



**MARKETING PLAN:
CINESA LA SALERA**



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1. PROJECT JUSTIFICATION

I have chosen the company CINESA Salera for my final degree project because I believed desirable for a project of this magnitude, which I have to face alone, it was necessary to be about something that was interesting for me to investigate. Personally I consider myself a cinephile, I enjoy films and the stories they tell us, especially when they manage to be experiences where we are emotionally involved. So I decided to join this project and my moviegoing carrying out a marketing plan of the cinema that I am more regular.

2. EXECUTIVE SUMMARY

CINESA is a national company dedicated to the film screening, both films and special events like documentaries, opera or concerts, which currently has 46 cinemas and 534 theaters distributed throughout Spain. Concretely this marketing plan will consist about the cinema located in La Salera Shopping Center, Castellón.

Nowadays Spain lives an uncertainty situation because the politics, there is no government and this calls into question what is going to happen with the economic politics, being the most important one for CINESA's sector the future of the cultural VAT. Because the current VAT and the economic crisis, the society has changed their lifestyles and this has affected the sector.

In this marketing plan, an internal analysis has been carried out to know the resources of CINESA, as an external one to study the current situation of the environment and the closest competitors. All this helped me to make a SWOT analysis to know the positive and the negative aspects that affect the most the company, and to establish objectives which are based in the increase of customers and its satisfaction.

Finally, to achieve these objectives I have been proposed 13 actions to which have been assigned a budget and a schedule, and have been established control guidelines in order to make sure that the objectives of the marketing plan are achieved.





3. SITUATION ANALYSIS

3.1. Internal Analysis

3.1.1. Company presentation

Being an acronym of *Compañía de Iniciativas y Espectáculos SA*, its origin dates back to 1944 when the producer Alfredo Matas met the businessman José Arquer and formed the first cinema in the Windsor complex which was being built by the former in Barcelona. From the seventies CINESA experienced a great expansion, getting to have 37 theaters located in Barcelona, Madrid, Cadiz, Granada and Murcia, thanks to the restructuring of existing theaters in more smaller ones. But this expansion was paralyzed because of the crisis in the sector in the eighties. In view of this situation, CINESA established the known Spectator Day on Wednesdays, halving the price of tickets to attract more public, like they were doing with the Red Ticket, and in later years it would be established discounts for Young Card and Large Family.

In addition to these commercial innovations, in recent years CINESA has also renewed itself technologically through a modernization plan to provide the highest visual and auditory quality to customers, and to offer greater comfort to these in terms of seats and services variety. CINESA was pioneer in establishing innovative services such as computerized box office, besides the purchase by phone and banking terminals, as well as a 24 hours customer information service for any consultation about the programming.

But CINESA is not limited in the national level. When the creation of CINESA, there was a significant contribution of William Forman, which was the owner of the chain of cinemas Pacific American Theaters and the Cinerama operating license. Forman was gradually getting more and more shares in the company to become the majority shareholder, and his son, years later, with the 80% of the shares, reached an agreement with United Cinemas International in order to this to obtain CINESA 100%. Continuing with its international expansion, in 2005 and 2006, it acquired the cinema chain Warner Lusomundo Sogecable and four cinema complexes from AMC Cinemas. In total, CINESA/UCI manages 165.299 seats distributed among Spain, Portugal, Germany, Austria and Italy.

As I said before, I am going to center the marketing plan in the cinema located in the Shopping Centre La Salera, in Castellón de la Plana. But this cinema has not always been part of the CINESA chain, actually it was a cinema pertaining to Ábaco Cinebox, but the





company entered in a liquidity process, and in 2014 CINESA bought some of its cinemas, including the one situated in Castellón (El Periódico Mediterraneo, 2014).

- Mission

“Create unforgettable leisure experiences for each of our clients” (CINESA, 2016).

- Vision

“Create unforgettable experiences for each client, ranking leadership positions within the film exhibition sector by providing the most avant-garde technical performances for image and sound, the best commodities in their theaters, large products quantity and variety and the best personalized attention to the viewer” (CINESA, 2016).

3.1.2. Company Resources

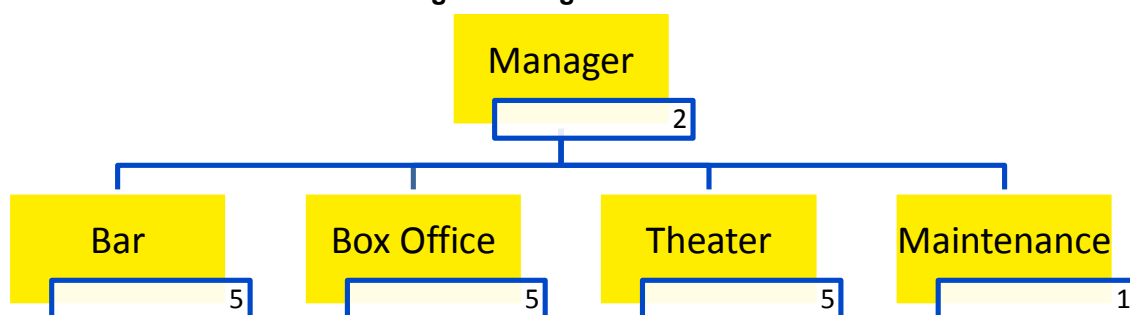
3.1.2.1. Human Resources

According to late 2014 SABI data, CINESA has 1080 employees distributed in Spain, the maximum number of contracts in the history of the company and double the number of employees it had in 2013. The company is led by President Francisco Javier Fernandez Montoli and Vice President Manuel Falcon Alaix. Both are part of the Board of Directors of the company with the CEO Paul Michael Donovan and Secretary Miriam Fernandez Jerez.

