

**UNIVERSITAT  
JAUME·I**

# **MARKETING PLAN OF CUATROOCHENTA**

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**DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 – FINAL GRADE WORK**

**2022/2023 COURSE**



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## **1. EXECUTIVE SUMMARY**

Cuatroochenta is a technology company that has grown and evolved constantly since it was founded in 2011. Through the development of software, it manages to reduce the gap between the activities carried out by the companies they work with and the maximum potential that these companies can develop, focusing on two main axes, cloud solutions and the use of cybersecurity.

In the following marketing plan, an analysis of Cuatroochenta's internal and external environment has been carried out. Regarding the internal analysis, we have distinguished the mission, vision and values that characterise Cuatroochenta, as well as the resources and capabilities it has to carry out its activities in order to find the company's strengths and weaknesses.

Next, we have carried out an external analysis, where we have studied both the macro and micro environment in which the company from Castellón operates. As a result of this analysis, we have been able to observe the main factors that affect the performance of the activities, the main competitors and the power of the different stakeholders in the market. Thanks to this analysis, we have been able to differentiate the threats and opportunities that exist in this technological sector.

Thirdly, through a previous market analysis and a subsequent market segmentation, we have defined Cuatroochenta's target audience.

Finally, once we have analysed all the information we have gathered previously, (we have established x objectives to be achieved in the time period of 2 years; we have developed a new product/service; we have proposed these improvements); for this we have developed x marketing actions. All these actions follow a calendar, a budget and a control plan that will allow us to analyse whether the objectives are being met with the specific modus operandi.

## **2. SITUATION ANALYSIS**

### **2.1 Internal Analysis**

#### **2.1.1 Creation and evolution of Cuatroochenta**

Cuatroochenta was founded in November 2011 when Alfredo R. Cebrián and Sergio Aguado (Figure 1) founded the company Cuatroochenta Solutions at the Universitat Jaume I, specifically in the Science, Technology and Business Park called Espatec, a company characterised by the creation of applications, the development of digital cloud solutions and cybersecurity.

#### **Illustration 1 - Founders of Cuatroochenta**



*Source: Cuatroochenta (2023)*

Cuatroochenta did not take long to become known, since in its first year of operation, specifically in October 2012, they managed to exceed 25,000 downloads with their EMT Valencia application, which meets people's transport needs by providing free information on the schedules, fares and routes of public transport in Valencia. What was at the beginning of Soluciones Cuatroochenta the best known application, nowadays it already has more than 600,000 downloads.

#### **Illustration 2 - EMT Valencia application**



*Source: Cuatroochenta (2023)*

The constant growth of the company from Castellón allowed its internationalisation in its second year of activity, through the agreement with the leading group dedicated to the delivery and sale of food in Panama, the Tagarópulos Group, for which Cuatroochenta designed an application for the company called Zaz, which allowed users to get information about products, menus or other utilities such as making a shopping list. Thanks to this alliance, the company's international expansion began and it had an office located in the BMW Plaza in Panama.

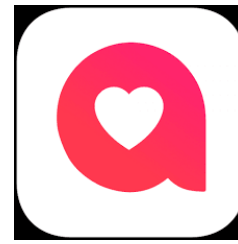
Over the years, Cuatroochenta has continued to develop numerous applications for some of today's best-known brands. Some of them are: Nestlé, for which it created an app using 3D technology that generated three-dimensional performances for an advertising campaign; Adidas Latin America, where based on ad hoc technology, it developed a mobile application with the aim of improving communication between employees as they could make suggestions; Consum, for which it designed an application with which customers could make their purchases online, guaranteeing security, speed and personalisation; finally, one of the latest applications that Cuatroochenta has developed is the Butech calculator, for the subsidiary company of the Porcelanosa group, a calculator that allows the counting of the materials needed to carry out the activities of the sector in which it operates.

Since its inception, Cuatroochenta has been committed to improving people's quality of life through technology, which is why it has created different applications related to people's health. The first of these dates back to November 2015, when, together with the Spanish Heart Foundation and Semergen, Cuatroochenta developed the mobile app Corazones Contentos , which uses a quick test to create a method for monitoring healthy habits in order to promote self-care in cardiovascular prevention. Secondly, we highlight the union with the Spanish Society of Cardiology, for which it designed a virtual assistant that allows to examine and treat the cure with anticoagulants of different patients from the mobile phone through the AnticoaguloApp. On the other hand, in collaboration with the Red Cross and the Spanish Society of Cardiology, Ariadna was created in the form of a mobile application, a map where all automatic external defibrillators can be easily found from a mobile phone, with the aim of preventing as many deaths as possible due to cardiac arrest. Finally, Cuatroochenta developed Rithmi, a clinical software that can be found in smartwatches, which allows to discover any cardiac irregularity by measuring heartbeats in order to prevent stroke.

**Illustration 3 - Anticoagulo App**



**Illustration 4 - Ariadna application icon**



*Source: Spanish Society of Cardiology (2017)*

*Source: Cuatroochenta (2023)*

Throughout its history, Cuatroochenta has participated in some of the most important technological events that have allowed it to improve the performance of its services. Between 2016 and 2017 Cuatroochenta attended, among others, the Hackathon held in Castellón, where different software and hardware programmers met in order to create an environment of great knowledge where these programmers could feed back on the knowledge of others; It was also present at the Mobile World Congress in Shanghai and the Mobile World Congress in Barcelona, where it was chosen by the Ministry of Industry and had the opportunity to represent the mobile technology sector at two of the highest calibre events in technology today, where it was able to improve its commercial relations with different entities that served to prosper its strategy abroad and facilitate new business opportunities; Finally, one of the most important events took place when Cuatroochenta took part in the Spain Tech Center's immersion programme in Silicon Valley, the mecca of technology and start-ups, where, among other things, they discovered the three main future directions of technology.

**Illustration 5 - Hackathon Castellón 2022**



*Source: Castellón Información (2022)*

As the years went by, Cuatroochenta underwent many changes due to its high volume of activity, and as a result, it began to expand worldwide.

In February 2016, through the alliance and entry as a partner of World Wide Networks, a team of 50 professionals was achieved thanks to the absorption of the company Perfect Wide.

A year later, in June 2017, they opened an office in the fifth best start-up incubator in the world, in Milan's PoliHub, which allowed them to continue improving their internationalisation strategy by seeking synergies with other start-ups. In the same year, they also opened an office in Bogotá, where they formed Cuatroochenta Latam SAS.

In April 2018, in order to generate more trust and proximity with the company's clients, Cuatroochenta opened an office in Madrid, where potential clients can approach them to find a customised technological solution for their needs.

One of the most important leaps in the company's evolution was when in September 2020, the company founded at the Universitat Jaume I met all the necessary conditions to join BME Growth, the Spanish stock market aimed at small and medium-sized growing companies, so that in the following month it began to list its shares on the Madrid Stock Exchange.

Finally, one of the most recent and important events in the company's expansion was the start of its cybersecurity activities in the United States, where the company opened its own headquarters in the Raleigh technology centre, the so-called Research Triangle Park, in order to penetrate the US market.

#### 2.1.1.1 Cuatroochenta's mission

**"Improve the performance of companies and institutions (customers) by improving the lives of people (users)"**

#### 2.1.1.2 Cuatroochenta's visión

**"A more efficient and safer world thanks to technology that is always at the service of people."**

### 2.1.1.3 Cuatroochenta's values



One of the basic assumptions of the company is the trust they have in each and every member of the staff, which allows them to extrapolate that trust to different customers, partners, investors and any other stakeholder.



Cuatroochenta is continuously looking for new opportunities in the market or internal improvement areas, so through this process of improving day by day, Cuatroochenta increases its competitiveness considerably.



Cuatroochenta generates reliability in its stakeholders due to its transparency, both internally and externally, as they can observe the interests and the reason for the company's activities.



The company is oriented to solve the different problems of the clients, satisfying their needs in a personalised way, which generates a relationship based on trust, in addition, the clients can transmit their feedback to the company.

## **2.1.2 Cuatroochenta's resources**

### **2.1.2.1 Financial resources**

Cuatroochenta has grown exponentially over the years and continues to have great potential, due to the innovation it has brought to the market thanks to the products and services the company offers; this has been reflected in an improvement in the economic and financial area.

Since its foundation, it has improved in all the economic parameters that we will observe in the following graph.

Firstly, focusing on Cuatroochenta's own funds, we can observe that at the beginning of the company they did not have a great deal of internal financing, only 22,714 euros due to the fact that they were a small company and they were just starting their activities. However, today they have own funds of 6,661,952 euros (Sabi, 2023), this is due both to the good results of different years, which have allowed them to obtain large reserves and to the different rounds of investment from external companies that they have



obtained, these investments have allowed them to continue growing and carrying out their activities at the same time as they continued to increase their reserves.

Secondly, we must focus on the company's assets, as we can see in the table, in 2012, Cuatroochenta had assets worth almost 1 million euros, as it only had in its possession the head office in Castellón. Currently, the company has assets worth 20,569,795 euros (Sabi, 2023), that is, it has multiplied by 20 the value of the goods, rights and other resources of which it is the owner, this is due to the fact that it has 11 offices and numerous patents for its products such as its application software (Sabi 2023).

On the other hand, in the graph we can see the results before tax and the results after tax for the year. As mentioned above, Cuatroochenta has improved year after year and this translates into an increase in profits at the end of the year, which is why in 10 years, the company has gone from positive results of 7,061 euros at the end of 2012 to 340,951 in 2021 (Sabi, 2023).

Finally, looking once again at the table of Cuatroochenta's economic results, we can see that the operating income in the year of its foundation was 885,643 euros, while the latest data that we can know about the operating income is from 2021, where they invoiced 4,726,453 euros, that is, the operating income has multiplied by 5 since the financial year 2012 (Sabi, 2023).

**Table 1 - Cuatroochenta's financial results**

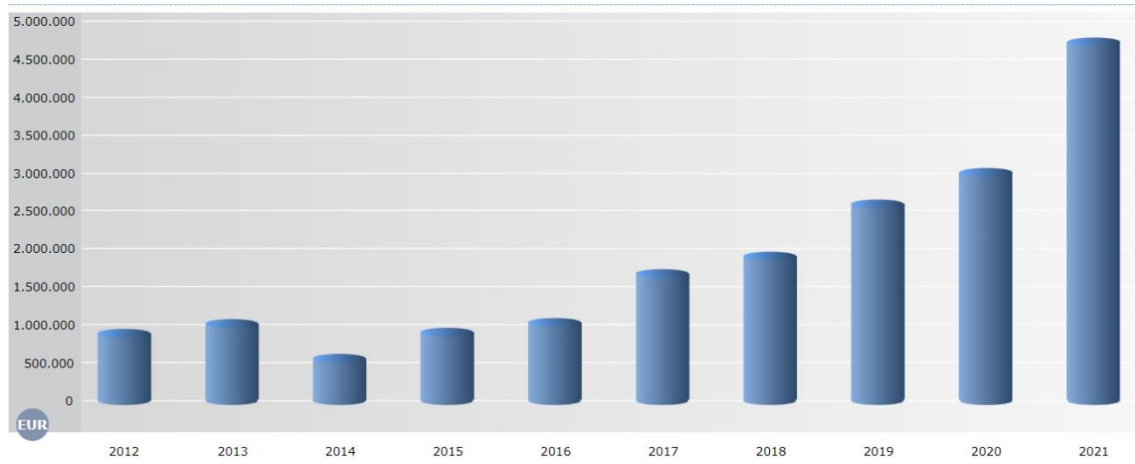
	2012	2021
Operating income	<b>885.643€</b>	<b>4.726.453€</b>
Profit before tax	<b>9.415€</b>	<b>380.887€</b>
Results for the year	<b>7.061€</b>	<b>340.951€</b>
Total Assets	<b>905.449€</b>	<b>20.569.795€</b>
Own funds	<b>22.714€</b>	<b>6.661.952€</b>

*Source: Sabi (2023)*

The following graph shows the evolution of the company's operating income, which has grown steadily throughout the years of Cuatroochenta's existence, except in 2014, when it suffered a recession in income. It is worth highlighting 2020, where it surpassed the

previous year's revenues in a year marked by the health crisis and uncertainty due to Covid-19.

**Graph 1 - Evolution of Cuatroochenta's operating income**



*Source: Sabi (2023)*

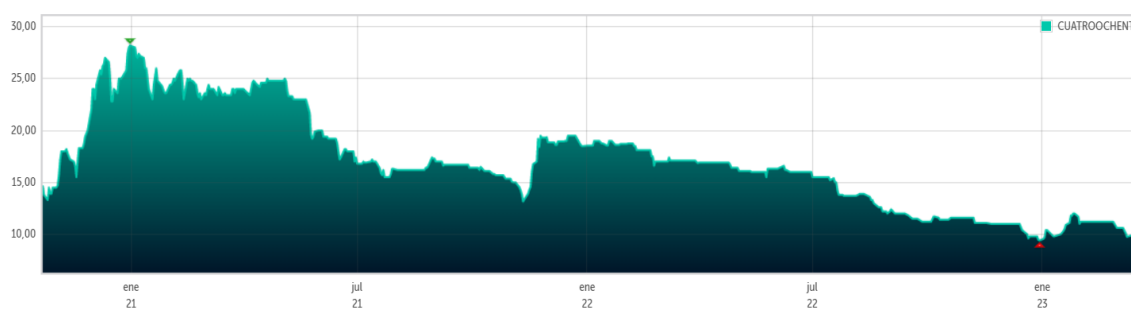
Another economic aspect to highlight of Cuatroochenta is its entry into the stock market, in October 2020 it began to form part of BME Growth where Renta 4 and Broseta Abogados, both advisors, established the price of the shares. Thus, the company from Castellón was the first to go public on the stock market under the Entorno Pre Mercado programme, which allows SMEs to access private investment. The aim of becoming a listed company is to fulfil the corporate strategy, consolidate the company in Spain and expand into other countries.

It currently has 2,732,362 shares in circulation and an outstanding capital of 109,294.48 € (BME GROWTH, 2023).

The main shareholders of the company are Montesinos Family with 19.27% of the shares, World Wide Networks SL with 18.39% of the shares and the two founders of the company, Sergio Aguado Gonzalez and Alfredo Raúl Cebrián Fuertes with 16.99% and 16.45% of the shares respectively (BME GROWTH, 2023).

The following graph shows the evolution of the company's share price. Among the data to be highlighted we can name the starting price of the shares which was 14.7€. The maximum value per share arrived on 31 December 2020, where the share price reached 28.2€ per share; and the minimum share value arrived on 30 December 2022 with a unit share value of 9.4€ (BME GROWTH, 2023).

**Graph 2 - Historical evolution of Cuatroochenta's share value**



*Source: BME GROWTH (2023)*

With regard to Cuatroochenta's economic and financial profitability, we can break it down into several sections.

Firstly, Cuatroochenta has an economic profitability of 1.85%, i.e. for every €100 the company invests, it obtains €1.85 before taxes and fees (Sabi, 2023).

On the other hand, speaking of financial profitability, the company has a value of 5.72% (Sabi, 2023), a positive percentage but not really large, a value that transmits to both owners and investors and different stakeholders peace of mind and confidence in the company's investments, making it interesting for future potential investments.

Thirdly, we can observe the return on equity, which is 5.72% (Sabi, 2023), i.e. for every €100 of Cuatroochenta's reserves invested, it generates €5.72 before taxes and fees.

Finally, another ratio to take into account is the solvency ratio, which was 0.64% (Sabi, 2023), in 2021, i.e. Cuatroochenta had €0.64 in its assets for every euro of debt, which was a risk.

**Table 2 - Financial highlights**

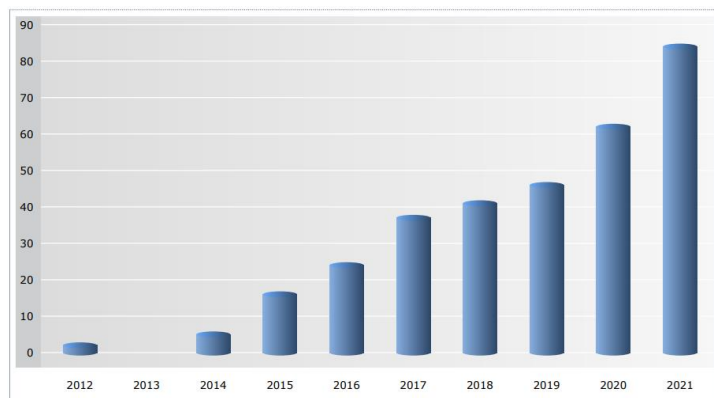
<b>Return on total assets</b>	<b>Financial profitability</b>	<b>Return on equity</b>	<b>Capital adequacy ratio</b>
<b>1,85%</b>	<b>5,72%</b>	<b>5,72%</b>	<b>0,64%</b>

*Source: Sabi (2023)*

### 2.1.2.2 Human resources

Cuatroochenta currently has 280 employees, distributed in eleven different offices. Among the different types of employees are: developers, project managers, data scientists, systems coordinators, functional consultants, quality assistants, application technical support, billing managers, technical managers, treasury managers, marketing managers, human resources managers, country manager, cross operations manager, corporate operations manager, general manager of the SGE, legal advisors, administrative staff and trainees. As we can see in graph 3, Cuatroochenta has been steadily increasing the number of employees in the company, going from having 2 employees at the end of 2012 to having 250 employees in 2022, this has been due to the great evolution in the activities carried out by the company as they needed specialists in the different business areas.

**Graph 3 - Evolution of Cuatroochenta's employees**



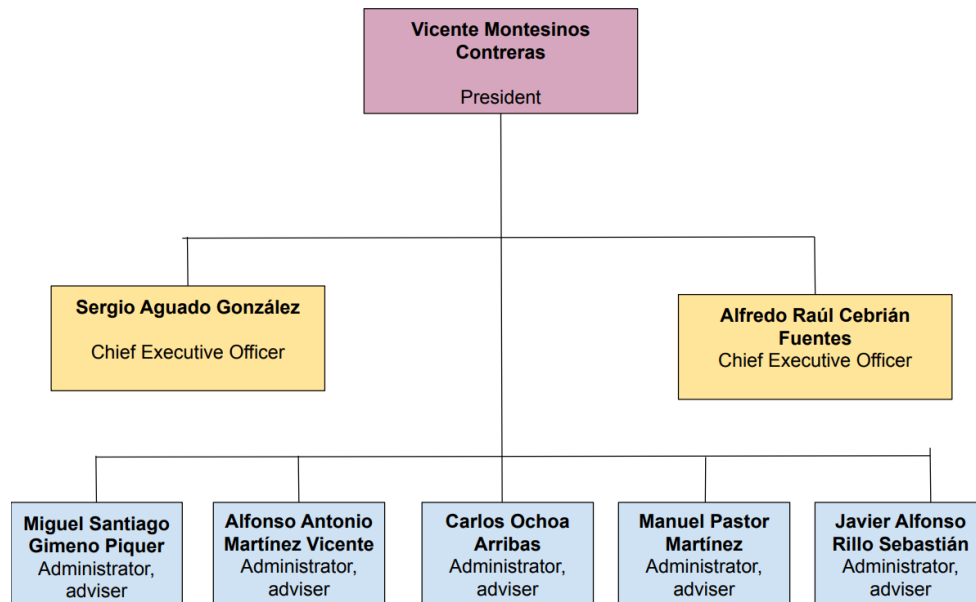
*Source: Sabi (2023)*

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A successful company must have a good governance team, a management that looks after both its own objectives and the needs of the different stakeholders. As we can see in the graph representing Cuatroochenta's organisation chart, its management is made up of the president Vicente Montesinos Contreras, who has been in office since 2018; Sergio Aguado González and Alfredo Raúl Cebrián Fuentes, who are the founders of the company and now hold the position of managing directors; and finally, there are 5 administrators/directors who are Miguel Santiago Gimeno Piquer, Alfonso Antonio

Martínez Vicente, Carlos Ochoa Arribas, Manuel Pastor Martínez and Javier Alfonso Rillo Sebastián.

**Illustration 6 - Cuatrochenta organisation chart**



*Source: Cuatrochenta (2023)*

Talking about the selection process, Cuatrochenta offers on its website the different job offers it has at that moment, in them, the potential future employee can observe the different conditions of the offer such as: functions to be performed, type of working day, type of contract, modality, schedule, salary, environment, career and requirements. After writing to you in the job offer, those responsible for the human resources personnel selection area arrange a meeting with the future employee.

Regarding the training of trainees or, as they call them, apprentices, Cuatrochenta has developed a High Performance Centre called Learnby-do, where they are committed to a practical and persistent learning methodology in order to offer the necessary technological training.

To carry out this type of experimental training, the apprentices work with particular cases of the clients that the company has at that moment, which causes a great motivation in the student.

A key aspect of this training is the existence of the mentor, supervisor and trainer; the first of these is a person specialising in the department in which the trainee is working and who solves any problems that the trainee may have. On the other hand, there is the supervisor, who is in charge of ensuring the integration of the trainee and is the trainee's

main point of support within the company. Finally, the trainer, who is in charge of providing new training complementary to that of the mentors and who carries out weekly monitoring.

This High Performance Centre is proving to be really positive since, according to data provided by the company itself, the Learnby-do has an employability rate of 70% and there is also the possibility of accessing the employment exchange of the Association of Technological Companies of Castellón, the Xarxatec.

Another positive aspect is that trainees who continue in the company once their internship is over can mentor other trainees who come to the company.

### **Illustration 7 - Training according to the Learnby-Do method**



*Source: Cuatrochenta (2023)*

Thanks to the above, Cuatrochenta has been certified for 3 consecutive years, 2020, 2021 and 2022 as an "excellent place to work", through the certificate awarded by the company Great Place to Work. This has been achieved based on 5 fundamental pillars: credibility, respect, fairness, pride and camaraderie.

The first certificate was obtained by conducting anonymous surveys of its employees, as it was thanks to their experiences, opinions and comments that Cuatrochenta was able to win this award.

The 2021 certificate was obtained thanks to the fact that they passed the "trust index" of the company Great Place to Work, which is the main diagnostic tool based on a questionnaire where employees' opinions are collected through a series of questions.

Finally, in 2022 this certificate was revalidated as Cuatroochenta surpassed the Best Workplaces of the year by four points in what are its fundamental pillars, teamwork, trust and transparency.

### **Illustration 8 - Cuatroochenta template**



*Source: Great place to work (2023)*

#### **2.1.2.3 Physical resources**

Cuatroochenta has 11 offices in its possession. The company's headquarters are located in Castellón, in the Science, Technology and Business Park of the Jaume I University. The other 10 offices are located in Barcelona, Burgos, Lugo, Madrid, Valencia, Raleigh/Durham, Bogotá, Panama, Santo Domingo and San José.

Most of the company's employees work at the headquarters, where the most important functions are carried out, such as the development of new products or services, the maintenance of services, market analysis and the development of marketing strategies, among others. On the other hand, the remaining 10 offices are staffed by a smaller number of employees, who form working groups specialised in the needs of the customers in the geographical area in which they are located.

It is worth noting that these offices are open, i.e. the employees work together in the same space, so they can help each other by giving their opinions and experiences, with the aim of achieving maximum quality in each of their functions.

These offices are equipped with technological resources such as computers, screens, keyboards and mice, among others, so that the company's professionals can carry out their tasks perfectly.



## Illustration 9 - Cuatroochenta Office



*Source: Cuatroochenta (2023)*

### 2.1.2.4 Marketing resources

#### - 1. *Product*

Among the main products offered by Cuatroochenta we can highlight the different applications it has in order to provide its different customers with the implementation of digital solutions in the cloud and greater cybersecurity.

However, these are not only predetermined applications that are used in the same way in all companies, but they establish the own and individual characteristics of each company and adapt the application to their needs thanks to the intelligent software they have, this brings great value to customers, as they have a specialised application to their liking with an advanced and intuitive design and the reliability of Cuatroochenta.

