYUSO, 114
C.E. MIRALBUENO LOCAL P-1-A
50012 ZARAGOZA
TEL.: 976 470 051
FAX: 976 344 115

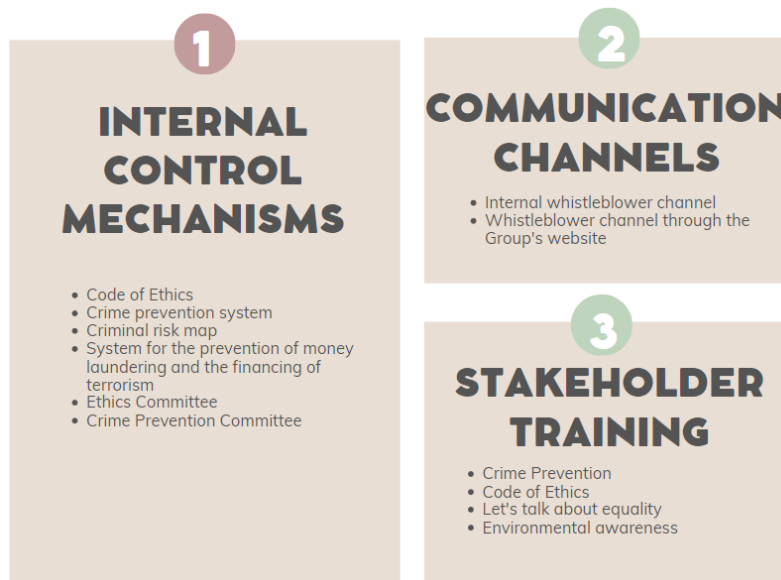
Source: <https://eulen.com/es/corporacion/nuestras-oficinas/>

- Human resources management

It has an approach based on the development of its employees, considering them its most important asset. The Group has a solid culture of compliance and business ethics, and the identification and prevention of risks associated with possible situations of risks associated with possible human rights violations, corruption, bribery or money laundering, are of vital importance. of vital importance to the company.

To create a corporate culture and achieve the integration of these principles into the company's value chain, the EULEN Group has developed a series of internal control mechanisms, communication channels and mandatory training. of mandatory compliance.

Figure 31 Human resources management



Source: own elaboration

EULEN Flexiplán responds to the needs of companies in terms of the provision of workers, selection of qualified personnel, personnel training, human resources consulting, as well as outsourcing processes within the human resources area.

- Technological development

Grupo EULEN is continuously researching and developing new services to meet the growing needs of individuals, companies and administrations.

In 2021, three projects stand out in the design of services for sustainability:

- Energy efficiency through biomass: design, installation and maintenance of heating and cooling networks (District Heating & Cooling) and boilers, through biomass, using Pellet, olive pits or wood chips as fuel.
 - Sustainable employment schools: theoretical and practical training service for the insertion in companies of vulnerable groups and at risk of exclusion, or with different social problems.
- Circular cleaning: cleaning system that integrates the best sustainable practices learned in decades of experience and with the latest technology available, such as: optimal routes, waste reuse, ECO cleaning products, green energy consumption machinery, eco-cleaning agents, sensorization of spaces, specialists in the cleaning environment.
- Acquisition

The Eulen Group has 8,884 approved suppliers in 2021 as part of its supply chain.

This network of suppliers must meet a series of requirements in order to be approved within the company: approval of the product or service, procedures, processes and equipment, personnel requirements, compliance with current labor regulations, among others. They must also provide a series of documentation in order to register them as approved suppliers and guarantee responsible performance.

By 2021, 99.73 % of its suppliers will be local. A total of 1,429 new suppliers have been approved. Purchases from these suppliers are also registered for a total value of €187,253,032.

Its commitment to responsible management of the supply chain is key to ensuring the sustainable model for which the Eulen Group is firmly committed and to the development of SDG 12 "Responsible production and consumption".

Primary activities

- Incoming logistics

Grupo Eulen defines inbound logistics as the operations and procedures involved in the efficient management of the reception, storage and distribution of goods and supplies required for the operation of the business.

The following actions are part of the logistics of joining Grupo Eulen:

Supplier management is the process of locating, evaluating and choosing suppliers that offer the products and materials necessary for the Eulen Group's activities. The negotiation of contracts, the creation of commercial agreements and the monitoring of supplier performance are part of this category.

Receiving and verifying goods: After suppliers have delivered goods and supplies, a procedure known as receiving and verifying is used to make sure the items are accurate in terms of quantity, quality, and requirements. This entails examining the products and entering them into the inventory management system used by the Eulen Group.

Storage and inventory management: According to operating requirements and best practices for inventory management, received goods and materials are stored in Eulen Group warehouses in an orderly and effective manner. Products must be identified, categorized, labeled, and registered in the inventory management system.

Management of internal transportation is also a part of Grupo Eulen's inbound logistics process, as it is required to distribute goods and supplies to the various departments or units of the organization. This includes managing transport documentation, allocating vehicles, tracking deliveries, and planning routes.

Cost reduction and process improvement: For the Eulen Group, the effectiveness and optimization of incoming logistics processes are key. This entails keeping an eye on and managing the expenses related to incoming logistics, locating and removing any bottlenecks in the workflow, putting continuous improvement into practice, and utilizing technical solutions for logistics management.

The Eulen Group devotes its full attention to complying with customs, safety and environmental regulations when dealing with the inbound logistics entrusted to it. In addition, extensive risk management is fully operational to locate and deter virtually any hazards in the supply chain.

Essentially, the team completes its function from supplier management, inventory tracking through cost and resource management to delivery. The entire organization is based on compliance-oriented efficiency in risk prevention strategies.

- Operations

The Eulen Group's operational activities may vary from one state to another depending on the services provided and the demands of its customers. Through numerous interactions in numerous locations, the international entity supplies its customers everywhere with its goods and services.

- Outbound logistics

Eulen Group's outbound logistics consists of storage and transportation procedures for products/services that are sent to customers and subsequent users. These activities may change depending on the type of services provided by the Eulen Group, as well as customer specifications.

Eulen Group deploys a delivery management program to effectively organize route planning, resource allocation (such as vehicles and operators), continuous tracking of shipments routed, and customer acknowledgment of receipt. If your products or materials depend on them, an organized inventory management framework must be used diligently to ensure a smooth arrival of transportation.

At times, the Eulen Group must treat items destined for customers according to the type of service offered, such as packaging and labeling them appropriately, taking into account the rules and regulations applicable in each market. In relation to the international traffic of goods, it is necessary to carry out procedures related to paperwork or customs protocols, if any.

If customers return items purchased through the Eulen Group, they have systematic procedures in place to manage the return, evaluate the item and decide whether a refund or replacement is necessary. In addition, distributing production also involves overseeing customer service tasks, such as answering questions about orders, tracking delivery, resolving disputes and ensuring customer satisfaction.

It is important to note that Eulen Group's outbound logistics may vary depending on the type of services it offers and the specific geographic location of its operations.

- Marketing and sales

Grupo Eulen is in charge of the entire marketing process of its services. They focus on creating new services or improving their own with their R+D+i program. They promote their services through their website, social networks, their posters on vehicles, etc.

- Services

Grupo EULEN is a global benchmark in the services sector and stands out for its philosophy of maximum effort at work. As a company dedicated to offering specialized services, it seeks continuous improvement of these services, as well as innovation.

The company's Facility Services & Management (FS&M), private security services, health and social services, as well as global management services for human resources, employment and temporary employment.

These services are broken down into approximately 80 lines of activity that attempt to cover the entire spectrum of services that a client may need, except those that constitute its main corporate purpose corporate purpose.

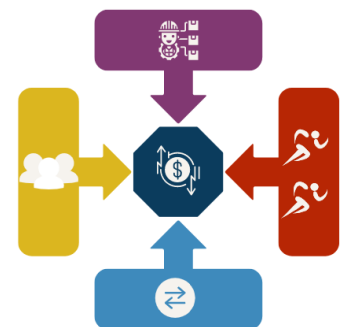
4. EXTERNAL ANALYSIS

4.1 Microenvironment

4.1.1 Porter's 5 forces

In this section, we will analyze the most important aspects of the Eulen Group with respect to customer and supplier relationships, threats from new competitors and substitute products and, finally, rivalry among competitors using Porter's five forces analysis method.