In cinemas people work in different jobs such as cleaning service, store and box office clerk, usher, maintenance staff and cabin crew; and each one is managed by at least one manager.

Specifically in CINESA Salera are working 18 employees and the horizontal and vertical structure of the jobs and its employees' number are distributed as follows:

Figure 1: Organization chart



Source: Own Elaboration. CINESA data (2016)



3.1.2.2. Financial Resources

As reported by SABI (2015), CINESA has been generating losses continuously for several years, but if we keep in mind the years with most recent information, we can see that these data are not as bad. In 2013 the company had obtained four times the losses that it obtained in 2012, the operating income had been reduced by almost 1 million euros and both working capital and the value of its total assets had declined. But if we look at 2014 data we can see a big improvement. Although it still gets losses, CINESA had managed to reduce to almost -18 million euros, and nearly half of this value corresponds to taxes. This is thanks to achieve the highest revenues in its history, with more than double that obtained in 2013. Even so, working capital and assets value are also reduced between these two years.

Despite this CINESA faces liquidity problems because its current active is not big enough to meet their current liabilities, a problem that had been seemed to be solved by them in the previous three years.

Table 1: Financial Profile between 2012 and 2014

	2014	2013	2012
Operating income	137,339,291	61,372,789	71,357,285
Profit or loss before tax	-10,322,249	-22,758,838	-7,104,874
Profit or loss for the period	-18,080,886	-23,329,866	-6,417,333
Total Assets	123,056,913	150,000,780	167,276,643
Own Funds	36,443,363	44,967,111	69,201,679
Liquidity	0.54	1.64	1.27
Employees	1,080	509	569

Source: Own Elaboration. SABI data (2015)

3.1.2.3. Marketing Resources

- **Product**

The CINESA product portfolio consists of goods and services commonly available in cinemas, being the main the cinema exhibition, for which it has 14 theaters. This product is intangible, because it is not something that can be delivered in physical form to the customer, but rather is an experience, so the technological quality and comfort of the theaters are essential complements to the exhibition to be satisfactory for the customer,





because as poet Maya Angelou said: “people will never forget how you made them feel” (Kelly, 2003). Therefore the film exhibition is a nondurable service because it is something that is usually consumed few moments after its purchase, except presale occasions, and once consumed cannot be used again.

In addition to the exhibition, CINESA uses the technique of cross-selling to offer a complementary product to the film exhibition. These are soft drinks and snacks from the bar, which customers can purchase for more enjoyable viewing. So this product line is tangible, but like the film projection it would be nondurable products as they are usually consumed while viewing.

Therefore CINESA Salera would have only these two product lines, the cinema exhibition and bar service, which would result in a small amplitude portfolio, but within the film line are different offers:

- **Family film:** Those films for all audiences or over 7 years aimed at the youngest people and as a consequence also attract their responsible adults. Nonetheless these films also attract other audiences.
- **Standard film:** Other films aimed at those over 13 years. Within this product there are various genres that appeal to different types of audiences, such as science fiction, horror or comedy. Also herein we can find two sublines:
 - **Classic projection films**, i.e., the films are projected in 2D, the common format.
 - **3D projection films**, which as the name says, it offers customers the chance to enjoy the film in a three-dimensional viewing. To see the film just in the way it is needed special glasses, which renting for the projection is usually provided to the customer at the entrance of the theater, but buying this product is not necessarily linked to the projection, since customers can bring their own glasses.
- **Events:** These are documentaries, broadcasts of plays, ballet or opera, screening of old films or series of films, concerts and competitions, whose price is set for all cinemas in the same value, but it varies depending on the type of event.
- **Regala Cine:** This offer consists of three products:
 - **Pack Protagonista 30€:** 2 tickets, 1 movie menu (2x75cl soft drink and 1 popcorn bucket) and 1 cup.





- **Pack Cine:** 2 weekend tickets. Its price is the integer value of the weekend tickets without reduction.
- **Tarjeta Regalo 20€:** Both tickets and bar products are included, if the 20€ limit is not exceeded.
- **Birthday Pack:** It is a product aimed at children between 7 and 12 years. A number of seats are reserved for a group of at least 10 children and 1 adult for the chosen film (under the responsibility of the person making the reserve), and also it is accompanied by a bar menu.

Figure 2: Film products



realD 3D



Source: CINESA web page (2016)



As for the bar product line, figure 3 represents the 6 sublines that CINESA has into this line, and its products.

Figure 3: Bar products

Popcorn Menu

- Small (médium size popcorn + 50cl soft-drink)
- Classic (bucket + 75cl soft drink)
 - *paraDos* (2 big size popcorns + 2 75cl soft-drinks)
 - *paraTres* (3 big size popcorns + 3 75cl soft-drinks)

*Popcorns can be salted or sweet



Chocolate



Popcorn

- Small size
- Medium size
- Big
- Bucket

*Popcorns can be salted or sweet



Drinks

- Water
- Soda water
- Kids water
- Levité water
- 50cl bottles
- Juices
- Cacaolat



Soft drinks

- 50cl (small)
- 75cl (medium)
- 1L (big)



Ice-creams

- Mini Cornetto
- Mini Magnum
- B&J's tub



Film Food

- Hot Dog
- Nachos
 - Extra cheese
- Chips big size
- Chips small size



Source: Own Elaboration. CINESA data (2016)

Therefore the product portfolio's depth, i.e., the number of products within a line, and its length, the total sum of the products, is big because it offers some exhibition diversity and in the viewing of films, as well as in the bar products. In addition, we can consider that





there is a good consistency between its products, since both projection and bar offers are homogeneous within its product lines and also complement each other to give the best audiovisual experience to clients.