Below we break down the three dimensions of Cuatroochenta's products:

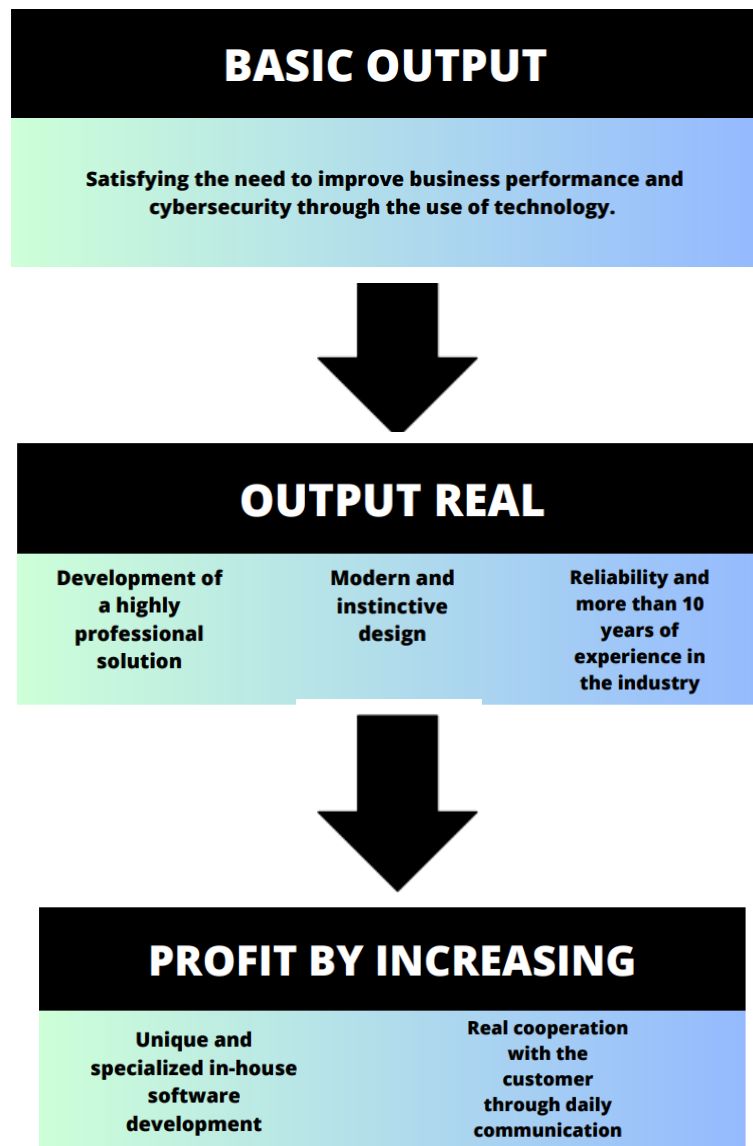
First, we find the basic performance or which is to satisfy the need to improve the performance and cybersecurity of the company through the use of technology.

As for the second of the, we find the real output or generic, which is: development application of a high level, modern and instinctive design, reliability and more 10 years of experience in the sector.

Finally, we detect the augmented output, which in Cuatroochenta consists of the development of a unique and specialised software for the company that requires it, since it is created the needs and unique peculiarities of each company and the real cooperation with the client, since Cuatroochenta offers the possibility to its clients to communicate constantly during the course of the creation of the application and in the subsequent stage if necessary.



**Illustration 10 – Dimensions of Cuatroochenta’s products**

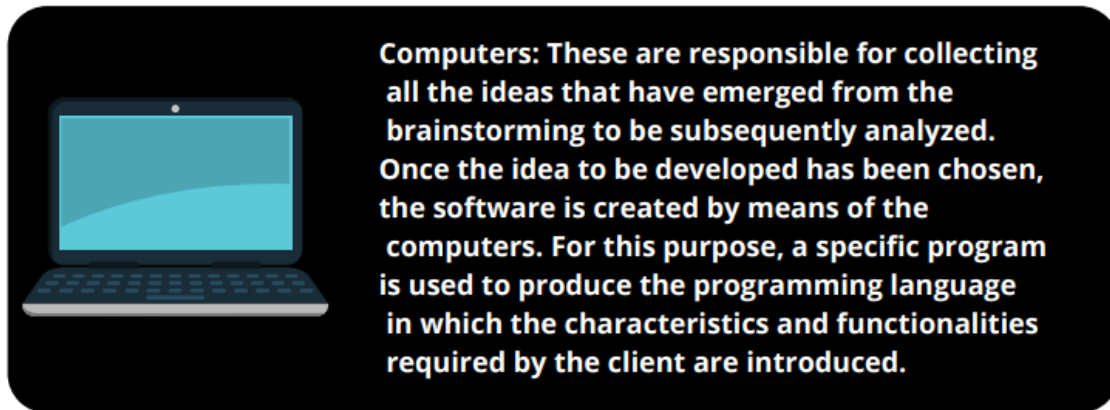


*Source: Cuatroochenta (2023)*

At Cuatroochenta, they ensure the quality and above all the usefulness of their applications, for this they combine a large team of multidisciplinary professionals who are able to generate innovative ideas to solve the needs of customers as they seek to “minimise the distance between what our customers do and what they are able to do”.

To achieve this goal, the elements they use are only computers.

### Illustration 11 – Elements used by Cuatroochenta to develop its products



*Source: Own elaboration*

Talking about the range of products offered by Cuatroochenta, these could be classified as intangible products, since an electronic application or software does not occupy a physical space, as they are embedded in the computer systems of the different electronic devices of each company.

In terms of durability, Cuatroochenta's products are considered to be long-lasting products, since they are technological and intelligent products, years go by from the of their acquisition until they are consumed due to the updates that allow these softwares to become obsolete.

Finally, the last classification we are going to carry out is the type of consumer who enjoys these products. As we have already mentioned, this type of product is aimed at companies, as they use the utilities of the product created by Cuatroochenta to satisfy the need to improve the performance of their companies. Taking into account that they are long-lasting products, we can also classify them as capital goods, as they are the fixed assets and can be used in different operations and different processes.

### Illustration 12 – Classification of Cuatroochenta's products



*Source: Own elaboration*

- *Brand*

When the company was founded, it was called Soluciones Cuatroochenta, as its creators Sergio Aguado and Alfredo R. Cebrián wanted the name to reflect the main activity of the corporation, which is to improve the performance of companies through the development of applications.

However, in July 2018, Cuatroochenta carried out a rebranding strategy.

This transition was motivated by the desire to accentuate Cuatroochenta as a leading technology company in the European and Latin American markets focused on improving the performance of companies.

This evolution of the company's mission, since through different changes in the organisation, it sought a greater professionalisation in the company's administration and in the processes of all the departments in order to try to improve its performance. At the same time, with the listing on the Mercado Alternativo Bursátil on the horizon, these changes were motivated by the need to be able to opt for greater investments in private financing.

However, the desire of creating a more efficient and secure world with the use of technology through the values of trust, continuous improvement, transparency and customer experience remained intact.

This change was thanks to the cooperation of the UX UI department, where we can highlight several members such as Arantxa Martínez and Cristina Ramos, in charge of interfaces and usability; Daniel Zomeño, creative director with extensive experience in the sector; David Hernández, for communication; them coordinated and supervised by the founder Alfredo R. Cebrián.

Regarding the graphic elements of the brand, we find the name, which is composed only by the "Cuatroochenta"; the logo formed by the numbers "480", which allow a quick identification of the values.

### Illustration 13 – Cuatroochenta's brand name



**BRAND NAME**

**ANAGRAM**

**SLOGAN**

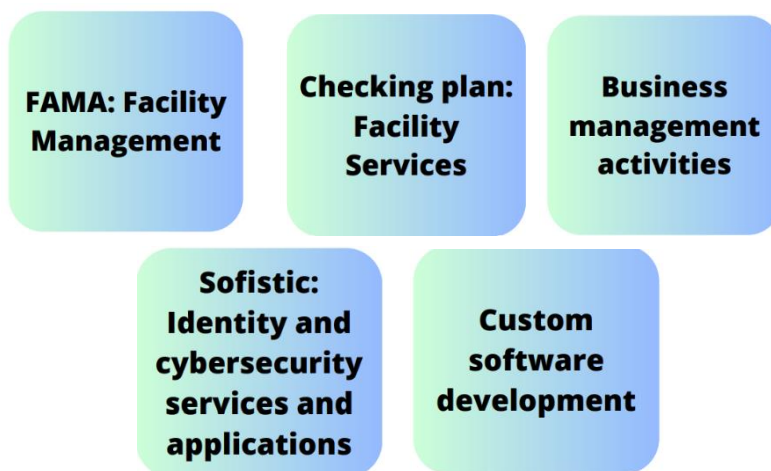
*Source: Cuatroochenta (2023)*

#### - *Product portfolio*

As we have already mentioned, Cuatroochenta focuses its activity on improving the performance of companies by creating and implementing technological solutions and making progress in cybersecurity.

That is why the company from Castellón has different product that adapt to the specific needs of each situation. However, within its products we can clearly differentiate the existence of 5 well-defined product lines, among which we find: FAMA: Facility Management, Checking plan: Facility Services, Business Management Applications, Sofistic: Cybersecurity and identity services and applications, and Customised software development.

### Illustration 14 – Cuatroochenta's product lines



*Source: Cuatroochenta (2023)*

Next, we explain in more detail each of Cuatroochenta's different product lines.

Firstly, we find the FAMA product line: Facility Management, which seeks to improve the performance of private companies and public administrations, through the creation of technological platforms that manage the elements, facilities and services of the companies.

The main products of this line are: FAMA AFM, FAMA CAE and FAMA SOS.

Regarding FAMA AFM, it is a software whose main objective is the control and joint management of the elements that allow the proper functioning of the company, among them we can highlight the maintenance, management of assets and spaces and the usual services among others.

The main advantages provided by this software are the information in real time, intuitive and fast interface and numerous app utilities,

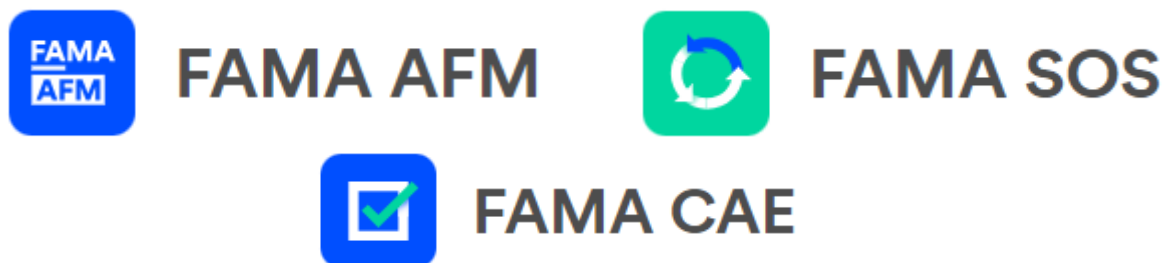
The second product of the line is FAMA CAE, a software that allows the coordination of business activities and the prevention of occupational hazards.

The only app that the FAMA CAE product has, is responsible for checking and allowing access to external personnel to the company, by means of real-time data recognition of the companies with which Cuatroochenta has contractual relations.

Finally, the third product of the FAMA: Facility Management family is FAMA SOS, a technological tool that seeks to manage and increase the sustainability of the company.

The main advantages of this technological solution are the speed and efficiency of sustainable processes, integration with other company systems, obtaining data that allow future decisions to be made and the simplicity of implementing new policies to reduce emissions.

**Illustration 15 – FAMA line products**



*Source: Cuatroochenta (2023)*

Secondly, Cuatroochenta has its product line Checking Plan: Facility Services, a tool that focuses on improving production and processes.

The three functionalities of this product line are: Planning and tasks, Checklist and forms and Time registration.

The first of these, Planning and tasks, is a programme that organises and registers automatically and in real time the company's general services.

This utility allows processing different types of tasks according to their nature, whether they are recurrent, on-demand, automated or the different incidents that may arise.

Another functionality of Checking Plan is the creation of checklists and forms, which are fully customisable, these are filled in by the employees and generate the answers in real time.

The third and last functionality of Checking Plan is the time registration, as it is a software that controls the clocking in of the employees, which allows the supervision of the employee files, the work calendar, the work shifts, the timetables, the holidays of the employees and the leaves and absences. This is possible because it combines different modalities for clocking in employees, such as time clocks, geolocation or contactless devices, among others.

This functionality also allows the sending of questionnaires to employees through the clocking-in device, leading to the collection of data that can be used by the human resources department to make potential decisions.

#### Illustration 16 – Checking Plan line products



**Planificación y tareas**



**Checklist y formularios**



**Registro horario**

*Source: Cuatroochenta (2023)*

The third line of products are the Business Management Applications, which aim to increase the performance and results of companies. Cuatroochenta currently has 7 business management applications. Next, we will develop them in more detail.

Microsoft Business Central ERP, a software owned by Microsoft to manage and meet the needs of small and medium enterprises. Specifically called Dynamics 365 Business Central, it improves the speed in the general management of the company and monitors its processes, allowing the software to be customised according to the needs of each business.

The second application is Ekadis ERP, a software focused on those businesses in which its activity is the distribution of food and beverages seeking the reduction and optimisation of the time and resources used.

Another application is Ekatex ERP, a software focused on meeting the needs of the textile sector, allowing companies that use it to create product data sheets with the characteristics of each product, among other functionalities.

The fourth business management application that Cuatroochenta trades with is Zoho CRM, a software based on cloud management focused on SMEs that inspects and monitors the relationships between the company and the fundamental aspects of the business process, always having the customer in focus.

Another example of Cuatroochenta's application is Invoice System, a technological solution focused on improving the relationship between customer and supplier by digitising invoices and uploading them to the cloud.

The sixth application is Matrix, a software focused on companies dedicated to consultancies and administrative agencies, although it is also used by large companies and public institutions, helping them by virtually archiving and classifying the internal and external information generated and received by the company.

Finally, Cuatroochenta has Escena Online, a software focused on the organisation of large cultural events. This ticketing platform allows companies to manage ticket sales, adapting them according to the capacity and available space, offering total transparency due to the lack of intermediaries at the time of payment.

### **Illustration 17 – Products of the Business Management Applications line**





*Source: Cuatroochenta (2023)*

The fourth product line, called Sofistic, contains different services and applications dedicated to cyber security in different sectors, offering proactive and anticipatory support.

The Sofistic range has 6 different products that cover any existing need in the cybersecurity sector.

The first of these is Atlantis SOC, a multidisciplinary team already active in Europe and America in charge of protecting companies against digital attacks. This is why, backed by artificial intelligence, it offers constant, high-speed services adapted to the needs of each company, which allow automating and improving the cybersecurity of each company.

The second product of the Sofistic line is Pentest, through this product, Cuatroochenta offers an assessment of the cybersecurity of the company that hires it by performing an imitation of a computer attack on the digital infrastructure of the company, thus finding different weaknesses and opportunities for improvement in order to make the client company more secure.

Another product is MSSP, a package of services whose main focus is the use of artificial intelligence and big data, which is used by companies with the aim of finding possible digital threats through software. Some of the services offered by MSSP are protection against bank fraud, Anti-Phishing and protection of mobile devices.

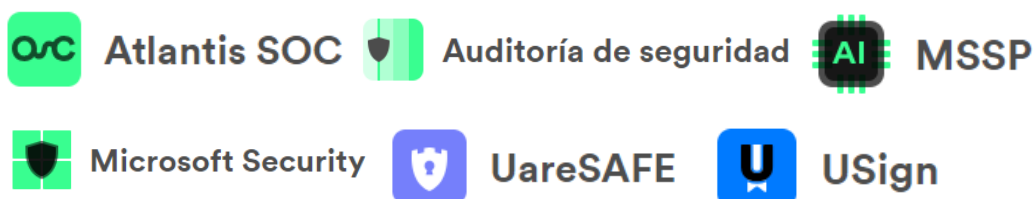
The fourth product offered by Cuatroochenta is Microsoft Security, in which through the analysis of the company requesting the service, it adjusts the company to be able to install Microsoft's cybersecurity tools, which based on authentication and access management, endpoint protection, data loss prevention and training of the people who use it, allows the company to improve its protection.

The fifth product is UareSAFE, an application that enables the security of the company's employees' mobile phones by protecting them from different threats such as malware, Trojans and viruses, through the combination of an anti-malware and a private VPN, thus achieving safe internet consumption outside the company's offices.



The sixth and last product of the Sofistic line is USing, an application which thanks to its agility, simplicity and security allows the user companies the ability to process numerous signatures and consequently sign any type of electronic document.

#### Illustration 18 – Products of the Sofistic line

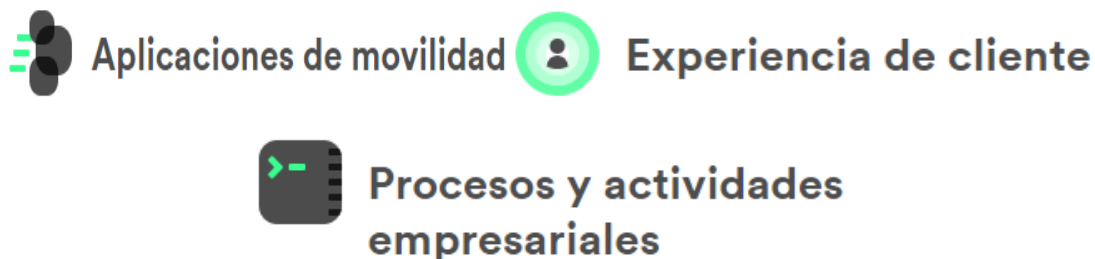


Source: Cuatrochenta (2023)

Finally, Cuatrochenta's last line is the development of customised software, when existing applications and digital solutions do not meet the needs of a client.

Within this line, Cuatrochenta offers the development of mobility applications, the digitalisation of business processes and solutions focused on customer experience, with the aim of increasing customer loyalty.

#### Illustration 19 – Products of the Custom software line



Source: Cuatrochenta (2023)

#### - 2. Service

As we have explained above, the products offered by Cuatrochenta are intangible, however, these products are linked to the services offered by the company throughout the purchasing process. These additional services allow each customer to enjoy a complete and personalised experience when purchasing goods and services from the company from Castellón.

These services are characterised by their intangibility, inseparability, variability, perishability and non-transferability of ownership.



First of all, these complementary services are intangible, and this can be observed in different situations. Cuatroochenta thanks to the distribution and minimalist design of its offices generates, in the clients who come to ask about its products and services, peace of mind as they observe the professionalism with which they work to solve the needs of the client companies. On the other

hand, we find the treatment and appearance by the employees, which is characterised by being professional, elegant and careful, these experts collaborate and guide the company allowing them to locate the technological solution that best adapts to their characteristics and mitigate the fear and uncertainty with which they arrive at the offices.



Secondly, we find the inseparability of the services, this characteristic can be seen when Cuatroochenta's specialists carry out a detailed analysis of the characteristics of the company requesting a product, since in order to adapt the application or the

digital platform to the company's particularities, they must previously study the physical, technological and human resources so that the technological solution is effective.



Regarding the heterogeneity or variability of the quality of the services, it is perfectly controlled by Cuatroochenta, since thanks to its multidisciplinary team of more than 250 experts and its meticulous process of selection of employees, they have in each

organisational area people with great skills and experience, this allows that all the processes carried out with the company are associated with an excellent quality. Although the companies that request Cuatroochenta's services have different characteristics and typologies, the mode of operation is the same, offering each client a customised solution but with total quality and transparency.



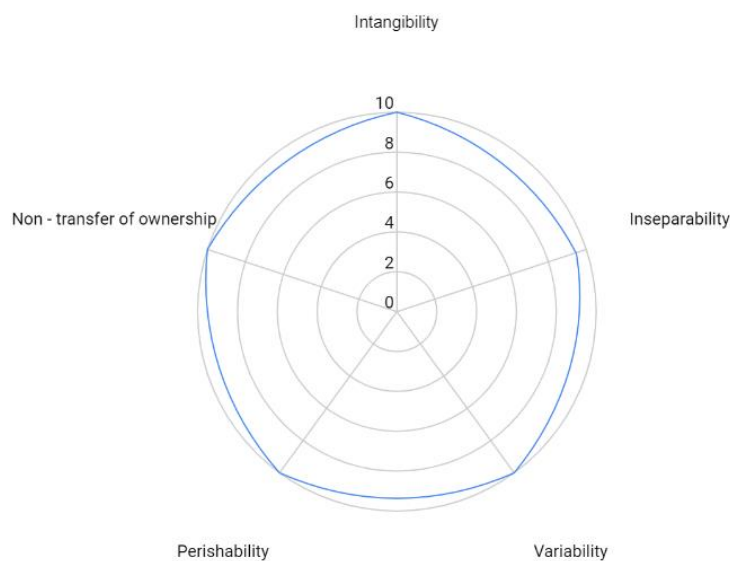
Regarding the fourth characteristic of the services, the perishable character which is the impossibility of storing the service for future use, this can be observed when Cuatroochenta develops a custom software for a specific client, since by developing this technological

solution from scratch with the characteristics and particularities required by the specific company, it cannot be used for another company.



Finally, we have the non-transfer of ownership of the service, this can be observed perfectly in any case of Cuatroochenta's five product lines, since each product is adapted to the infrastructure, resources and activities carried out by the company that acquires Cuatroochenta's goods and services, thus making the digital application obtained useless for any other company.

**Graph 4 - Level of tangibilisation of Cuatroochenta's services**



*Source: Own elaboration*





As we can see in the graph above, Cuatroochenta takes perfect care of each of the five service dimensions, thus adding great value to its products.






- *Customer Journey Map*

Having described and analysed both the products and services offered by Cuatroochenta, we will then develop a customer journey map, which will help us to determine where these services are carried out, analysing from the first contact with the customer until the purchase is formalised. For them, we will break down the different phases of the customer's purchase experience, in which we will explain the customer's emotions.

**Table 3 - Customer Journey Map Phase-by-Phase Analysis**

	ENTRANCE TO THE OFFICES	EXPLANATION OF NEEDS	OBSERVATION OF SOLUTIONS	PRODUCT CHOICE	ANALYSIS OF THE COMPANY
--	-------------------------	----------------------	--------------------------	----------------	-------------------------

	 				
<b>Visible</b>	Attention of the reception staff	Attention and consultancy from the company's analysts	Simple listing and explanation of solutions	Correctly note the acquired solution	Receipt of information from the client company
<b>Invisible</b>	Design, decoration and ambience of the office	Professional atmosphere and customer care	Have a graphic document ready with the different solutions and their main characteristics.		Correct treatment of information while preserving confidentiality

	ADAPTATION OF THE DIGITAL SOLUTION	PAYMENT	EXPLANATION OF THE TECHNOLOGICAL SOLUTION TO MANAGERS	IMPLEMENTATION
				 
<b>Visible</b>		Offering different payment options	To make managers understand the concepts, causes and descriptions of the solution.	
<b>Invisible</b>	Developers' work based on company analysis	Development of a cost report to define the final price of the product.	Preparing a brief summary of how the solution works	Constant monitoring and maintenance of the technological solution

*Source: Own elaboration*



Within the customer's shopping experience there are numerous critical moments, which have a great impact and which remain engraved in the customer's memory.

The first one is the entrance to the office, where the design, the decoration and the atmosphere of professionalism and closeness to the customer, awaken in the customer a feeling of confidence and of being in the right place that allows a reduction of the uncertainty with which he/she comes.

The second critical point can be observed when Cuatroochenta's experts present customers with the different technological solutions available to try to solve their needs, as they have to choose from different options the one that best suits their activity, infrastructure, resources and problems to be solved.

The third critical point is the adaptation of the digital solution to the needs and resources of the company, since the professionals must translate the company's analysis into the technological solution.

The fourth critical point is found in the implementation of the technological solution, since once the application or digital platform has been adapted to the client company, if it does not convince the client or does not have the focus expected by the company acquiring the service, they will not count on us for future technological improvements. It is for this reason that in the phase of adapting the digital solution to the characteristics of the company there is an unbeatable quality and care is taken down to the smallest detail.