Figure 32 Porter's 5 forces



Source: own elaboration

4.1.1.1 Bargaining power of customers

Consumer bargaining power refers to the ability of customers to influence the way a company operates in the market. In the case of Grupo Eulen, a corporation engaged in various sectors, such as cleaning, security, social and health services, among others, the power of these consumers is not high, since it covers different services for many types of customers.

There are many offers of this type, but not like this company that specializes in so many services and is able to offer such a wide range of specialized services. Moreover, being such a large company, it has the resources necessary to offer the best possible service.

4.1.1.2. Bargaining power of suppliers

This refers to the ability of suppliers to influence business conditions with the companies to which they supply inputs or services. Regarding the bargaining power of suppliers in the Eulen Group, we could say that it is average, since they have some bargaining power due to the cost of changing suppliers and the process of approving a supplier, but it is true that there are many suppliers that could meet the needs of the Eulen Group. Therefore, suppliers have some bargaining power, but not absolute.

4.1.1.3. Threat of new entrants

The Eulen Group is in a very competitive market, as it offers a wide variety of services in different sectors. It is possible that companies already established in the specific sectors in which Grupo Eulen operates, as well as new emerging companies, may represent a threat to the company's business, although Grupo Eulen is able to create unions between companies in its group to further cover the needs of its clients, so it meets their needs in the way it can and has sufficient resources to do so.

In addition, the Eulen Group has demonstrated a long track record in the market and has implemented strategies to remain competitive and continue to grow in different areas. Its commitment to sustainability and corporate social responsibility may be factors that allow it to maintain a competitive advantage over new competitors.

4.1.1.4. Threat of substitute products

Being a group that offers a wide range of services in different sectors, there are threats of substitute services depending on the specific service to be acquired.

As for cleaning and maintenance services for facilities, buildings and public spaces, there are several companies that offer these services, such as ISS World, Clece, Ferrovial Servicios or Acciona Servicios Urbanos.

Regarding security services, there are companies such as Securitas and Prosegur that offer similar private security and surveillance services that could be an alternative to the services offered by Grupo Eulen.

In the socio-health services we find companies that also offer socio-health services to elderly people such as SARquavitae, DomusVi or Ballesol.

Finally, in terms of temporary employment services, there are companies such as Adecco, Randstad or Manpower that could be considered alternatives to Eulen Flexiplan.

So, we could say that there are companies that offer similar services to those of the group, but we would have to look at the price and quality they offer for them.

4.1.1.5. Rivalry between competitors

It is common that in such a competitive market in which there are other companies with similar services to offer, there is also rivalry among competitors for leadership in the sector, obtaining clients and improving the quality of services.

However, as we have mentioned above, the Eulen Group has demonstrated over the years the great trajectory it has and the implementation of innovative strategies to remain a leader in its sectors, continue to grow and expand.

4.2 Macroenvironment

4.2.1 PESTEL analysis

4.2.1.1 Political factors

Spain, for some time now, has been involved in an enormously unstable political panorama, full of uncertainty, governments formed by many parties, motions of censure, pacts or governments that do not manage to be formed until after a few years, among other things, currently led by the President of the Government Pedro Sánchez, due to the management of the COVID-19 pandemic and the challenge to achieve the formation of parliamentary majorities is facing a complicated situation, we add to this that the next general elections are at the end of this year and the municipal elections on May 28th.

Following this situation, in 2022, a total of 26,207 companies closed, which is 10% more than the previous year and the highest figure since this series of data has been recorded, according to data from the National Statistics Institute (INE).

On the other hand, the war in Ukraine has affected Spanish policy, through its participation in the response of the European Union, Spain has supported the economic and political sanctions imposed by the EU against Russia in response to its role in the conflict in Ukraine. The conflict in Ukraine has had an impact on Spanish citizens' perception of foreign policy and national security. The crisis has raised concerns about stability in Europe and has led to further debate about the need to strengthen common defense and security in the EU.

The company is a signatory to the United Nations Global Compact for corporate sustainability and the achievement of the UN's human rights, labor, environmental and anti-corruption goals.

4.2.1.2 Economic factors

Spain's gross domestic product in 2022 grew by 5.5% compared to 2021, the same rate as in the previous year. Spain's GDP per capita in 2022 was €27,870, €2,370 higher than in 2021, which was €25,500.

Table 3 Economic factors

Evolución: PIB anual España			Evolución: PIB Per Capita España		
Fecha	PIB anual	Var. PIB (%)	Fecha	PIB Per Capita	Var. anual PIB Per Capita
2022	1.328.922 M€	5,5%	2022	27.870 €	9,3%
2021	1.206.842 M€	5,5%	2021	25.500 €	8,0%
2020	1.117.989 M€	-11,3%	2020	23.610 €	-10,7%
2019	1.245.513 M€	2,0%	2019	26.440 €	2,6%
2018	1.203.859 M€	2,3%	2018	25.760 €	3,1%
2017	1.162.492 M€	3,0%	2017	24.980 €	4,1%
2016	1.114.420 M€	3,0%	2016	23.990 €	3,3%
2015	1.078.092 M€	3,8%	2015	23.230 €	2,0%

Source: <https://datosmacro.expansion.com/>

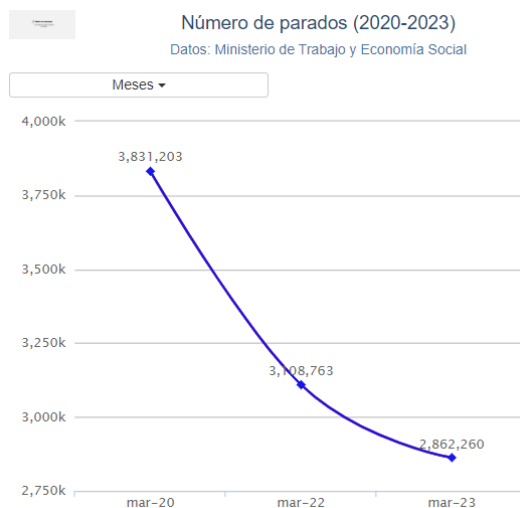
Although inflation fell in March to 3.3%, the price of food increased and this is one of the main economic problems affecting Spanish society today, there is a reduction in VAT on several basic products, but it is hardly noticeable in the purchase ticket.

On the other hand, we can also see how the rise in fuel prices has affected all Spaniards, since the 20 cents per liter rebate that came into effect on April 1, 2022 has disappeared. In addition, the price of electricity has not stopped rising either, the main cause of this being the increase in the price of gas caused by the instability and the situation following the war between Russia and Ukraine.

The total number of unemployed in Spain was 2,862,260 in March 2023. Unemployment has decreased by 246,503 people (-7.93%) with respect to March 2022, which is mainly due to the celebration of Easter Week.

Regarding the Eulen Group, the company has expanded internationally, which allows it to diversify its sources of income and reduce its dependence on the domestic market, but it is clear that this whole situation also directly affects companies.

Figure 33 Unemployed in Spain



Source: <https://datosmacro.expansion.com/>

4.2.1.3 Sociocultural factors

In order to analyze this factor, different variables such as demographic evolution, changes in people's lifestyles, education, health, etc., must be taken into account.

With regard to social changes, immigration and emigration rates, attitudes at work, religion and culture will have to be taken into account. So we can say that there is more and more diversity of work, since the new current situation has generated changes in personnel policies and jobs. In addition, women are gaining more and more responsibility and share in the labor market.

As for the demographic evolution, by year, in the first two months, 51,929 births have been registered this 2023, compared to 52,605 in 2022 and above 48,251 in 2021. Since 2017, the number has been progressively decreasing, with 62,188 in 2017, 59,700 in 2018, 58,182 in 2019 and 57,157 in 2020.

All in all, the number of Spaniards living in another country reached 2,790,317 on January 1, 2023, the maximum record in the Register of Spaniards Resident Abroad (PERE) since the INE published this statistic (2009).

It is clear that this situation also directly affects Grupo Eulen, since the smaller the population, the fewer the clients and the fewer the workers, although considering that the company is international, this is not a concern, but we must also take into account the number of people over 65 years of age, which on January 1, 2022 was 47.4 million inhabitants, so that the country added 50,490 people to its census (INE, 2022).

4.2.1.4 Technological factors

The improvement of technology is a very important factor for Grupo Eulen, it works continuously to improve in that sense.

It has always made efforts to improve its technology, as we can see in the creation of a virtual Digital Transformation Room, a pioneer in the business environment that Grupo Eulen has created, so that they can integrate technology into the services offered. The company aims to promote the incorporation of digital culture into its processes; to define and implement technological projects to improve processes for its clients; and to create an innovative open environment for all Grupo EULEN professionals, transversal to all the company's operations and processes, where they can learn and work in a "Learning by doing" model.