- **Price**

Ticket price changes depending on three factors: place, day and time. Each of the cinemas that the company has spread throughout Spain has a different price, and this price may also vary depending on whether it is a workday, a holiday or a weekend, and some of them have different prices depending on the schedule session.

Tickets price in CINESA Salera is €8.00 all the week, so it is below of the two average prices of all the cinemas that the company has, which are €8.60 for workdays and €8.81 for weekends and holidays, and vary between €5 and €10 depending on the locality of the cinema in both cases.

This price is set having in mind the percentage that remains for film distributors, copyright entities and VAT, plus the price level of the sector in the geographical area. According to newspaper ABC (2013) these percentages would be 41.8%, 3% and 21% respectively, so that to CINESA belongs the 38.2% of revenue. Therefore CINESA Salera would keep only €3.06 of the revenue from normal tickets.

CINESA has three special schedules with different prices in some cinemas:

- **Morning session:** This schedule is only available on weekends and is usually a schedule between 11:00 am and 1:00 pm, often it is a price for all audiences, but cinemas located in The Machinist and Heron City Barcelona for example limit it to those under 12 years. In addition, this schedule is only available in 22 of the 46 cinemas of CINESA. The prices range between €4.50 and €7.90, with an average of €6.60.
- **Session before 5:00 pm:** This special price is even stranger than the last, only located in 9 cinemas, and as the name suggests is for those sessions prior to 5:00pm, particularly at the first session of the previous film at that time. This schedule is only available on workdays, and in some cinemas on Fridays is not included. Prices for this schedule are between €4.70 and €7.10 with an average of €5.90.





- **Midnight session:** This is the last schedule of the day, located in the wee hours of Friday and Saturday. This schedule is present in all theaters of CINESA, but only 8 of them have established special prices, which range from €4.50 to €7.80. The average of these special rates is €6.09, although the actual average of this schedule if all the cinemas are counted would be €8.20.

Although CINESA Salera has midnight session and the one before 5:00pm, it does not change the price of tickets for them. However, these prices also will be determined in part by the conditions of the distributors, as for instance Warner films have the same price regardless of the schedule, just being indicative the cinema and when the ticket is purchased.

In addition to these prices, there are also products with **periodic discounts**, i.e., there are films whose prices after several weeks of exhibition are reduced to attract public, being tickets offered at €4.20 in CINESA Salera. Also the opposite happens, there are films that because of their greater ability to attract public are given a **price of prestige** which is an increase of €1.00 to their base price during the first ten days of release, renamed as premium movies.

We can also consider **second market price**, those prices are for a portion of population, because their several unique features, which have difficulty paying the usual price of tickets. In the case of CINESA Salera, this offers a price of €6.50 for those public over 65 years, under 26 years that have youth card, those who possess university card and the ones that belong to large families. Although this price is only available from Monday to Friday, provided these days are not holidays.

Apart from all this, CINESA has supplements in some of its cinemas to improve the satisfaction of film viewing for the customer, including the subline of 3D projections. These supplements carry an extra payment which would be added to the base price of each film. Supplements and its surcharges would be the indicated in Table 2.

Table 2: CINESA supplements and prices

VIP Seat	3D Projections	3D Glasses	IMAX	iSens	DOLBY
€1.20 ¹	€1.00	€1.50	€2.00	€1.20	€2.00

Source: Own Elaboration. CINESA Data (2016)

¹ In Grancasa and Nueva Condomina it costs €1.00 and € 0.50 respectively.



These supplements, if the film lets it, are complementary. For example a customer who goes to watch a film in IMAX can also view it in 3D, so if he does not have 3D glasses he would pay a €4.50 surcharge. In the case of CINESA Salera are only available 3D projections and 3D glasses.

Regarding the price of the bar products, in figure 4 it is summarized.

Figure 4: Bar products prices

POPCORN MENU					
Small	€5.90		<i>paraDOS</i>	€11.40	Sweet Plus +€0.70
Classic	€7.80	↗ ↘	<i>paraTRES</i>	€16.60	
Bigger soft drink (75cl)		+€0.50			
Bigger soft drink (1L)		+€0.50			
		Complete Your Menu			
		Chocolate		+€1	
		Hot Dog		+€2	
		Nachos		+€3	

POPCORN					
Small size	€3.20	Big size	€4.50	Sweet Plus	+€0.70
Medium size	€4.10	Bucket	€4.80		

DRINKS					
Water	€1.20	Kids water	€2.00	50cl bottles	€2.80
Soda water	€2.30	Levité water	€2.10	Juices	€2.50
				Cacaolat	€2.00

SOFT DRINKS					
50cl (small)	€2.90	75cl (médium)	€3.90	1L (big)	€4.30

CHOCOLATES		ICE-CREAMS			
€2.00		Mini Cornetto	€1.00	Mini Magnum	€1.00
		B&J's tub	€3.00		

FILM FOOD					
Hot Dog	€2.50			Chips big size	€2.70
Nachos	€3.50	→ Extra Cheese	+€0.75	Chips small size	€1.50

Source: Own Elaboration. CINESA data (2016)



- **Place**

As mentioned before, CINESA has 46 cinemas and 534 theaters distributed throughout Spain, all of to retail to customers. CINESA Salera is specifically located in the shopping center La Salera of Castellón de la Plana.

