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**INSCA'S INNOVATION AND
INTERNATIONALIZATION STRATEGY**

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ABSTRACT

Throughout the present work, an investigation will be carried out on the company INSCA, in which the history of the company will be analyzed and an organization chart will be presented, detailing the managers of each department, as well as the possibility of the appearance of new departments, since it is growing. Once this has been explained, a large part of the work will be devoted to the development of the company's competition, in which the most powerful competitors, both nationally and internationally, will be named. In addition, the positioning of the company in Spain, France and the UK will be discussed by means of positioning graphs. Finally, an analysis of the industry in which the company is located will be carried out, as well as some of the factors that affect wood prices, which have an impact on the price of the final product. So, once the company is known, the two most important sections of the work will be addressed, these being the company's innovation and how the company has managed to immerse itself in international markets. With reference to innovation, the types of innovation applied by the company will be detailed by means of examples and images. Regarding internationalization, the requirements that must be met in order to carry out internationalization will be presented, as well as the advantages and disadvantages that exist when deciding to internationalize the company, and finally, the tasks that must be carried out to achieve it. Finally, a SWOT analysis will be developed in which, firstly, the Weaknesses will be named, by means of a review for their possible correction. In second place, the Threats, in which it will be exposed how to face them. While, in the Strengths, it will be commented how the company can maintain them. And, finally, in the Opportunities, it will be explained how the company can exploit them.

Key words: Innovation, Internationalization, Growth, Competition, Positioning.

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1. Introduction

The main objective of the final degree project to be presented is to analyze how the company INSCA is implementing innovation and internationalization strategies. It should be noted that the company is dedicated specifically to the manufacture and marketing of displays, so that it is considered a carpentry company, which is why wood is its main product.

Also, the processes that the company is carrying out to adapt to the changes that the market is undergoing and how they have managed to remain leaders in a sector as competitive as the wood sector will be presented.

So, on the one hand, in the first part of the work, a detailed analysis of the company will be made, where its history will be presented in detail. In addition, the organization chart of the company and the different managers of each of the departments will be presented, as well as the most direct competition both nationally and internationally, meaning, a representation will be carried out with various graphs on the positioning in Spain, France and UK. Finally, the industry where the company is located will be developed.

On the other hand, in the second part of the work, the concept of innovation will be explained in depth, that is, the types of innovation that exist and how the company is applying these types of innovation to improve production processes and offer more attractive products to the market.

So, once innovation has been explained, internationalization will be addressed, in which an analysis will be made of the markets INSCA has entered and the strategies it has used to expand outside Spain. As well as the external factors that have influenced the internationalization process. Finally, the future projects of the company to enter new markets such as America will be presented.

Finally, a SWOT analysis will be carried out. In the first place, referring to the Weaknesses, it will be commented how the company can correct them. Secondly, in the Threats, it will be explained how they can be faced. While, in the Strengths, it will be explained what to do to maintain them. And, finally, in the Opportunities, how to exploit them. So that, to finish with this analysis, several recommendations will be made to the company to correct its weaknesses or to strengthen its competitive advantages.

That is why I hope that this work will be useful for the company, which can use all the information extracted to use it and see where it can improve. I also hope that it will help people

outside the company to get to know the company and how it works, that is, how the company is able to adapt to a changing environment and continue to be a leader.

2. INSCA

INSCA is a company with 45 years of experience in wood and metal processing that evolves into display solutions that are able to drive sales for customers around the world. Thus, the company helps its customers to expand while maintaining a strong commitment to innovation, quality systems and process efficiency.

That is why the company is comprised of four brands, namely: InscA, InscAShops, Inretail and Kontorstil. Thus, this makes them the largest group of companies in Castellón that equips commercial spaces, exhibitions, workspaces and collectivities.

It should be noted that INSCA focuses on offering solutions, systems and furniture to equip exhibitions and points of sale in the building materials sector, including ceramics and bathrooms. In addition, they have an extensive catalog of furniture with more than 1,000 different references, apart from carrying out the design, technical development, manufacture and assembly of these in-house.

Meanwhile, InscAShops offers the same service as INSCA; however, this brand is focused on retail, restoration and contract.

As for Inretail, it is a brand that sells furniture online aimed at small businesses. So, as with INSCA and InscAShops, they also carry out the design, development and manufacturing in-house.

Finally, Kontorstil is considered a brand destined to the distribution of office furniture and the realization of integral projects of work spaces and collectivities.

That is why the company's mission is that because of the products they manufacture their customers are able to achieve the objectives set and improve their results.

Thus, through the above mentioned, the company is able to boost the sales of its customers, applying innovation, quality and efficiency in the processes. It should be noted that they supervise the origin of materials and supplies through the selection of suppliers, thus guaranteeing sustainable and environmentally friendly models.

Regarding the objectives of the company, the desire to contribute to the development of the carpentry trade, as well as to generate a pool of professionals in the sector, specifically in the province of Castellón, stands out. In addition, the company aims to constantly adapt to the digital transformation, being in search of highly qualified human resources. It also seeks to

remain a pioneer in industrial carpentry in the province, although with ambitious expansion projects nationwide.

2.1. History

In 1978 began the history of INSCA, which started as a small company dedicated to the production of wooden enclosures for interiors and exteriors, however, in 1984 there was a radical turn, since they realized that the tile industry, specifically in the province of Castellón needed a suitable support for the sale of tiles. Therefore, they began to look for solutions, and from these ideas, the first exhibitors for tiles, exhibitions and fair stands were born.

So, while growing in this market, they modernized in terms of technology by acquiring their first CNC numerical control machine for wood processing.

So, in the year 2010, there was a generational change and the sons started with new ideas and great projects.

In addition, in 2013, they expanded their line of business, since they saw a great business opportunity in retail, and therefore, the new brand Inscashops appeared, with which they sought to differentiate themselves from the ceramic and bathroom sector. So they began to focus on commercial equipment and systems for the retail sector, specifically for chains, franchises and department stores. That is why, Inscashops grew first on the national scene, consolidating itself as the supplier of reference for well-known brands such as El Corte Inglés or Bestseller, to later grow internationally, that is, in the French market by the hand of Galeries Lafayette and currently with large projects in Portugal and Saudi Arabia.

Meanwhile, in 2017 the Inretail brand was born, which is dedicated to the online sale of commercial equipment, among which the counters stand out. It should be noted that, of the sales of this brand, international sales predominate, specifically in France, Belgium and Luxembourg. However, in 2021, despite the pandemic, they doubled their sales in France.

Finally, in 2019, they invested approximately two million euros in the purchase of logistics centers and the acquisition of Kontorstil.

Currently, the company has made an investment of 6000m², for the construction of a new warehouse, in which the investment of a new sectioning machine will also be made, with the aim of pursuing an assembly line, where workers do not have to move to another location to look for the material, meaning, each worker will remain in his fixed location and the material

he requires will reach him to that location. he will always be in his place and the material will reach him.

2.2. Organization chart

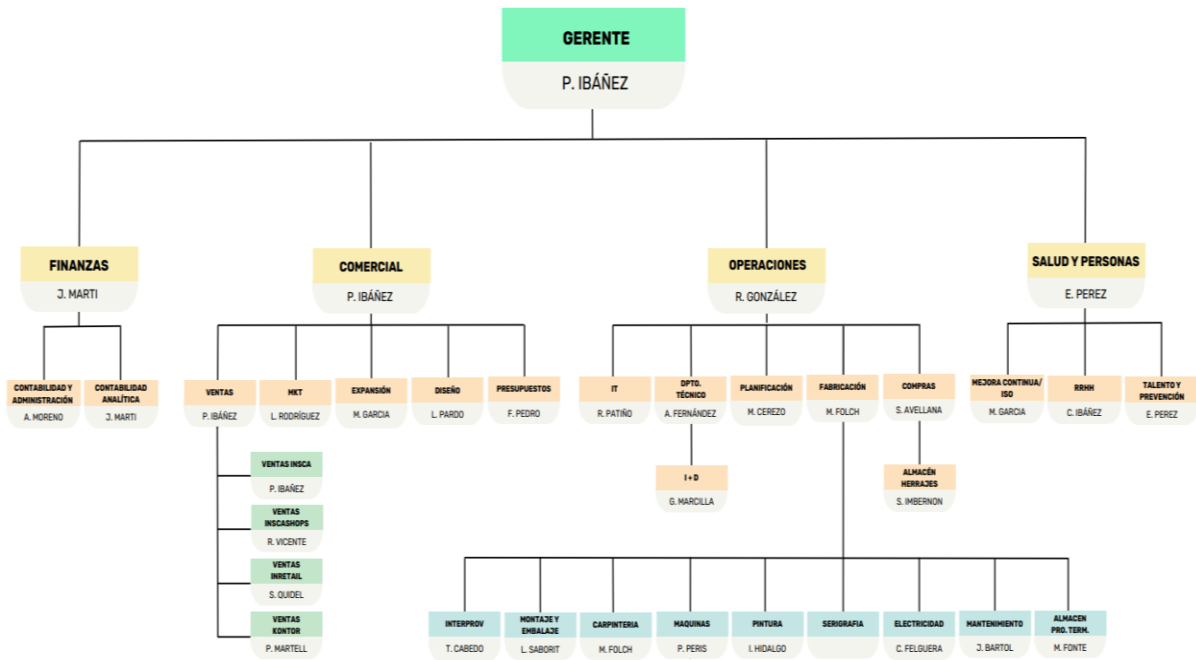
An organizational chart is considered a scheme of the company's operation, in which the relationships between jobs and employee roles can be seen. Therefore, the main purpose of the organization chart is to show in a simple way the chains of command, the dependencies and the groups of employees.