In addition, Grupo Eulen is committed to the European initiative "Next Generation", among the projects are services such as active forests, green forestry filters, empty land, circular cleaning, digitization of documentary collections, rural eco-culture, rural digital transformation, energy efficiency through biomass, networks of hydroline stations and recharging for electric mobility, advanced digital telecare, women in rural areas, comprehensive management of urban loneliness, among others (Nota de prensa, 2021), aligned in turn with the Recovery, Transformation and Resilience Plan of Spain.

Another very important aspect of technology can be found on the Eulen Group's website, where, thanks to the advance of technology, anyone can find all the information they need about the services offered by the group.

4.2.1.5 Ecological factors

As we can see, in Spain the climate is changing, heat waves or cold when it should not, extreme droughts or floods, all due to climate change that we are currently suffering. In the world emissions continue to increase, in Spain too, so we are not yet achieving real achievements in the decarbonization of society (PRIETO, 2023).

Grupo Eulen is committed to sustainability and care for the environment. The company has developed different initiatives to reduce its environmental impact, such as the implementation of environmental management systems in its facilities and the use of more efficient and less polluting vehicles and machinery. The company also offers specialized environmental management and sustainability services to its clients.

According to the EULEN Group's CSR pillars, they are committed to managing environmental impact and climate change through the implementation of sustainable and environmentally friendly measures, for which it uses two pillars: decarbonization and circular economy. Decarbonization relates to actions to reduce energy consumption, reuse water and recycle materials.

In addition, as I mentioned earlier in the report, the Eulen Group is committed to 17 SDGs.

Table 4 Ecological factors

	2021	2020	2019
(*) CIRCULARIDAD Y DESCARBONIZACIÓN			
ECONOMÍA CIRCULAR			
Consumo energía eléctrica global (GJ)	15.171	13.597	16.591
Consumo energía eléctrica relativo (kWh/m ²)	60	53	64
Porcentaje de energía eléctrica consumida procedente de fuentes renovables	82 %	80 %	75 %
Consumo de agua global (m ³)	26.560	26.350	33.317
Consumo de agua relativo (L/empleada)	14.829	14.591	17.619
Consumo de papel global (t)	74	83	105
Consumo de papel relativo (t/millón euros ventas)	51	59	72
RESIDUOS			
Porcentaje residuos enviados a reciclaje	95 %	58 %	72 %
DESCARBONIZACIÓN			
(**) Emisiones globales (T CO ₂ eq)	19.086	18.708	21.281
Emisiones de Alcance 1 + 2 (T CO ₂ eq)	2.905	18.286	19.024
(**) Emisiones de Alcance 3 (T CO ₂ eq)	16.181	422	2.257
Emisiones globales relativas (Tm CO ₂ eq/millón euros ventas)	13	14	15
CADENA DE SUMINISTRO			
(***) Porcentaje de proveedores homologados en base a criterios ambientales	82 %	85 %	98 %
INVERSION/GASTO EN GESTIÓN AMBIENTAL	2.717.776 €	3.835.498 €	2.552.255 €

Source: Informe de sostenibilidad 2021

4.2.1.6 Legal factors

Some relevant results can be found about the legal factors affecting the Eulen Group in relation to the services it offers.

First of all, for the processing of the data, we will make use of the following bases of legitimacy:

- Consent of the data subject (art. 6.1.a of the RGPD): we will treat your data based on the free, specific and informed consent you provide us with in our forms.

- Legitimate interest (art. 6.1.f of the RGPD): Legitimate interest of the Group to meet the requests for information through the Web and the existing contact data on it.
- Execution of the contractual relationship (art. 6.1.b of the RGPD): We will treat your data in accordance with this basis for: the management of the contracting of services after the acceptance of the estimate; the execution and fulfillment of the contract signed between Eulen Group and the user; payment; invoicing; communication between the parties.
- Consent of the interested party (art. 21.1 of the LSSI): The sending of communications may be effective when expressly requested (by means of a form, for example) or expressly accepted (by clicking on a consent).

On the other hand, regarding environmental limitations:

- Royal Decree 1052/2022, of December 27, regulating low-emission zones.

In addition, work is underway on a future law on environmental due diligence and human rights. This law will aim to establish obligations for companies to prevent and mitigate environmental and social impacts throughout their value chain.

Also, we find the legislation on competition and antitrust:

- Law 1/2002 on the Coordination of the competences of the State and the Autonomous Communities in matters of Defense of Competition establishes the legal framework to guarantee effective competition in the market and to prevent and sanction anti-competitive conduct.

Law 15/2007, of July 3, 2007, on the Defense of Competition, establishes the rules for the protection of free competition in the market and the prevention of anti-competitive behavior, such as the formation of monopolies and practices that restrict competition.

Regarding the legislation focused on the incorporation, merger and acquisition of companies:

- The Law for the Creation and Growth of Companies ("Crea y Crece") approved in September 2022, aims to facilitate the creation of companies, reduce regulatory obstacles, fight against late payments and boost their growth and expansion.
- Regarding the merger and acquisition of companies, the Commercial Companies Law establishes the rules to be followed in the event of a merger of two or more registered commercial companies subject to Spanish law.

Temporary joint ventures (UTEs) are governed by Law 18/1982, of May 28, 1982, on the Tax Regime for Groupings and Temporary Joint Ventures and Regional Industrial Development Companies. This law establishes the legal regime applicable to these temporary groupings of companies and regional industrial development companies.

It also affects the Social Security regulation, which establishes the legal framework for the operation of the Spanish social protection system, including the registration, affiliation, contribution and collection of Social Security contributions.

Finally, the legislation on Intellectual Property, mainly regulated in the Texto Refundido de la Ley de Propiedad Intelectual, which establishes copyright and related rights, as well as the obligations and limitations thereof.

Figure 34 Key environmental factors



Source: own elaboration

5. COMPETITIVE ANALYSIS

5.1 Levels of competence

Figure 35 Levels of competence



Source: own elaboration

- Competition in the form of product

In the first place, we find those competitors that offer the same or very similar services and cover the same needs as the Eulen Group.

- ISS Facility Services: Danish company specialized in comprehensive cleaning, maintenance, security and ancillary services.
- Sacyr Servicios: Spanish company offering cleaning, maintenance, security and ancillary services to companies and public bodies.
- Clece: Spanish company specialized in comprehensive cleaning, maintenance, gardening, security and social services.

- Competition in product category

These competitors offer similar services but with a more limited geographical or sectorial scope. In this case we find:

- ACS Group: a Spanish company offering cleaning, maintenance, security and ancillary services. Although its main focus is construction, it also has a services division that competes with Grupo Eulen.
- Gimeno Group: offers services in different areas, such as logistics and transportation, construction and maintenance, supply and management of materials, among others.

- Generic competition

In the third level of competition, we find services that satisfy the same need but without being the same services, in this case they are:

- Sodexo: is a French company that offers catering services, cleaning and maintenance services, facility management services, among others.
- Compass Group: is a British company offering food services and facility management services worldwide.

- Budget competition

At the last level we find different competitors offering different services but competing at this budget level:

- Carpintería Metálica Noan: small company offering different types of metal related products.
- Iberdrola: a Spanish company in the energy sector, dedicated to the generation, distribution and commercialization of electricity and natural gas.
- Laimprenta: offers quality digital printing services.

5.2 Main competitors

The chart above shows the main competitors of the Eulen Group. They are companies that offer very similar services to the Eulen Group, but not exactly the same, since being a group of several companies covers a very wide range of services.

Let's look a little more in depth at the companies mentioned above as direct competitors of the Eulen Group.

ISS FACILITY SERVICES

ISS Facility Services is a global services company that deals with cleaning, security, maintenance and facility management. The company enables its customers to focus on growing their business by providing smart services that will be efficient and effective. ISS has a large international network of employees who are well-trained and motivated to work to a high standard.

ISS focuses on the safety, productivity and well-being of the people it supports and adds the human touch to create a happy environment.

The company helps its customers gain competitive advantage by adapting its services to their needs and changes.

SACYR SERVICIOS

Sacyr Servicios, a company of the Sacyr Group, develops infrastructure, services and business in more than 20 countries on four continents.

Sacyr Services strives to innovate and expand nationally and internationally, becoming a model for all companies in the industry:

- Sacyr Facilities: Cleaning services, garden, housekeeping, catering, concierge, reception, and information management etc.
- Valoriza Medioambiente: specialist in mixed waste management, from collection to processing, recycling and energy recovery.