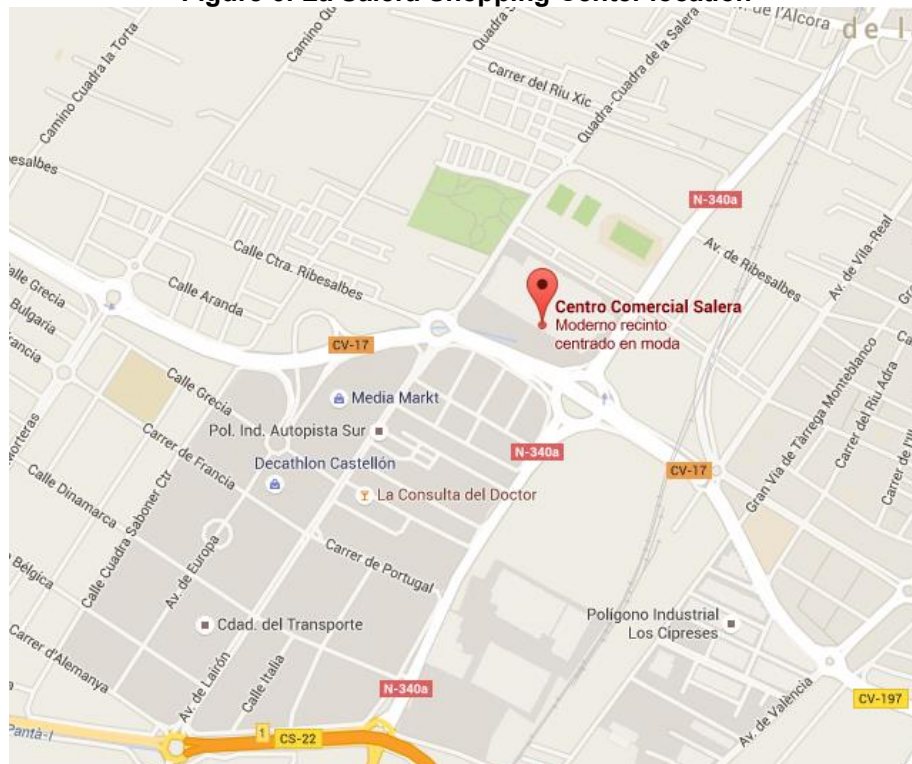
This location allows it to benefit from the influx of people going to the mall to shop or eat, or the opposite, it helps people who want to watch a film to have available restaurants and shops to spend the day. Not only that, the shopping center has large free parking areas which ease access and parking for visitors to the mall, besides being located in an industrial estate in the peripheral area of Castellón, with easy access and surrounded by category killers such as Media Markt, Leroy Merlin and Decathlon, which also attract large masses of people who may be attracted by the offers of La Salera thanks to its closeness.

Figure 5: La Salera Shopping Center



Source: Google Images (2016)

Figure 6: La Salera Shopping Center location



Source: Google Maps (2016)





CINESA's distribution is within a long channel since their products are provided by film and beverage suppliers and it makes them available to customers. According to Ricardo Gil (2007), former marketing director of CINESA, the wholesale distribution of films is divided into three main product groups: category A, category B and category C. Distributors with these products accomplish the block booking practice, with which they force CINESA to acquire their products by packs, that is, with this practice the distributors what they do is that for the exhibition company can get a category A film, the most requested by the public, it must also acquire category B and C films.

- **Promotion**

Despite its presence throughout Spain CINESA is not a company that tends to advertise itself on TV ads, usually rather benefit from films publicity that is carried out by film trailers on television or the word of mouth that can generate a movie, especially the latter, because as Philip Kotler (2003) said: "the best advertising is done by satisfied customers". This is, CINESA benefits from the satisfaction that generates a film itself, because customers will recommend it. But CINESA has to generate at the same time greater satisfaction with their products and services to create a different and unique experience compared to its competitors, so that the client not only recommends the film, but also recommends CINESA as a place to go to watch it.

Also to take advantage of this effect, CINESA before each film passes several film trailers that have a similar style like the film to be projected, to try to attract the public again when these films will premiere, or is also often to pass trailers of the same distributor, so films of the same company can benefit from the attractiveness of the film to be shown.

In addition to the trailers, CINESA sandwiches between these, advertisements of other companies, as well as promotions that they offer, so it not only draws attention with film trailers that the public may be interested in, but also increase their interest showing them offers that they can use when they want to watch these new films too.

Respect to sales promotion, CINESA focuses on conducting consumer promotions to encourage purchase through discounts. CINESA's promotions available in *La Salera* are as follows:

- **Miércoles al cine:** Non-holiday Wednesday the tickets price is reduced to €4.50.