Thus, the purpose of an organizational chart is to provide a clear visual representation of the organizational structure in particular, as well as to facilitate the understanding of the chain of command and responsibilities, and to help employees and members of the organization understand how the company is organized and operates.

However, organizational charts can vary in complexity and detail. That is, on the one hand, you can find simple organizational charts that only show key positions. On the other hand, you can find more detailed organizational charts that include all the positions and divisions of an organization. It should be noted that organization charts can be static or dynamic, which depend on whether they reflect the current structure or whether they can be updated and adjusted as the company sees fit.

Thus, after the above explanation, the following figure 1 will explain the organization chart of the company, which is constantly changing due to its growth, in addition, in the future it is expected the appearance of new departments as is the case of the logistics department.

Figure 1



Source: Own elaboration

First of all, it is worth mentioning the company's leaders, which are Pascual and Carmen Ibáñez 50/50, although Pascual is the company's manager and Carmen is in the health department and is in charge of HR.

As for the finance department, it is headed by Joaquín Martí, who is also in charge of analytical accounting. While, and in this department is also Ana Belén Moreno in charge of accounting and administration of the company.

The commercial department is supervised by Pascual Ibáñez. It is worth mentioning that this department also includes the sales department controlled by Pascual Ibáñez. In this last mentioned department, we can find the sales of INSCA, of which Pascual Ibáñez is the main person in charge, while, in the sales of INSCASHOPS is Rafael Vicente, thus, the sales of INRETAIL are directed by Sylvain Quidel, and, finally, the sales of KONTOR, are headed by Paco Martell.

The marketing department is headed by Lorena Rodríguez. Meanwhile, the expansion department, which was created during the year 2022, has as its main objective the international growth with new territories and is headed by Mireia Garcia. Laura Pardo is in charge of the design department. Lastly, the budget and cost department is headed by Francisco Pedro.

Another department that has appeared less than a year ago due to the growth of the company, is the Operations department, which is headed by Ruben Gonzalez, who has among its functions to control the various departments. First of all, the IT department, where Rafael Patiño is located. Alberto Fernandez is in charge of the technical department. While in the planning department where we find Marta Cerezo. In addition, there is also the manufacturing department headed by Marcelino Folch, who in turn oversees the following departments: Interprov, where we find Toni Cabedo; assembly and packaging, controlled by Laura Saborit; carpentry and screen printing, of which Marcelino Folch himself is in charge; machines, which are the sectioning machine and the pantographs of which Pascual Peris is in charge; painting, headed by Juan Hidalgo; electricity, being in charge Carlos Felguera; maintenance, specifically of the ships of which Juan Maria Bartol is in charge; and finally, in the warehouse of finished products we find Manolo Fonte.

In addition, we can also find the purchasing department where the person in charge is Silvia Avellana, who in turn controls the hardware warehouse where Sergio Imbernon is located.

And, finally, the Health and People department headed by Elisa Pérez, who in turn is also in charge of the talent and prevention department. While, in the department of continuous improvement and ISO its manager is Mireia García and finally the HR department is in charge of Carmen Ibáñez as mentioned above.

So, to conclude, having seen the organization chart, it should be noted that the company seeks in its work method, that workers cooperate, meaning, that they feel part of the company. Therefore, they frequently ask for opinions and ideas from the workers, which allows all the workers to grow together with the company and this means that they all come to work motivated, since they all want to achieve the objectives that the company has set.

2.3. Competitive analysis

Regarding the competition, it can be said that, both in the national and international market, there is a lot of competition, since the market for exhibitors is very wide, which is why the company seeks to stand out from its competitors in terms of quality and delivery times.

Therefore, the following are the most direct competitors, both nationally and internationally:

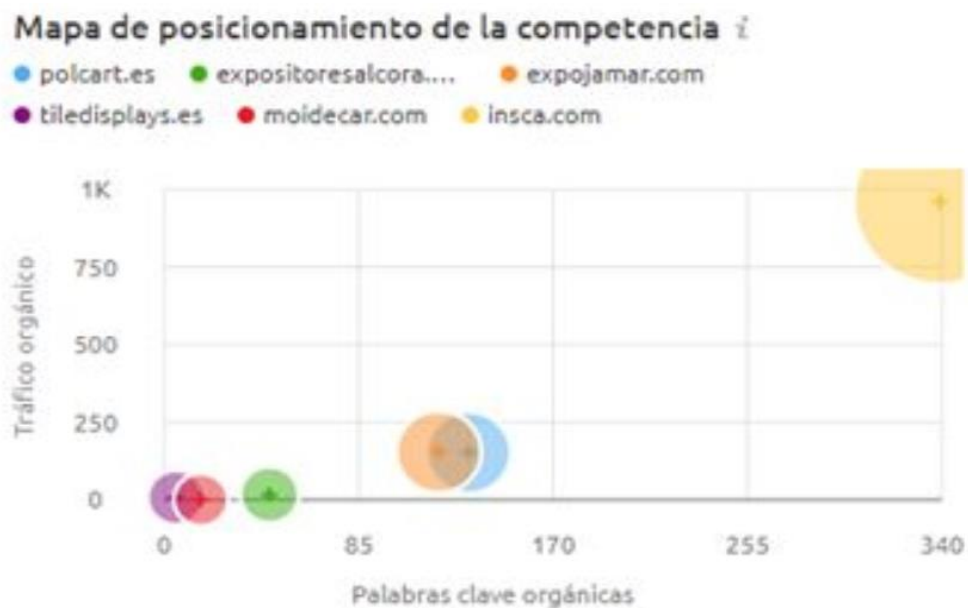
- Polcart: located in Vall D'uiexo (Castellón). They offer supports specially designed to expose and highlight the prowess of the products on display.

- Fustecma: located in Vilavella (Castellón). Being specialists in providing comprehensive and customized solutions for exhibition and interior design, both for home renovations, commercial, ceramic and stands.
- Arkais Llac: located in Vila-real (Castellón). In charge of designing, creating and assembling ceramic displays, stands and stores, both nationally and internationally.
- Expojamar: Expojamar: located in Alcora (Castellón). Which is an industrial carpentry specialized in exhibition solutions especially in the ceramic sector.
- Expositores Alcora: located in Alcora (Castellón). Being experts in ephemeral architecture and commercial interior design.
- Emat: located in Burriana (Castellón). They are committed to unique and functional design to generate impact and brand recall.
- Bora Çelik: located in Eskisehir (Turkey). In charge of manufacturing custom-made displays and panels, where their main group is ceramics.
- Marocchi: located in Casalfiumanese (Italy). They manufacture metal displays for ceramics, stores, fairs or exhibitions.
- Tek Arredamenti: located in Sassuolo (Italy). They design and manufacture metal displays for ceramics and tiles.
- Vep'87: located in Modenese (Italy). They manufacture custom-made displays according to customers' requirements.
- Rasec: located in Romorantin (France). They are in charge of making displays for large surfaces such as food, DIY, specialized and proximity stores.
- AgDynamics: located in Saint Malo Du Bois (France). Dedicated to design furniture, but they also create innovative sales spaces and displays.
- Dermul: located in Lokeren (Belgium). In charge of manufacturing displays for ceramics that stand out for their simplicity and quality.

The positioning of the company with respect to the competition in Spain (Figure 2), France (Figure 3) and the UK (Figure 4) will be developed below.

So, in Spain (Figure 2) the positioning in terms of traffic level and keywords is remarkable. For this reason, positioning has a high degree of room for improvement. Meaning, the company has the opportunity to anticipate the competition when it comes to strengthening its presence.