Speaking of the positive points, we can highlight three in the case of Cuatroochenta.

Firstly, the first positive point is found in the entrance of the customer to Cuatroochenta's offices, since the first impression received is of professionalism and willingness to help by the company's experts.

The second positive point in the customer's purchasing experience is the choice of product, since thanks to the great variety offered by Cuatroochenta, the customer always finds a product that suits their needs or, failing that, they can also choose the option of custom software development.

The third and last positive point is the implementation of the technological solution in the client company, since due to the previous analysis of the company and the adaptation of the technological platform to the company's characteristics, it allows the improvement of the client company's performance, exceeding the client's expectations.

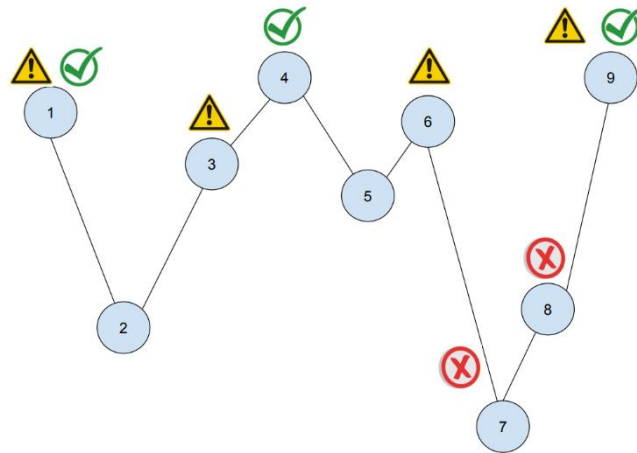


However, as in all businesses, there are negative points that need to be improved by the company, in order to reduce the possible negative experiences that can be provoked in customers.

The main negative point is at the time of payment, since it is true that in the product lines with which the company has specific rates and there is no problem, on the contrary happens with the development of custom software, since its price is individualised to the specific case for which it is developed, causing certain differences between the two companies, so Cuatroochenta must develop a good report of the costs of creating the software to justify the price.

The second negative point is the explanation of the functioning of the technological solution to the managers of the company that requests it, because if they do not understand how it works, the product offered by Cuatroochenta would not be efficient. This is why Cuatroochenta must develop a good and clear instruction plan so that these problems do not occur.

### **Graph 5 - Summary of Customer Journey Map**



Source: Own elaboration

In the graph above, we can see the critical, positive and negative points that we have previously commented on the purchasing process for Cuatroochenta's different products.

- 3. Price

With regard to prices, it should be noted that within the digital sector focused on improving the performance of companies and cybersecurity, there is no clear trend in terms of product pricing, both due to the youth of the sector and the fact that within this sector there are no standardised products with clearly defined costs.

Focusing on our case, Cuatroochenta offers different prices in its product catalogue, to establish these prices, the company mainly uses a well-defined methodology.

The main method used by Cuatroochenta is hourly pricing, where the price of the product is established according to the hours that have been necessary to develop the technological solution or cybersecurity service, we find the hours of analysis of the client company, the hours of consultancy and the hours needed by the developers to adapt the technological solution to the resources and needs of the company.



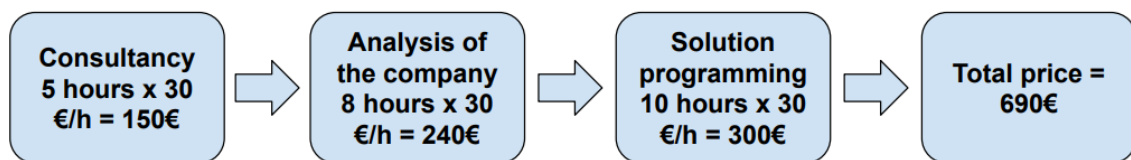
It is also important to highlight Cuatroochenta's pricing strategy. Following the ideology of the pricing method, Cuatroochenta has several pricing strategies, a perceived value pricing strategy and a project pricing strategy.

Regarding the perceived value pricing strategy, Cuatroochenta takes into account aspects such as customer confidence, reputation, product quality and customer service and support to determine prices. This strategy is carried out in the product lines FAMA, Checking Plan, Sofistic and Business Management Applications.

Regarding the pricing strategy according to project, Cuatroochenta only uses it for the development of customised software, since the company that requests it needs and develops from scratch all the specifications that it wants to have in its technological solution.

By way of conclusion, we can state that due to the youth of the market in which Cuatroochenta operates and the moderate existence of competitors, hourly-based pricing is a good option. Likewise, the combination of both pricing strategies ensures that all customers find a price that is appropriate to their needs and problems.

#### Illustration 20 - Price of the development of a technological solution

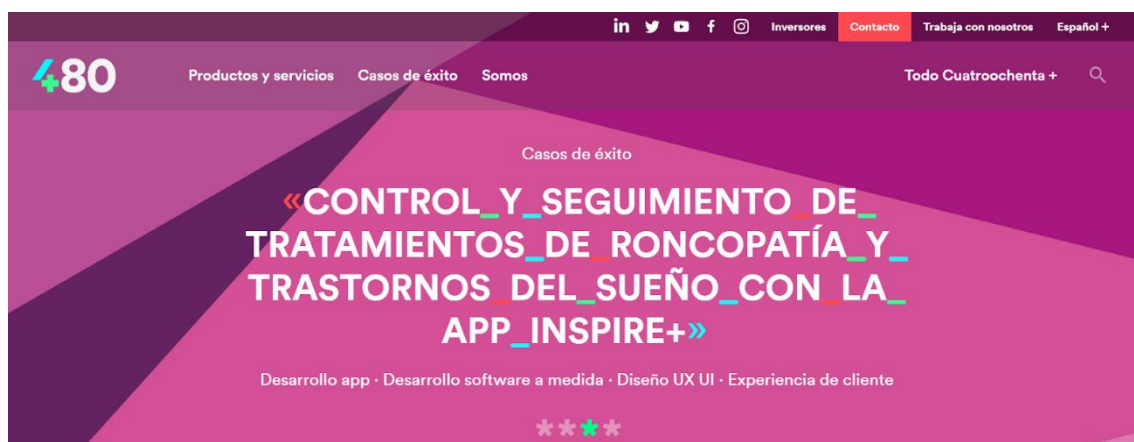


Source: Own elaboration

#### - 4. Distribution

As these are digital solutions, Cuatroochenta distributes its products only through its website, although customers can place their orders in several different ways.

#### Illustration 21 - Cuatroochenta's website



Source: Cuatroochenta (2023)



The first way would be to go to one of the 10 offices of the company, where they would be attended by Cuatroochenta's professionals and after a brief meeting where the customer explains their problems, the solution that best suits their case would be chosen.

The second way in which customers place their orders is through the website, where they select the product they want to purchase and then select the option to contact, where the customer specifies their name, phone number, the company they work for, their position and email explaining briefly why they want to purchase the product.

Finally, the third option to place the order is by sending an email from the company which wants to purchase a certain product or service from Cuatroochenta, explaining what product they want to purchase and the company for which they want to purchase it.

These three options for placing the order and completing the sale are characterised by the absence of intermediaries in the distribution process, since these digital products are not stored and therefore there is no need for these intermediaries to take care of getting the product to the end customer. This is why we can affirm that Cuatroochenta uses a direct distribution channel, as it distributes its product directly to the end consumer.

#### **Illustration 22 - Summary of the distribution channel**



*Source: Own elaboration*

Finally, we are going to analyse Cuatroochenta's distribution strategy. As we have already mentioned, the company uses a direct distribution channel, which is why the use of this type of channel consolidates an extremely selective distribution strategy, as it does not use intermediaries and the products are exclusive and adapted to a specific company with very high prices.

#### **- 5. Communication**

Cuatroochenta uses different communication tools in order to inform customers about the product, give the product notoriety in the market, persuade the potential customer to buy and to be remembered in time.

Next, we will describe Cuatroochenta's main communicative tools.

- *Public relations*

One of the tools used by Cuatroochenta to promote its products is public relations, the main means used by the company is the participation in different fairs and congresses, among which we highlight the Mobile World Congress and the Hackathon.

The Mobile World Congress is an event held in Barcelona, which brings together at the Fira de Barcelona large companies that base their activity on mobile communication and technology. Every year, this fair presents the main technological advances related to artificial intelligence, 5G and robotics among others, Cuatroochenta has played an important role in these congresses, in 2016 it participated for the first time in a Mobile World Congress, in this case in Shanghai, where it was chosen by the Ministry of Industry along with 15 other young companies to represent the cybersecurity sector. The following year, it would participate for the second consecutive time in an edition of the Mobile World Congress, this time in Barcelona, where Cuatroochenta would represent Spain along with 99 other companies in the most important mobile technology event. Finally, Cuatroochenta was awarded at the Mobile World Congress 2018 thanks to its Ariadna application, a cooperative map that includes all the defibrillators in Spain.

Participation in these major trade fairs has been of great help for the development of Cuatroochenta, both for the promotion of its products and the increase in the prestige of the brand, and has also allowed further development in the company's internationalisation strategy, due to the new synergies and relationships that have been established between the different companies participating in these events, allowing new opportunities to be found in different markets.

### **Illustration 23 - MWC Barcelona in 2019**



*Source: Diario Expansión (2021)*

In 2016, Nayar Systems, IoTsens and Cuatroochenta created the Hackathon Castellón, an event that lasts 3 days and brings together the main programmers in the sector with the aim of establishing an environment of innovation, creativity and knowledge, which seeks to encourage progress in the creation of software and hardware.

These events are characterised by testing the different programmers by means of activities in which the winners are awarded financial prizes.

In the four editions of the Hackathon, innovative ideas have been awarded, such as in the first edition, the case of "Macro Machines", which offers software that adapts the order of a vending machine to each user, by applying a QR code and allowing payment from a mobile device. In the second edition, an application that bases its activity on geolocating rumours so that users can verify their validity was the winner of the challenge proposed by Cuatroochenta.

This initiative allows anyone to become familiar with technology, proof of which is the creation of a small space called Children's Hackathon, where children between the ages of 3 and 16 can enter the world of programming through a robot construction competition.

In addition, the Hackathon has gained a great reputation thanks to the presence of many popular guests from the sector, such as the hacker Chema Alonso or the creators of Hive, a futuristic video game.

The realisation of this project has been positive for Cuatroochenta, due to the increase in brand value that has been achieved by the great fame that the Hackathon has had and also by the potential discovery of talent and innovative ideas that has allowed these four editions of the event.

#### **Illustration 24 - Winners of the first edition of the Hackathon**



Source: Periódico Mediterráneo (2016)

### - Digital marketing

Cuatroochenta uses different tools to promote its brand, products and services through the internet.

The main digital marketing tool used by Cuatroochenta is its website, where the most important information of the company can be found in an orderly manner.

In the following image we can see the main page of the website, where we can clearly see the three main sections that allow a better organisation of the information and therefore a faster way for users to find the relevant information.

### Illustration 25 - Website menú



Source: Cuatroochenta (2023)

The three main sections of the website are: Products and services, Success stories and About us.

In the first section, customers can see each of the 5 product lines offered by Cuatroochenta, this section stands out for its ease of navigation and simplicity as the products are perfectly separated and contain all the necessary information for the customer to understand its utilities.

In the success stories section we find examples where the company's solutions have been perfectly adapted to the needs of customers, as well as their opinions so that potential customers can get feedback from those who already trust Cuatroochenta.

Finally, in the "We are" section, users can see the more "human" side of the company, in this section they can see the company's trajectory, its business, the human team that makes it up, the mission, vision, values and awards and recognition.

Regarding the design of the website, it is characterised by being minimalist and orderly, combined with different images and videos that capture the attention of users. As for the colours, the website is characterised by the brand colours, which are green, blue and white. The simple design of the website allows it to be consulted by any type of mobile device, whether it is a computer, tablet or smartphone.

The main benefits that Cuatroochenta achieves thanks to the development of its website are the reach to new clients, who cannot access personally to any of the 10 physical offices; to keep its clients, investors and workers updated about the company's news and to attract new talent thanks to the option of "Work with us" in which they can find the different job offers. In addition, the existence of this website reaffirms the fundamental pillars of the company, which are trust, transparency and professionalism, as everyone can see the latest news and movements of Cuatroochenta.

#### - *Social media*

Nowadays, social networks have become the marketing tool par excellence, as they allow to increase and develop B2C relationships, company-customer and B2B relationships, company-company. That is why Cuatroochenta has profiles in 6 different social networks that we will expand on below.

The first social network in which the company is located is Facebook, one of the applications with more downloads and users, this social network is the most used by Cuatroochenta, because its users show their likes and follow profiles that really interest them, allowing the company to connect with new potential customers.

Cuatroochenta's profile has 47,000 followers, who can see the latest news, photos and videos of the company.

#### **Illustration 26 - Cuatroochenta profile on Facebook**



Source: Facebook (2023)

In second place we highlight LinkedIn, a profile in which Cuatroochenta has 12,504 users. After Facebook, this social network is the most used by the company because thanks to the professionalism of LinkedIn, it allows the company to be always updated on the trends of the sector in which it operates, the actions of its competitors and it can also find new talented employees that increase the value of Cuatroochenta's services.

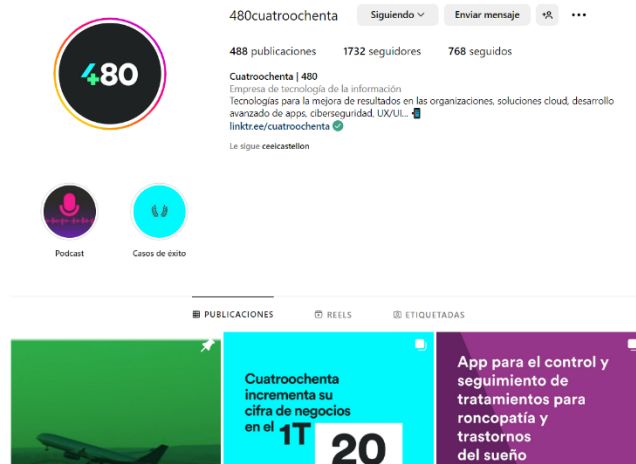
Illustration 27 - Cuatroochenta profile on LinkedIn



Source: LinkedIn (2023)

Cuatroochenta also has an account on Instagram, as this is the most widely used social network nowadays, and the company must be present. In this case, it has a profile of 1,700 followers, although it is the application with the most interaction with users, as Cuatroochenta frequently publishes numerous publications and stories in which it deals with different cybersecurity topics and the improvement of performance in organisations.

Illustration 28 - Profile of Cuatroochenta on Instagram



Source: Instagram (2023)

The company's fourth social network is Twitter, where, with a profile of approximately 2,700 followers, Cuatroochenta constantly publishes new information and news concerning the company.

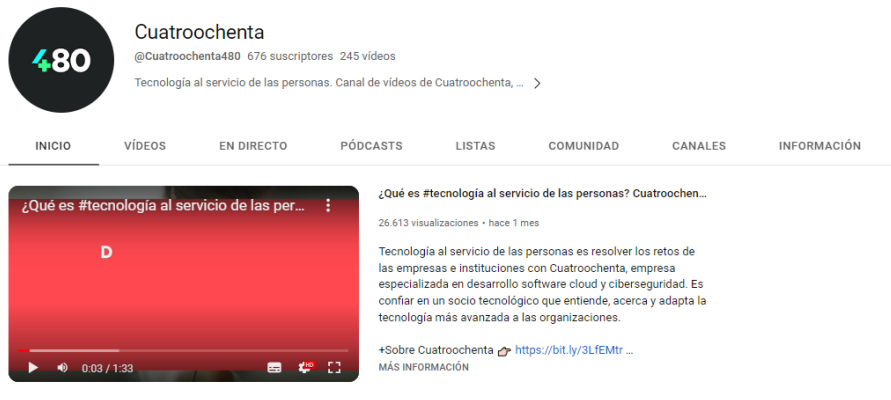
Illustration 29 - Cuatroochenta profile on Twitter



Source: Twitter (2023)

Interestingly, Cuatroochenta also has a YouTube channel, on which they publish videos of no more than three minutes, dealing with different current topics in technology, cybersecurity and organisational performance. It is a great and innovative communication tool as the simplicity and dynamism of the videos allows users to understand these topics.

Illustration 30 - Cuatroochenta's YouTube Channel



Source: YouTube (2023)

Finally, Cuatroochenta's last social network is Spotify, the music streaming application. In Spotify, Cuatroochenta has its own podcast called "Beware of hidden macros", in which the company meets every month with a different celebrity from the world of technology to discuss different subjects related to the impact of technology on our lives. Through the podcast, they seek to spread awareness about the technology sector, tell real stories, connect users and learn.

"Beware of hidden macros" has been a great success, reaching 10,000 listeners in just 6 months.

### Illustration 31 - Cuatroochenta's profile on Spotify



Source: Spotify (2023)

### - EMAIL



Another communication tool used by Cuatroochenta is email, however this communication channel has a different approach to those mentioned above.



By sending emails to its customers and users who have registered on its website, Cuatroochenta keeps them informed about the latest news about its products. In addition, it also serves as a more private means of communication between the company and its customers.

The email is very useful for Cuatroochenta, as it allows to communicate with those people or companies that are not present in social networks and in a more private way.

- *Word-of-mouth*



One of the most important methodologies to take into account is the famous "Word of mouth", advertising based on the recommendation of a company's products by current customers to potential customers, however, the fundamental problem of this type of advertising is that the company cannot control it

completely.

Cuatroochenta has known how to perfectly control this type of advertising and take advantage of it to increase its reputation and get new customers through its presence in different fairs and congresses such as the Mobile World Congress or the different editions of the Hackathon, since customers can go to Cuatroochenta's stand and meet personally different experts of the company as well as exchange feedbacks with other customers.

That is why everything comes back to the values that characterize Cuatroochenta, the trust it offers to customers, its transparency and professionalism, since taking care of the relationships with its customers in detail, will allow the "word of mouth" advertising to play in its favour and not against it.

### **2.1.3 Cuatroochenta's capabilities**

#### **2.1.3.1 Organisational capabilities**

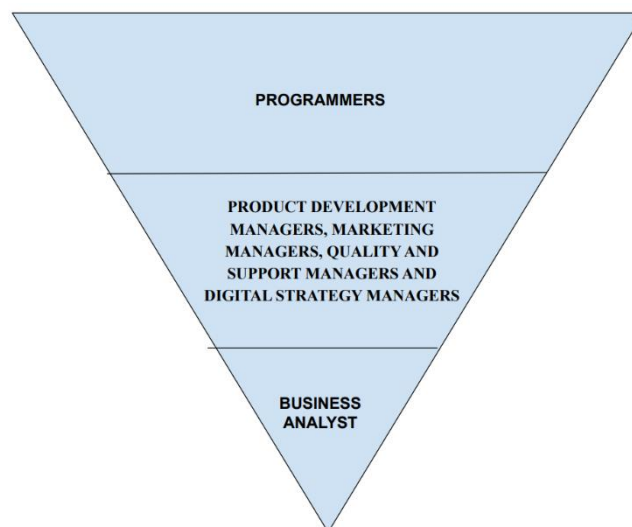
Cuatroochenta's organisational capacity is organised in two different ways, one for the operation of the company and the other for the implementation of customer projects.

Regarding the organisation that controls the development of the company, Cuatroochenta has Vicente Montesinos Contreras as president and CEO, Sergio Aguado and Alfredo R. Cebrián as managing directors and 5 managing directors.

This organisational model is the most common in the top management of organisations; however, when carrying out projects for clients, this organisational model changes.

In terms of the organisational capacity found in customer projects, the inverted pyramid form stands out, an organisational model which bases its success on the employees. In the case of Cuatroochenta, at the apex of the pyramid we find the developers, whose function is to translate those particularities of the clients into software to satisfy their needs. In the second link of the pyramid we find the Product Development Managers, Marketing Managers, Quality and Support Managers and Digital Strategy Managers, who are responsible for collecting and analysing the particularities of the client so that the developers can subsequently create the software. Finally, at the base of the pyramid we find the Business Analyst, who is the person in charge of being in contact with the client, holding meetings to detail the resources available to the company, the client's needs and which product is best suited to their case.

**Graph 6 - Organisational structure of a Project**



*Source: Cuatroochenta (2023)*

#### 2.1.3.2 Distinctive capabilities

Cuatroochenta has established itself as a leader in the cybersecurity sector and in improving the performance of organisations by basing its value proposition on strong distinctive capabilities.

Cuatroochenta's main distinctive capabilities are the exhaustive analysis of the companies that acquire its products, teamwork, the adaptation of technological solutions to each company and the development of customised software.

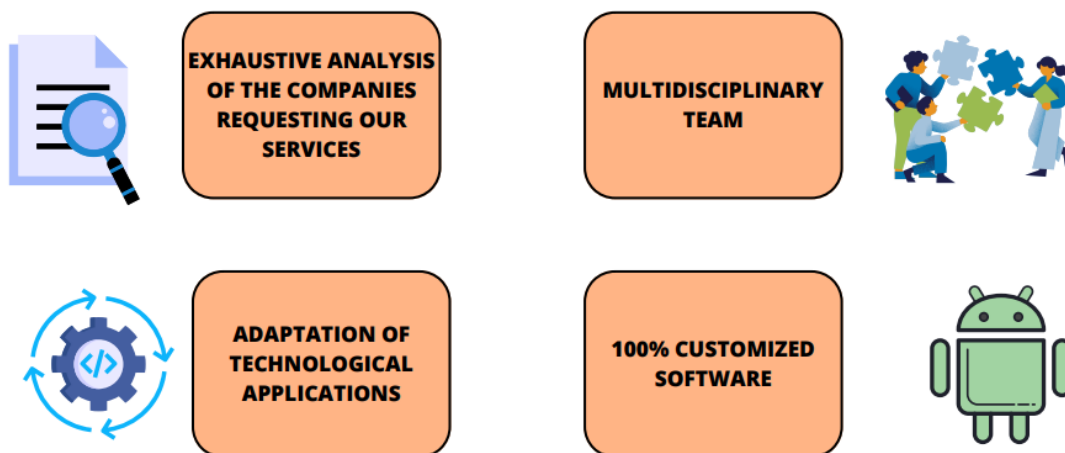
The first distinctive capacity is the complete analysis of the companies by the data analysts, who allow us to know what resources the companies that acquire Cuatroochenta's products have in order to be able to adapt them to their needs.

Another distinctive capacity is teamwork, since thanks to the multidisciplinary team of more than 280 employees, there is a constant learning and exchange of knowledge that translates into offering the highest quality in all existing projects.

Thanks to the analysis of the companies previously mentioned, Cuatroochenta's experts can adjust the different technological solutions for each company in question, satisfying in any occasion the needs raised.

Finally, we find the possibility for any company to have the option of having a 100% customised software, thanks to the work of Cuatroochenta's developers, who can perfectly capture any customer's wishes.

**Illustration 32 - Cuatroochenta's distinctive capabilities**

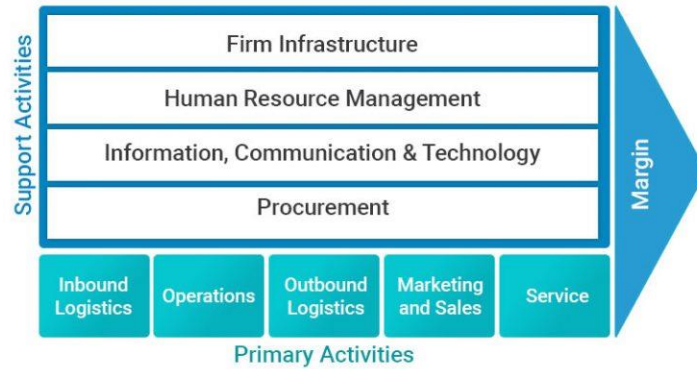


*Source: Cuatroochenta (2023)*

### 2.1.3.3 Value chain

Cuatroochenta covers all activities in the value chain, both primary and support activities, which has allowed them to create and maintain their competitive advantage over time.