CLECE

Clece is a company dedicated to providing quality services to companies and institutions in Spain, Portugal and the UK.

Clece serves more than 1.5 million users and customers, including self-service management, education and social services, cleaning services, maintenance and security, logistics services, gardening services, energy services, the beauty industry and more.

Clece provides services to companies and institutions with the aim of improving the quality of life of people and the environment in which they work in general.

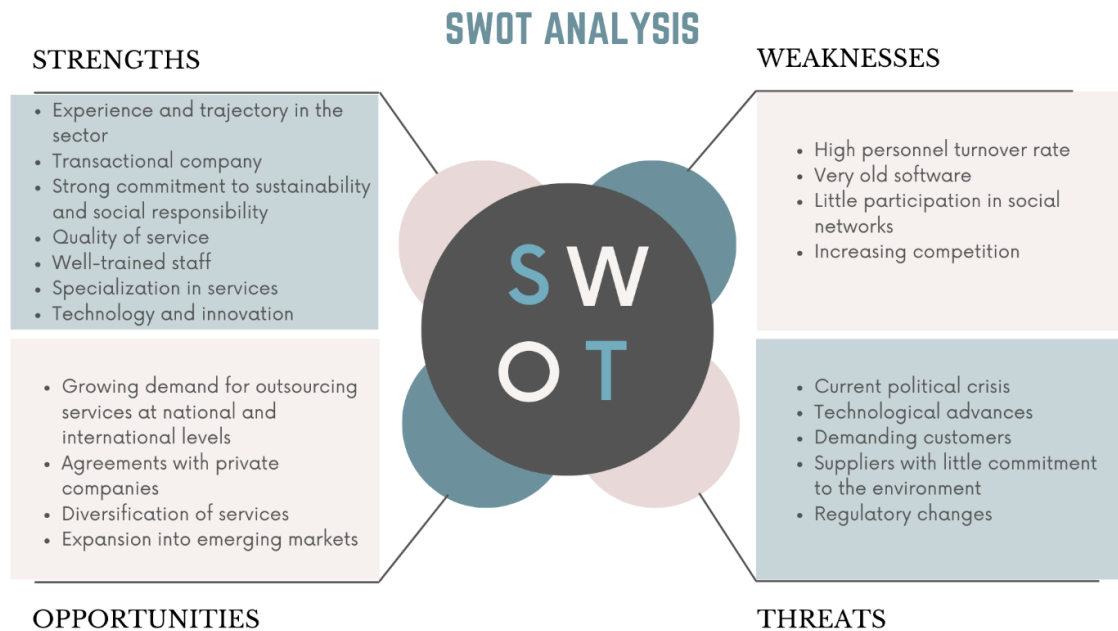
Table 5 Main competitors

			
Origin	Denmark	Spain	Spain
Year founded:	1901	1986	1992
Number of employees in 2021:	More than 460.000	More than 30.000	More than 42.000
Operating income in 2021:	DKK 77,331 million (approximately €10.364 million)	20.967.966€	€960.867 thousand
Services offered:	Cleaning Security Ancillary Services Technical services Workplace Capital projects	Facility Management (Maintenance, cleaning, security, auxiliary services) Integral maintenance of facilities Energy Services Auxiliary Services Special Employment Center Infrastructure Maintenance Restoration in highways and freeways Services to dependent people	Help and assistance service for the elderly Educational services Social services Security Logistics services Maintenance Facility management Ancillary services Gardening services Energy services Cleaning Marketing

Source: Own elaboration

6. ANALYSIS AND DIAGNOSIS

Figure 36 SWOT



Source: Own elaboration

6.1 Strengths

Experience and trajectory in the sector

Grupo EULEN is a leading company with extensive experience in this field, providing integrated services to companies, organizations and public administrations. It operates in 14 countries, employs more than 78,000 people and celebrated its 60th anniversary.

Grupo EULEN is a pioneer in outsourcing general services to companies and its experience has made it a leader in the country.

Transactional company

The company has an international reputation and strong international presence, demonstrating its readiness to adapt to the world's trends and times.

Strong commitment to sustainability and social responsibility

They do much to reduce their environmental impact and improve the lives of the communities in which they operate.

On the environmental front, the Eulen Group has implemented waste management services that reduce CO2 emissions and energy consumption. They promote the use of sustainable transport and promote environmental education and awareness among employees and customers.

In relation to its social commitment, Grupo Eulen has developed the following plans: inclusion of people with disabilities in the workplace, supporting education and leadership action, gender equality and combating gender-based violence.

Quality of service

They provide quality services that are reflected in the education and training of their employees, their commitment to innovation and the technology they use for their services and clients.

The company is also ISO 9001, ISO 14001, OHSAS 18001, etc. certified, demonstrating its commitment to continuous improvement and good service, and has quality, safety and environmental certificates.

Well-trained staff

The company stands out with its commitment to the education and training of its employees, which ensures that they have a qualified and professional team in all the services they offer.

Grupo Eulen also includes the experience and know-how of its employees and encourages the exchange of knowledge and experience between different departments and areas of the company, thereby creating value in service and customer satisfaction.

Specialization in services

Grupo Eulen is a company specializing in various cleaning and maintenance, safety, service, handling and handling, environmental issues.

Grupo Eulen has a dedicated and well-trained team in each region, responsible for providing solutions tailored to the needs of each customer.

For example, in cleaning and maintenance, Grupo Eulen provides cleaning services to all kinds of places, from workplaces to hospitals, with its personnel specialized in special processes and products suitable for all kinds of places and needs.

In the field of security, Grupo Eulen has trained employees to provide private security and monitoring of events and fixed installations, as well as electronic security services such as alarms and surveillance cameras.

Grupo Eulen provides additional services such as reception, concierge, customer service and after-sales services. It always provides services with a focus on quality and customer satisfaction.

In addition, Grupo Eulen has experience in certain sectors such as chemistry, food, energy and hospitals and is able to offer solutions based on the needs of all sectors and companies.

Technology and innovation

The Eulen Group continually invests in research and development to improve its services and processes.

One of the areas where Eulen Group is investing in technology and innovation is electronic security, offering the best solutions for security and monitoring testing such as surveillance cameras, access search, access and facial recognition.

Another new area of Grupo Eulen is cleaning and maintenance, developing state-of-the-art cleaning machines and products that make it efficient and effective in cleaning all areas.

The company also attaches importance to sustainability and environmental protection and has developed technologies and solutions to reduce the environmental impact of its services, such as the use of environmentally friendly products and good waste management.

6.2 Weaknesses

High personnel turnover rate

High staff turnover can be a problem in any company, including Grupo Eulen, and can be caused by the nature of some of its services, the intensity of the work in some sectors, the lack of opportunities for professional growth and development, or the remuneration and benefits offered.

Very old software

Using outdated software can have many disadvantages for a company, including high risk for cyber attacks, low efficiency and productivity, and difficulty integrating with other systems and technologies. It is important to remember that software development can be an expensive and complex process that requires careful planning and evaluation of the risks and benefits involved.

Little participation in social networks

The Eulen Group has profiles on social networks but it is true that they are not as active as they could be, in addition, it is important to note that the effective management of social networks requires a significant investment of time and resources, and it is necessary to have trained and specialized personnel in this area.

Increasing competition

Increasing competition in all industries is a huge challenge for all companies and Grupo Eulen is no exception. Companies face increasing competition in terms of price, service quality, innovation and ability to meet customer needs.

6.3 Opportunities

Growing demand for outsourcing services at national and international levels

Service outsourcing, also known as outsourcing, is a business model in which one company hires another company to take care of certain activities, tasks, or services.

Eulen Group, cleaning services, security, maintenance, transportation, social services etc. With its experience and expertise in the fields, it invests in these models and meets the needs of its domestic and foreign customers.

Agreements with private companies

The Eulen Group can make agreements with private companies to provide tailored services tailored to each client's specific needs. These agreements are beneficial to both parties, as Eulen Group can expand its customer base and increase their business, while private companies can benefit from Eulen Group's experience and expertise in service management.

Contracts with private companies can be short, medium or long and may include maintenance, cleaning, security, social services, transportation, etc. may include services.

Diversification of services

Diversified services can be a good strategy for Eulen Group to expand its customer base and meet the needs of the business. Service diversification involves introducing new services or expanding existing services to meet the needs of the wider market. By diversifying its services, the Eulen Group can attract new customers and strengthen its market position.