Figure 2



Source: INSCA

On the other hand, in France (Figure 3), it can be seen that there is a big difference with respect to Spain, since competitors are more demanding and better positioned, which is why the company has to make a greater effort to be more visible in the online environment.

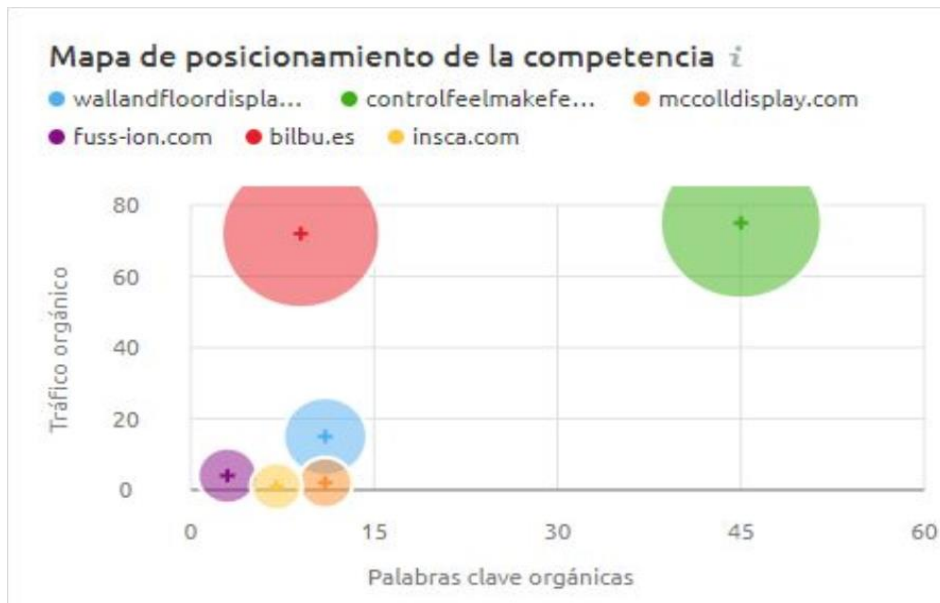
Figure 3



Source: INSCA

Finally, in the UK (Figure 4), there are competitors with a large number of keywords and organic traffic, meaning, there is little visibility, for this reason, there are few words positioned and it is a market with little competition.

Figure 4



Source: INSCA

2.4. Industry

First of all, before focusing on INSCA's industry, we will briefly explain what the industry consists of. So, this is considered the transformation of raw materials into the final product that reaches the customer.

That is why, in order to make a good analysis of the industry, it is necessary to focus on wood, since INSCA specifically works with wood, as well as with other subcontracted companies such as iron and iron paint.

Thus, the wood industry refers to the sector dedicated to the production, processing and marketing of wood products. For this reason, this industry covers a wide range of activities, from the felling and sawing of trees, to the manufacture of furniture, flooring, panels, paper, packaging and others.

Thus, wood is considered a renewable and versatile natural resource that is used in numerous applications and sectors, including construction, furniture, the paper industry and the manufacture of household products. Therefore, the wood industry plays an important role in the economy of many countries, as it generates employment and contributes to economic growth.

In addition, it should be noted that displays are structures or devices used to showcase and display products at events, trade shows, exhibitions, retail stores and other retail spaces. For this reason, displays can be of different sizes and designs, adapted to the needs and characteristics of the products being exhibited.

While, in the field of the wood industry, displays are especially relevant for the exhibition of furniture, decorative objects and other related products. In this case INSCA focuses especially on the ceramics sector, however, it also makes displays for clothing stores, jewelry, candy, bathrooms, construction, etc. Thus, the displays allow the products to be presented in an attractive and functional way, facilitating their visualization and access for consumers.

In summary, the wood industry and the display industry are interrelated, meaning that displays are used to showcase and promote wood products in various commercial contexts. Thus, both industries play an important role in the economy as well as in the market for wood-related products.

In this particular case, the company is in a competitive and dynamic sector, meaning that companies face strong competition among themselves and experience constant changes in terms of demand, technology, regulations, and market trends, among others. For this reason, in this type of industry, companies strive to have competitive advantages and adapt as quickly as possible to changes in order to survive and succeed.

The following are some of the characteristics that can be included in a competitive and dynamic sector:

- There is the so-called intense competition, which means, there is a large number of companies competing with each other, which generates a constant pressure to improve quality, reduce costs, innovate and differentiate.
- There are technological changes, due to rapid and constant technological advances that influence production, product distribution and services. This is why companies must adapt and use new technologies to remain competitive. Thus, later on, when innovation is addressed, it will be observed how in INSCA, these technological changes have favored production.
- Changes in demand, due to the preferences and needs of consumers, which change rapidly due to factors such as: trends, demographic changes, among others. For this reason, companies must be constantly alert and respond as quickly as possible to changes that may appear.

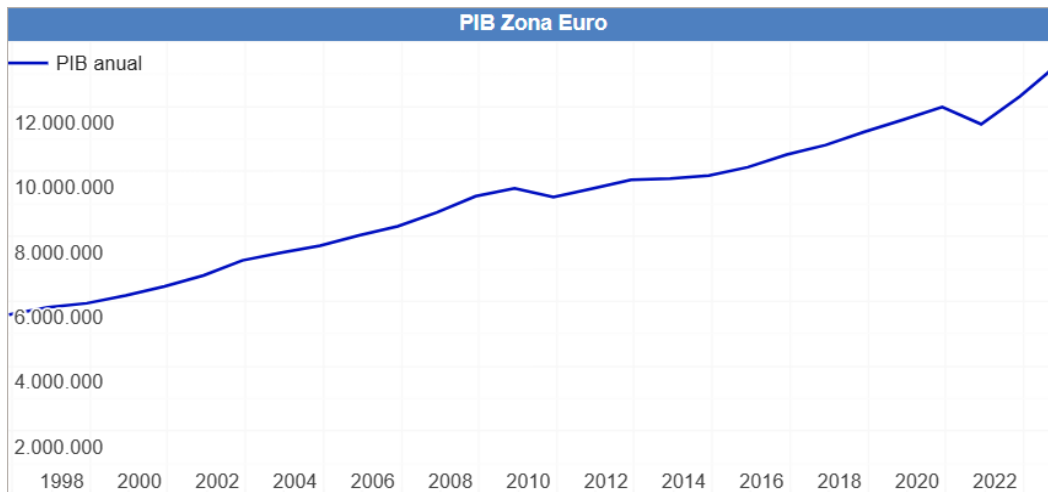
- Competitor entry and exit, meaning, the emergence of new competitors causes competition to increase, but in turn, companies can be excluded from the market if they cannot remain competitive.
- Government regulations and policies can change and affect market conditions, so companies must be prepared to comply with regulations and adapt to existing regulatory changes.
- Innovation is essential to remain competitive in a dynamic industry. Companies must constantly seek to improve products, processes and services to meet changing market demands.

In short, a competitive and dynamic industry such as the one in which the company finds itself, requires the company to be agile, adapt and innovate to meet the competition. Thus, the ability to anticipate and respond quickly to change is critical to success.

It should be noted that there are factors that have an impact on the variation of timber prices and these cause a rise in prices. Meanwhile, politically, in recent years a series of conflicts have arisen that have caused a rise in timber prices and in turn this has had an impact on the final product, which has also increased in price. Firstly, in Europe, the Brexit stands out, due to the refugee crisis. Then, in Spain, the attempted independence of Catalonia stands out. And finally, outside Europe, the tension between the USA and North Korea, as well as the war between Russia and Ukraine, stands out.

On the economic front, the rise in GDP in recent years has had a negative impact on commodity prices. Thus, Figure 5 shows the steady rise in GDP in the euro zone, where the only decline in the value of GDP was during the Covid pandemic.