**Illustration 33 - Value chain**



Source: Excellence Blog (2021)

### 1. Primary activities

#### INBOUND LOGISTICS

Speaking of inbound logistics, these activities include the reception and storage of supplies, in the case of Cuatroochenta, technological supplies such as computers, screens or keyboards that are subsequently used by workers to develop the different products and services offered by the company. The warehousing and inventory department is in charge of these functions, guaranteeing the supply of these elements when necessary.

#### OPERATIONS

Regarding the operations section, this includes the different activities involved in the creation of the products or services. It contains the processes of studying the company, adapting the technological solution to its needs or the customised development of the software. Although in Cuatroochenta the product development process is the same, it is different in each case due to the personalised adaptation of each company. The operations activities are carried out by the product development department, which works on a project basis in groups of workers.

#### OUTBOUND LOGISTICS

It brings together all the activities related to the delivery of the final product to the customer. In the case of Cuatroochenta, as it deals with technological solutions, all products are delivered by e-mail directly to the company, and these activities are carried out by the sales department.

This section of the value chain includes all the strategies and actions carried out by Cuatroochenta to advertise its products and boost brand awareness. In the case of



**MARKETING  
Y SALES**


Cuatroochenta, the most commonly used tools are social networks and public relations through attendance at technology fairs and congresses.



**SERVICE**


Within this step of the value chain we find the actions carried out by the company in order to increase added value, an example of which is the after-sales service, as Cuatroochenta offers a maintenance service that allows any software failure to be fixed in just hours.

## *2. Support activities*




**PROCUREMENT**

In terms of supply, this process includes the different activities of purchasing the necessary elements to subsequently develop the company's activity. In the case of Cuatroochenta, they have a purchasing department that is in charge of these functions.



**TECHNOLOGY**

Regarding the technology used in the company, in each Cuatroochenta office there is a computer programme which allows employees to specify which tasks they have to carry out, which ones they have carried out, as well as to have information about the project they are working on.



**H. RESOURCES**

Cuatroochenta's human resources department is in charge of all the tasks of staff planning, employee selection and career management of employees and interns. Cuatroochenta is a company that values its employees highly, thanks to its human resources policies, which aim for total employee satisfaction.



**INFRASTRUCTURE**

Regarding Cuatroochenta's infrastructure, as mentioned above, it has a strong top management, composed of a CEO, two managing directors and 5 managing directors. Regarding the infrastructure in the offices, the work is done through projects, where the Project Manager is in direct contact with the client, while the product development, marketing, quality, digital strategy and developers managers create the product.

## **2.2 External Analysis**

### **2.2.1 Macroenvironment – PESTEL Analysis**

The following is a global analysis of those determining factors that can affect both positively and negatively the future of the company under study. Considering the high volatility of current conditions and events, the analysis has been carried out in March 2023.

#### **2.2.1.1 Political factors**



The results of the general elections held last November 2019, resulted in the entry into government of the Spanish Socialist Workers Party (PSOE) and Unidas Podemos through a coalition agreement. This new government has carried out numerous actions related to cybersecurity, which affect the sector in which Cuatroochenta operates.

One of the main actions to be highlighted by the Spanish Government is the development and approval of the National Cybersecurity Plan, in which 1,200 million euros will be allocated to improve cybersecurity in Spain, focusing on 5G security.

Thanks to the support of experts in the field, different initiatives have been developed, of which we can highlight: the birth of the National Platform for Notification and Monitoring of cyber-incidents, the creation of a cybersecurity indicators plan, the progress of the Cybersecurity Operations Centre of the General State Administration and its Public Bodies and the stimulation of cybersecurity in society.

On the other hand, there is the ACTIVA Cybersecurity initiative, which consists of personalised consultancy services provided by companies specialising in cybersecurity. This plan seeks to analyse the cybersecurity of the advised company and create a Cybersecurity Plan adapted to the resources and needs of each company. Companies benefiting from this plan will receive 20 hours of consultancy, a diagnosis and audit, the development of a personalised Cybersecurity Plan and financial assistance of €2,140 to implement this cybersecurity plan.

We can also highlight the RETECH Cybersecurity initiative, a collaboration agreement between the National Cybersecurity Institute and the autonomous communities to improve the cybersecurity of leading productive sectors, through the mobilisation of 149 million euros.

Finally, with a view to the forthcoming general elections to be held on 28 May, the Spanish government has highlighted the importance of cybersecurity. To this end, through the coordination of the main defence mechanisms such as the State Security Forces and Corps and the Cybersecurity Coordination Office, they will actively monitor with the aim of finding any type of action that could pose a risk to the electronic systems that will be used to carry out the electoral process and solve it if necessary.

Regarding the Valencian Community, where Cuatroochenta has its headquarters, there are also organisations and activities focused on cybersecurity.

The first aspect to highlight is the existence of the ICT Security Centre, a body created in 2007 that bases its activity on offering all kinds of services to guarantee the technological security of companies, public administrations and citizens of the Valencian Community.

On the other hand, we find the creation of the Agency for Digitalisation and Cybersecurity, an initiative through which it will try to achieve the total digitalisation of the Administration of the Valencian Community. This agency, which will have its own legal personality, will focus on planning and organising information and communication technologies, cybersecurity and the tele-administration of the Generalitat.

Finally, it is worth highlighting the actions carried out by the Generalitat to raise awareness of the cybersecurity sector in Valencian society. The most important of these was the 1st Industrial Cybersecurity Conference, held at the City of Arts and Sciences in Valencia on 15th February, where conferences were given throughout the day by the main exponents of cybersecurity, analysing the trends, opportunities and risks of the sector.

#### 2.2.1.2 Economic factors



Due to the pandemic caused by Covid-19, Spain has experienced a period marked by recession and economic instability in the years that followed.

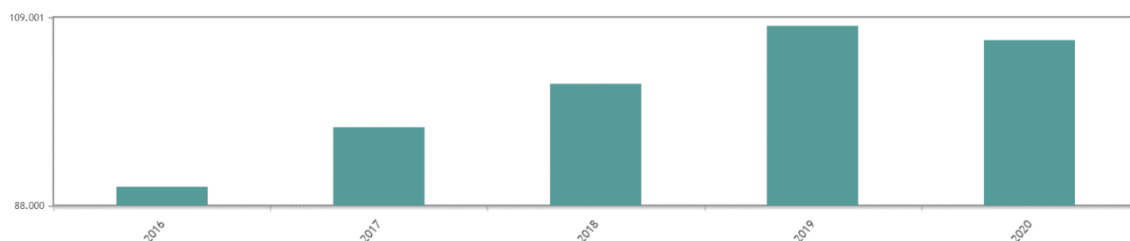
This recession was reflected in the large drop in Spanish GDP, which fell by 10.8% (Periódico El País, 2021), resulting in a drop in the productivity of companies, sometimes even to zero, causing large economic losses.

On the other hand, the Covid-19 crisis also brought a decrease in per capita income, reducing it by 7.85% (Europa Press, 2023), between the end of 2019 and the third quarter of 2022, which translates into a drop in the real income of Spanish society.

However, due to the numerous technological advances that emerge year after year, they have continued to allow a favourable evolution of the digital economy. In 2019 this sector reached 18.7% (Investin Spain, 2021) of total GDP, in 2020 it grew by 3.3 percentage points, reaching 22% (Periódico El País, 2022) and finally, in 2022 the digital economy increased its contribution to 22.6% of total GDP (Europa Press, 2023).

The turnover of the technology sector has grown positively constantly in the last eight years, except in 2020 due to the negative consequences caused by Covid-19, in 2015 the turnover was 86,574.4 million euros, in 2016 it was 90,111.3 million euros, in 2017 it was 96,750.3, in 2020 it was 106,456.5 million euros and in 2021 it was 114,493 million euros (INE, 2023).

**Graph 7 - Evolution of turnover in the technology sector**

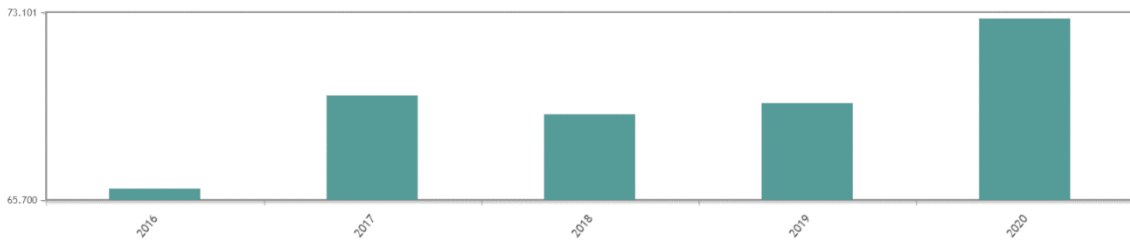


*Source: INE (2023)*

The number of companies operating in the technology sector has grown over the last few years, in 2015, 55,254 companies were active in the sector, in 2016 they increased to a total of 66,155 companies, in 2018, 69,083 companies and in 2020 they rose to a total of 72,857 companies (INE, 2023).

**Graph 8 - Evolution of the number of companies in the technology sector**

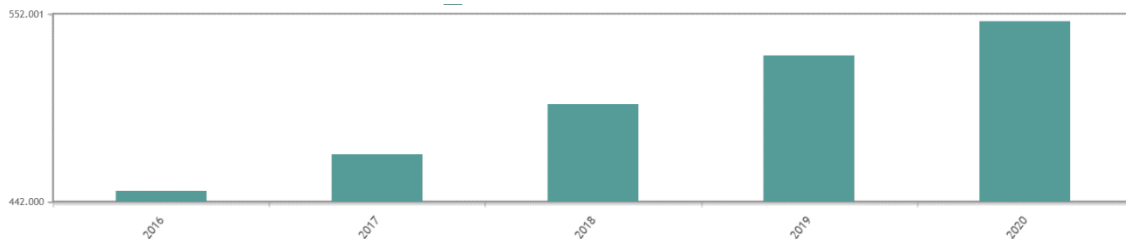




Source: INE (2023)

Due to the large volume of business and number of companies in the technology sector, it is also a major generator of jobs. In 2016, the number of employed people was close to 450,000 people, in 2018 it almost reached half a million people employed, while in 2020, the number of employees was 547,805 (INE, 2023).

**Graph 9 - Trend in the number of employees in the technology sector**



Source: INE (2023)

However, this unfavourable situation has not led to a decrease in companies' investments in digitisation or cybersecurity.

To put us in perspective, according to data collected by the IDC (International Data Corporation), international business spending on products and services related to digital transformation amounted to 1.8 trillion dollars in 2022 (itUser, 2022), while investment in products and services related to cybersecurity is expected to reach 219 billion dollars in 2023 (Bit Life Media, 2023).

Within the European paradigm, more than 65.4 billion euros were allocated to information technology services in 2021, making up 28% of total business investment (La Información, 2022), a percentage that will grow exponentially year after year, as will the digitalisation of companies.

As for Cuatroochenta's second field of action, cybersecurity, the Council of the European Union has earmarked, within the Digital Europe Programme, more than 1,600 million euros for public administrations and private companies (Incibe, 2022).

In the Spanish context, public administrations have considerably increased their investments in the digitisation and cybersecurity of their systems.

With regard to the digitisation of their operating systems, thanks to the Digitisation Plan, a total of 3,165 million euros have been allocated (INAP, 2023). On the other hand, the investment expenditure for the cybersecurity of these new digital systems has been 227 million euros (Red Seguridad, 2023). The trend for both investments will be upward, due to the constant evolution of the sector.

In recent years, companies have increased the amounts allocated to technology, with respect to digitisation, in 2022 companies invested a total of 51.4 billion euros to transform their processes (Compute World, 2022). In terms of investment in cybersecurity, total business spending was €1,749 million (IDC Spain, 2022).

Likewise, the trend of these investments is positive, with an increase in these amounts expected in 2023. Speaking of digitisation, total investment by companies is expected to increase to €53 billion (MC PRO, 2022), while in the case of cybersecurity, 51% of companies headquartered in Spain are expected to increase their investment (Computing, 2022).

#### 2.2.1.3 Sociocultural factors



Currently, the use of electronic devices has increased notably, in the case of Spain, there are 54.34 million mobile phones in use (Europa Press, 2021), exceeding the total resident population of the country.

In Spain, 99.5% of households have at least one mobile phone, 81.4% of households have a computer and 58.4% of households have a tablet (INE, 2023).

As a result of the increase in the possession and use of technological devices by individuals, the number of cyber-attacks has also increased.

In 2021, around 305,000 cyber-attacks were suffered in Spain (Escudo, 2021). 000 cyber-attacks (Escudodigital, 2022), making Spain the country with the third highest number of technological crimes in the world. Among these cyber-attacks, the most common were ransomware, whereby criminals gained access to user data and demanded money for its return; malware, which consists of viruses that damage computer systems; and phishing, where by sending emails, criminals posing as companies or other public organisations request bank or personal data from users.

Not only individuals have been the target of cyber-attacks, many companies or even public organisations have at some time been technologically attacked.

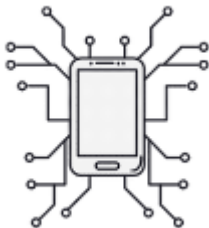
Some of the most important have been the case of Facebook, the Anonymous attack on the US government and Russia, and the "Pegasus case" in Spain.

In the case of the US company, it suffered a cyberattack in 2019 in which almost 50 million accounts had their users' personal data exposed.

As for Anonymous, the most emblematic and relevant hacker group of the last 20 years, it technologically attacked the Minneapolis police after the murder of George Floyd by leaking email accounts. In the last year, it also attacked Russia after the start of the conflict with Ukraine, hacking the Bank of Russia and the Russian "Youtube".

In the case of Spain, in 2022 the "Pegasus case" came to light, where the mobile phones of 63 Catalan politicians and President Pedro Sánchez, among others, were spied on using Israeli software, causing a great stir in Spanish society.

#### 2.2.1.4 Technological factors



Cuatroochenta uses technology in each of its processes, that is why it must take into account any change, new trends or threats that may arise in the technological sector.

The current technological situation is very varied, since on the one hand, new innovations that help companies and people are constantly being created, but on the other hand, there are great threats that we do not realise. We find ourselves in an era marked by cyber-wars, in which countries such as Russia, the United States and China, among the most prominent, carry out cyber-attacks with the aim of finding breaches in the systems of the affected countries in order to find information or damage the assets of these countries. This is why companies that use technological resources for the development of their activities must be extremely cautious about the origin of the products they acquire from other companies.

On the other hand, technology today is severely affected by the semiconductor crisis, as these chips are used in smartphones, computers, televisions, cars and medical devices.

The causes of this lack of chips are due to the Covid-19 pandemic, which caused the closure of numerous semiconductor factories; the extreme rise of the weather, resulting in production stoppages; the increase in demand for electronic devices; and the boom in cryptocurrency mining.

Moreover, all these processors are manufactured in Asia, claiming a total of 90% of the production of memory chips, 75% of microprocessors and 80% of silicon wafers. This results in a high dependence of technology companies on factories in Taiwan, China, Japan, South Korea and Singapore among the most prominent.

Finally, the third characteristic pillar of technology today is the rise of artificial intelligence. The use of artificial intelligence has increased considerably in recent years, consolidating itself in people's daily lives through voice assistants, applications such as Google Home that automate our homes or Google Maps indicating routes, smartphones themselves or the product recommendations used by Amazon after analysing consumers' purchasing patterns. There are currently large companies such as IBM, leader in the AI sector, Microsoft, Google, Amazon Web Services or the Valencian company WonderBits, which use artificial intelligence to develop their products and services.

These three pillars that characterise the current situation of technology must be taken into account by Cuatroochenta, in order to protect itself from certain threats such as the shortage of chips or to take advantage of new business opportunities with artificial intelligence as a protagonist.

#### 2.2.1.5 Ecological factors



Although Cuatroochenta is dedicated to the development of technological solutions in the cloud and therefore does not carry out physical activities of transformation of raw materials into goods, they are also participants in the generation of waste.

That is why the company must also take into account the different ecological factors that can affect it, as they influence the sustainability, reputation and even the profitability of the company.

Firstly, there are several governmental initiatives by the Spanish Government, through which they seek to reduce the impact of climate change and reduce pollution.

Both initiatives are the National Climate Change Adaptation Plan and the 1st National Air Pollution Control Programme, both of which seek to make Spain a cleaner country that is able to cope with the negative consequences of climate change, and everything depends on the contribution of public administrations, private companies and society to improve the ecological footprint of our country.

On the other hand, we find the use of renewable energies, since in 2022 in Spain more than 55% of electricity was generated thanks to the use of renewable energies, mainly wind and solar energy, according to REE data. Globally, the increase in the use of these clean energies was also positive, with record growth of 9.6% according to the International Renewable Energy Agency. This new trend may bring new opportunities to improve the sustainability and reputation of companies through the use of renewable energies.

Finally, it is worth highlighting the rise of environmental culture within society in recent years, as a result of the birth of environmental corporations such as Greenpeace, the Spanish Sustainable Development Network and Earth Action, among others, which have instilled new attitudes, values and behaviours in society to care for the environment. The activity of these organisations must be taken into account as they can confront other organisations that have exorbitant levels of pollution and do not care about the sustainability of the planet.

It is a reality that companies must take into account the environment when planning their activities, since the existence of good environmental practices allows for greater sustainability, better profitability, higher reputation and the creation of a strong corporate social responsibility; while on the other hand, if environmental policies are not carried out, the company's reputation can be destroyed. These factors affect Cuatroochenta through the development of corporate environmental care policies with which it tries to carry out effective waste management.

#### 2.2.1.6 Legal factors



There are numerous laws, government policies and regulations that companies have to take into account for the development of their activity.

In Cuatroochenta's case, there are three levels of laws to take into account, the European laws, the Spanish national laws and the regional laws of the Valencian Community.

Regarding European legislation, these are the main laws that affect the development of Cuatroochenta's activity.

- The General Data Protection Regulation (GDPR), which protects people regarding the treatment of their personal data and the circulation of these, this affects Cuatroochenta since when analysing the companies with which it works and adapting the technological solution to it, it deals with the data of the human resources that the client company has.
- The Payment Services Regulation (PSD2), which regulates all online and mobile payment services in the European Union and transactions, this affects Cuatroochenta as it must consider it when buying products or when selling its services.

As for the laws in Spain, these are the main ones Cuatroochenta must consider:

- Ley Orgánica de Protección de Datos Personales y garantía de los derechos digitales, this law can affect Cuatroochenta as it deals with the personal data of the workers of the client companies.
- Intellectual Property Law, which protects among many other things patents, so Cuatroochenta can be affected by the exclusivity of the rights that protect these patents, for example in production processes.
- Ley de Servicios de la Sociedad de la Información, law that regulates the activities through the Internet, where Cuatroochenta sells its products.
- Law for the Promotion of Innovation and the Knowledge Society, which seeks to promote innovation and the creation of knowledge through initiatives to foster technological development and the research spirit, for example through the collaboration of companies and universities, such as Cuatroochenta and the Jaume I University.

In conclusion, and by way of summary, we can observe the following graph, which outlines those factors that negatively or positively affect the future of Cuatroochenta's activities.

### **Graph 10 - Cuatroochenta's strategic profile**

STRATEGIC PROFILE OF THE GENERAL ENVIRONMENT					
DIMENSIONS	VN	N	B	P	VP
<b>POLITICAL FACTORS</b> - Coalition government - Government policies			●		●
<b>ECONOMIC FACTORS</b> - GDP recession - Increased investment for technological transformation - Increased investment in cybersecurity		●			●
<b>SOCIOCULTURAL FACTORS</b> - Population growth - Increased use of technological devices - Increase in cyber-attacks			●	●	●
<b>TECHNOLOGICAL FACTORS</b> - Technological situation marked by cyber-wars - Semiconductor crisis - The rise of Artificial Intelligence	●	●		●	●
<b>ECOLOGICAL FACTORS</b> - Environmental policies - Use of renewable energies - Environmental cultural boom			●	●	●
<b>LEGAL FACTORS</b> - European Laws - National Laws			●	●	●

Source: Own elaboration

## 2.2.2 Microenvironment – The Porter’s Five Forces Model

If we analyse the micro-environment, we must examine Porter's 5 Forces model, a theoretical framework which allows us to check the level of competition in the industry in which Cuatroochenta operates by analysing the bargaining power of the customer, the bargaining power of suppliers, the threat of new competitors, the threat of substitute products and the rivalry between existing competitors.

Illustration 34 - Porter's 5 Forces Model



Source: Own elaboration

### 2.2.2.1 Bargaining power of customers

Due to the precociousness of the technological solutions and cybersecurity sector in which Cuatroochenta operates, it can be said that the bargaining power of customers is reduced, as the sector still has great potential for growth in terms of products and services, companies that develop these products and companies that acquire these products.

On the other hand, given the wide variety of clients Cuatroochenta has, such as private companies like Repsol, Iberdrola or BBVA; public companies like RTVE; or public administrations like the Complutense University of Madrid, we can say that its bargaining power is low, as it does not agglutinate its income in just a few companies.

To this existence of a large number of clients we have to add the great variety of options in the different product ranges offered by Cuatroochenta, which together with the high differentiation that it offers in its products, as it allows the customisation and adaptation of the technological solution to the resources and needs of the client company, providing it with great value.

Even so, there are a large number of companies that also offer technological solutions, although the cost of change is high among companies, which together with the recognition that Cuatroochenta has, makes it difficult to change.



Therefore, given the precocity of the sector, the large number of customers and the diversity and differentiation of products offered by the company from Castellón, the customer's bargaining power is low.

#### 2.2.2.2 Bargaining power of suppliers

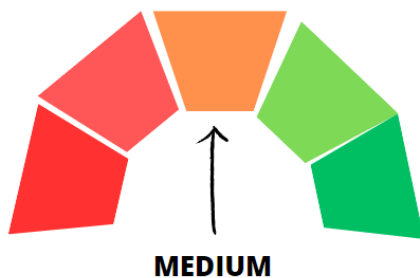
Cuatroochenta has the possibility to work with many different suppliers, as they only need technological materials to develop their activity, such as desktop computers, laptops, screens, digital whiteboards, keyboards, mice and other digital elements. Due to the large number of companies manufacturing these products, we can say that their bargaining power is low.

On the other hand, thanks to Cuatroochenta's reputation and its position as a leader in software development for facility services and management, it has a large market share, thus provoking the potential interest of these suppliers in working with the company, which translates into low bargaining power.



However, as mentioned above, the current technological situation is complicated due to the high demand for these technological components and the insufficient supply caused by the chip crisis. This means that the companies supplying these technological products, which are necessary for the development of Cuatroochenta's activities, have a high bargaining power and can increase prices due to shortages.

It is also necessary to consider the existence of "sublime" suppliers, such as Intel, Apple or Microsoft, which thanks to their reputation and the differentiation of their products have a high bargaining power, since their products can only be acquired through them,



products which are necessary to offer the highest quality in the products that Cuatroochenta subsequently develops.

Therefore, taking into account the above four arguments, we can say that the bargaining power of suppliers is medium.

#### 2.2.2.3 Threat of new entrants

Given the precocity of the cybersecurity sector and technological solutions, one might think that the threat of new competitors is very high, given the great potential for growth that this sector offers.

However, other factors that hinder the entry of these new competitors, such as barriers to entry, must be taken into account.

The first barrier to entry in this technological sector is the need for a high initial investment, since it is necessary to obtain a good office where employees work, the purchase of the technological equipment with which the company will develop its activity, the expenses in human resources, the expenses incurred in the development of the products and other bureaucratic expenses.

Secondly, there are economies of scale. Although Cuatroochenta offers a technological solution customised to the needs of its customers, it has standardised its operating processes, thus achieving a lower cost in the manufacture of these products. As a result, new competitors entering this sector have higher costs.