Expansion into emerging market

Emerging markets are characterized by rapid economic growth and growing demand for the best services, making them attractive to professional services companies such as Grupo Eulen.

6.4 Threats

Current political crisis

The political crisis can affect the Eulen Group in various ways, depending on the scope and duration of the crisis. It can result in reduced demand for services, increased operating costs, disruption of operations, regulatory uncertainty.

Technological advances

Technological progress is both a threat and an opportunity for the Eulen Group, depending on how the company responds to them.

Advances in technology may reduce the need for service personnel in some industries, which may affect demand for Grupo Eulen's outsourcing services.

Technology companies may offer external services that compete with those of Grupo Eulen, particularly in areas such as security and maintenance.

Technology can affect demand for Eulen Group's services by changing the way consumers eat. For example, online shopping services can reduce the need for customer support and in-store security services.

Demanding customers

Customer complaints are a threat to the Eulen Group as they affect customers satisfaction and the company's reputation. If customers are not satisfied with the service they receive, they may stop working with the company and choose other options in the market.

This could have a negative impact on Grupo Eulen's customers and profitability.

In addition, customers will be more likely to make complaints and claims, which will cost Grupo Eulen more in terms of time and resources devoted to resolving issues.

Suppliers with little commitment to the environment

Suppliers without environmental commitments may pose a threat to Grupo Eulen, especially as the company strives to be sustainable and responsible in its operations.

Suppliers' failure to comply with the Eulen Group's environmental and social standards can adversely affect the company's reputation and ability to meet the expectations of customers seeking sustainable services.

Regulatory changes

They can affect the ability to provide services and benefits. Changes in regulations may include new laws, regulations, government regulations, licenses and other restrictions affecting the activities of the Eulen Group.

If there are any adverse changes in the Eulen Group's ability to provide services or its operating costs increase, this may adversely affect its profitability and competitiveness in the market.

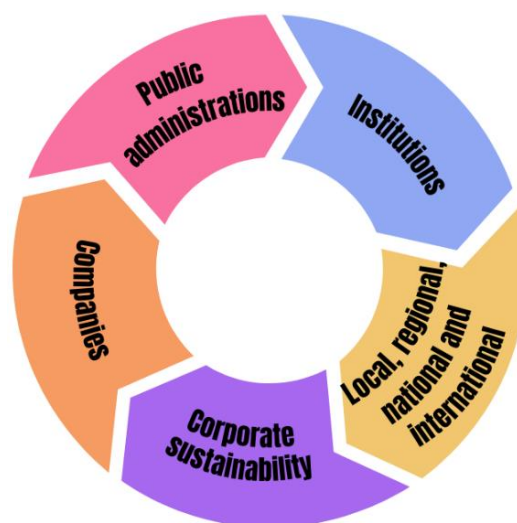
7. TARGET AUDIENCE AND POSITIONING

7.1 Market segmentation

The Eulen Group's target audience is mainly companies, institutions and public administrations from different sectors that require these types of services for their proper functioning.

We also consider the Eulen Group's target audience to be companies that have a vision focused on corporate sustainability and the achievement of the UN's human rights, labor, environmental and anti-corruption objectives. All of the above focused on local, regional, national and international levels.

Figure 37 Market segmentation



Source: own elaboration

7.2 Positioning

With this positioning map we will rank the Eulen Group and its main competitors mentioned above according to the following attributes Services - Commitment to the environment.

Table 6 Positioning



ISS Spain's 2021 Sustainability Report demonstrates the company's strong commitment to sustainability and the environment. It has set specific targets to reduce the environmental impact of its operations and increase investment in renewable energy.

ISS also has policies in place to reduce its carbon footprint and waste from its operations, and to improve frozen energy efficiency and use of sustainable resources in its services. In addition, his commitment to sustainability has been recognized by various organizations and he has received certificates in the fields of environmental management and accountability.

It can be concluded that ISS has a good approach to sustainability and the environment and works to reduce its environmental impact and promotes sustainable practices in business and operations service.



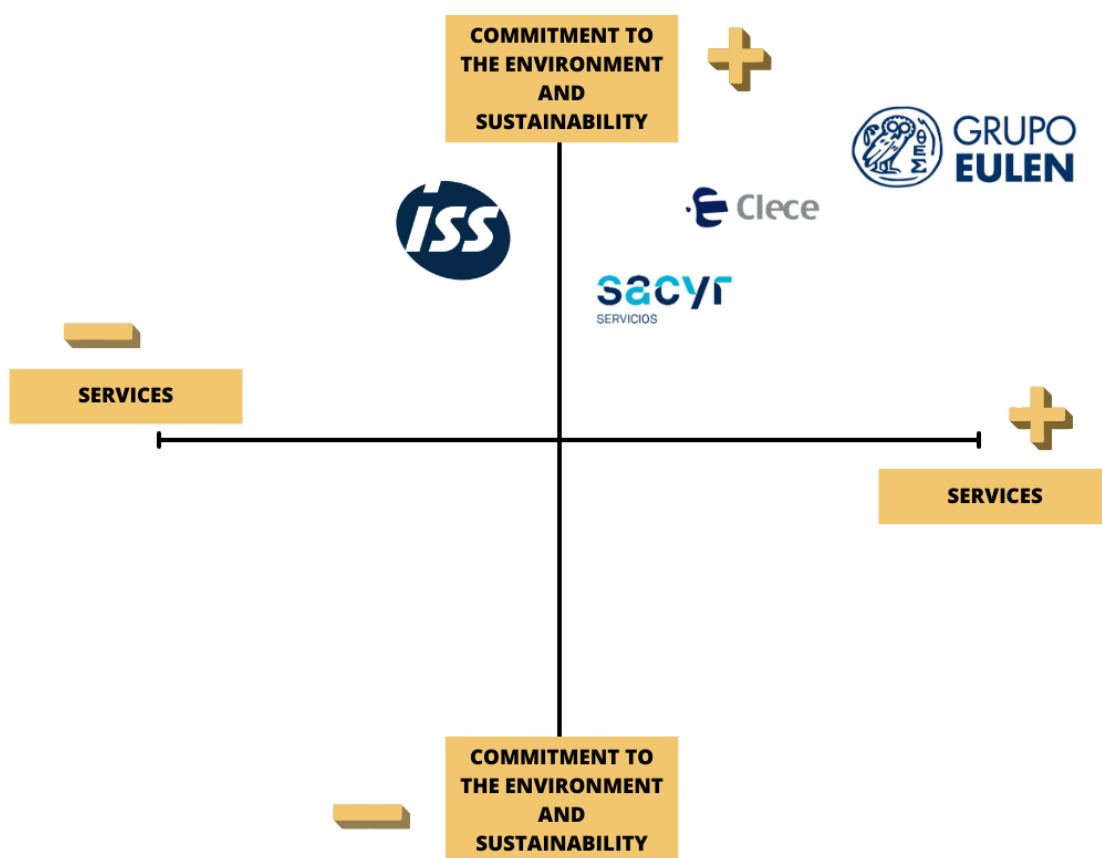
Sacyr's 2022 sustainability report indicates that the company is committed to protecting and caring for the environment, highlighting that they have been recognized for their commitment to nature in the construction and engineering sector, ranking second in the ranking of the most committed companies in this area. The company has also set specific targets for climate change, circular economy and industrial protection on the way to 2025.

Sacyr is committed to sustainable development and care for the environment by setting goals and strategies for responsible management.

Clece is committed to protecting the environment and has developed an environmental strategy to become more ecological and sustainable every day. The company's Quality and Environment Department develops strategies to achieve sustainable development, including social, economic and environmental.

Companies are committed to reducing their environmental impact, increasing energy efficiency and promoting the use of renewable energy in their facilities, among other measures. The company also believes responsible waste management and protecting biodiversity are an important part of the environment.

Figure 38 Positioning map



Source: Own elaboration

8. OBJECTIVES AND STRATEGIES

8.1 Market objectives

After analyzing the Eulen Group's positioning map, we will define the appropriate objectives for the group to continue to grow and maintain its position as a leading company.