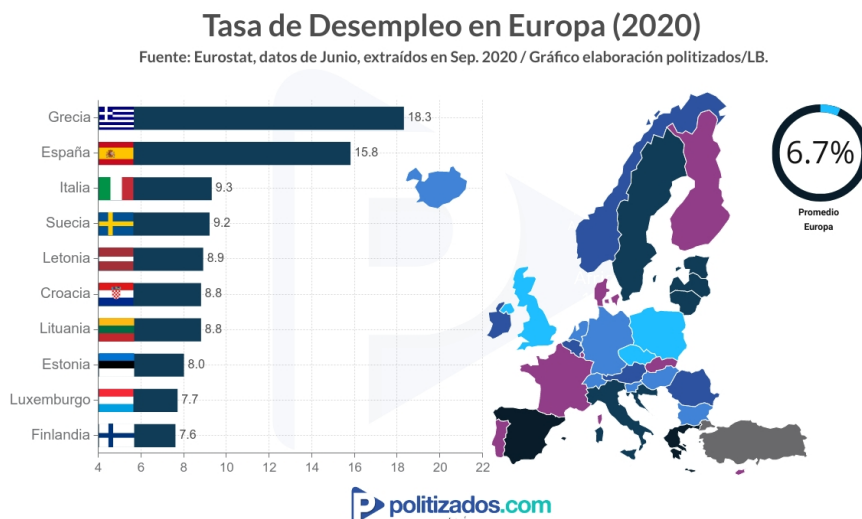
Figure 5



Source: Datosmacro.com

Another factor that has a negative impact is unemployment, since Spain has one of the highest rates in Europe. As can be seen in Figure 6, Spain is one of the countries with the highest unemployment rate in Europe, which leads to less production and the need to bring in raw materials from abroad, whereas if the raw materials are European, the price is higher.

Figure 6



Source: Eurostat

While socially, this industry is very much related to online shopping in recent years. As for INSCA, the same thing has happened, since, as mentioned above, this company has only made exhibitors for ceramics and bathroom, however, as it has grown also have increased markets and different types of sales, since, at present the company has many sales channels. So, there is the possibility of online purchase in any of its brands, as well as the option to go

to fairs and see the products, while, at present, INSCA has made a large investment in its own exhibition, which will facilitate the customers' choice, meaning, they will be able to see all the displays they have in their portfolio and after their choice they can customize the product to their needs. Thus, figure 7 shows the INSCA website from where customers can browse the catalog and place their orders according to their taste and preferences.

Figures 8 and 9 show the INSCA stand at the Cersaie fair, specifically in 2022. In this stand, customers who visited it could see the exhibitors first hand, and also had the privilege of seeing the presentation of a new display called I.RIS, which is an innovative display, since it mixes a common display with technology, which facilitates the customer's choice. Meaning, the customer opening the tray where the product is located, can observe its characteristics on a screen, and therefore, it is not necessary to be present a commercial at the time of decision making.

Figure 7



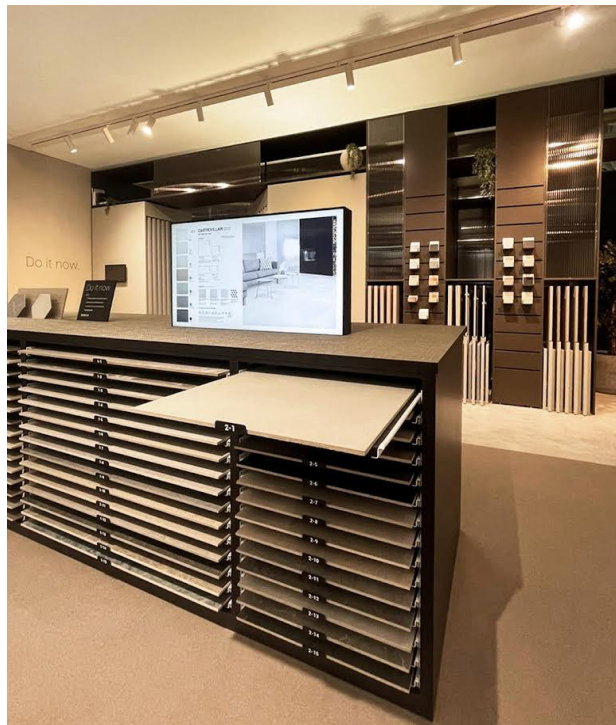
Source: INSCA

Figure 8



Source: INSCA

Figure 9



Source: INSCA

The company is very committed to the environment, which is why it uses preferably ecological materials and requires its suppliers to obtain the FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification) seals at the time of purchase. The

company is ISO 14001 certified, which guarantees respect for the environment, as well as ISO 9001 certified, which guarantees wood quality management.

The Forest Stewardship Council (FSC) certificate is considered a certification that the company requires from suppliers to verify that the wood they buy comes from responsibly managed forests, and that the rights of workers and local communities have been respected, as well as the conservation of biodiversity and the protection of the environment.

The Programme for the Endorsement of Forest Certification (PEFC) is a certification system required of suppliers that promotes sustainable forest management. It is based on regional and national processes and is supported by governments, companies, non-governmental organizations and other interested parties.

Through PEFC, timber can be tracked throughout the supply chain, from the certified forest to the final product that reaches customers, this mechanism used for the traceability of the material is known as chain of custody certification.

It is important to mention that durable forests are those that are used in a responsible manner, which are protected in the long term to ensure the conservation of resources and biodiversity. Therefore, sustainable forest management ensures that logging is carried out in a selective and controlled manner, with the objective of maintaining the health and productivity of the forest. It also involves the protection and maintenance of biological diversity, as well as the protection of the fauna and flora that inhabit it, in addition to the conservation of water, air and soil resources.

ISO 14001 is considered an international standard that establishes the requirements for an environmental management system that implements procedures to control and reduce environmental impacts. Therefore, INSCA develops and incorporates in its procedures policies and actions that allow them to manage the environmental impact in an effective and systematic way.

Thus, INSCA currently has solar panels on the roof of the buildings with a surface area of 7000m²; meaning that 40% of the energy consumed is photovoltaic, which leads to a reduction of CO₂ emissions by 91600 kg/year. In addition, they have a recycling system by type of waste, as mentioned above. In addition, the wood comes from sustainably managed forests and the suppliers are selected so that they can guarantee sustainable and environmentally friendly models.

ISO 9001 is an international standard that establishes the requirements for a company's quality management system. Therefore, with this certificate they improve the quality of products and services, meet the needs and expectations of their customers and improve their own performance on a daily basis.

It should be noted that the company is concerned about every detail, and consequently its employees are fully aware of the importance of caring for the environment and take appropriate actions to reduce CO2.

Finally, in terms of technology, the company's main objective is to modernize processes as much as possible, even though this is a very complex task in a sector such as carpentry. However, a 3D machine has been incorporated in the offices, which allows them to make small parts or prototypes of parts before ordering them. They have also invested in a new version of Odoo, from Odoo V8 to Odoo V13, which allows them to have a better control of the warehouses, in particular the inventory. In addition, in this particular case, production is more direct, meaning, without having to go through so many steps. And finally, in manufacturing they have cutting machines, sectioning machines, pantographs, painting machines, as well as saws, drills, among other materials.

3. Innovation

Referring to the company's innovations, first of all, the concept of innovation and its types will be developed.

Innovation is a process by which the company's product is renewed or updated through the application of new processes, the establishment of ideas or the introduction of new techniques, the purpose of which is to create new value to the product. That is why companies need innovation to grow, to differentiate themselves from the competition and to increase their profits, for this reason, there are different types of innovation, which will be developed and linked to the INSCA company:

- **Product/service innovation:** considered as the introduction in the market of new products or services or an improved version of these. Thus, it contains alterations in technical specifications, materials, software incorporation, components, as well as other functional characteristics.

The following are worth mentioning:

- I.RIS: this is a system developed by INSCA, which improves the efficiency of the sales team, making customers feel more satisfied with the choice and make their decision sooner. The first system was integrated into an Oregon drawer unit (Figure 10), which was presented at the Cersaie 2022 trade fair in Bologna.

The most important advantages of this system are as follows:

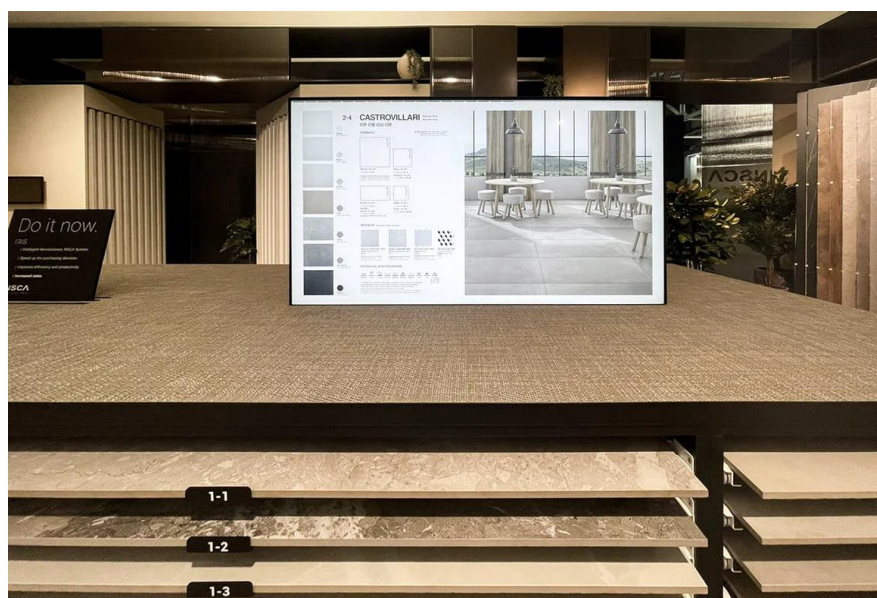
First, customers can visualize the physical sample and compare. In addition, being visual, customers are not overwhelmed with so much information, which makes them feel more confident when making their choice. It is important to mention that, through it, they can see, touch and feel the sample. Also, sales representatives and customers can visualize the product information on the screen, which makes their work faster and more productive.