- **Spectator day:** Like *Miercoles al cine* promotion the price is reduced, but in this case CINESA Salera drops it to €6.50. This cinema has kept this day as it is held on Thursday of each week except holidays.
- **Family Pack:** Any day of the week to these sessions prior to 9:00 pm sessions, 2 adults and up to 4 children under 13 can enjoy discounts on their tickets, which will also change depending on the location of the cinema. These discounts in CINESA Salera are of €6.90 for adults and €4.50 for children.
- **La Gran Quedada:** With this promotion customers can buy for €5.50 among 4 and 8 tickets, this price is for each one. They can do it via online, or creating a coupon on facebook and presenting it at the box office and then buy them there. There is too the **Gran Quedada Menu**, which consists in at least four menus that contains 1 medium size popcorns and a 40cl soft-drink for each one.
- **Vuelve al cine:** Clients receive a coupon with a 15 days lifespan that provides them a 30% discount on tickets for the client and its companion.
- **Euro6000 Promo:** With this promotion all customers with a Euro600 card can buy in non-holiday Monday to Friday through four tickets at the box office with a reduced price, which is €6.50. Clients will get a 50% discount on the classic menu too, which contains 1 popcorn bucket and 1 75cl soft drink, whenever the client downloads the coupon on the website and in this case any day of the week.
- **Travel Club and Iberia Plus:** Both are very similar promotions, through the swap of points and avios, respectively, the customer can get free tickets. And with the swap of Travel Club points it is possible obtain the same discount on the classic menu that the client has with Euro6000 Promo.
- **CINESACARD:** With this card customers are offered different offers and promotions. They obtain points with the tickets purchase (20 points per ticket) and can swap them once accumulated by bar products or tickets both standard theaters and supplementary theaters, all depending on the amount of points that the client can accumulate in a year, which is its shelf life.
- **Fiesta del cine:** This promotion does not come from CINESA, but an event created by the Audiovisual Producers Confederation, the Spanish Cinemas Federation and the Cinematography and Audiovisual Arts Institute. It is a sporadic event, always three days, from Tuesday to Thursday, during which prices of all tickets of any film are reduced to €2.90, without taking into account the supplements.





Figure 7: Promotions

MIÉRCOLES al CINE por 4'50€ ¡NO HAGAS COLAS! COMPRA YA TU ENTRADA

Con tu tarjeta EURO 6000 **PRECIO REDUCIDO EN TUS ENTRADAS DE CINE**

PACK FAMILIA online ¡Tus entradas más baratas! **5'50€**

#LaGranQuedada Ven al cine con tus amigos por sólo **5'50€**

Si vienes al cine y **VUELVES** antes de 15 días **tu entrada y la de tu acompañante al 30% de descuento**

CANJEA TUS AVIOS POR ENTRADAS Todos los días del 1/06 al 31/07 por la mitad de avios

Source: CINESA web page (2016)

In addition to ticket sales at the box office, CINESA also has website, mobile app and social networks in which it carries out online marketing practices. On that website customers can find film trailers, all schedules and prices, events and the currently available promotions. In this way customers can also access, without surcharge, to the purchase of tickets and thus not having to queue to buy at the box office. With the mobile application customers can also access to see the billboard and schedules, and request the CINESACARD, but can not buy tickets directly from the app, as it redirects to the website, so in this case the application is a mere link.

By using social networks like facebook and twitter, the company also promotes the films and their offers, while carrying out public relationship activities such as contests and raffles





in which customers can win prizes as film merchandise or tickets. One of the best known examples of direct marketing activities of the company as MarketingNews.es collected was made in 2010 when they announced via facebook that for click like to its page the client would receive the 2x1 offer. In this way they achieved a 3000% increase of fans in seven days, plus saving on production costs by using facebook as a platform to launch this offer.

3.2. External Analysis

3.2.1. Political factors

Currently Spain is in a great political uncertainty, for the first time in the history of Spanish democracy has been no agreement among political parties to form a government after the result without an absolute majority in the elections of 12/20, so these elections have to be repeated. Furthermore, this instability is given by ideological differences between the most voted parties, on the one hand *Partido Popular*, the most voted list, has a right-wing ideology, while *PSOE* and *Podemos* are left-wing representatives, the first so more moderate than the second, and this along the differences in their political programs have been the main causes of the impossible agreements between them. These political differences also cause insecurity among the population and the economy, due to the difficult prediction of the next ruling party.

The current government, as gathered *El País* in 2012, along with the rise of the different rates of VAT (general increased from 18% to 21% and reduced from 8% to 10%, the super reduced 4% remained the same), it decided to increase the category of cultural VAT from the reduced one to the general, so that not only had to increase the difference between the two types, but also increased further due to new taxes, which was a blow to the film industry. This increase in VAT accounted for increased tickets price, making them harder for some people to attend to the cinema more assiduously and therefore a reduction in box office receipts of films in Spain, affecting especially the Spanish films because this country is their main, and sometimes unique, market.