On the other hand, another barrier to entry for new competitors is product differentiation, since software development companies such as Cuatroochenta create inimitable products and services that are totally differentiated and personalised in each case, thus creating a strong barrier to entry.

Finally, the last barrier to entry that we can observe is the reputation of those companies already operating in the sector. Such is the case of Cuatroochenta, which has a large portfolio of customers, achieved through the loyalty of these thanks to more than 10 years of experience of the company, causing that when new companies or regular customers come directly to them to solve their needs.

After analysing the above points, we can say that although the sector has great growth



potential, it is necessary for new competitors to carefully analyse the high barriers to entry that exist, such as the high initial investment or the high differentiation of the products. This is why the threat of new competitors is low.

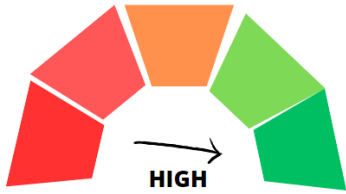
#### 2.2.2.4 Threat of substitutive products

Although Cuatroochenta offers technological solutions that adapt to the characteristics and needs of the client companies, there are other variables that make the threat of substitute products high, as there are other options within this sector.

The first option of substitute products can be found in the products and services offered by competing companies, which can compete with the company through variables such as price, delivery times or quality.

On the other hand, we find those platforms or websites that offer customers to create their basic technological solutions, such as applications that do not require extensive programming. These platforms are aimed at companies that do not want to make a large initial investment in digitalisation, although they do offer fewer functionalities.

Finally, the third type of substitute products that can be found are the solutions created internally by the client company, as it may be the case that a company develops its own technological solutions without the need to acquire them from an external company. This tends to be the case in companies that have a large investment in technological resources and R&D.



In conclusion, we can say that despite the high differentiation of the products offered by Cuatroochenta, there are other negative points that make the threat of substitute products high.

#### 2.2.2.5 Rivalry between competitors

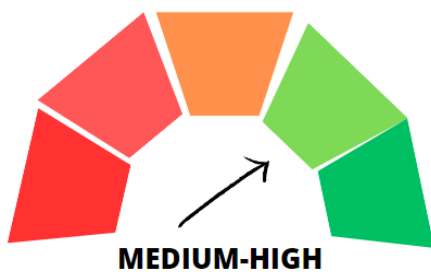
As this is a relatively new sector with great growth potential, we can say that rivalry between competitors in the technological solutions and cybersecurity sector is medium-high, although this rivalry will increase in the following years due to the entry of new competitors or the development of new products.

Firstly, we find that Cuatroochenta's value proposition is based on the differentiation of its technological solutions, as they are customised to the client's needs, which means that rivalry with the competition is low.

On the other hand, the large number of existing technology companies is dangerous, as there are some that have more funding or greater resources than Cuatroochenta, which is a threat as they can offer higher quality or lower prices, causing rivalry between competitors to increase.

On the other hand, thanks to the great reputation and brand value that Cuatroochenta has achieved after years of effort, it is the first choice for customers when acquiring a technological solution.

Finally, there is the cost of switching from one company to another, as the prices of acquiring a technological solution are quite high, so it is really strange for a company in the process of digitalisation to change the supplier of these technological solutions. This high switching cost also reduces competitiveness among competitors.



In summary, although there are a large number of companies operating in this sector, Cuatroochenta's value proposition based on differentiation, its high reputation and the high switching cost mean that rivalry between competitors is medium-high. However, this rivalry will steadily increase due to the

constant advance of technology.

### **2.2.3 Competitive análisis**

Once the analysis of Porter's 5 forces has been carried out, a study of the competition by levels will be carried out and then Cuatroochenta's main competitors will be broken down.

#### **2.2.3.1 Levels of competence**

There are many companies operating in the technology solutions and cybersecurity sector, all of which compete with Cuatroochenta for market share. Some of these companies have a strong market dominance, while others specialise in a specific market niche. However, they are all direct competitors, as they satisfy the same needs as Cuatroochenta.

From the consumers' point of view, there are four levels of competition: product competition, product category competition, generic competition and budget competition.

In the first level of competition, competition in the form of a product, we find those companies that offer technological solutions and cybersecurity products to improve the performance of companies. These companies have similar characteristics to Cuatroochenta and also address the same market segment, satisfying the same needs. Within this level of competition we can find companies such as SISQUAL or Zucchetti.

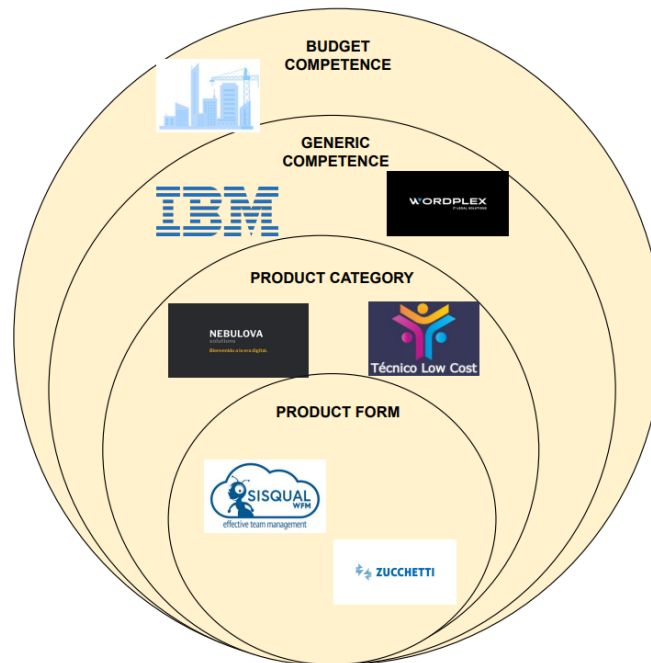
Secondly, we find competition by product category, in this level of competition we find those companies which offer technological and cybersecurity solutions but have other attributes. In this case we find those companies that offer these products but generalised, i.e. they do not adapt their technological solutions to the needs and resources of their clients. Examples include Nebulova and Técnico Low Cost, which base their value proposition on a lower price, focusing their market share on SMEs and companies that are starting their digitalisation processes without a large budget.

Regarding generic competition, at this level of competition, companies that produce or offer products and services that are substitutes for those of Cuatroochenta, as they satisfy the same need, operate at this level. Some of these companies would be IBM, a company specialised in blockchain, and Wordplex, a company specialised in hardware development. Although Cuatroochenta operates in these fields, there are other specialised companies that produce these substitute goods and services and belong to the same relevant market.

Finally, we find competition by budget, and although most companies are in the process of going digital, there are still many others that prefer to follow a more traditional model,

spending part of their budget that could be allocated to technological solutions in other areas such as improving their physical infrastructures or investing in better raw materials that allow them to offer better quality.

**Illustration 35 - Cuatroochenta's levels of competence**



*Source: Own elaboration*

### 2.2.3.1 Main competitors

#### 1. Plain Concepts



Plain Concepts was created in Madrid in 2006, the result of the union of 4 Microsoft MVPs such as Iván Fernández, Jorge Serrano, Oscar Garcia and Pablo Pelaez, the latter being the CEO of the company.

Under the values of diversity, innovation, commitment, transparency and trust, Plain Concepts specializes in digital transformation, cloud computing and artificial intelligence among others.

The services offered by Plain Concepts are: **cloud computing**, by conducting workshops and audits, they determine those technological solutions that can increase productivity, security, scalability and cost reduction in client companies. **Artificial intelligence**, with which it creates tailor-made solutions for each company in order to automate data, transform it into information and help decision-making. The **data value**

**chain**, which creates customised databases for each company and allows them to collect, store and process this data. The **development of web applications**, Plain Concepts creates fully customised web pages integrating with all the other technologies such as Machine Learning or augmented reality which are characterised by their great functionality. **Extended reality**, through which Plain Concepts develops technological solutions bringing the physical world to the digital world, reducing costs, building customer loyalty, optimising and improving processes. **IoT data analytics**, which allows companies to carry out predictive maintenance, automate processes and digitally manage inventories. The **modern workplace**, in this service they offer different cybersecurity solutions for the infrastructures of client companies. **Blockchain**, this technology allows the creation of different technological solutions to streamline the company's digital operations while improving security; customised multi-platform business applications, which serve to manage the systems and methods of operation of companies. **Technical marketing**, Plain Concepts also develops product launch campaigns using 3D technology and artificial intelligence. **Microsoft 365**, which is a virtual workplace that Plain Concepts adapts to the needs of the company to improve the connectivity of its workers and therefore efficiency. Finally, **the user experience**, Plain Concepts is responsible for creating stunning and functional interfaces for any type of application, website, brand or video.

Regarding the products offered by Plain Concepts we find: the **data platform Sidra**, is a technological solution of Azure Data Lake which allows companies to store, process and use their data to synthesise the development of different business processes characterised by its complete deployment, adaptability to each company that uses it and trust. **Evergine**, through Evergine Studio, Plain Concepts offers the simplification and monitoring of employee task flows, increasing productivity and resource efficiency through the use of Evergine, a cross-platform industrial engine built on the .NET platform based on components. Plain Concepts in collaboration with Boston Dynamics, a US robotics company, develops all types of **custom software** for each company's robotics resources, enabling further cost reduction, automation and data collection. **Smart Concepts**, a technological solution which unites and allows the communication of all the data collection elements of a company, providing through Artificial Intelligence, information in real time and its subsequent analysis. **Smart Occupacy**, an application developed through artificial intelligence for companies to manage their workplaces in a personalised way, offering their workers comfort and protection. **OREIN**, a technological platform aimed at companies that offers to unify the identity of corporate users so that each business application does not have to manage individual access. **BALEA**, a

technology platform that allows the company to concentrate and process all types of authorisations in the company's applications.

Plain Concepts has the majority of its operations in the legal, tourism, media, finance, oil and gas and retail sectors. Some of the most important companies Plain Concepts has worked with are BBVA, Repsol or AENOR. Plain Concepts has also worked with different public institutions such as Valdecilla Hospital or Parc Tramuntana.

Talking about prices, Plain Concepts follows Cuatroochenta's strategy and the final price of its products and services varies according to the volume of hours that the company has dedicated to adapt or create from scratch the technological solution for the client company.

### Illustration 36 - Plain Concepts' Products and Services

Cloud Computing	▼	Evergine
Artificial Intelligence	▼	Spot Boston Dynamics
Cybersecurity		▼
Data value chain	▼	Smart Concepts
Web Applications	▼	Smart Occupancy App
Extended reality	▼	Orein
IoT – Internet of things	▼	Balea
Modern Workplace		
Blockchain		
Business Applications		
Microsoft 365		
UX/UI		

*Source: Plain Concepts (2023)*

As far as Plain Concepts' distribution is concerned, as these are technological solutions such as software or mobile applications, the distribution of these products is carried out exclusively through the Internet, by means of the web application if it is a standard product or by e-mail if it is a customised technological solution.

On the other hand, taking into account the promotion of Plain Concepts, we can affirm that it is largely carried out through its social networks, as it has corporate profiles on Instagram, Twitter, LinkedIn, highlighting its 43,000 followers and Youtube. Plain Concepts also attends various trade fairs in the sector such as the BIEMH fair in Bilbao

and OpenExpo Europe in Madrid. Finally, it has a website where users can see everything from the history and values of the company to the entire portfolio of its products and services.

## 2. Indra



Indra Sistemas, better known as Indra, is a Spanish multinational company based in the town of Alcobendas, founded in 1993 as a result of the merger between the company Ceselsa and the Inisiel group. The company focuses its activity on consultancy services and the development of technological solutions for different industries.

The services offered by Indra are perfectly divided into 3 different lines, transport, air traffic and defence and security.

Regarding **transport**, Indra has 8 different solutions:

- **Mova Consulting**, an audit, planning and delineation service for transport infrastructures through the use of integral technological solutions.
- **Mova Protect**, solutions backed by proactive systems that enable the mechanisation of security and protection tools for transport network users through the use of cybersecurity and other technological protection services.
- **Mova Care** are customised and adapted technological solutions that improve the efficiency of the operation and maintenance of transport infrastructures and services based on a predictive nature and the automation of their processes.
- **Mova Collect** offers all types of companies technological solutions to manage payment models through Smart Ticketing, automatic, manual or dynamic tolls and the Back-Office, a software that provides invoicing and personalised transport customer service.
- **Mova Experience**, includes all types of technological solutions for improving information systems in public transport, accompanying travellers through the Travel Partner system, which allows the management of all travel processes such as checking availability, booking and issuing tickets, and the entertainment of the journey through the offer of audiovisual content and WIFI service inside the transport.
- **In-Mova Space**, a digital support for managing mobility elements and their infrastructures.



- **Mova Traffic**, digital solutions that enable the coordination, regulation and control of bus, train, tram, aeroplane and ship transport in different cities, airports and ports.

- **Mova Comms**, Indra's technological service that enables the management of all communications networks, data collection platforms and intelligent transport infrastructures.

In terms of **air traffic**, we find the following solutions:

- **Indra Air Automation**, allows the creation of electronic systems that mechanise flight control, improving user safety.

- **Indra Air Surveillance**, technological surveillance solutions for airports and flight routes.

- **Indra Air Services**, offers digital communication systems, data centres, automation systems, auditing services and training courses for air traffic infrastructures.

- **Indra Air Communication**, technological solutions that enable communication between pilots and air traffic controllers through a centralised system.

- **Indra Air Drones**, offers a platform called UTM Hub that enables the coordination of drones and the exchange of information, as well as the connection of its own drones with the UTM Hub.

- **Indra Air Navigation**, which offers navigation products including different landing methods.

- **Indra Air Information**, which offers, among other things, aeronautical information administration and communication management in its infrastructures.

With regard to **defence and security**, Indra has the following solutions:

- **Platforms**, Indra creates digital defence platforms including airborne systems, avionics and naval platforms.

- **Cyberdefence**, Indra offers cybersecurity audit services, cybersecurity practices and simulations for employees and customised cybersecurity systems.

- **Logistics and maintenance**, Indra has different technological solutions that enable the digital transformation of logistics and maintenance management for client companies.

- **Defence Systems**, solutions aimed at air defence companies and infrastructures.

- **Space**, technological solutions that enable the creation of communication networks between satellites.

- **Security**, Indra offers all types of technological solutions for defence and security, such as city and border surveillance and the protection of important infrastructures such as oil platforms.

- **Training solutions and services**, these are technological products and services that train pilots of aircrafts and cars through the use of computers and simulators.

Finally, Indra has **Minsait**, a company that places people at the heart of the company and stimulates digital transformation through innovation.

Its products include the following:

- **Phygital**, a platform that optimises company infrastructures to reduce costs and increase sustainability.

-**Payments**, a technological solution that creates new payment methodologies and improves security.

-**Cloud data**, which allows the storage of company data and offers its subsequent capitalisation, all in real time.

-**Cybersecurity**, which brings together the different cybersecurity solutions for companies.

The price of Indra's products and services varies according to the needs of the company and the resources used by Indra to carry out such solutions.

### Illustration 37 - Indra's Products and Services

#### Mova Consulting

Planificamos y diseñamos infraestructuras de transporte

#### Mova Protect

Garantizamos la máxima protección de negocios y personas

#### Mova Care

Construimos la movilidad del futuro garantizando los mejores resultados en el presente

#### Mova Collect

Impulsamos la innovación en medios de pago y modelos de negocio

#### Mova Experience

Acompañamos al usuario en su viaje y reinventamos su experiencia

#### In-Mova Space

Potenciamos la movilidad inteligente, colaborativa y sostenible

#### Mova Traffic

Construimos soluciones integrales de gestión y control de tráfico

#### Mova Comms

Conectamos el ecosistema de transporte con soluciones de comunicación personalizadas

#### Sectores

Source: Indra (2023)

With regard to Indra's distribution, the technological solutions it offers, such as digital platforms, are distributed exclusively through Indra's own website.

Finally, with regard to the promotion of its products, we would highlight the use of social networks such as Instagram, Twitter, Facebook and LinkedIn, where it has 824,000 followers. Indra also participates in events such as the International Mobility Management Congress held in Madrid. Finally, it also has a website that allows users to consult its products and success stories.

### 3. SISQUAL



Founded in 1992 in Porto, SISQUAL is a company dedicated to the management of the workforce of companies and optimisation of the workforce, through the use of its Workforce Management software.

The Workforce Management software is used in different areas in the company, such as forecasting, planning, operations, payroll and optimisation.

With regard to **forecasting**, SISQUAL offers three different technological solutions such as the control and inventory of user traffic, the visualisation of different types of company results and the prediction of user demand.

In terms of **planning**, SISQUAL has four digital solutions that offer the creation of work teams through the analysis of user traffic data, the organisation of employee tasks, the scheduling of employees and the creation of a quality of life portal for employees where they can communicate and change shifts among many other functionalities.

Thirdly, in relation to **operations**, SISQUAL has five technological solutions that allow the active visibility of the operations being carried out, the mechanical monitoring of the employees' stay, the communication with employees via telephone, SMS or email, the presentation and visualisation of the employees' expenses through the quality of life portal and finally the nursing acuity, oriented to medical structures, allows the organisation of the doctors to provide good patient care.

Regarding **payroll**, SISQUAL has three technological solutions, the first of which is expenses management, a platform that allows the management of personal expenses as well as the aggregation of the payroll to control the inflows and outflows of money, the second tool is called Bonus, a reward programme that links directly to the payroll, and lastly, there is SalaryCalc, which allows the programming of costs in the schedule.

Finally, on the **optimisation** side, SISQUAL has a single technology tool, a dashboard that allows companies to locate resources such as departments, offices and employees at all times.

SISQUAL focuses its business volume on the food, health, security, cleaning, tourism, catering and energy industries. The company's main customers include Leroy Merlin, Vodafone, FNAC and Mercadona.

Regarding the price of SISQUAL's technological tools, the price varies according to the client's needs, as SISQUAL must adapt and personalise the tool to the company's resources, and these may vary according to the size of the company.

### Illustration 38 - SISQUAL products and services



Source: SISQUAL (2023)

As for the distribution of SISQUAL's products, following the trend of Cuatroochenta and previous competitors, it also distributes its products and services through a single exclusive channel such as the company's own website.

In terms of product promotion, SISQUAL follows the trend of technology companies to use their own social networks as a tool to publicise their products, as it is present on Instagram, Facebook, Twitter and LinkedIn. It is worth highlighting the simplicity and usefulness of their website, which allows a pleasant experience for potential customers

looking for information about the company. With regard to participation in trade fairs, it is worth highlighting the participation of its nursing acuity product at the Hospitalar trade fair, one of the most important health fairs in Spain.

#### 4. Zucchetti



Zucchetti was founded in 1978 by Fabrizio Bernini in Italy, since its inception it has been dedicated to the development of software for companies and later specialised in the creation of technological solutions through innovation and adaptation to the needs of client companies.

Zucchetti offers a wide variety of technology solutions, which are separated into different branches, HR, HR Mobility, BI Analytics, Workforce Planning, Ecommerce, Horizontal ERP, Vertical ERP, Document Management, POS Software for Hospitality and Retail and Asset Management.

With regard to the technological solutions in the **HR** branch, we find the mechanisation of payroll, the creation of an employee portal to improve their management, the monitoring of employee time, the estimation of company costs, the administration of human talent, the prevention of occupational hazards, the management and analysis of workforce data and the possibility of saving workspaces.

In terms of **HR mobility**, Zucchetti's solutions include the management of company travel and travel expenses and the administration of company vehicles.

Thirdly, the **BI Analytics** technological solutions are based on the collection of data in real time in a schematised form through the use of tables and different graphic elements, allowing for better corporate decision-making.

In terms of **Workforce Planning**, there are three technological solutions: checking the working hours of employees and the tasks they perform, planning the tasks to be performed by employees and forecasting the resources needed to carry out the activities using Artificial Intelligence.

In the **Ecommerce** branch, the software developed by Zucchetti allows companies to manage their entire online shop, regardless of their type of business, by means of e-commerce ERP or other customised software.

With regard to **horizontal ERP**, Zucchetti offers small and medium-sized companies all types of business management software, characterised by the fact that they are customisable and adaptable.

With regard to **vertical ERP**, Zucchetti develops these specific technological solutions for sectors such as construction, industry, services and the automotive industry, among others, satisfying the specific needs of each sector.

For **Document Management**, Zucchetti offers companies five digital solutions: the creation of a platform for storing and storing data, the development of a system that allows the mechanisation of the administrative processes of the company's operations, the digital classification of documents, the creation of a digital desktop for employees through the development of MyDesk and, finally, the creation of a web page for the company's staff that allows real-time consultation of the data collected by the company.

Finally, with regard to **POS software** for the hospitality and retail sectors, Zucchetti offers technological solutions that allow companies a more innovative management of cash register systems, the use of a dataphone system with mobiles or tablets, the consultation of their business from a mobile or computer via the digital POS application, customer retention through the issuing of promotions or gift cards via the POS software, the real-time organisation of the kitchen during a meal shift and the management of hotel reservations from a centralised system.

Zucchetti's products are targeted at industry and manufacturing, logistics, retail, events, healthcare and public institutions such as universities.

The price of Zucchetti's products varies according to the hours required for consultancy, business analysis, software programming and the creation of the technological solution, so the same Zucchetti product or service may vary according to the company that requires it.

Zucchetti's products are distributed through two different distribution channels, both without intermediaries. These distribution channels, being digital elements, are the company's own website and email.

Finally, in terms of product promotion, Zucchetti is present on the four most important social networks, such as Instagram, Twitter, Facebook and LinkedIn.

On the other hand, it has a highly developed website that allows users to find the information they need at all times.

Finally, Zucchetti is present at different events such as conferences, fairs, exhibitions and meetings with universities. In 2023, they have already attended the BeDigital event held in Bilbao and the Factor Humano Congress in Madrid.