Figure 39 Market objectives



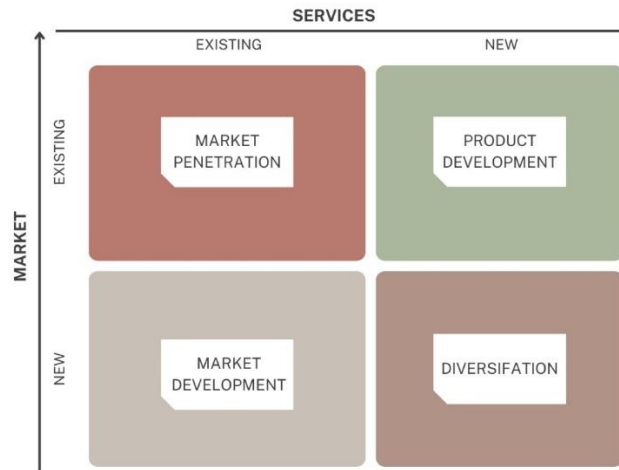
Source: Own elaboration

These objectives can be achieved by means of well-defined strategies.

8.2 Market strategies

8.2.1 Growth and Diversification Strategy

Figure 40 Ansoff Matrix



Source: Own elaboration

Analyzing the options offered by the Ansoff Matrix we can say that it would be convenient for Grupo Eulen to adopt, first of all, a market **penetration strategy**, since this strategy can help to increase market share, as well as to capture customers from competitors, build customer loyalty and cross-sell.

The penetration pricing strategy can benefit a company by offering products or services at a lower price to enter the market and attract customers.

Secondly, a **service development strategy**, from which you are going to get:

- Differentiate itself from competitors by creating new services or improving existing ones, Eulen would differentiate itself from its competitors in the market. This can increase customers' understanding of price and enhance the company's brand.
- Expanding the customer base: By introducing new services, Eulen can attract new customers and expand existing ones. This could increase customers' perception of value and improve the company's brand image.
- Increased customer satisfaction: If Eulen offers innovative and quality services, customers will be satisfied with the company. This can increase customer confidence and reduce service cancellations.
- Additional revenue: If Eulen develops new and effective services to attract new customers and gain their trust, the company's revenue will increase in the long term.

- Increased revenue: If Eulen can create more profitable services from existing services, it can increase the company's profitability.

Finally, it would also be interesting to implement a **market development strategy**. Grupo EULEN is distinguished by its global presence in more than 14 countries, its commitment to innovation and the continuous improvement of its production and manufacturing processes to provide good service to its customers. Market development will allow the company to expand into new areas, increase its global presence in the services sector and access new growth opportunities, with its ability to maintain its leadership in the provision of comprehensive services to companies, organizations and public administrations.

8.2.2 Competitive Strategy

Let's analyze the competitive strategy according to Kotler and Singh.

Considering all the initiatives mentioned in the document, we can say that Grupo EULEN assumes a business **leadership strategy** as a leader in commercial services in Spain with more than 7,000 clients in 14 countries and more than 75,000 employees worldwide. More than 60 commercial services and sales of more than 1,400 million euros in 2020.

This kind of leadership gives them an important position in the market and therefore many business and development opportunities. In addition, Grupo EULEN's commitment to the community and sustainable development is the cornerstone of its leadership.

This strategy not only reinforces their public image, but also allows them to attract customers who are looking for a responsible and stable company.

8.2.3 Strategy as Competitive Advance

Regarding the competitive advantage strategy following Porter's model, we can conclude that the Eulen Group will continue to use a **differentiation strategy**, as it focuses on customer satisfaction and anticipating their needs.

The Eulen Group's services stand out thanks to EULEN's commitment to the quality of its work and customer satisfaction which also plays an important role in its outstanding market position, as can be seen in its philosophy of "maximum effort at work".

9. ACTION PROGRAM

Table 7 Action program

4P's actions	Actions	Objective	Strategy
Service (Product)	Incorporate technology in its services (cleaning robots).	1. Increase sales by 8% in the next 12 months. 2. Increase customer satisfaction level by 20% in the next 24 months. 3. Reduce staff turnover by 15% in the next 12 months. 4. Increase profitability by 8% over the next 12 months.	Service development strategy
	Training services in digital skills and new technologies.	1. Increase sales by 8% in the next 12 months. 2. Increase customer satisfaction level by 20% in the next 24 months. 3. Reduce staff turnover by 15% in the next 12 months.	Service development strategy
Price	Negotiate rates and conditions with suppliers	4. Increase profitability by 8% over the next 12 months.	Penetration strategy
Distribution	Real-time routing, fleet and delivery management software	2. Increase customer satisfaction level by 20% in the next 24 months.	Service development strategy
		4. Increase profitability by 8% over the next 12 months.	Penetration strategy
Communication	Publicize the company on social networks	1. Increase sales by 8% in the next 12 months. 4. Increase profitability by 8% over the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.	Penetration strategy Market development strategy
	Participate in conferences and events	1. Increase sales by 8% in the next 12 months. 2. Increase customer satisfaction level by 20% in the next 24 months.	Penetration strategy Market development strategy

		4. Increase profitability by 8% over the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.	
	Most relevant content on your Facebook page	1. Increase sales by 8% in the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.	Penetration strategy
	Customer service software	2. Increase customer satisfaction level by 20% in the next 24 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.	Penetration strategy Service development strategy
	Create a mobile application	1. Increase sales by 8% in the next 12 months. 2. Increase customer satisfaction level by 20% in the next 24 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.	Penetration strategy Market development strategy
	TV advertising	1. Increase sales by 8% in the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.	Penetration strategy Market development strategy

Source: Own elaboration

9.1 Service decisions

- **Action 1: Incorporate technology in its services (cleaning robots).**

Table 8 Action 1

Objectives to which it contributes	1. Increase sales by 8% in the next 12 months.
	2. Increase customer satisfaction level by 20% in the next 24 months.
	3. Reduce staff turnover by 15% in the next 12 months.
	4. Increase profitability by 8% over the next 12 months.
Implementation period	6 months
Budget	2.200€ * cleaning robot

Source: own elaboration

The integration of the cleaning robot into Eulen's cleaning service has many advantages for the team:

- Increased efficiency: cleaning robots can continue to work uninterrupted, which favors the supply of cleaning material. In addition, their programming allows them to cover the entire selected area with great care and high precision.
- Cost savings: With the incorporation of robotic cleaning equipment, Eulen can reduce labor costs by reducing the number of workers performing repetitive and mechanical tasks.
- Improved service quality: Robotic cleaning uses technology to provide more accurate and efficient dirt removal. This improves the quality of Eulen's cleaning services and customer satisfaction.
- Innovative image: Integrating cleaning robots into its services can help Eulen stand out in the competitive market and reinforce its image as an innovative technology company.

In addition, Grupo Eulen can make use of this technology in several of its specific services, for example:

- Office cleaning services: cleaning robots are especially useful in office cleaning services because they can work autonomously at night or when the office is not in operation. This can help reduce labor costs, increase productivity and keep the workplace clean and tidy for new employees.

- Cleaning services in shopping malls: Shopping malls have large areas that need to be cleaned and maintained on a regular basis. The use of cleaning robots can help cover these areas more quickly and efficiently, reducing the time needed for cleaning and minimizing disruptions to common areas.
 - Airports: Airports are large, busy places that need to be kept clean and tidy. It is convenient to use a cleaning robot to cover large areas such as waiting rooms, corridors and general areas without disturbing passengers.
 - Hospital cleaning services: It is important to ensure good hygiene and disinfection in the hospital environment. Cleaning robots can help complement the work of cleaning staff, cleaning more thoroughly in busy areas such as waiting rooms, lounges and rooms.
- **Action 2: Training services in digital skills and new technologies, to help customers and workers adapt to an increasingly digital and competitive environment.**

Table 9 Action 2

	1. Increase sales by 8% in the next 12 months.
Objectives to which it contributes	2. Increase customer satisfaction level by 20% in the next 24 months.
	3. Reduce staff turnover by 15% in the next 12 months
Implementation period	6 months
Budget	0€

Source: own elaboration

The Eulen Group could organize workshops and events for its employees and customers, so they can learn about the latest trends in technology and how they can apply them in their jobs. These events could be face-to-face or virtual, as Grup Eulen has spaces adapted for this type of situation and could include hands-on training sessions and presentations by technology experts.

The cost would be zero because they have highly qualified personnel who could perform this task.

This new training can benefit the company:

- Improving the company's image: By providing training courses on new technologies, the Eulen Group can demonstrate its commitment to innovation and progress that can improve its image and attractiveness to customers and potential employees.