In addition, the system is integrated into the furniture, i.e., no additional assembly is required, for this reason it is necessary to use a USB which has the information to be projected on the screen.

Also, the image of the exhibition is improved, since digital solutions are incorporated and this generates more value.

Finally, the customers are satisfied with the choice, the decision is faster and the commercials are more productive.

Figure 10



Source: INSCA

- Exhibitor with underfloor heating: this exhibitor was presented at the Cevisama 2023 fair, which has as its main feature the underfloor heating, since, in an island corner of 240 x 120 was added the underfloor heating system, which provides that customers can touch the tile and feel its heat. In addition, in the case of commercial heating, it is perfect to promote cross-selling, meaning, the sale of ceramic tiles and radiant floors.

So, as can be seen in Figure 11, the customer is barefoot to fully enjoy the feel of the ceramic with both feet and hands.

Figure 11



Source: INSCA

- 3D printer: this is the company's latest investment (Figure 12). This allows the printing of special parts which can be difficult to obtain, so that they can be made in-house.

Another benefit that has been found is that, if previously there was a doubt between one piece or another with similar characteristics, they would order the two pieces, try them out and decide, while now they print them, see their characteristics and then have the piece they have chosen made.

In addition, another benefit they have found is that when they are assembling the display and they realize that a piece is missing and it is in an inconspicuous place, instead of ordering it and wasting time, they print it in the company with the appropriate finish and place it and continue with the assembly.

It should be noted that the finishes that the printer allows range from wood finish to metal and whatever colors are needed, so when it comes to printing the finish this is no problem.

Finally, the company has also found it useful in its use, since it is capable of solving technical problems.

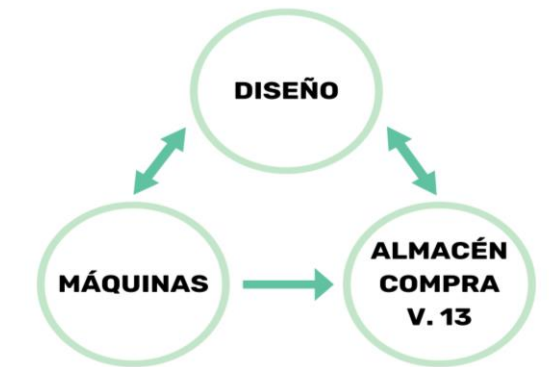
Figure 12



Source: INSCA

- Innovation in process: in this case it is when new manufacturing, distribution or logistics processes are implemented. Specifically, in this aspect, the company has invested in updating the drawing program called Inventor, and in turn has led them to change the version of Odoo, since they have gone from version 8 to version 13. So, through Figure 13, we will explain the changes that the company has undergone with this innovation and what it will cause in the short term.

Figure 13



Source: Own elaboration

Therefore, before this decision, first of all, the furniture was drawn and sent to the production manager, who approved the furniture and printed the furniture plans, once printed, the plans and the production order were downloaded and the production process began.

Now, with this decision to upgrade the software and improve the Odoo version, the aim is to connect, as shown in Figure 8, the design, the machines and the warehouses. To this end, the company is going to change its production plant and implement an assembly line with which it seeks to be more productive. In this case, the process will be as follows:

First, it will be drawn and then uploaded to Odoo 13, which will directly create the production order and approve the furniture. Once this happens, the order will be given directly to the sectioning machine, which will make the appropriate cuts, always making the most of the wood. Then, this piece will be stored and once the production order arrives, it will go to pantographs and finally, to the assembly.

It should be noted that, in turn, through this new program, the hardware will be discounted once the furniture is approved and thus will have a real inventory at all times, since, at present the inventory is done monthly and is counted approximately, meaning, it is not a real inventory. So, the aim is to achieve a more real inventory, as well as to make the processes carried out up to manufacturing faster and digitized, meaning, without so many steps. In addition, this new version seeks to always know the location of the final product until its delivery, since it extracts a barcode to which you can give a location, and thus, at the time of delivering the product you do not waste time looking for it, since, with the bar code it is possible to locate it.

- Organizational innovation: it is about implementing new organizational methods in the company, meaning, in the organization of tasks or in external relations. So, referring to organizational methods, these can be the following: knowledge management, training, evaluation and development of human resources, business reengineering, quality management, value chain management, among others.

With regard to INSCA, it should be noted that they have expanded their organization chart and the structure of the company with the appearance of the operations manager, who supervises that the assemblies both in the factory and outside go at the pace set, as well as, is responsible for controlling that the subcontracted companies respect what they have agreed and controls the costs that the company has. In addition, he is the interlocutor with all departments, and most importantly, he is the first to ensure that the working environment is favorable so that production goes ahead and everyone works with motivation, meaning, seeks to reduce stress and stress-related absenteeism.

As well as an expansion department, being the one in charge of studying foreign markets, which seeks to promote the country where there are many sales and maintain or even improve that figure. Meanwhile, in countries where there are few sales or have not yet entered, study them and draw conclusions, meaning, know if they are countries with market or without market, and if there is a market, seek how to enter.

Thus, this department seeks to maintain the potential customers that already exist in some countries, while in countries that have not yet been entered, to enter and seek new customers, in order to expand markets and sales.

- Marketing innovation: this innovation refers to the implementation of new marketing methods, including improvements in product design or packaging, pricing, promotion and distribution.

INSCA, in particular, has changed its logo from a single company to a group formed by Inscashops, Inretail, Inscas and Kontor, as mentioned above. In addition, the logos of each of the companies in the group have been updated.

On the other hand, the websites of each company have also been improved, becoming more visual and easy to access, as well as, they have created accounts on Snapchat and LinkedIn, with the aim of being closer to customers and being able to inform in different ways. In addition, they have improved the way they report on social networks such as Facebook and Instagram. And, finally, they have created an internal magazine,

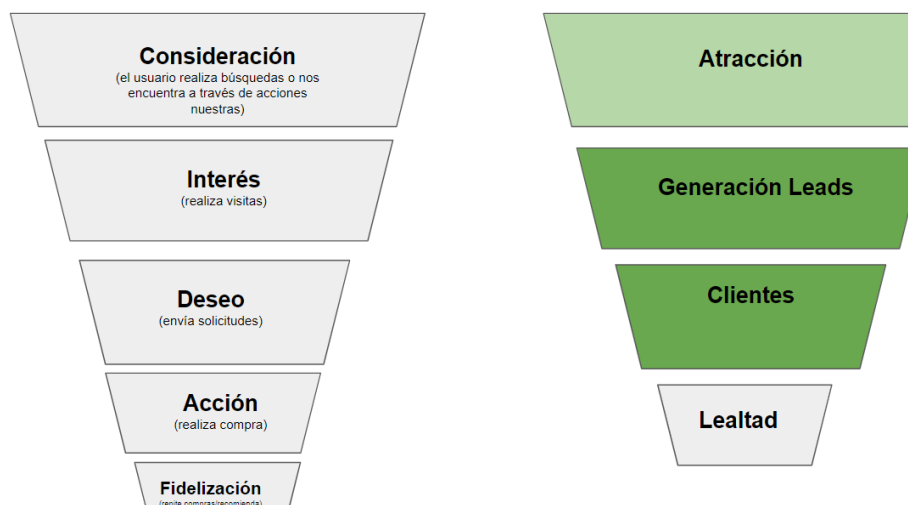
in order to inform internally about the most relevant news of the company and the employees.

In terms of product marketing, in the digital system I-ris and Experience are focused on cross-selling. While, at the product level, the company is going to publish the series of outdoor products , it is preparing the advertising and image of these products, which are a response to a market trend in construction. In addition, it should be noted that it is having great success in the channel of natural stone and kitchen, and therefore, the image is being enhanced when promoting it, to draw their attention.