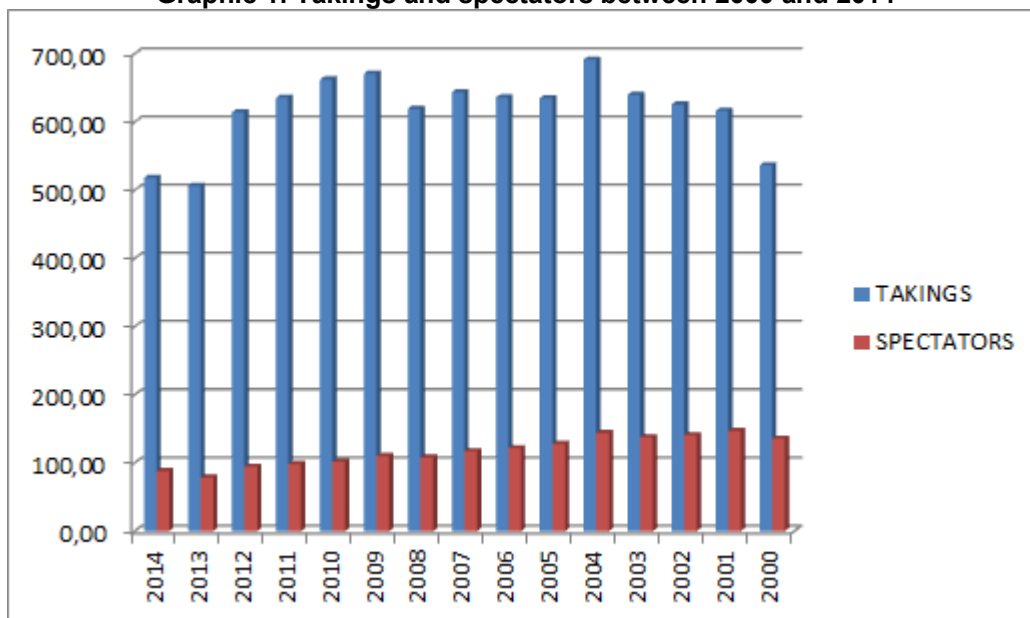
This political uncertainty, with constant changes of ideas within parties, leads to ignore what really will happen with cultural VAT. But according to their political programs *Podemos*, *PSOE* and *Ciudadanos* seek that this VAT passes to be bound by the reduced rate and not by the general, just like was put in its moment by *Partido Popular*.



3.2.2. Economic factors

The film industry, according to data from National Statistics Institute (*Instituto Nacional de Estadística*, INE, 2015), has seen the takings of cinemas have been declining since 2009, when €671 million were earned, although in 2014 the decrease was stopped with €518.2 million. Even so this data is not particularly good, since it is the second lowest of the century, being only lower the amount gathered in 2013.

Graphic 1: Takings and spectators between 2000 and 2014



Source: Own Elaboration. INE Data (2015)

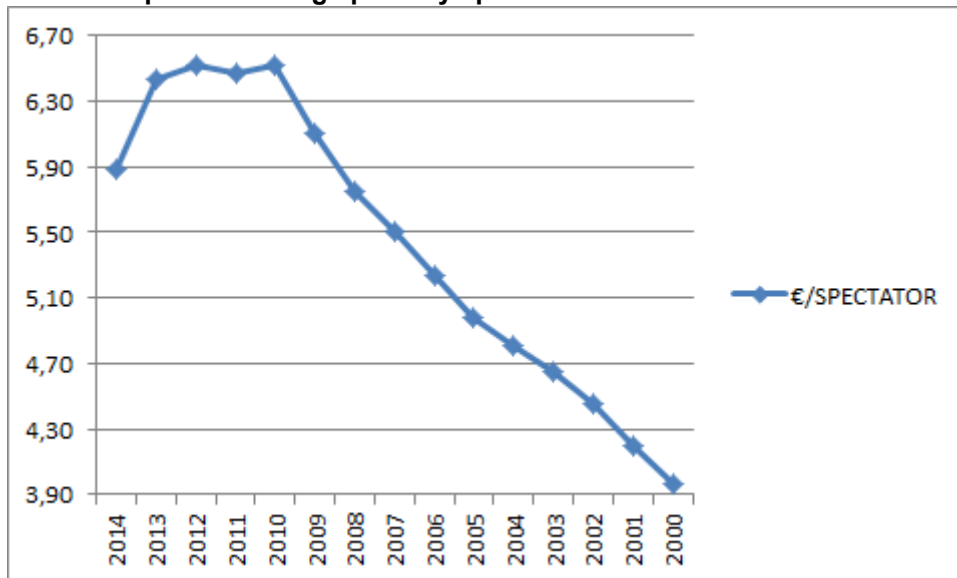
This fact was determined by two factors: The increase in tickets price and the economic crisis that began in 2007.

If we look at the relationship between the takings and the number of spectators from each year, we see a very clear trend: Every year since 2000 the tickets price was increasing gradually, which made revenues increase, but not the number of viewers. This caused the average price per viewer shot up during the first decade of the century, until stagnated in 2010, the last year of this upward trend. In the three years following the average price would remain virtually the same value of 2010. This was possible due to the increase in VAT commented on the political factors, because in this period the number of spectators began to decline significantly, to stand at less than 80 million in 2013, when until 2010 it had always been above 100 million. But in 2014 the average price suffered a sharp decline, although both the increase in annual takings and spectators was roughly the



same. This may be due to the popularity that won that year's Fiesta del Cine, an event that according to El Pais (2014) managed to break records of spectators, gathering 1,904,728 viewers in three days in April and 2,196,101 in October. This great attraction of public by the reduced price made possible the increase of both annual spectators and takings, while the average price by viewer decreased.