- Improving customer satisfaction: If the Eulen Group provides training to its new customers, it will help them better understand how to use new technologies to improve their own processes and business. This translates into increased customer satisfaction by enabling them to work more efficiently and achieve better results.
- Improving productivity and efficiency: If the Eulen Group provides courses on new technologies to its employees, it helps them keep abreast of the latest technological trends and new equipment. This can increase their productivity and efficiency, as they can use better equipment.
- Boosting business development: Training in new technologies is the best way for Grupo Eulen employees to acquire new skills and knowledge that can boost their professional growth and pave their own growth path in the company.

9.2 Pricing decisions

- **Action 3: Negotiate rates and conditions with suppliers.**

Table 10 Action 3

	1. Increase sales by 8% in the next 12 months.
Objectives to which it contributes	2. Increase customer satisfaction level by 20% in the next 24 months.
	3. Reduce staff turnover by 15% in the next 12 months
Implementation period	6 months
Budget	0€

Source: own elaboration

Negotiating prices and quotations with suppliers can be an important task for Grupo Eulen because it helps the company obtain better prices and quotations from suppliers. One of the strategies that Grupo Eulen can use to negotiate with its suppliers is through the rebate proposal, demonstrating its commitment to its suppliers, fostering loyalty and long-term cooperation.

First, it helps the company obtain better prices from suppliers. By offering additional discounts for bulk purchases, the Eulen Group can negotiate better prices, reduce operating costs and increase its profit margin.

Second, the rebate proposal can help Grupo Eulen improve its supplier management. By setting a minimum purchase quantity and period, the company can better plan its purchasing needs and ensure that its suppliers continue to comply with the terms of the agreement.

9.3 Distribution decisions

- **Action 4: Real-time routing, fleet and delivery management software**

Table 11 Aciton 4

Objectives to which it contributes	2. Increase customer satisfaction level by 20% in the next 24 months. 4. Increase profitability by 8% over the next 12 months.
Implementation period	12 months
Budget	19.400€

Source: own elaboration

In order to optimize the distribution of services through the use of technology, route, fleet and delivery management software would be developed in real time.

Fleet Management: Fleet Management software helps Grupo Eulen monitor the location of its vehicles in real time. This allows it to better allocate vehicles to service operations, reduce customer waiting times and improve customer service.

Route optimization: Route management software helps Grupo Eulen find the best route to a specific destination. Advanced route optimization algorithms calculate the best routes for Eulen Group employees, taking into account factors such as traffic, weather and customer schedules over time.

Real-time delivery: Real-time delivery software helps Grupo Eulen track deliveries and inform customers about its services in real time. This increases customer satisfaction and provides greater transparency in the delivery process.

Data management: Real-time fleet, route and delivery management software helps Eulen Group collect and analyze data on service activities. This can provide valuable information on employee performance, service quality and areas for improvement.

It is possible to develop and implement software that improves the quality of deliveries, reduces customer waiting times, increases customer satisfaction and provides valuable information on the performance of its services.

9.4 Communication decisions

- **Action 5: Publicize the company on social networks**

Table 12 Action 5

	1. Increase sales by 8% in the next 12 months.
Objectives to which it contributes	4. Increase profitability by 8% over the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.
Implementation period	1 week
Budget	100€ * 7 days = 700€

Source: own elaboration

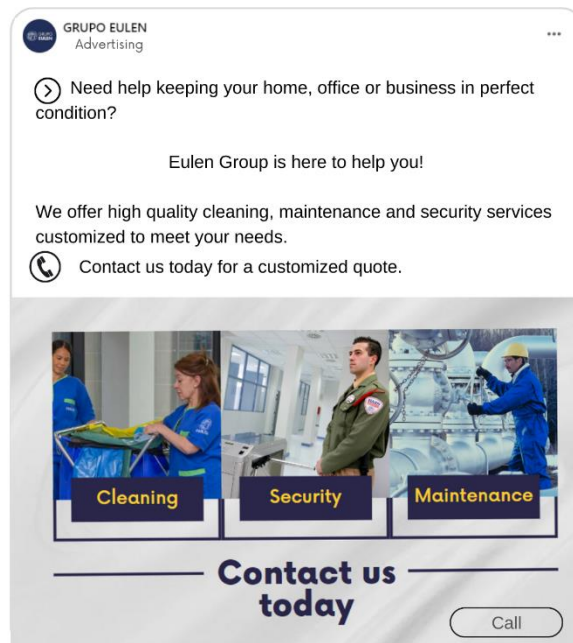
Advertising Grupo Eulen on social networks, in this case Facebook, can be an effective strategy to increase brand visibility, improve reach and engagement with customers, and attract new potential customers.

Paid advertising can help increase the visibility and reach of the content.

The main objective of this campaign is to increase brand awareness of Grupo Eulen and attract new customers.

It is important to define our target audience, in this case, workers, companies and individuals interested in cleaning, maintenance and security services.

Figure 41 Advertising Grupo Eulen



Source: Own elaboration

- **Action 6: Participate in events**

Table 13 Action 6

Objectives to which it contributes	1. Increase sales by 8% in the next 12 months.
	2. Increase customer satisfaction level by 20% in the next 24 months.
	4. Increase profitability by 8% over the next 12 months.
	5. Increase traffic to its official website and social media by 20% over the next 12 months.
Implementation period	3 days
Budget	2.500€

Source: own elaboration

Grupo Eulen could participate in trade fairs and exhibitions, mainly in the cleaning sector, one of the most important services offered by Grupo Eulen.

Hygienalia is the largest trade fair for the cleaning, professional hygiene and laundry sector in Spain, which can help Grupo Eulen to promote its brand and increase its visibility.

The Hygienalia fair brings together the main companies in the cleaning and industrial hygiene sector, which means that Grupo Eulen will have the opportunity to establish business contacts with other professionals in the sector.

In addition, it is a place where exhibitors can present the latest trends and technologies in the industrial cleaning and hygiene sector, which can help Grupo Eulen identify new trends and technologies that can improve its service offering.

This event will take place on November 7th, 8th and 9th in Madrid.

Figure 42 Hygienalia



Source: www.hygienalia.com

- **Action 7: Most relevant content on your Facebook page**

Table 14 Action 7

Objectives to which it contributes	1. Increase sales by 8% in the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.
Implementation period	12 months
Budget	0€

Source: own elaboration

The Eulen Group should focus on advertising its services on its Facebook page, as it is a good way to reach its target audience, raise awareness and attract new customers.

Currently, it uses its facebook page to advertise world days and how the eulen group contributes to them.

In addition, Facebook offers excellent advertising tools, such as those mentioned in Action 5, to reach a specific audience, which means that the Eulen Group can use these tools to drive them to its Facebook page.

By using Grupo Eulen's Facebook page to promote your services, you will be able to interact with customers and potential customers, which will build trust and improve your company's image. All this helps to improve the company's image and be competitive in the market.

- **Action 8: Customer service software**

Table 15 Action 8

Objectives to which it contributes	1. Increase sales by 8% in the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.
Implementation period	12 months
Budget	12.000€

Source: own elaboration

The use of customer service software can be beneficial for Grupo Eulen, as it improves customer service and increases customer satisfaction.

Customer service software helps Grupo Eulen manage and organize customer conversations, enabling better and more effective communication. For example, it can use a support ticketing system to resolve and solve customer problems, thus improving the quality of service.

Support ticketing system is a software that is used to manage and organize support or customer requests. It is a tool that allows companies to receive, organize, manage and follow up on the technical support or customer service requests they receive from their users or customers.

When the user or customers have questions, problems or support requests, they can submit a support request or support ticket through the support ticket system. These requests are logged in the system, and are assigned a tracking number or unique identifier, so that they are tracked and responses and solutions are provided to the user or customer. The system allows requests to be classified by category, priority and status, allowing for better organization and management of tickets.

The benefits are many, including:

- Improved management of customer interactions: you can manage customer relationships through the use of Eulen Group support tickets and organize, make communication more efficient and effective. Tickets can be assigned to different employees providing better work distribution and faster customer service.
- Troubleshooting assistance: By using support tickets, Eulen Group can better track and trace customer issues. Tickets can be divided by category, priority and status, allowing for better organization and faster and better problem resolution.
- Provides better performance measurement: Using support tickets, Grupo Eulen can measure the performance of its employees in terms of response time and problem resolution. This allows for the identification of areas for improvement and better employee training.
- Improve customer experience: Using support tickets, Grupo Eulen can focus on customer issues faster and more efficiently, providing a better experience for these customers. This leads to greater customer satisfaction and an increase in the company's reputation.