Regarding communication and digital marketing, the company uses inbound marketing strategies (attraction) and funnel maturation (Figure 14). In this attraction, they focus on SEO and SEM techniques or actions to attract leads. Thus, with SEO, strategies are applied to get natural or organic traffic to the website. While SEM consists of using a system of advertising through ads on search pages.

Referring to maturity, the last thing that has been worked on is inbound marketing actions, which are about attracting new customers through content and individualized experiences, this is achieved through attraction, interaction and delight. While, in turn, they have hired the Hubspot application, with which they focus on lead maturation, personalization of communication through automations and opportunity recovery.

Figure 14



Source: Own elaboration

With the figure above, it is easier to understand what was explained above. Thus, the first funnel (gray color) refers to customer searches and user behavior. The second funnel (green color) deals with the actions taken by the company based on user behavior. It should be noted that the company is currently focused on attraction through the improvement of web pages, new advertising campaigns, among others. For this reason, at this moment they are focused on maintaining the customers they already have, as well as focusing on lead generation and customer acquisition.

On the other hand, there are also a number of strategies to consider in innovation and thus achieve success in the market in which the company operates or just to stay in the same situation in which it is. These strategies are the following:

- Offensive strategy: in which the company is the leader in terms of technology, thanks to the constant introduction of improvements that affect the product or the manufacturing process. So, the main features of this offensive strategy are, firstly, that the company wants to achieve market leadership and technical leadership. In addition, the company takes risks and high profitability is expected. And finally, there is a need to be productive in the R&D&I department.
- Defensive strategy: this refers to when the company does not decide to bet and be the first, but to imitate the leading company in order not to be left out of the market. The main characteristics are: the company does not want to be outdated and has to be able to react in the short term, as well as, they have to be able to improve their products and improve the mistakes made by the leading company.
- Imitative strategy: this is the imitation of other companies' products or processes; in this strategy there is little innovation, since the aim is to save costs in technological areas. Thus, for the success of this strategy it is necessary to be protected by tariffs, have low labor costs and have a high managerial efficiency.
- Dependent strategy: refers to the achievement of stable and long-term relationships with customers or suppliers, which is why this type of strategy is typical in companies that depend heavily on outsourced companies.
- Traditional strategy: it is based on doing the same thing in the same way all the time. So, in this type of company they have a product that does not evolve or evolves very little.

- Niche strategy: used by small competing companies specialized in niche markets. These companies offer very specific and specialized products.

Thus, once the innovation strategies have been explained, it can be concluded that INSCA follows an offensive strategy, since it is a leading company that innovates and that its competitors seek to imitate; for this reason, the company has created an R&D&I department to continue improving and growing.

4. Internationalization

This section will deal specifically with the internationalization of the company, as well as the methods used to achieve such expansion, however, before developing it, we must know what internationalization is.

Internationalization refers to the process by which companies expand their activities beyond national borders to operate in foreign markets. Therefore, this process involves establishing a presence in other countries, either through exports, direct investment abroad, strategic alliances, acquisitions or other forms of participation in the global market.

For this reason, some theories that epistemologically support the definitions of business growth will be briefly presented below:

- The learning theory, according to Jovanovic (1982), is that which explains the rapid and evident growth of small companies through the learning method, seeing little by little the differences in the efficiency of the company when there is an evolution in the industry.
- The theory of resources, according to Penrose (1959), is based on the learning method used to transfer knowledge to assistants and also on the ability to maintain their production and equipment.

Internationalization thus offers companies a number of opportunities and benefits, such as access to new markets and customers, risk diversification, leveraging economies of scale, access to resources and talent, and, finally, learning new practices and knowledge.

However, internationalization also brings challenges and risks, such as adapting to different cultures and regulations, competing with local companies, managing international supply chains, political and economic risks, and the need for a sound global strategy.

In order to successfully internationalize, the company must conduct market research and

adapt its products or services to the needs of the areas where it wants to penetrate. In addition, it will have to establish alliances or find subsidiaries abroad and will have to consider logistical and distribution aspects. And, finally, it will have to maintain an efficient management of international operations.

Thus, internationalization is a dynamic and continuous process, driven by the globalization of the economy and the opportunities offered by different international markets. For this reason, companies seek to expand internationally to grow, increase their competitiveness and take advantage of the benefits offered by global trade, which is why INSCA seeks to expand.

Therefore, in order for a company to internationalize it must meet a series of requirements:

- Knowing the international market: it is necessary to know the customers or the target market to which the company wishes to address. It is important to know this because in each country there are different tastes, values, purchasing power and preferences.
- Knowing the trade regulations: the company must know the legal regulations of the countries where it is going to go, since in each country there are rules and these must be complied with. Therefore, the most interesting thing is to know if the country applies protectionist policies.
- Knowing the business partners: meaning, business partners facilitate the entry to different markets, that is why it is important to have reliable information about our distributors or potential partners.
- Meet qualified personnel: these qualified people will serve to advise in legal, marketing, financial and commercial areas of the country where you want to start.

This is why companies that decide to internationalize have certain advantages:

- Increased growth: by focusing on larger markets, companies grow and increase their production. Meaning, the more markets that are entered, the greater the growth.
- Lower costs: by producing for larger markets, production increases and due to the higher production, costs are lower.
- Increased competitiveness: being in international markets, international competitors appear, which causes companies to increase their production capacity and obtain more information, achieving better sales volume and production levels.

- Consolidation of its brands and products: opening international markets allows products and brands to have a greater presence in the world market.

However, despite the advantages discussed above, there are also a number of disadvantages:

- Differences between countries: each country has its own economic, political and social situation, which can jeopardize success.
- The process is not simple: knowledge and information is needed to focus on each market, as each country has its own peculiar characteristics, first of all in terms of legal and cultural aspects, as well as in terms of consumer preferences.

That is why INSCA's expansion and sales department's main objective is to increase the company's client portfolio and sales in new markets and territories.

For this reason, the company has a number of tasks to fulfil, which the expansion and sales department is in charge of supervising. These tasks are as follows:

- Identify growth opportunities, through market analysis to identify new sales opportunities, either in new geographic markets or in new customer segments.

Thus, INSCA's target countries are France, Italy, United Kingdom, Germany and Spain. In these markets, analyses of the potential market have been and are carried out during the year to observe changes in market trends, consumer behaviour, competition and other factors that may affect them. In addition, the company also assesses political and economic stability. As well as developing marketing and advertising strategies to promote products and services, they sometimes find it necessary to adapt marketing messages to the culture of each target country. Finally, they also analyse research to determine the opportunities and challenges of the country, with more emphasis on these post-pandemic times, which have changed all markets, and then develop strategies adapted to their needs.

- Researching markets, meaning, they carry out research to observe market trends and consumer behaviour, all through the collection of information from external sources such as ASCER (Spanish Association of Ceramic Tile Manufacturers), national newspapers, ICEX reports, Kompass, LinkedIn, Hoovers, among others.
- Develop sales strategies based on historical data and research to enter new markets or to expand the company's presence in existing markets. As is the case in the UK, the company has an experienced sales agent who assists the company with potential

customers in the UK because he knows the area, the customs and the way of working. He also guides them with the creation of effective marketing and advertising messages.

- To train and qualify a sales team with the aim of achieving an effective sale, to do this, they are provided with a series of tools to be able to track their sales. So that, through applications such as Odoo and Hubspot, they can have a follow-up and traceability of what the customer does so that the salesperson can know the status of the order at all times, as well as know how many times the website has been visited and know before the first contact, what each customer wants.
- Measuring and reporting results on a weekly basis. The person in charge of collecting information on a weekly, monthly and annual basis on the sales that have been obtained, reflects in a report the data with the relevant comparisons, as well as the achievement of objectives or the comparison with the sales history.

Thus, some of the data processed are detailed below:

- Sales by target countries (accumulated).
- The number of customers per country, referenced to the target they have set themselves.
- Sales comparison 2023/2022.
- Cumulative sales vs growth targets for 2023.
- Conversion and web loss.
- Summary of monthly and annual turnover.
- TOP customers by turnover.

In this way, in the future, the company aspires to enter the American market, which is why it is currently carrying out an analysis to see how it can enter this market, as sending a product there is very slow and costly.

For this reason, the company would like to set up a warehouse where it can always have standard products and so the customer can go there, view and buy, so that it is not so costly. In addition, another alternative the company is considering is to acquire a company in America and carry out the entire manufacturing process there.