Graphic 2: Average price by spectator between 2000 and 2014

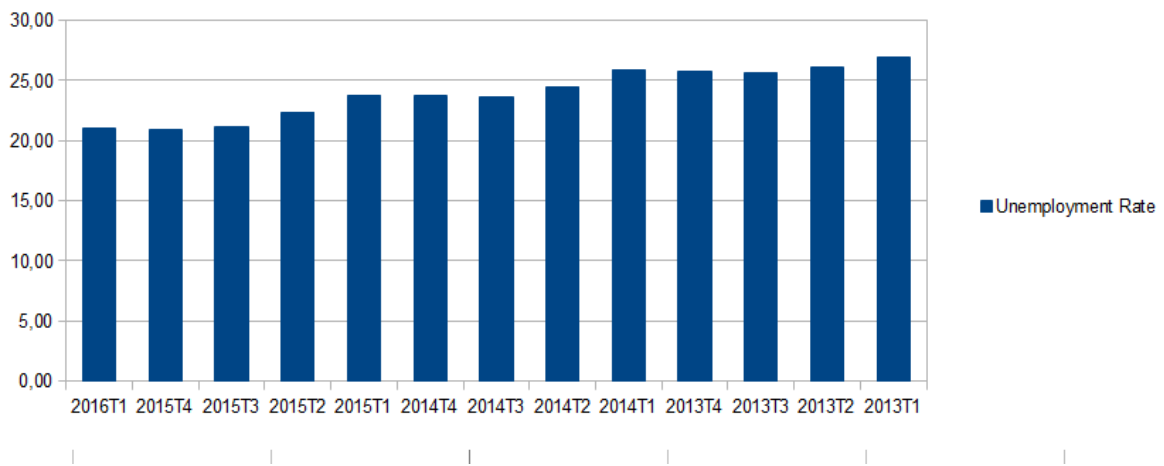


Source: Own Elaboration. INE Data (2015)

The economic crisis of 2007 was a major blow to the labor sector, generating a high level of unemployment since then. Although in recent years as stated in INE (2016) there has been a steady decline in the number of unemployed, from a rate of almost 27% to 21%, still it remains a high percentage, especially if we consider that part of this decline is also due to the decrease in the active population.



Graphic 3: Unemployment rate evolution



Source: Own Elaboration. INE data (2016)

Also we have to keep in mind the annual box office takings depend on films that are offered that year. In this case, years of big blockbusters will benefit the sector, as happened with domestic products as Spanish Affair in 2014 or The Impossible in 2012, or with a foreign product like Avatar in 2009.

According to *El Mundo* (2016), the International Monetary fund has improved gradually its economic outlook regarding Spanish GDP. It considered that GDP will obtain a 2% improvement in 2016 in its 2015 Spring Report, but recently in its Winter Report it raised this forecast to 2.7%. This view is shared by BBVA Research, according to *El Economista* (2016) the research service of BBVA considers that the Spanish economy will grow by the same percentage and not just in 2016 but also in 2017.

3.2.3. Social factors

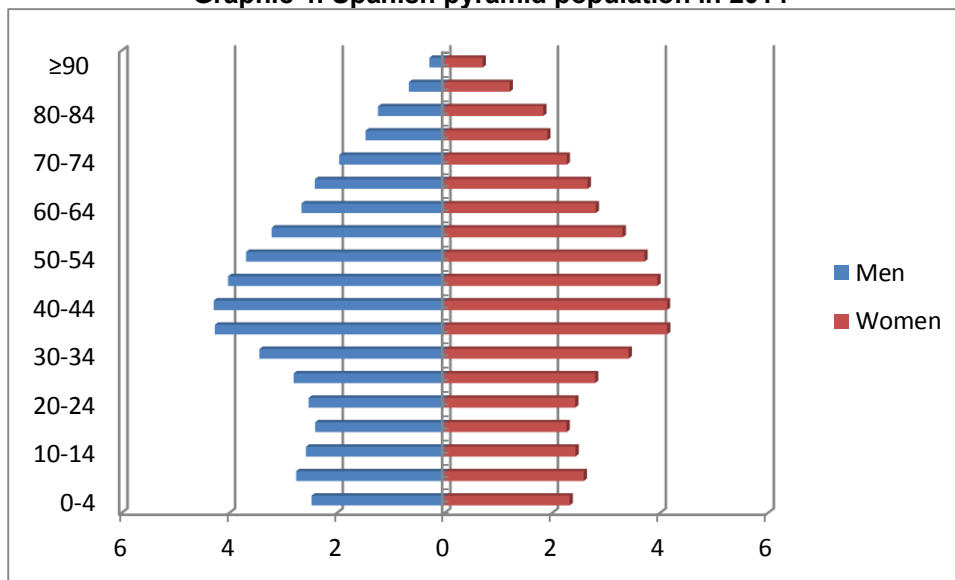
The Spanish society, according to data provided by the INE about the Spanish population in 2015, consists of a generally mature population, with highs between 35 and 59 years and lows since 70 years. Data of young people are not particularly good, no age group exceeds 3% of representation regarding the total population, but also never fall 2%. And not only this, it can be appreciated that in a few years there will be a predominance of older people, as this demographic sector has grown more than the others sectors. Improvements in health or nutrition and the falling birth rate have caused that the lifespan increases from 76.63 and 83.36 years, for men and women respectively that were in 2002,



to the estimated 80.89 and 86.92 years for 2030 (Estrada, 2013). So it is safe to say that the Spanish population is and will be the next few years an aging population.

Besides that, of the more than 46 million people, most are women, because thanks to their longer lifespan they are more representatives than men in the ages over 79 years, even to double their data, which results in the small majority of female population, since in the remaining age fringes the men and women data are almost equal.