- **Action 9: Create a mobile application**

Table 16 Action 9

	1. Increase sales by 8% in the next 12 months.
Objectives to which it contributes	2. Increase customer satisfaction level by 20% in the next 24 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.
Implementation period	12 months
Budget	15.000€

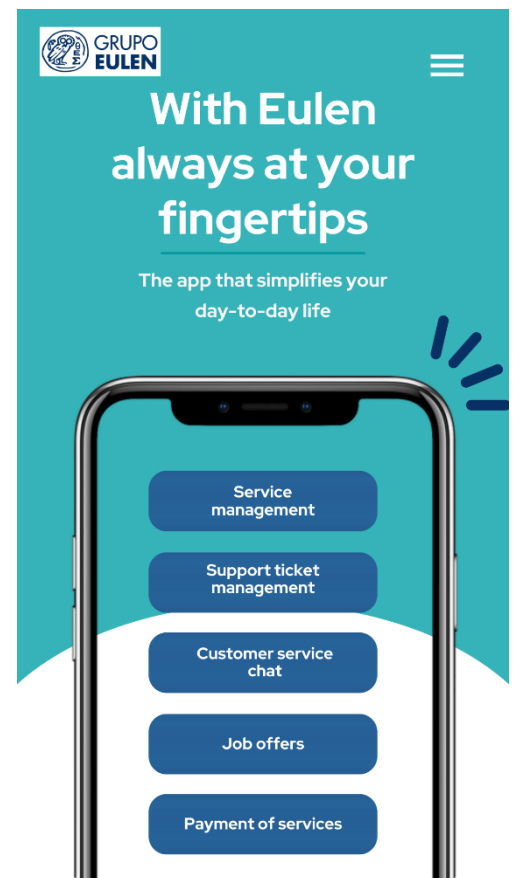
Source: own elaboration

Creating an application for the Eulen Group could be a great opportunity to improve the user experience and optimize the services offered. Such an app could contain:

- Service management: the app could allow customers to manage the services contracted with Grupo Eulen, track the status of services and receive real-time notifications.
- Job offers: the app could include an employment section where users could consult job offers available at Grupo Eulen and send their applications quickly and easily.
- Payment of services: the application could allow customers to make payments for contracted services quickly and securely, using different payment methods.
- Customer service chat: the application could include a customer service chat to resolve doubts, receive advice and report incidents in real time.
- Support ticket management: the application could allow users to send and manage support tickets in a simple and fast way, allowing a follow-up of the status of incidents and their resolution.

Several of these options are proposals of other actions mentioned above.

Figure 43 Mobile application



Source: own elaboration

- **Action 10: TV advertising**

Table 17 Action 10

Objectives to which it contributes	1. Increase sales by 8% in the next 12 months. 5. Increase traffic to its official website and social media by 20% over the next 12 months.
Implementation period	2 weeks
Budget	25.000€

Source: own elaboration

Advertising The television services of the Eulen Group provide the company with many advantages, including:

- Audience Reach: TV is one of the most important media in social media, allowing Grupo Eulen to reach a wide range and diversity.
- Audio-visual effects: TV is an audio-visual medium, this means that the ad can send information both visually and audibly, helping to retain viewers and make the message memorable.
- Audience Segmentation: TV channels offer different programs for different viewers, allowing Grupo Eulen to segment their advertisements and select channels suitable for their target audience.
- Build trust: TV ads can build trust and confidence in brands, which is beneficial for service providers where trust is important.

I have created the following video as a proposal for a TV commercial.

Click on the image below to play it.



10. BUDGET

Information on the budget and who will be responsible for its preparation, as indicated in the following table.

Table 18 Budget

ACTIONS	BUDGET	WHO DEVELOPS?
Action 1: Incorporate technology in its services (cleaning robots).	2.200€ * 4 specific services = 8.800€	Own development
Action 2: Training services in digital skills and new technologies, to help customers and workers adapt to an increasingly digital and competitive environment.	0€	Own development
Action 3: Negotiate rates and conditions with suppliers.	0€	Own development
Action 4: Real-time routing, fleet and delivery management software.	19.400€	Tracking software provider (Movildata)
Action 5: Publicize the company on social networks	700€	Own development
Action 6: Participate in events	2.500€	Own development
Action 7: Most relevant content on your Facebook page	0€	Own development
Action 8: Customer service software	12.000€	Customer service software provider (Zendesk)
Action 9: Create a mobile application	15.000€	Developed by a computer engineer
Action 10: TV advertising	25.000€	Own development
Total budget	83.400,00 €	

Source: own elaboration

11. CONTROL

11.1 Efficiency indicators

Another aspect to consider is the management of ensuring these are done and preventing deviations from the plan. The following table describes the monitoring plan, including how it will be measured and the monitoring method used for each proposed target.

Table 19 Efficiency indicators

OBJECTIVES	MEASURING PERIODICITY	CONTROL METHOD
Objective 1: Increase sales by 8% in the next 12 months.	Quarterly	Comparison of the relative sales of the period with the sales of the previous year.
Objective 2: Increase customer satisfaction level by 20% in the next 24 months.	Quarterly	Analyze customer opinions on our social networks and send a satisfaction survey via email.
Objective 3: Reduce staff turnover by 15% in the next 12 months.	Biannually	Track the number of employees who leave the company on their own initiative and the number of employees who are terminated and compare with the previous year.
Objective 4: Increase profitability by 8% over the next 12 months.	Quarterly	Review annual results and compare them with those of the previous year.
Objective 5: Increase traffic to its official website and social media by 20% over the next 12 months.	Biannually	For the website use Google Analytics to know the number of visits, page views, average session duration, bounce rate, etc. For social networks, to know the reach of publications, the number of interactions (likes, comments, shares) and the growth of followers.

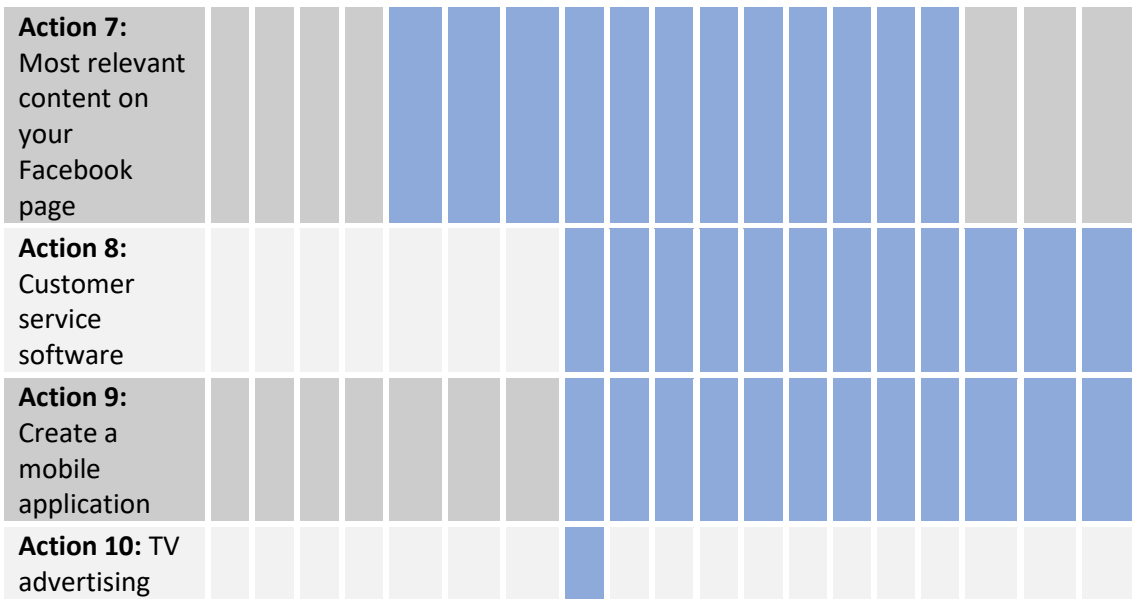
Source: Own elaboration

11.2 Chronology

In this section we see a table where we can evaluate the time to be used for all the actions mentioned in the previous section.

Table 20 Chronology

	MONTHS OF 2023						MONTHS OF 2024												
ACTIONS	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: Incorporate technology in its services (cleaning robots).																			
Action 2: Training services in digital skills and new technologies, to help customers and workers adapt to an increasingly digital and competitive environment.																			
Action 3: Negotiate rates and conditions with suppliers.																			
Action 4: Real-time routing, fleet and delivery management software.																			
Action 5: Publicize the company on social networks																			
Action 6: Participate in events																			



Source: Own elaboration

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