### Illustration 39 - Zucchetti Products and Services


<p><b>RR.HH.</b></p> <p>HR Nóminas</p> <p>HR Portal del Empleado</p> <p>HR Gestión del Tiempo</p> <p>HR Presupuestos y costes de personal</p> <p>HR Gestión del Talento</p> <p>HR Prevención de riesgos laborales</p> <p>HR Analytics</p> <p>ZWorkspace</p>	<p><b>MOVILIDAD RR.HH.</b></p> <p>Gestión de Gastos de Viaje pequeña empresa</p> <p>Gestión de Viajes y Gastos de Viaje mediana y gran empresa</p> <p>Gestión de Flotas de vehículos de empresa</p> <p><b>PLANIFICACIÓN MANO DE OBRA</b></p> <p>HR Partes de trabajo</p> <p>HR Planificación</p> <p>HR Previsión de recursos</p>	<p><b>ERP HORIZONTAL</b></p> <p>ERP Horizontal</p> <p><b>ERP VERTICAL</b></p> <p>ERP Industrial</p> <p>ERP Bodegas</p> <p>ERP Construcción</p> <p>ERP Ingenierías</p> <p>ERP Instaladoras</p> <p>ERP Servicios</p> <p>ERP Distribución</p> <p>ERP Automoción</p> <p>ERP Alquiler de maquinaria</p> <p>ERP Agropecuario</p>	<p><b>SOFTWARE TPV HOSTELERÍA Y COMERCIO MINORISTA</b></p> <p>Caja</p> <p>Movilidad TPV</p> <p>Aplicaciones web</p> <p>Campañas de fidelización</p> <p>Gestión de cocina en tiempo real</p> <p>Kiosco auto-servicio</p> <p>Reserva online para hoteles</p> <p><b>GESTIÓN DE ACTIVOS</b></p> <p>ZAir</p> <p>ZEnergy</p> <p>ZMaintenance</p>
<p><b>BI ANALYTICS</b></p> <p>Company Data Management</p> <p>Data Analysis</p> <p>Decision Support Systems</p> <p>Business Performance Management</p>	<p><b>ECOMMERCE</b></p> <p>B2C, B2B &amp; Marketplace e-Commerce</p> <p>ERP e-Commerce</p>	<p><b>GESTIÓN DOCUMENTAL</b></p> <p>Oficina sin papel</p> <p>MyDesk</p> <p>Clasificación de documentos</p> <p>Business Process Management</p> <p>Extended Document Server</p>	<p><b>OTROS</b></p> <p>App de Gestión del Personal</p> <p>Service Desk y CRM</p> <p>Colaboración e interacción con el cliente</p>

Source: Zucchetti (2023)




2.2.3.2 Summary of the main competitors

**Table 4 - Summary of main competitors**

COMPETITOR	PRODUCT	PRICE	DISTRIBUTION	COMMUNICATION	DIFFERENCES WITH 480
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	<ul style="list-style-type: none"> <li>-Cloud Computing</li> <li>-Artificial Intelligence</li> <li>- Cybersecurity</li> <li>-Data value chain</li> <li>-Web Applications</li> <li>-Extended reality</li> <li>-IoT – Internet of things</li> <li>-Modern Workplace</li> <li>-Blockchain</li> <li>-Business Applications</li> <li>-Microsoft 365</li> <li>-UX/UI</li> <li>-Evergine</li> <li>-Spot Boston Dynamics</li> <li>-Smart Concepts</li> <li>-Smart Occupancy App</li> <li>-Orein</li> <li>-Balea</li> </ul>	<p>Pricing according to the number of hours needed to develop the solution.</p>	<p>Exclusively through the Internet, via the web application in the case of a standard product or by e-mail in the case of a customised technological solution.</p>	<p>Digital marketing (through social networks and website)</p>	<p>Specialisation in the development of technological solutions in the field of robotics</p> <p>Patented applications such as Orein and Balea</p> <p>Plain Concepts has a longer track record in the market</p>
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	<p>Four main branches of products and services:</p> <ul style="list-style-type: none"> <li>- Transport</li> <li>-Air traffic</li> <li>-Defence and security</li> <li>-Minsait</li> </ul>	<p>The price varies according to the needs of the customers, there is no fixed price for each product, the price varies according to the resources used to develop it.</p>	<p>Exclusively through Indra's website</p>	<p>Digital marketing (through social networks and website)</p>	<p>Specialisation of its technology solutions in the transport and air traffic sectors</p> <p>Strong presence in social networks</p>
	<p>Five main branches of products and services:</p> <ul style="list-style-type: none"> <li>-Forecast</li> <li>-Planning</li> <li>-Operations</li> <li>-Salary - Payment</li> <li>- Optimisation</li> </ul>	<p>The price of the solution varies according to the customer's needs and the modifications to be made by SISQUAL.</p>	<p>Exclusively through SISQUAL's website</p>	<p>Digital marketing (through social networks and website)</p> <p>Presence at technology fairs</p>	<p>SISQUAL has more than 30 years of experience in the sector</p> <p>Its Workforce Management software brings together a range of digital solutions within a single software package</p>
	<p>Nine main branches of products and services:</p> <ul style="list-style-type: none"> <li>-HR</li> <li>-Bi analytics</li> <li>-HR mobility</li> <li>-Workforce Planning</li> <li>- Ecommerce</li> <li>-Vertical ERP</li> <li>-Horizontal ERP</li> <li>-Document management</li> </ul>	<p>The price varies according to the hours needed for consultancy, company analysis, software programming and creation of the technological solution.</p>	<p>Exclusively through ZUCCHETTI's website and e-mail</p>	<p>Digital marketing (through social networks and website)</p> <p>Conferences, fairs and events</p>	<p>Ecommerce Solutions</p> <p>TPV software</p>

	-Hotel and retail TPV software				
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Source: Own elaboration

## 2.3 Market análisis

### 2.3.1 Sector analysis

Cuatroochenta operates in the highly competitive technology sector. In Spain, this sector closed 2021 with a volume of more than 70,000 companies operating in the sector (Investin Spain, 2022). This sector in turn is divided into many fields, but we will focus on the digital technology sector, a sector that in 2021 surpassed the record number of companies with a total of 36,541 (Ametic, 2022), in which companies in the development of technological solutions and cybersecurity operate, niches in which Cuatroochenta focuses its activity.

As regards the development of technological solutions, there are a total of 5,455 Spanish companies offering their own cloud solutions for different types of companies, such as ISVISOFT and NaICOM (Stackscale, 2022), while in the cybersecurity sector, just over 1,600 Spanish companies offer services to improve companies' cybersecurity, including IBM and Tarlogic (Silicon, 2021).

#### Illustration 40 - Overview of the Digital Technology Sector in 2021



Source: Periódico Cinco Días (2022) y Silicon (2021)

In recent years, the technology sector and its different fields have undergone numerous changes due to the influence of positive external factors, such as the continuous improvement of technology or the rise of artificial intelligence, and negative factors such as the Covid-19 pandemic.

In 2019, the last year before the pandemic, the growth of the technology sector was positive and sustained, reaching a turnover of 108,048 million euros, accounting for 3.8% of Spanish GDP (INE, 2023).

In terms of the number of people employed, the technology sector had 527,731 jobs (INE, 2023).

Focusing on the field of cybersecurity, in Spain, the turnover figure of 1,381 million euros was reached in 2019 (Velatia, 2020).

However, the steady growth of these sectors was cut short in 2020 when, at the end of the first quarter, a state of alarm was declared, with all the restrictions that characterised it. The pandemic, although to a lesser extent than in other sectors such as hospitality or tourism, also had negative consequences in the technology sector.

The impact of the pandemic was reflected in falls in the sector's turnover, decreasing by 1.5% compared to the previous year and standing at 106,456 million euros (INE, 2023).

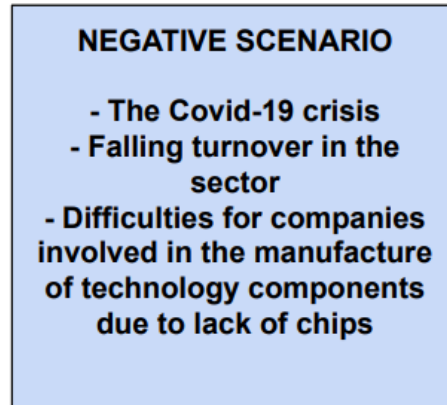
On the other hand, and in contrast to the fall in turnover, the number of employees in the sector grew from 527,731 to 547,805 (INE, 2023), and in turn, the percentage of these workers who entered an ERTE situation was insignificant, as companies want to keep the talent that has helped them achieve so much and that provides them with the enormous value that can lead to a competitive advantage.

With the arrival of the restrictions, two totally different trends could be observed between companies that commercialise physical technological products such as mobiles, computers or tablets, and those companies such as Cuatroochenta that focus their activities on digital products and services.

Regarding the first type of companies, they suffered serious consequences due to the numerous factory closures in China, which took place because of restrictions on the movement of workers. This closure of factories affected the marketing of physical products by technology companies, as on the one hand they were unable to source raw materials such as screens, semiconductors and other technological components, and on

the other hand, delivery times soared due to restrictions on sea and air transport. This created serious problems in the supply chains of these companies.

#### **Illustration 41 - "Negative Scenario" summary**



*Source: Own elaboration*

On the contrary, companies dedicated to the commercialisation of digital technology products such as digital solutions or cybersecurity services did not suffer these difficulties; on the contrary, new opportunities opened up that they were able to take advantage of.

And the fact is that 2020 was characterised by teleworking, the rise and consolidation of e-commerce, education through online classes via Zoom or online conferences.

This led to an increase in the demand for their products and services in these technology companies, as more traditional companies or public institutions such as schools, colleges and universities needed to digitally adapt their activity to the situation experienced, so all kinds of technological solutions were demanded in order to alleviate this distance and restrictions.

Focusing on the cybersecurity sector, 2020 was marked by an increase in cyber-attacks and their danger. Due to the urgent digital transformation that companies and society had to undergo as a result of the pandemic, a new scenario opened up for cybercriminals, who took advantage of people's uncertainty to make a profit. In Spain, more than 82,000 cyberattacks were recorded (Rtcv, 2021), among which phishing and malware attacks stand out, specifically, according to the Cryptologic Centre, 50,195 of these attacks were high risk, and 62 critical (La razón, 2021). Cyberespionage also developed between different countries, especially in terms of health.

In the year after the pandemic, 2021, the technology sector recovered from the pandemic and grew positively back to normal. In terms of figures, turnover was €114,493 million, exceeding the pre-pandemic figure for 2019 and increasing by 5.2% compared to 2020. The activity of this sector directly or indirectly accounted for 22% of Spanish GDP, far exceeding the figure of 3.8% for 2019 (INE, 2023).

In terms of the number of people employed, the technology sector is close to 600,000 jobs (AMETIC, 2022).

As for the cybersecurity sector, this also increased compared to 2020, as companies and institutions became aware of the importance of cybersecurity following the increase in cyber attacks. This led to an increase in investments by companies, through different forecasts, it has been concluded that Spanish companies will invest between 2021 and 2023 an approximate amount of more than 500 million euros.

#### **Illustration 42 - "Positive Scenario" summary**



*Source: Own elaboration*

The expected future trend in the technology sector is very positive: in 2023, Spain is expected to see an increase in technological investment, reaching 58.1 billion euros, according to analyst IDC (Business Insider, 2023).

This positive trend is due to different reasons, among which we highlight: the continuous improvement of technology, the rise of artificial intelligence, globalisation, the change in consumer needs and the need for companies to digitise their processes and activities.

Emphasising this last reason, companies in the wake of the pandemic have seen the need to transform themselves digitally, since e-commerce has increased, maximum efficiency of processes is increasingly sought to reduce costs, there are numerous technological advances that allow the creation of great digital solutions and these

technological and digital investments can mean a competitive advantage for the company.

With regard to the technological trends that will characterise the coming years, we find the incorporation of artificial intelligence in companies, specialised formalisation and the increased demand for professionals specialised in software and cybersecurity, among others.

Focusing on cybersecurity, in the future it is expected that cyber attacks will continue to increase, which will lead to the growth of cybersecurity. In the not too distant future we will see the birth and development of new fields of cybersecurity such as adaptive, cognitive, cloud-based and Internet of Things cybersecurity.

In Spain, companies are expected to increase investment in cybersecurity by 51% in 2023, according to data from Secure&IT in its study on the State of Cybersecurity in Spain (Itdigitalsecurity, 2022).

### **2.3.2 Consumer análisis**

In order to carry out the consumer analysis, it should be noted that in the case of Cuatroochenta, the company offers its products and services to other companies, so it does not directly satisfy the needs of end consumers.

#### **2.3.2.1 What do they buy?**

Over the last few years, companies' spending and budgets have changed for different reasons such as the current economic situation, the number of competitors and their corporate strategies, the market situation and the rise of technology.

**1** Nowadays, one of the main expenses and to which a large part of company budgets is dedicated is technology, a potential source of competitive advantages for the company. In recent years, companies have steadily increased their investments by purchasing cloud technology solutions, software, big data and cybersecurity in order to be able to improve their technological infrastructure to help them increase their efficiency through the automation of processes.

**2** Another large part of a company's budget is allocated to human resources, as it is increasingly important for companies to have highly qualified employees with great skills that add value to the company. This is why companies are investing more and more in the selection, recruitment and

training of their employees, with the aim of retaining the company's human talent, boosting its innovation and growth.

**3** Thirdly, we find the investment in sustainability, we currently live in a society marked by the rise of environmental awareness, which is why many companies have developed activities and decisions focused on sustainability and corporate social responsibility, which can improve the image of the company.

**4** Another source of expenditure that has seen its share of budgets increase is advertising and marketing. Nowadays, with the profound globalisation of companies and the establishment of e-commerce as the main type of commerce, companies have increased their investment in advertising and marketing through online advertising strategies, advertising on social networks, but above all, many creative digital marketing strategies have been developed. Companies have put a lot of financial effort into these aspects to try to segment their market share.

**5** Finally, companies are constantly investing in improving their infrastructures to try to be more efficient, sustainable, innovative, offer a unique customer experience and transmit confidence and professionalism, and finally, with this investment in infrastructures, companies seek to create an ecosystem that favours the growth of the company itself.

Although there are many types of expenses within companies and each one has its own expenses differentiated from other companies, due to the current situation, the budgets of companies will focus a large part of their investments on technology, on attracting and generating human talent and on sustainability.

**Illustration 43 - Key company investments**



*Source: Own elaboration*

### 2.3.2.2 Who buys?

The technology sector encompasses numerous fields and a large number of companies which market all kinds of technology products and services. That is why we are going to focus on the sectors of digital technology solutions and cybersecurity, sectors in which Cuatroochenta focuses its activity.

Regarding the types of companies and institutions that acquire Cuatroochenta's products and services, these are very varied, since thanks to the ability to adapt to the needs and resources of the companies, the products are useful no matter what the client companies do. Among them, we can highlight the following.



Healthcare companies acquire Cuatroochenta's products and services such as software for employee management, platforms for patient management or mobile health applications such as Ariadna, an application that offers a map of defibrillators for cardiorespiratory arrest.

Another typology of companies and institutions are those dedicated to education, Cuatroochenta counts among its products with software that allow the management of infrastructures and document management of these Public Administrations.



Companies that market their products electronically, also acquire Cuatroochenta's products and services to manage all kinds of operations more easily.

For financial services companies such as banks, Cuatroochenta offers different types of technological solutions to improve the customer experience thanks to databases.



Finally, as mentioned above, any company can acquire Cuatroochenta products and services such as ergonomic design of workstations, ERP or CRM systems, among others.



### 2.3.2.3 Why do they buy?

1

There are different reasons why companies acquire different technological solutions or cybersecurity services, although the main one is the improvement of the company's efficiency, as they allow the automation of processes and thus obtain better results with fewer resources.

2

Among other important reasons why companies acquire products from this sector is innovation, as these technological solutions allow companies to improve their competitiveness in the sector in which they operate, as these resources can generate competitive advantages that differentiate the company.

3

On the other hand, another reason we found is decision making, since a large part of these technological solutions are supported by large databases, which allow company managers to make decisions more easily and intuitively.

4

Fourthly, we find customer satisfaction, and by adopting these technological solutions, it is possible to personalise services for the customer through software and the consultation of their own data, improving the relationship with the customer and encouraging customer loyalty.

5

Finally, we find the technological transformation of companies. Nowadays, companies operate in markets in which different agents such as customers, suppliers, public administrations and governments, among others, are connected, making it imperative to adopt these technological solutions in order to keep up to date in this globalised world.

### 2.3.2.4 How do they buy it?

When it comes to acquiring products or services such as technological solutions or cybersecurity services, there are different options for where to do so.



First and foremost, and the most popular with customers, are the websites of the manufacturing companies. Although customers visit the offices of the manufacturing companies to get advice on which technological solution is best suited to their needs, the purchase of

these is made through the website, which contains the full range of products offered along with detailed information.

On the other hand, we also find e-commerce, these technological solutions can be sold in different marketplaces where a great variety of these solutions and from different companies are gathered.



Finally, there are the retail shops, where different technological solutions can be found, albeit to a lesser extent.

Although, as we have mentioned, there are three types of options for purchasing these technological and cybersecurity solutions, the manufacturers' websites considerably outperform the marketplaces and retail shops, as they have professionals who advise the customer on the best option to choose and, subsequently, they have a great maintenance and after-sales service.

### 3. SWOT ANALYSIS

**Table 5 - SWOT Analysis Summary**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>-Great management team</li> <li>-Large multidisciplinary team involved with the company</li> <li>-Strong corporate culture focused on people               <ul style="list-style-type: none"> <li>-Great corporate image</li> <li>-Wide variety of products</li> </ul> </li> <li>-Customised software development service               <ul style="list-style-type: none"> <li>-Service appreciated by customers</li> <li>-Excellent after-sales service</li> </ul> </li> <li>-Good word-of-mouth communication</li> <li>-Comprehensive and intuitive website</li> </ul>	<ul style="list-style-type: none"> <li>-Small number of offices</li> <li>-Lack of promotions</li> <li>-Some social networks have untapped potential</li> <li>-High dependency on certain professionals</li> <li>-Long sales cycles</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>-The development of globalisation</li> <li>-Continuous improvement of technology</li> <li>-New trend of technological transformation               <ul style="list-style-type: none"> <li>-Rise of artificial intelligence</li> </ul> </li> <li>-Massive increase in cyber-attacks</li> </ul>	<ul style="list-style-type: none"> <li>-Covid-19 economic crisis</li> <li>-Strong competition               <ul style="list-style-type: none"> <li>-Asian chip crisis</li> </ul> </li> <li>-Limitation of artificial intelligence</li> <li>-Political and government regulations</li> </ul>

*Source: Own elaboration*

### **3.1 Strengths**

S1 - Great management team: Cuatroochenta has a management team made up of the chairman Vicente Montesinos Contreras, Sergio Aguado González and Alfredo Raúl Cebrián Fuentes, managing directors, and five administrators. This management team has been characterised by its professional ethics and transparency. Thanks to the establishment of a clear vision and the development of objectives aligned with that vision, they have managed to create the reputation that Cuatroochenta enjoys today. This board of directors has never doubted its vision, and together with positive decision making and the development of its employees, they have achieved and will continue to achieve great results.

S2 - Large multidisciplinary team involved with the company: Cuatroochenta has different types of employees such as developers, programmers, data scientists or quality consultants among others, forming a staff of more than 280 employees who combine the different skills and knowledge they possess, resulting in the creation of numerous high quality technological solutions.

S3 - Strong corporate culture focused on people: Cuatroochenta places the employee at the centre of the organisation, taking care of their happiness and their personal and professional growth. To this end, the company develops different practices that favour employee well-being, such as teamwork, total and transparent communication between the different levels of the organisation, flexible working hours and a wide variety of training and professional development courses. This corporate culture methodology improves the quality of workplaces, which translates into higher employee productivity.

S4 - Strong corporate image: Due to more than ten years operating in the sector, Cuatroochenta has managed to establish itself as the first choice of client companies when acquiring technological solutions or cybersecurity services. This strong image of the company has managed to build customer loyalty and make them feel proud to be able to count on the products and services of the company located in Español.

S5 - Wide variety of products: Cuatroochenta has a wide portfolio of products and services, within the branches of Facility Management, Business Management applications and finally, Sofistic, which encompasses cybersecurity services, client companies can find a huge variety of technological solutions to suit their needs.

S6 - Tailor-made software development service: Cuatroochenta offers the possibility of developing digital solutions tailored to the client company for mobility applications,

process digitalisation or solutions to improve customer experience and loyalty when Cuatroochenta's portfolio solutions do not adapt to the client's needs or are not suitable.

S7 - Service appreciated by customers: The products and services offered by Cuatroochenta are positively appreciated by the client companies, both for the products offered and for the treatment and professionalism of the companies' employees, who provide total confidence to the companies that acquire the products through the personalised consultancies to find the exact technological solution.

S8 - Magnificent after-sales service: Cuatroochenta offers both a follow-up of the implementation of the technological solution in the companies, as well as an effective maintenance and repair team in case of failure in the technological solution, creating a high added value after-sales service for the client companies.

S9 - Good word-of-mouth communication: Although this advertising modality cannot be dominated by the company, as it depends on the convictions of the clients, thanks to all the effort in the activities developed, Cuatroochenta can be recommended among the different companies in technological fairs or conferences, such as Hackathon or Mobile World Congress.

S10 - Complete and intuitive website: Cuatroochenta has its own website, where any user can obtain information about the company's news, explore the different products and services offered or analyse its history, among other functionalities, in a quick and easy way.

### **3.2 Weaknesses**

W1 - Small number of offices: Cuatroochenta only has eleven offices. In today's globalised world, it is important to expand the brand, so if the company had a larger number of offices in countries where it does not have a physical presence, new opportunities could be uncovered and its notoriety would increase.

W2 - Lack of promotions: Cuatroochenta does not offer any type of promotion, this decision making sense as these are technological solutions that significantly improve the efficiency and competitiveness of the company that acquires it, however, the existence of small promotions on those products of lower cost and work, would allow smaller companies to access its products, increasing the company's market share.

W3 - Some social networks have untapped potential: Nowadays, every user has a profile on different social networks such as Instagram, Twitter or Facebook. Cuatroochenta should generate more content on these social networks so that users and potential

customers know the more personal side of the company, this would lead to an increase in traffic on these social networks and on its website, giving it greater awareness among society. An example is Tiktok, the social network of the moment, which only has 64 followers.

W4 - High dependence on certain professionals: Cuatroochenta's products require highly trained professionals, as only programmers in this case are capable of developing these technological solutions. This is why Cuatroochenta must focus great efforts on the development of good remuneration, promotion and career management policies in order to retain as much talent as possible in the company, since if they were to leave the company, Cuatroochenta would have great difficulties to develop its activity.

W5 - Long sales cycles: Developing a technological solution for a company is a very time consuming process for Cuatroochenta, since first of all, the client has to meet with the company's professionals to explain its needs, then Cuatroochenta's team carries out the audit and analysis of the client company's resources to determine which technological solution is necessary and finally, Cuatroochenta's programmers develop that solution.

### **3.3 Opportunities**

O1 - The development of globalisation: The interdependence created thanks to the technology and openness of countries towards the outside world has allowed companies new business opportunities, as they can offer their products to new markets. On the other hand, globalisation allows the purchase of raw materials needed to develop activities in those countries where costs are lower, improving the efficiency of companies. Finally, globalisation favours the innovative character of companies, as they can collaborate with companies from other countries that have different points of view.

O2 - Constant improvement of technology: Nowadays, we live in a world in which technology is growing by leaps and bounds, this constant improvement is reflected in companies through the improvement in the quality of their products and services thanks to the use of technology in their development, an improvement in efficiency as it offers more productive instruments and favours innovation in the company. Finally, the constant development of new technologies has made them more environmentally viable, thus reducing companies' pollution and improving their corporate social responsibility.

O3 - New trend of technological transformation: In the aftermath of the Covid-19 pandemic, society was characterised by social distancing. Companies had to improve or create new tools to transfer their physical work to online work in order not to lose market share to competitors. On the other hand, companies changed to a large extent to e-

commerce, which required the improvement and optimisation of e-commerce platforms, the development of new payment methodologies and the creation of delivery services for those companies that did not exist. In short, companies had to increase their investment in technological solutions so that their market share would not be affected.

O4 - The rise of artificial intelligence: In the last 5 years the use of artificial intelligence has grown, this digital resource can be implemented by companies in their procedures generating numerous benefits such as process automation, its great potential for innovation, an improvement in the processing of data that can help in better corporate decision making, among others. With the possession of professionals specialised in artificial intelligence within the company's staff, this innovative resource can be used in different areas, generating a progressive competitive advantage.

O5 - Massive increase in cyber-attacks: As a consequence of Covid-19 and the technological transformation that went hand in hand with it for companies, in recent years there has been a considerable increase in the number of cyber-attacks on both companies and individuals. Some of them, such as malware, phishing attacks via e-mails, DDoS attacks or simple viruses, coexist day after day with companies. Since the beginning of 2023, an average of 1,248 digital attacks per day have been recorded, according to a report by Check Point Research. This causes companies to increase their cybersecurity resources, increasing the activity of the sector.

### **3.4 Threats**

T1 - Covid-19 economic crisis: Covid-19 brought with it a series of negative consequences for companies, the first of which was a significant decrease in demand due to fear in society and social distancing; on the other hand, some sectors such as restaurants or hotels were forced to close. This provoked an episode of great economic losses for companies, causing their investment in technology, although they needed to digitally transform themselves, did not increase as much as expected, since companies dedicated those economic efforts to cover expenses and pay their debts, which were a challenge due to the low generation of income.

T2 - Strong competition: Due to the immaturity of the technology and cybersecurity solutions sector and its high growth potential, it leads to strong competition within the sector, as companies are constantly looking to create innovative, high value-added products and services to differentiate themselves from the competition and gain market share. The existence of strong competition is also favoured by constant technological advances that cause products to become obsolete ahead of schedule.