In short, they are provided with valuable and easy-to-understand information on sales, new customers, market trends, so that they can also identify opportunities and improve their sales performance.

In addition, we track the CRM databases of the main sources of customer information that categorise our customers. All this, through analysis and channelling of information from data sources such as those we have in Odoo and Hubspot, as well as a historical Excel with information on potential customers.

Finally, the success of internationalisation is related to understanding the factors that influence this process. Meaning, it is very important to implement strategies that have been approved and that have emerged by considering and studying the relevant aspects, which are determined by the organisation. Thus, all of the above is crucial to successfully enter foreign markets.

5. SWOT and recommendations

In this section, a SWOT (Table 1) will be carried out, which is a diagram that aims to identify the strengths, opportunities, weaknesses and threats existing in the company. Thus, the weaknesses refer to the internal attributes that act against the success of the set objective. Whereas, threats are considered to be the external factors that can be compromised in order to obtain the expected result. Strengths are the internal resources and attributes that support the outcome. And finally, opportunities are the external factors that the company can use to its advantage.

Table 1

WEAKNESSES	THREATS
<ul style="list-style-type: none"> ● Communication management on the Internet, not functional, not optimized, bad UX, without content or value. ● Reduced community in RRSS, and low engagement. ● Low brand visibility and confusion. ● Higher price than the competition.. ● Passive commercial attitude. 	<ul style="list-style-type: none"> ● The competition is starting to offer new technological developments. ● Online fairs and online sales. ● Low-cost solutions in Asian countries. ● Direct competition does not do badly, it sells the same. ● Tariff policies and restrictions. ● Business concentration processes.

<ul style="list-style-type: none"> ● There are no media or stakeholder relations. ● Products and services similar to the competition. ● Difficulties in planning online sales. ● Products and services with low turnover. ● High dependence on the ceramic sector. ● They only stand out in the domestic market. ● No internal communication flows. ● Innovations that are not well protected. 	<ul style="list-style-type: none"> ● Economic crisis after the pandemic.
<p>STRENGTHS</p> <ul style="list-style-type: none"> ● Made in Spain, experience, specialization, own technical department, R&D, high quality, consolidated brand, innovative reputation, human team and customer portfolio. ● Digital marketing infrastructure. ● Patented industrial designs. ● Innovation capacity. ● Customer loyalty, recommendations and brand reputation supported by your know-how. ● Good positioning in Spain. ● Application of economy of scale thanks to fixed customers and diversification of business lines. ● Presence at trade fairs. ● Human team involvement. ● Commercial network and database of more than 5000 leads. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ● Great potential for improvement in managerial communication. ● Expansion and growth of the ceramic market. ● Exciting opportunity for increased investment in innovation. ● Building relationships with stakeholders. ● Favorable environment for innovative solutions in difficult economic times. ● Competition enters into a price war. ● Develop new products for other sectors. ● Good performance of the foreign market. ● Recovery of fairs. ● Assessment of sustainable manufacturing systems. ● Sector with few technological

<ul style="list-style-type: none"> • The location is ideal. • Superior web traffic and acceptable level of backlinks. 	<ul style="list-style-type: none"> • developments. • Exciting prospects with a cutting-edge website and a revitalized communication and marketing strategy.
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Source: Own elaboration

Weaknesses and their possible correction by the company will be discussed below:

-Communication management on the Internet is not very functional, not optimized, bad UX, without content or value. It is therefore necessary to create a new website with a conversion funnel.

-Reduced community in RRSS, and little engagement. Therefore, it should interact and promote itself more.

-Low brand visibility and confusion. It is advisable to carry out a branding strategy (actions aligned with the positioning, purpose and values of a brand).

-Higher price than the competition. Because the price is higher than the competition, it is necessary to make this a strength and give customers a better and high quality product.

-Passive commercial attitude. Employ proactive commercial strategies.

-There are no relationships with the media or interest groups. So, you have to start building these relationships.

-Products and services similar to the competition. By investing in the development of the I+D+i department, as well as creating alliances and improving communication.

-Difficulties in planning online sales. By strengthening relations with users who use the website.

-Low turnover products and services. Segmenting the database to be able to personalize solutions.

-High dependence on the ceramics sector. Reformulating the use of products or services in other sectors.

-They only stand out in the domestic market. Therefore, it is necessary to focus on internalization and to carry out an internalization plan in order to achieve these objectives.

-Internal communication does not flow. To solve this weakness, an internal communication plan is required.

-Innovations that are poorly protected. This makes it easy to copy, so the company must protect its innovations.

In terms of threats, these will be developed and how to deal with them will be addressed:

-Competition is starting to offer new technological developments. So, it is possible to face it by creating products that include technology such as AI, Big Data or IoT and at the same time improve the UX.

-Online fairs and online sales. In this threat, it is important to emphasize that ceramics must be touched for the customer to make up his mind.

-Low cost solutions in Asian countries. It is necessary to conquer the Asian market, as well as to implement the quality and status of its products.

-Direct competition does not do badly, it sells the same. By communicating the strengths of their products and conquering branded territories.

-Tariff policies and restrictions. By taking advantage of policies that are beneficial to the company and focusing on Europe, meaning, not putting efforts into non-competitive markets.

-Business concentration processes. Connecting with new groups and leveraging to increase sales volume.

-Economic crisis after the pandemic. Through the design of communication strategies, which facilitate the work of the commercial area and the opening of new markets.

Referring to the strengths, the following will address how the company can maintain them:

-Made in Spain, experience, specialization, own technical department, I+D, high quality, consolidated brand, innovative reputation, human team and client portfolio. Through the use of communication and marketing strategies to promote them.

-Digital marketing infrastructure. Through leveraging to improve ROI (Return On Investment), which is used in marketing to calculate the profitability of some investments.

-Patented industrial designs. Meaning, to those who wish to give them visibility.

-Capacity for innovation. Through communication, but without appearing pretentious.

-Customer loyalty, recommendations and brand reputation backed by its know-how. Through the use of lovemark strategies, where the main characteristics are mystery, sensuality and intimacy. So, based on these, the aim is to generate emotional links with their audiences, in order to obtain the highest possible degree of loyalty.

-Good positioning in Spain. It is necessary to reinforce it and take advantage of its solvency for new markets.

-Application of economy of scale thanks to fixed customers and diversification of business lines. So, it can be carried out after realising communication and marketing strategies that improve sales, meaning, strengthen brands and feedback.

-Presence at trade fairs. Through the creation of actions to amortise the investment and differentiate them from the competition.

-Involvement of the human team. Reinforce commitment through internal communication.

-Commercial network and database of more than 5000 leads. Improving network awareness and segmenting the database.

-The location is ideal. Due to its location in Spain, it is easier to export to European countries.

-Higher web traffic and an acceptable level of backlinks. Through SEO content marketing, optimising Google Ads, as well as using linkbuilding actions to improve backlinks and domain authority.

Finally, opportunities will be developed and explained how they can be exploited:

- Great potential for improvement in managerial communication. This makes it easier for the company to position itself.

-Expansion and growth of the ceramics market. Through the study of communication and marketing strategies to access new markets.

- Exciting opportunity for increased investment in innovation. Taking advantage of competitors' passivity to bring new products to market.

-Build relationships with stakeholders. Because relationships have not been established before, they are not weakened and therefore the company can present itself and follow a communication strategy.

- Favorable environment for innovative solutions in difficult economic times. There may be a competitive purge, which will give the company the opportunity to improve its positioning.

-Competition enters the price war. It will give the company more room to conquer brand territory, status, as well as prestige.

-Develop new products for other sectors. Meaning, the company will have to create new strategies to be able to launch these products on the market.

-Good performance of the foreign market. Taking advantage of the internationalization plan.

-Recovery of fairs. Meaning, when the company participates in trade fairs, it must differentiate itself and attract the attention of potential new clients.

-Assessment of sustainable manufacturing systems. Giving visibility to the company's sustainable processes.

-Sector with few technological developments. Offering the opportunity to create products with technology, meaning, including virtual reality on the web for complete UX and thus stand out from the competition.

- Exciting prospects with a cutting-edge website and a revitalized communication and marketing strategy. Taking advantage of the knowledge and the starting point, with the aim of creating a strategy to improve market positioning and achieve business objectives.

Finally, some recommendations that I would personally carry out for each of the situations will be named:

- In terms of weaknesses:

Firstly, the creation of an optimised and functional website with a good user experience, as well as the development of a conversion funnel that guides visitors to the desired action, and the generation of quality and valuable content that is relevant to customers.

It is also important to mention more interaction with social media followers and actively promote social media profiles to increase the number of followers. As well as using appropriate marketing channels to increase brand visibility, such as online advertising, public relations and strategic partnerships.

In addition, it is important to highlight the added value and superior quality of the products in order to justify the higher price. Similarly, it is important to communicate the benefits and advantages that customers have when choosing products and to identify and focus on market segments willing to pay more for high quality products.

In the same vein, it is also necessary to implement proactive commercial strategies, such as actively prospecting for new customers and seeking business opportunities. In addition, it is necessary to train the sales team in various effective sales techniques and motivate them to take a proactive approach. As well as identifying industry-relevant media and establishing contacts with journalists and editors.

And finally, participate in industry events and conferences to build relationships with key stakeholders and generate quality content that can be shared by the media and capture the attention of the target audience.

- Referring to threats:

Firstly, researching and incorporating emerging technologies such as AI, Big Data or IoT into products to improve the customer experience and offer added value. As well as keeping abreast of technological trends and market demands to be able to adapt quickly to new developments.

In addition to highlighting the advantages and features of the products, as with a ceramics customer, it is important to emphasise that their products need to be touched to check the texture, finish or quality and therefore they need the display. Similarly, it is important to offer special discounts to encourage

customers who have attended the fair and enjoyed the stand.

Also, enhance the online shopping experience with high quality images, detailed descriptions and testimonials from satisfied customers. In the same vein, it is also necessary to focus on the quality and status of the products, highlighting the added value and differentiating them from low-cost exhibitors. As well as establishing strategic alliances with suppliers or partners in Asian countries to improve access to local markets in order to compete on a level playing field.

In addition, it is important to clearly communicate the strengths and advantages that products have over the competition. For this reason, it is also important to develop differentiated marketing strategies, meaning, with a unique value proposition, exceptional customer service, among others. And, take advantage of favourable tariff policies and trade restrictions that benefit the company to expand in the markets it wants to enter.

Finally, the company should focus its efforts on markets where it has competitive advantages and should avoid allocating resources to uncompetitive markets. For this reason, it is necessary to identify and explore new markets or segments that may be less affected by the economic crisis and where the company can find opportunities for growth.

- Regarding recommendations on strengths:

Firstly, the use of communication and marketing strategies to highlight the brand's strengths such as experience, specialisation and innovative reputation. In addition, the quality and know-how of the company should be highlighted in all marketing and communication messages.

It is also important to use analytical and tracking tools to measure and optimise the performance of digital marketing efforts. Thus, the company should consider investing in new technologies and platforms to improve the efficiency and effectiveness of digital strategies.

For this reason, they should promote and give visibility to patented industrial designs in the company's communication and marketing materials. In addition, highlighting the exclusivity and legal protection provided by patented designs can attract potential customers and partners. In the same vein, it is also

necessary to showcase the innovation approach through case studies, testimonials and collaborations with strategic partners.

Therefore, the company should avoid appearing pretentious when communicating its innovation capacity, meaning, it should stand out by using concrete examples and success stories. They should use testimonials and references from satisfied customers to support and strengthen the reputation of the INSCA brand. And finally, take advantage of social media to promote positive recommendations and build trust.

- In terms of opportunities:

Firstly, it is necessary to seize the opportunity (low communication management) to improve communication management and stand out in the market. For this reason, effective communication strategies must be designed to help the company position itself as an industry leader. Thus, new markets must be studied and analysed to identify opportunities for growth. Thus, the communication and marketing strategy needs to be adapted to reach these new markets effectively. Therefore, the company must invest in research and development to bring new products and solutions to the market before the competition. In the same vein, it is also necessary to communicate and promote the company's progress and innovative developments in order to capture the attention of customers and gain market share.

In addition, the company needs to identify relevant stakeholders and develop specific communication strategies to interact and collaborate. Finally, the company must offer solutions adapted to the new circumstances and communicate how it can help customers overcome economic challenges.

6. Conclusion

Throughout the work called "INSCA's Innovation and Internationalisation Strategy", I have carried out an investigation of how a growing company like INSCA, applies various innovations in the company to achieve its objectives, as well as observes its own growth in international markets, and thus, not only grow and be a leader at a national level, but also pursue to grow and be powerful at an international level.

But before discussing all of this, I have focused on the history of the company, as well as the industry in which it is located. I have also noted that the company is in a competitive and

dynamic sector that requires it to be agile, adapt quickly and innovate in order to meet the competition.

Therefore, the ability to anticipate and respond quickly is critical to achieving the goals that will allow them to succeed. I have also discussed their main competitors both nationally and internationally.

While, referring to the company's organisational chart, in recent years new departments have appeared due to the growth they are experiencing, such as the operations director or the expansion department. So, in the near future the company intends to create a logistics department, and that is why the company is investing in the construction of a warehouse of approximately 6000m². And in this way, change the traditional working system in order to be more productive and update the machinery to be more effective and efficient.

However, they have not only invested in buildings and machines for the production of the product, but they have also invested in the creation of new jobs, as in the case of the operations manager.

new jobs, as in the case of the operations manager. They have also invested in machines to make prototypes or to make small parts, meaning, to see if it will work or not, before ordering them, and for this reason, they have acquired a 3D machine.

Similarly, they have also improved their programme, as they were currently using Odoo V8, while at the end of the year they plan to change to Odoo V13, which will allow them to be more computerised in all processes, as from the programme they will be able to send orders to the machines to start manufacturing and the inventory will be more real, as everything will be included in the programme and at the time of manufacturing a piece of furniture or display, the material will be discounted directly, which will make it easier to obtain the results.

So, to conclude with marketing innovation, INSCA has focused on improvements in product design, packaging, pricing, promotion and distribution. For this reason, the company has carried out various innovations in its marketing strategy, such as changing logos and improving the websites of the group's companies.

On the other hand, the company has sought to be closer to its customers through the creation of accounts on applications such as Snapchat and LinkedIn, as well as the improvement of Facebook and Instagram. In terms of product marketing, the company has developed a series of outdoor products and improved the promotion and image of slab displays, responding to construction market trends and demand in the natural stone and kitchen channel.

Meanwhile, in terms of communication and digital marketing, the company makes use of inbound marketing and lead nurturing strategies. So, for attraction, SEO and SEM techniques are used to attract visits to the website organically, as well as through advertisements on search pages. In terms of lead maturation, the company has contracted the Hubspot application, which has allowed them to personalise communication through automations and recover sales opportunities.

Furthermore, in this work I have also addressed the concept of internationalisation, in which I have analysed the methods that the company uses to successfully expand into foreign markets. Therefore, INSCA's goal is to expand its customer base and increase sales in new markets and territories. To achieve this, the expansion and sales department plays a key role in identifying growth opportunities, conducting market analysis, developing marketing and advertising strategies tailored to each target country, researching consumer trends and behaviours, as well as training the sales team.

Thus, the company uses tools such as Odoo and Hubspot for sales tracking and traceability. However, it should be noted that, in addition to measuring and reporting results on a frequent basis, this includes data such as sales by target countries, the number of customers, sales comparisons or monthly and annual turnover. In addition, the company has plans for future expansion, such as entering the American market, for which it is carrying out an analysis to determine the most appropriate strategy. So they are considering options such as setting up a warehouse in the target market or acquiring a local company and manufacturing there.

As for the SWOT analysis, I have named the weaknesses, as well as how the company can correct them. With regard to threats, I have discussed the threats I have found and how the company should deal with them. As far as strengths are concerned, in addition to naming them, I have also discussed how the company can maintain them. And finally, in addition to naming the opportunities, I have explained how the company should exploit them.

Thus, some of the conclusions I have drawn from this work are that in terms of innovation, improvements have been implemented in product design, packaging, pricing, promotion and distribution, as well as in the company's organisation chart. Meaning, the company has sought to be closer to customers through improvements in social networks and new applications. In the same way, they have also worked on the development of outdoor products and have improved the promotion and image of the displays.

Furthermore, I would like to highlight that this analysis work has allowed me to understand how the company can adapt to the changes that the market is undergoing and how the

company can remain competitive in such a demanding sector as the one it is in. Throughout the work, we can see how the company applies innovation in its production processes and how it has managed to offer attractive products to the market, which allows it to be a leader in the sector at a national level.

In summary, this work allows us to learn more about a leading company in its sector and to better understand how the company can adapt to a changing environment and remain competitive.

That is why, in the future, I recommend the company to continue studying the American market and to find the most economical and profitable solution, as well as to continue trusting in the ideas of the employees and supporting them, because in this way, the employees will grow together with the company and all of them will pursue the same goal.

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