T3 - Chip crisis in Asia: Asia accounts for the majority of semiconductor or chip production, especially TSMC in Taiwan, but in recent years there has been a global shortage of these products, which are used in a wide range of technological products. This has caused companies to slow down production, as the shortage of these semiconductors has brought supply chains and consequently production lines to a halt. This shortage has led to a sharp increase in the price of these products, giving Asia a dominant position in the supply markets and causing an improvement in the competitiveness of its companies in repression of the competitiveness of the rest of the world.

T4 - Limiting artificial intelligence: When a new technology emerges, it is normal for people to feel reluctant or uncertain about using it because they do not know what effect it will have on their lives. Currently, this is happening with artificial intelligence, since it has become popular in recent years, people have been concerned about how this digital resource may affect their safety and worry about unemployment, as artificial intelligence allows the automation of numerous jobs. This is why different organisations such as the European Union and the different governments of the countries are shaping different policies to regulate this tool, with the aim of preserving people's safety and ensuring that artificial intelligence is used to promote innovation and not for harmful and abusive purposes.

T5 - Political and governmental regulations: Cuatroochenta's activity may be affected by changes in security laws, privacy or the Data Protection Act, among others, requiring the company to modify its processes, which could lead to an increase in costs or a decrease in revenue, as well as the potential risks of dealing with its customers' personal information.

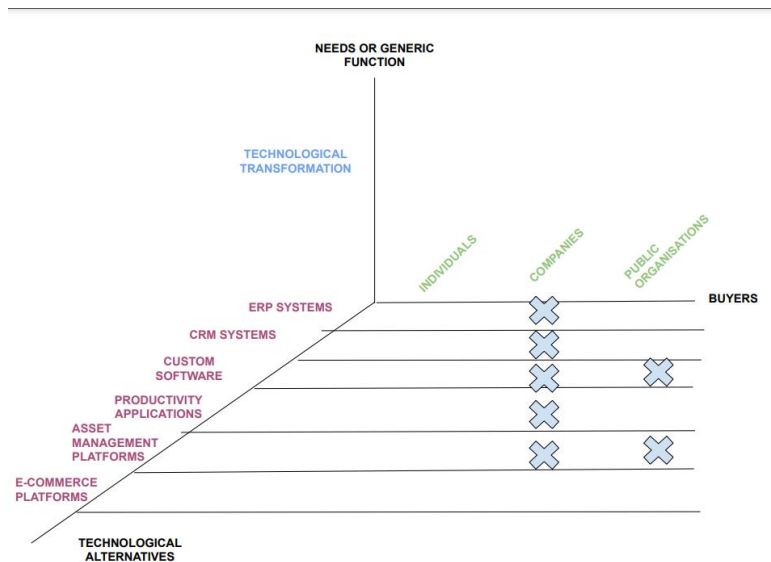
#### **4. Market segmentation**

In order to carry out the segmentation of Cuatroochenta's market, we must know the reference market to which the company's products and services are aimed. To do this, we will make two graphs according to the needs of technological transformation and protection against cyber-attacks.

In the first graph, the need implemented is that of technological transformation, as the main reason for Cuatroochenta's clients coming to it is to digitalise their structure or processes. In terms of consumers, these are private companies and public organisations. With regard to satisfying this need, there are an infinite number of technologies, which represent the numerous digital solutions that exist. In the case of Cuatroochenta, the company solves these needs with ERP systems, CRM systems,

customised software development, productivity applications and asset management platforms.

**Illustration 44 - Cuatroochenta's relevant market for the need for technology transformation**



*Source: Own elaboration*

Although there are other technologies on the market for the technological transformation of companies, such as e-commerce platforms or website development, Cuatroochenta does not operate with these technological solutions, which is why they do not form part of the company's relevant market and are therefore not taken into account in the market segmentation process.

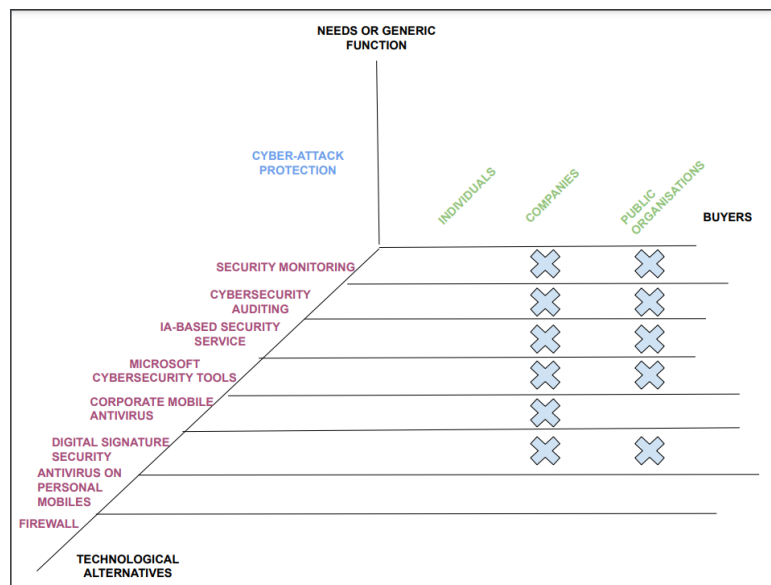
As for the second graph, the established need is for protection against cyber-attacks, as customers are looking for full protection of their infrastructure, databases and organisational networks in a changing and deep digital world.

The consumer group continues to be made up of enterprises and public organisations, as they are the entities that ensure the security of their data and organisational infrastructure.

The technology alternatives defined for this relevant market are cybersecurity monitoring services, cybersecurity audits, artificial intelligence-based security services, Microsoft cybersecurity tools, antivirus on corporate mobiles, digital signature management security, firewalls and antivirus for personal mobiles.



### Illustration 45 - Cuatroochenta's relevant market for the need of protection against cyber-attacks



Source: Own elaboration

All these technological alternatives are not part of Cuatroochenta's relevant market, as the company does not exclusively offer firewall and antivirus products for personal mobiles.

In short, we can state that Cuatroochenta's relevant market is made up of the technological alternatives of cybersecurity monitoring services, cybersecurity audits, artificial intelligence-based security services, Microsoft cybersecurity tools, antivirus on company mobiles and digital signature management security, as these are the products and services with which Cuatroochenta operates. These technological alternatives are aimed at private companies and public administrations, as mentioned above.

The combination of these technologies allows private companies and public administrations in different fields to cover their needs regarding cyber-attack protection.

#### 4.1 Target audience

Taking into account both of the previously analysed reference markets, we can carry out the segmentation of Cuatroochenta's market. In order to carry out this market segmentation, we will focus on the behavioural criteria of the companies, where the purchasing behaviour and the specific objectives and needs are taken into account.

The three market segments that we have detected and that we are going to develop next are private companies, public administrations and education entities.

In the first place, we find private companies, which are looking for different technological and cybersecurity solutions that allow them to improve the efficiency of their processes and protect them from potential cyber attacks.

Although the technological solutions offered by the company are characterised by being able to adapt to the resources and needs of each company regardless of its activity, the main types of companies that use Cuatroochenta's products and services are from the financial sector, the tourism sector and the industrial sector, some of the most important examples being Banco Sabadell, Grupo Hotusa and Fibran Group.

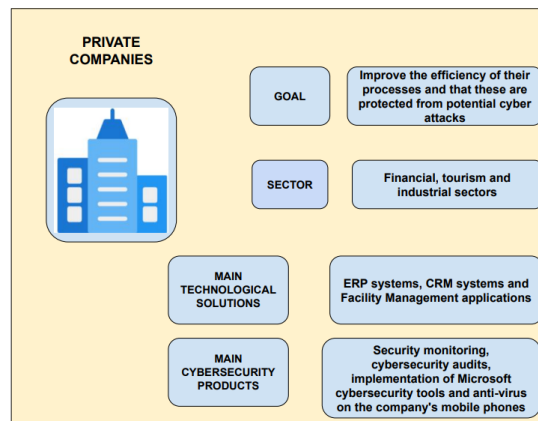
These private companies choose Cuatroochenta as the main provider of their technological and cybersecurity tools thanks to its great team of professionals and its more than 10 years of experience generating a great value in the companies that trust them.

In terms of the technological solutions most purchased by companies, we can highlight ERP systems, CRM systems and Facility Management applications, which enable the complete and monitored management of the company's assets and infrastructures.

To a lesser extent we find the development of customised software, which is acquired by large and specialised companies, which want 100% personalised software for their activities.

Regarding cybersecurity products and services, the most consumed by private companies are security monitoring, cybersecurity audits, the implementation of Microsoft cybersecurity tools and antivirus on the company's mobile phones.

**Table 6 - Segment of Private Companies**



*Source: Own elaboration*

Secondly, there are public administrations, which on the one hand are looking for digital solutions that allow them to easily and quickly manage all the documents and human resources that each administration has. On the other hand, these entities also acquire cybersecurity products and services in order to reduce as much as possible the possibility of suffering attacks that jeopardise the confidentiality and dangerous use of these documents.

These public administrations include municipalities, regional governments, ministries and state agencies.

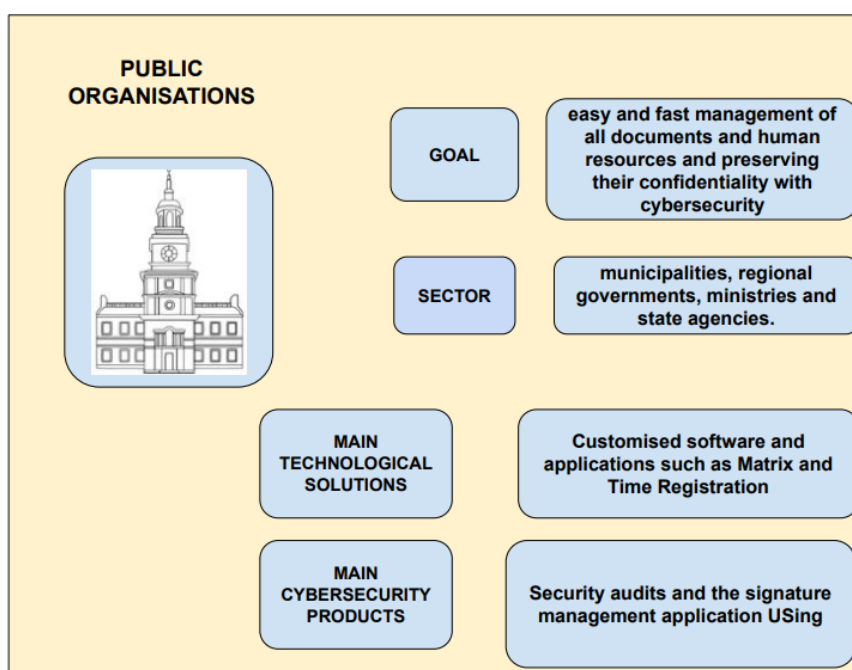
Some of the specific examples are the Valencia City Council and the Castellón Provincial Council.

These public administrations work with Cuatroochenta because its wide range of technological solutions and cybersecurity services offers them a great amount of possibilities to satisfy their needs and together with its experience in the market, make the company the first choice to work with.

In terms of the technological solutions most commonly acquired by these public administrations, we find the development of customised software mainly focused on mobility applications for public transport, business management applications such as Matrix to digitally manage documents and applications to improve productivity such as time recording. An example of these would be the EMT Valencia application, which manages all public transport in the city.

With regard to the most common cybersecurity products and services within these entities, we find security audits and the USing application, focused on the management of signatures on documents with digital certificates.

**Table 7 – Public Organisation Segment**



*Source: Own elaboration*

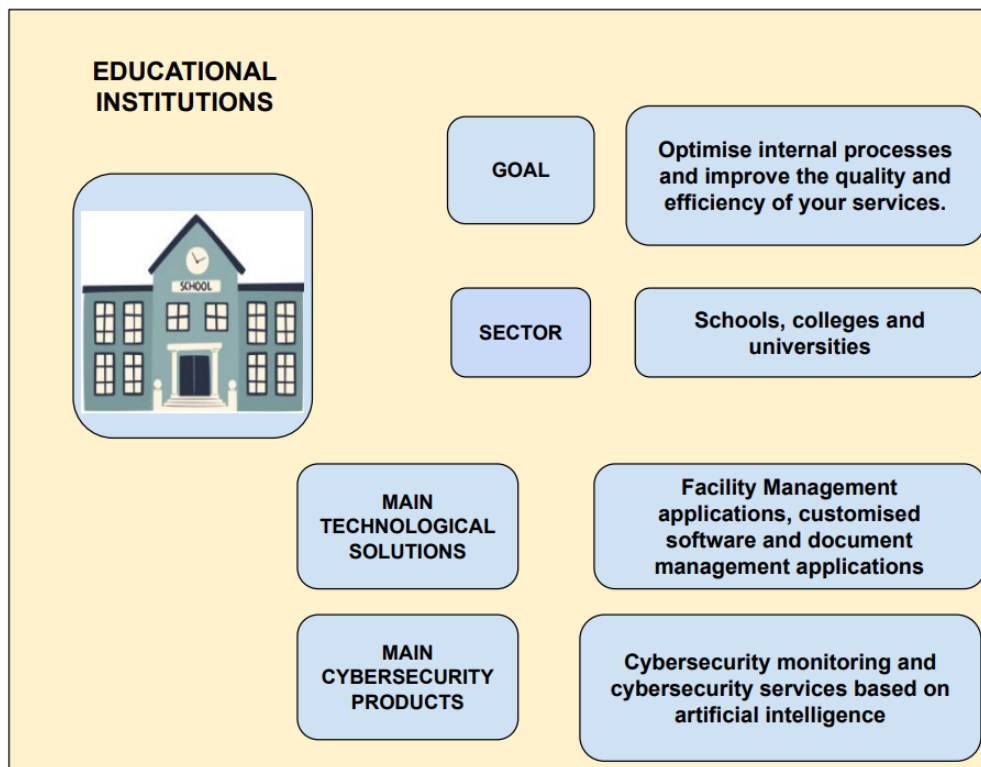
In third place we find education entities, which use Cuatroochenta's products and services in order to optimise the internal processes of these corporations and thus be able to improve the quality and efficiency of their services, create customised platforms for the management of their students and digitally transform these institutions.

Among the educational institutions are schools, institutes and universities, including the Complutense University of Madrid, the UOC in Barcelona and the University of Jaén.

The technological solutions most commonly acquired by these educational institutions are those related to the FAMA product range, including the automated management of their infrastructures, services and sustainability, the development of customised software and document management applications. Some of the examples we can highlight are the document management of the Catalan universities with the Alejandría software and the total management of maintenance at the University of Jaén.

In terms of cybersecurity products and services, we highlight cybersecurity monitoring and cybersecurity services based on artificial intelligence.

**Table 8 - Educational Institutions Segment**



*Source: Own elaboration*

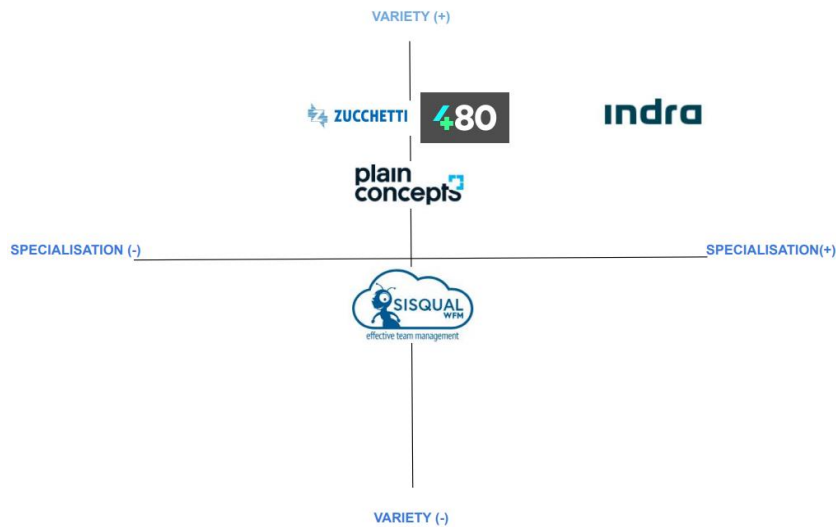
## **4.2 Positioning**

Next, we have developed a graph that allows us to illustrate Cuatroochenta's positioning in the market, and helps us to know its competitive position with respect to competing companies according to the consumer's vision.

In order to design this graph, we have used several criteria of great importance for consumers when it comes to choosing a company that offers technological and cybersecurity solutions, such as the variety of technological solutions and the specialisation of these solutions.

Regarding the positioning map, in terms of the variety of technological solutions, Zucchetti, Indra and Cuatroochenta offer a greater variety of solutions compared to those offered by Plain Concepts and SISQUAL. Regarding the specialisation of these, Indra's technological solutions are focused on the transport sector, however, the products and services of Cuatroochenta, Plain Concepts, SISQUAL and Zucchetti can be acquired by any type of company thanks to the adaptability of these tools, making them specialised for each company.

**Graph 11 - Positioning map**

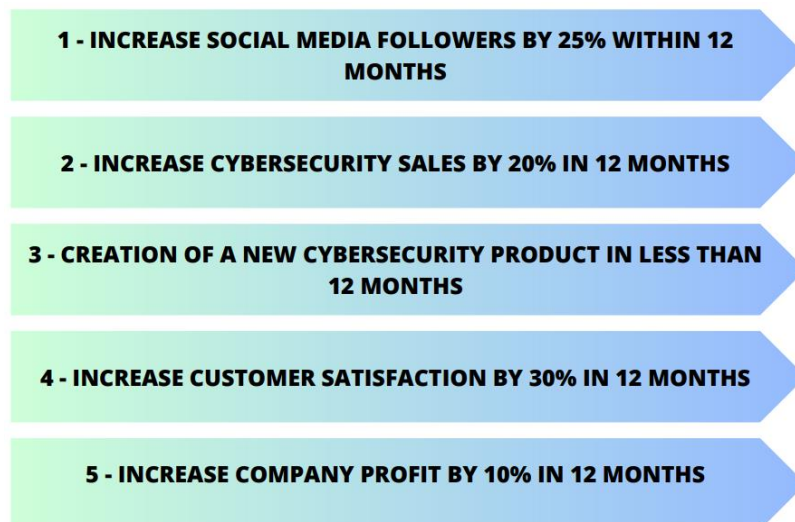


*Source: Own elaboration*

## **5. MARKET OBJECTIVES**

In order to grow as a company and to continue improving its position in the market, Cuatroochenta has defined the following objectives to be achieved within a maximum period of one year.

**Illustration 46 - Market objectives**



*Source: Own elaboration*

In order to achieve these objectives, a set of actions will be developed that will considerably increase the chances of success of these objectives. These actions will be in line with the strategies established by the company.

## **6. MARKET STRATEGIES**

### **6.1 Growth strategies**

In order to achieve the aforementioned objectives, Cuatroochenta will develop several heterogeneous growth strategies, one of intensive growth by increasing its participation in existing markets and another of diversified growth, entering a new market with a new product.



In the first place, we find one of the most used growth strategies by companies, which is market penetration. This strategy does not imply a great uncertainty for the company, since thanks to Cuatroochenta's experience in the sector and the information it has about the market, consumers and competitors, it increases the ease of its implementation.

This strategy aims to increase sales figures in markets where the company operates and with existing or potential customers.



On the other hand, we find the strategy of growth by related diversification, since Cuatroochenta will develop a new antivirus for a new market segment such as individuals, which will allow it to diversify the sources of sales, this strategy can serve as a precursor for new business opportunities for the company.

### **6.2 Competitive strategies**

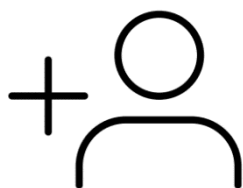
In terms of competitive strategies, Cuatroochenta will follow two different strategies, one to support the market penetration strategy and one to support the diversification strategy.

These strategies are carried out with the aim of creating a position within the market in which the company maximises its profits and welfare.



Firstly, for the market penetration strategy, Cuatroochenta must develop a competitive market leader strategy, as the company already has a considerable market share and is established as the first choice when it comes to developing technological solutions

among customers. For this strategy to be efficient, it must constantly study the innovative actions of competing companies as well as the main factors that may cause Cuatroochenta's privileged position to falter.



Secondly, for the diversification strategy, Cuatroochenta must opt for a follower strategy, because when entering a new market with a new product, the company will find other companies with a larger market share, which is why Cuatroochenta must analyse the competition to integrate their strong points and take advantage of their weak points to gain competitiveness and a larger market share.

### **6.3 Competitive advantage strategy**



Finally, the strategy according to the competitive advantage that Cuatroochenta follows is that of differentiation, a strategy that fits perfectly with its value proposition and its competitive advantage, due to the fact that consumers value very positively the quality and specialisation of the technological and cybersecurity solutions to their resources and needs.

Thanks to this strategy, Cuatroochenta can offer its products and services to the whole market, as the adaptability of its technological solutions allows it to differentiate itself from the competition, thus generating a very strong competitive position.

## **7. PROGRAMME OF ACTIONS**

### **7.1 Summary of the action programme**

**Table 9 - Summary of the action programme**

<b>4Ps</b>	<b>ACTION</b>	<b>OBJECTIVE</b>	<b>STRATEGY</b>
<b>PRODUCT ACTIONS</b>	<b>ACTION 1</b> Pack 480	O2 / O4 / O5	Market penetration Leader strategy
	<b>ACTION 2</b> BeSafe Antivirus	O2 / O3 / O4 / O5	Diversification Follower strategy



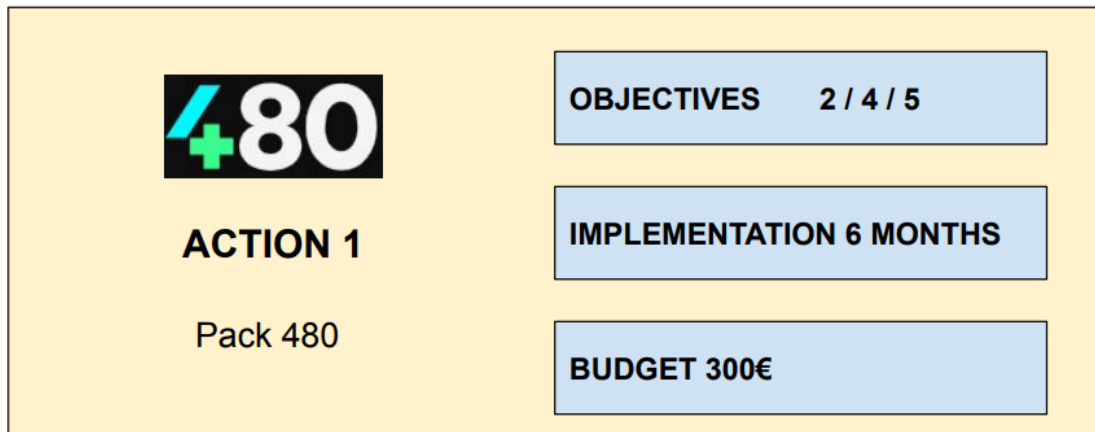
	<b>ACTION 3</b> Monthly meetings	O4 / O5	Market penetration Differentiation
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<b>DISTRIBUTION ACTIONS</b>	<b>ACTION 4</b> Distribution of products on marketplaces	O2 / O4 / O5	Market penetration Differentiation
	<b>ACTION 5</b> Distribution through partners	O2 / O4 / O5	Market penetration Differentiation

<b>PROMOTION ACTIONS</b>	<b>ACTION 6</b> Creation of a tiktok profile	O1 / O5	Follower strategy Differentiation
	<b>ACTION 7</b> Improve of the Instagram profile	O1 / O4 / O5	Market penetration
	<b>ACTION 8</b> 480 Magazine	O4 / O5	Follower strategy Differentiation
	<b>ACTION 9</b> Cybersecurity podcast	O1 / O2 / O5	Leader strategy Differentiation
	<b>ACTION 10</b> Hackathon focused on cybersecurity	O1 / O4	Leader strategy Differentiation

Source: Own elaboration

## **7.2 Product decisions**



Cuatroochenta will create the "Pack 480", this pack will consist of a technological solution and a cybersecurity product or service, with this lot the client company or institution will be able to acquire both products with a 10% discount on the price it would have if it acquired the two products individually.

Any technological solution and any cybersecurity product or service is included in the promotion.

As for the preparation process of the products, Cuatroochenta's characteristic procedure will be followed. Firstly, the client company will meet with the company's professionals to choose the two products. Once the products have been chosen, the resources and needs of the client company will be analysed in order to adapt the technological solution and the cybersecurity product.

The "Pack 480" will be distributed in the same way as the company's other products, i.e. through its website.

This new initiative will encourage companies that are in the process of carrying out their digital transformation to purchase it, due to its lower price and the combination with a cybersecurity product, which is on the rise among companies.

### **WHY**

Nowadays, we live in a world where technology has become one of the most present things in our daily lives, this has caused companies to adapt this technology in order to generate competitive advantages, new market opportunities and improve the efficiency of their procedures.

The "Pack 480" offers companies a combination of a product that helps them in this digital transition and a cybersecurity product so that this transition can take place without any external danger.

This pack will only be available for the first 6 months of the year, as company budgets are getting tighter and tighter, so by offering this initiative in the first months, companies will value this option positively.


**COST**

The costs of implementing the "Pack 480" are only the advertising costs on social networks, which amount to €300, invested in order to make potential customers aware of this interesting option.

**Table 10 - Cost of Action 1**

<b>Social media advertising</b>	<b>300€</b>
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*Source: Own elaboration*

 <p><b>ACTION 2</b></p> <p>BeSafe Antivirus</p>	<p><b>OBJECTIVES</b>    2 / 3 / 4 / 5</p>
	<p><b>IMPLEMENTATION</b> 1 YEAR</p>
	<p><b>BUDGET</b> 1500€</p>

In order to diversify Cuatroochenta's activities, it has decided to launch a new product oriented to a new market in which the company was not operating.

This new product consists of an antivirus for individuals, the BeSafe Antivirus can be implemented in any technological device that a person can have such as smartphones, tablets, computers and smart tv.

Among the functionalities that this new antivirus will have, we can highlight the analysis when entering a web page or downloading a file, the tracking and expulsion of malwares, firewall systems and elimination and reporting of phishing emails.

With this new product, Cuatroochenta enters in the development of antivirus for individuals, taking its first steps offering its experience and quality of its products and services for a segment with great potential opportunities such as people.

**PRICE**

BeSafe Antivirus will have an introductory price of €10 per year, which will be automatically renewed after one calendar year has elapsed since the first payment.

**WHEN**

This new Cuatroochenta product will hit the market on 1 January 2024, so that people can start the year knowing that they have a purchase option in the market that can guarantee them peace of mind that they will not suffer any fraud through their technological devices.

BeSafe antivirus will be a pioneer in the segment of individuals, so it will serve to obtain information on whether this segment presents opportunities for the company, which is why this new product will have a year of exclusive implementation, since Cuatroochenta's professionals may be negatively affected by the constant creation of products and services for this segment.

After this year of implementation of the new product, it will be assessed whether it will remain within the branch of cybersecurity products and services offered by Cuatroochenta or on the other hand it will be eliminated but leaving a large amount of information for potential new products.

## HOW

For the development of BeSafe Antivirus a team has been created with 5 of the best programmers of Cuatroochenta, which will be responsible for the design, architecture and development of the software that will be used by the antivirus, as well as updates and bug fixes that it may need in the future.

Once the antivirus has been developed, it will be subjected to different tests to guarantee the quality and efficiency of BeSafe Antivirus and to obtain certifications and the approval of companies, institutions and cybersecurity laboratories.

This antivirus can be purchased both on the Cuatroochenta website and in the Google Store and Apple Store.


## COST

The cost of this action is determined by the cost of developing the antivirus, the relevant tests and certifications and, finally, its publicity on social networks.

**Table 11 - Cost of action 2**

Development cost (hours)	$30h \times 25€ = 750€$
Tests and certifications	500€
Social media advertising	250€

*Source: Own elaboration*

 <b>ACTION 3</b> Monthly meetings	<b>OBJECTIVES 4 / 5</b>
	<b>IMPLEMENTATION 1 YEAR</b>
	<b>BUDGET 0€</b>

In order to improve customer satisfaction, Cuatroochenta will offer weekly meetings at the company's offices to those client companies that need it.

There may be occasions in which customers who have purchased Cuatroochenta's solutions do not know how they work or have had some problems with them, that is why this initiative is born with the aim of providing answers to those problems that may arise to customers, or modifications that they would like to make.

### PRICE

The price of these meetings will be a fixed rate of €20 per meeting, with the possibility of purchasing a voucher with 12 sessions, one for each month, in which the total price will be €200, with a unit cost of €16.67 per session.

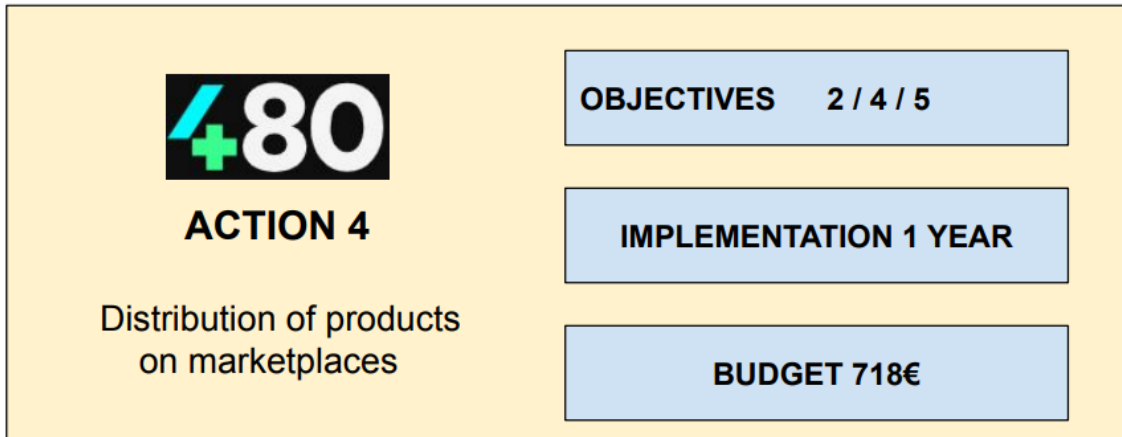
### WHEN

Clients may book any working day of the month to arrange the meeting.

### HOW

The meeting will have a bidirectional dynamic, in which 8 Cuatroochenta professionals and the main managers of the client company will meet and develop the points of view of each of the members, reaching a final conclusion that will help Cuatroochenta to make the necessary changes.

### 7.3 Distribution decisions



Currently, Cuatroochenta only sells its products through its own website, and although it is the best and most economically viable option, this means less visibility of its products than if they could be purchased at other points of sale.

That is why, from 2024, Cuatroochenta will also sell its products and services in the largest marketplace currently existing, Amazon. This new decision, linked to a good market penetration strategy, will allow the company new opportunities that can be translated into an increase in brand presence and sales.

#### WHY

The introduction of Cuatroochenta's products and services in a marketplace such as Amazon, brings great benefits to the company, among them we can highlight a greater visibility of these products, thanks to the wide customer base it has since millions of people buy on Amazon.

On the other hand, the sale in this marketplace can also mean an increase in Cuatroochenta's fame, since customers, once purchased the product or service, can leave their reviews and opinions, which if they are positive can motivate other potential buyers who were hesitating to take the step.

#### HOW

Marketing products on Amazon's marketplace is really easy, all you need to do is to create your seller account by choosing the professional selling plan, set up your account

leaving clear information such as delivery times, payment methods and contact and generic company information.

## COST

The costs of selling products on the Amazon marketplace are determined by the cost of the professional sales plan and the advertising on the marketplace itself.

To these fixed costs, it is important to add the cost of the commission that Amazon takes for each unit sold, which ranges from 8% to 15% in the highest cases.


This cost will be calculated at the end of the period, once the exact amount of products sold on Amazon throughout the year is known.

**Table 12 - Cost of action 4**

<b>Annual professional sales plan</b>	<b>12 months x 39€ = 468€</b>
<b>Advertising and promotion costs</b>	<b>250€</b>

*Source: Own elaboration*



 <b>ACTION 5</b> Distribution through partners	<b>OBJECTIVES 2 / 4 / 5</b>
	<b>IMPLEMENTATION 1 YEAR</b>
	<b>BUDGET 2.300€</b>

With the aim of diversifying sales outlets, this fifth action was born. This initiative seeks to reach commercial agreements with the main computer manufacturing companies that are Microsoft partners, such as Lenovo, Asus and Acer.

Through these agreements, it will be able to market its cybersecurity products, which will be integrated into the computer hardware.

This new way of distributing Cuatroochenta's products is positive and therefore welcomed by consumers, as the introduction of a cybersecurity product in their PCs is seen by customers as adding value by offering a complete and secure experience when using their PCs.

## WHY

Thanks to the distribution of Cuatroochenta's products through commercial partners, it allows the company to increase its market share, reaching customers indirectly through the main product, which would be the computer. On the other hand, the risks are also reduced, as the well-known companies such as Lenovo or Asus have years of experience in the market, thus allowing Cuatroochenta to improve its efficiency.

## HOW

In order to carry out this action, Cuatroochenta's leaders will meet with the management of the companies with which they will collaborate and will explain the agreement that they want to carry out.

During this meeting, the cost of implanting the cybersecurity product in their computers and how this affects the final price of the computer, the time it takes to implant the product

in the computer, the procedure in case of failure and, finally, the commission that the companies will receive from the computers will be established.

## COST

The costs of this new initiative are given by the joint advertising with the companies making the agreements, the basic technical support in case of failure and the incentive programme to sell more units.

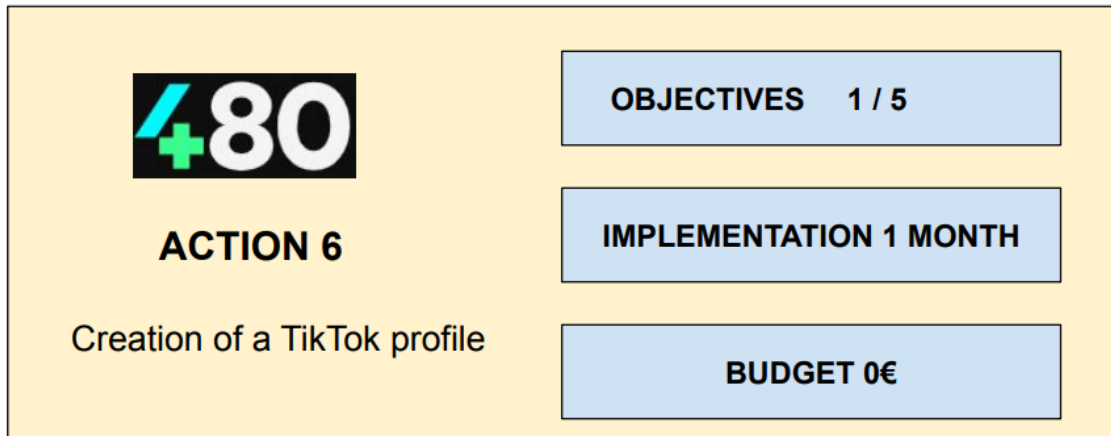
As with action 4 above and the sale on the Amazon marketplace, the costs in the table (Table 13) only include the fixed costs, those that can be calculated from the start of the implementation of the agreement. However, we also find the variable cost of the commission, which will be 10% and that the total amount of the commission expenditure will be known once the period is over and an analysis is made of how many units have been sold.

**Table 13 - Cost of Action 5**

<b>Joint advertising costs</b>	<b>600€</b>
<b>Technical support</b>	<b>700€</b>
<b>Economic Incentive Programme</b>	<b>1000€</b>

*Source: Own elaboration*

## 7.4 Promotion decisions

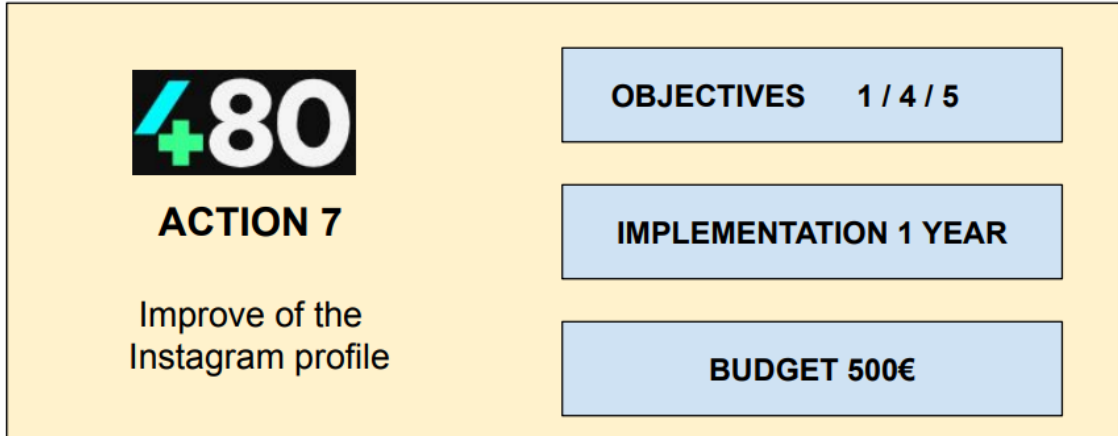


Today, Tiktok has become one of the most used social networks by people and continues to grow day after day with more than 20 million registered users in Spain (Marketing4ecommerce, 2023), surpassing other social networks such as Twitter and Facebook while fighting for the throne of Instagram.

The creation of a TikTok profile can be a new opportunity to reach new people and companies. That is why a corporate TikTok profile will be created for Cuatroochenta which will have a different approach to other social networks such as Instagram and Facebook.

This TikTok profile will be mainly focused on individuals, a market segment in which Cuatroochenta will start to operate with the launch of the BeSafe antivirus. The reasons that have led Cuatroochenta to create its TikTok profile are its large audience, the easy ability to create content that goes viral being easy to share, the easy communication with users through comments and the possibility of following other social networks such as Instagram, Facebook or Twitter through having known the company through TikTok.

The content that will be created in this new social network will be varied, on the one hand it will be focused on the workers, Cuatroochenta's followers in TikTok will be able to meet the company's professionals, videos will be made where it will be possible to see how is the day of a programmer and the activities that workers can do in their free time among many other novelties. On the other hand, short videos will be created to summarise the company's products and their respective benefits.



Instagram is one of the social networks that, along with TikTok, has the largest number of registered accounts. However, it is one of the social networks in which Cuatroochenta has the smallest number of followers, paradoxically.

That is why throughout the year 2024, an improvement of this social network will be carried out, with the aim of placing it with the highest number of followers only behind LinkedIn.

The reasons for improving the Instagram profile are the ease of visualising the company's products and services, the great brand building it allows and the possibility of collaborations with other companies and influencers.

To try to achieve this increase in followers, informative content will be uploaded both inside Cuatroochenta and outside about the technological solutions and cybersecurity sectors.

On the other hand, these publications will always be accompanied by hashtags and keywords in the description of the publication so that they have a good positioning on Instagram.

Finally, we will collaborate with other companies and influencers to make the publications viral and increase user traffic on our profile.


## **COST**

The only cost necessary for the improvement of Cuatroochenta's Instagram profile is the payment to the influencers with whom the collaborations will be carried out.

**Table 14 - Cost of Action 7**

<b>Collaborations with influencers</b>	<b>500€</b>
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*Source: Own elaboration*

 <b>ACTION 8</b> 480 Magazine	<b>OBJECTIVES 4 / 5</b>
	<b>IMPLEMENTATION EVERY 3 MONTHS</b>
	<b>BUDGET 800€</b>

With the aim of improving customer satisfaction as its main objective, Cuatroochenta will publish throughout the year the "480 Magazine", a digital magazine.

Through this magazine, which will have a simple and easy to read graphic design for users, news related to Cuatroochenta and the companies that work with its products and services will be published.

In addition, in order to encourage the participation of customers and to show them that their technological solutions and security services provider cares about them, Cuatroochenta will create a section in this new digital magazine in which different satisfaction surveys will be carried out for users, as well as a mailbox for suggestions, requests and questions, which will be answered in the next issue of the magazine.

This magazine will be produced quarterly and will be delivered by e-mail to those who have registered on the Cuatroochenta website.


<b>COST</b>
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The cost of creating the digital magazine will be €800, of which €600 will be for the graphic design of the magazine, for which we will contract the company Nou Disseny, in Castellón, and the other €200 will be for marketing and visualisation of the magazine.

**Table 15 - Cost of Action 8**

Graphic design of the magazine	600€
Marketing and promotion	200€

*Source: Own elaboration*

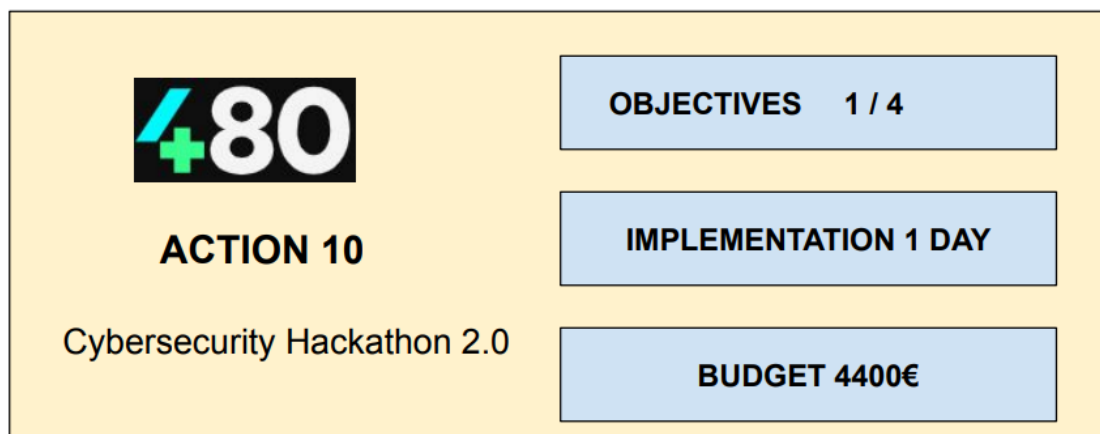
 <p><b>ACTION 9</b></p> <p>Cybersecurity podcast</p>	<b>OBJECTIVES 1 / 2 / 5</b>
	<b>IMPLEMENTATION EVERY 2 MONTHS</b>
	<b>BUDGET 0€</b>

Taking advantage of the success of the podcast "Beware of hidden macros", Cuatroochenta will implement a new podcast every two months in which the main cybersecurity news will be discussed with some of the greatest exponents of this growing sector.

This podcast aims to inform listeners about current events in the world of cybersecurity, how it can affect the improvement of the company's development and how it can be installed in it.

The metric of this podcast will be through a round table discussion, either online or in person at Cuatroochenta's offices. The members of this talk will be three Cuatroochenta professionals and a special guest, which can be a developer of cybersecurity products,

a company cybersecurity analyst, a hacker or the CEO of a company dedicated to cybersecurity, among others.



**480**

**ACTION 10**

Cybersecurity Hackathon 2.0

**OBJECTIVES 1 / 4**

**IMPLEMENTATION 1 DAY**

**BUDGET 4400€**

On Saturday 2 December 2024, Cuatroochenta will hold a new edition of its famous Hackathon, which will have cybersecurity as its main theme, in celebration of Cybersecurity Day, which is on 30 November. However, this edition will offer attendees a new experience never before experienced.

This day will be held in the port of Castellón in the Varadero hall, where attendees will be able to enjoy a day full of activities and conferences by leaders of some of the most important cybersecurity companies of the moment.

In this new edition, which will be called Cybersecurity Hackathon 2.0, Cuatroochenta will add for the first time the combination of virtual reality and artificial intelligence among its activities. The main event of this edition will be the visualization in virtual reality of the process of a cyber attack and how Cuatroochenta's products solve it, that is to say, since the hacker enters the electronic device that attacks and has stolen all the information and how Cuatroochenta's solutions prevent this cyber attack from being carried out successfully.

Some of the other activities characteristic of other editions that will take place will be a panel of experts with leaders from Secure&IT, Fortinet, Tarlogic Security Experts and Cuatroochenta, who will discuss the importance of implementing cybersecurity strategies and what effect they have on the development of the company's procedures.

In addition, a workshop will be held in which participants will have to create an intrusion detection system. Afterwards, the members of the aforementioned panel of experts will

rank the projects and award cash prizes of €500 for first place, €300 for second place and €200 for third place.

This initiative is carried out to raise awareness of the need for cybersecurity in the technological society in which we live.

## COST

This initiative has a higher cost, as it requires room rental, catering, prize money, marketing campaigns, hiring event coordinators and merchandising.

**Table 16 - Cost of Action 10**

Room rental	2000€
Catering service	500€
Awards	1000€
Marketing campaign	300€
Event coordinators	400€
Merchandising	200€

*Source: Own elaboration*



## 8. TIMELINE

Table 17: Chronology of actions

ACTION	1	2	3	4	5	6	7	8	9	10	11	12
<b>ACTION 1</b> Pack 480												
<b>ACTION 2</b> BeSafe Antivirus												
<b>ACTION 3</b> Monthly meetings												
<b>ACTION 4</b> Distribution of products on marketplaces												
<b>ACTION 5</b> Distribution through partners												
<b>ACTION 6</b> Creation of a tiktok profile												
<b>ACTION 7</b> Improve of the Instagram profile												
<b>ACTION 8</b> 480 Magazine												
<b>ACTION 9</b> Cybersecurity podcast												
<b>ACTION 10</b> Cybersecurity Hackathon 2.0												December 2nd

Source: Own elaboration

## 9. BUDGET

Table 18: Total Budget

<b>ACTION</b>	<b>BUDGET</b>	<b>DEVELOPER</b>
<b>ACTION 1</b> Pack 480	300 €	Cuatroochenta
<b>ACTION 2</b> BeSafe Antivirus	1.500€	Cuatroochenta
<b>ACTION 3</b> Monthly meetings	0€	Cuatroochenta
<b>ACTION 4</b> Distribution of products on marketplaces	718€	Cuatroochenta in partnership with Asus, Acer and Lenovo
<b>ACTION 5</b> Distribution through partners	2.300€	Cuatroochenta
<b>ACTION 6</b> Creation of a tiktok profile	0€	Cuatroochenta
<b>ACTION 7</b> Improve of the Instagram profile	500€	Cuatroochenta
<b>ACTION 8</b> 480 Magazine	800€	Cuatroochenta and Nou Disseny
<b>ACTION 9</b> Cybersecurity podcast	0€	Cuatroochenta
<b>ACTION 10</b> Hackathon focused on cybersecurity	4.400€	Cuatroochenta in partnership with Secure&IT, Fortinet, Tarlogic Security Experts and IBM

<b>Total budget</b>	<b>10.518€</b>
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Source: Own elaboration

## 10. CONTROL

Table 19: Control Plan

OBJECTIVES	FREQUENCY OF MEASUREMENT	CONTROL METHODOLOGY
O1 - Increase social media followers by 25% within 12 months	Quarterly	By carrying out a comparative study of Cuatroochenta's followers in the different social networks this year with those of last year
O2 - Increase cybersecurity sales by 20% in 12 months	Monthly	By comparing this year's sales of cybersecurity products and services with last year's sales on a monthly basis
O3 - Creation of a new cybersecurity product in less than 12 months	At the end of the period	Analysing whether at the end of the year a new product has been created and brought to the market in the cybersecurity product branch
O4 - Increase customer satisfaction by 30% in 12 months	Quarterly	By collecting customer opinions through surveys in the 480 Magazine and on the website and comparing them with those of the previous year
O5 - Increase company profit by 10% in 12 months	At the end of the period	Comparing this year's earnings after tax with those of the previous year at the end of the financial period

Source: Own elaboration

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