Graphic 4: Spanish pyramid population in 2014

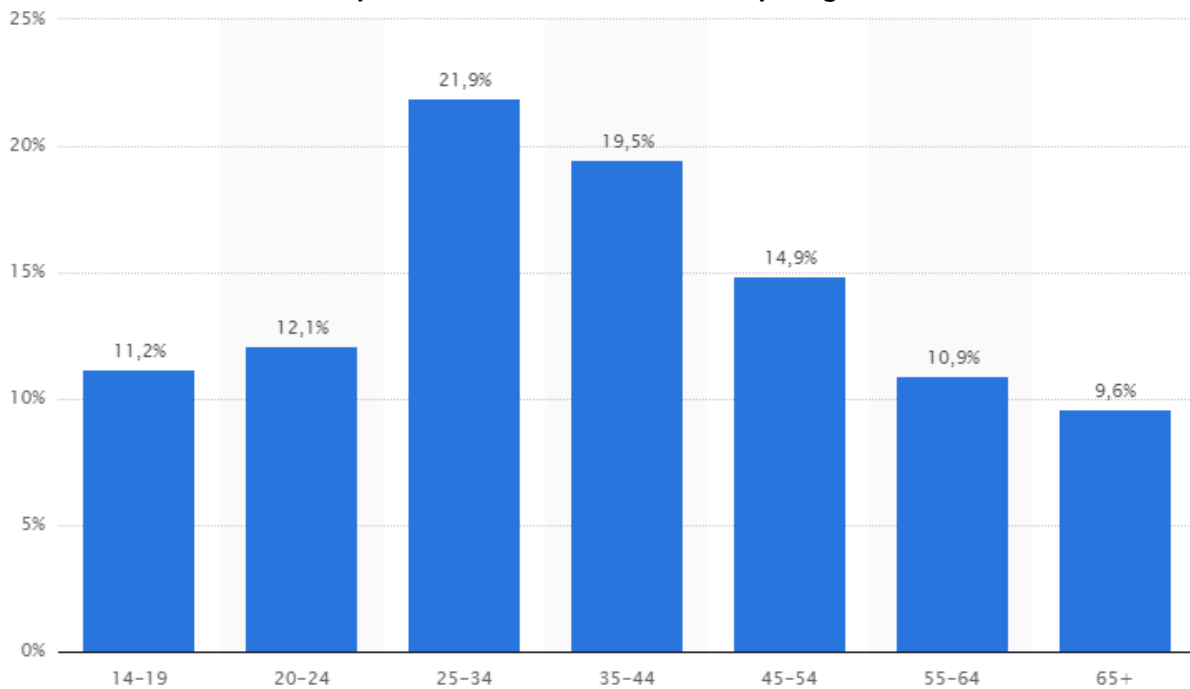


Source: Own Elaboration. INE data (2015)

The fact that the Spanish population is aging is a problem for the film industry. As shown in Graphic 5, population groups more moviegoers are those who are between 25 and 44 years, followed by the group between 45 and 54 years. So if the young population is decreasing and the senior population increases further, the sector is in danger of suffering a reduction in its incomes.



Graphic 5: Cinema attendance rate per ages

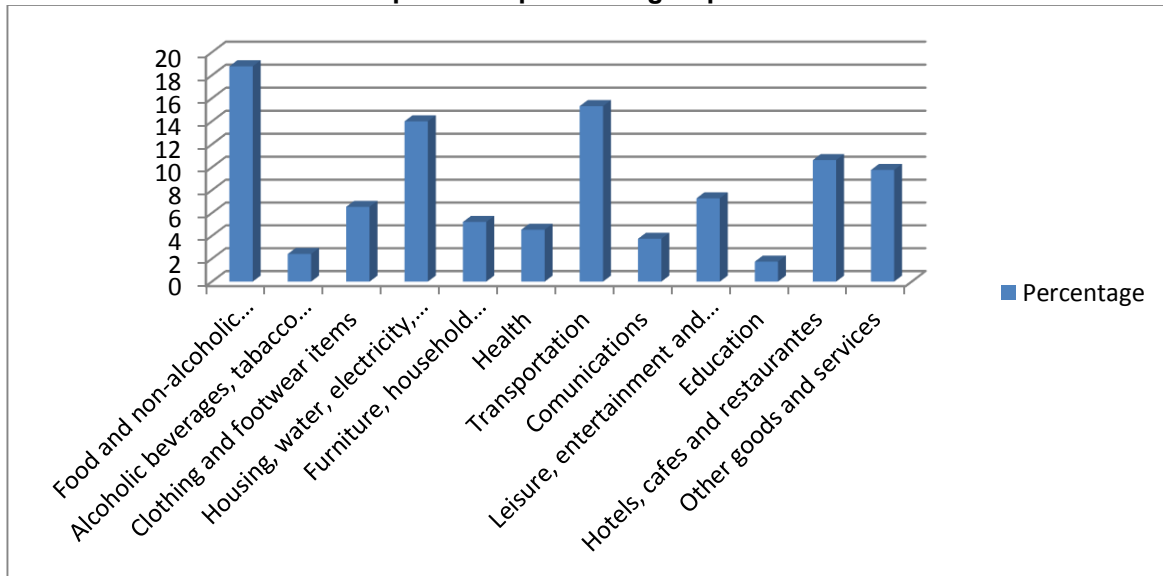


Source: Statista (2016)

Apart from that, regarding the lifestyle of the Spaniards, this is commonly related to outdoor fun and parties, and this is reflected in the graphic 6 with data from the INE (2015), in which it is possible to see spending in hotels, cafes and restaurants of the Spanish population, only surpassed by spending on food and non-alcoholic beverages, transport and household and energy. Even so it can be seen that spending on leisure, entertainment and culture goes right after these expenses and the group called others, ahead of spending on alcoholic beverages, communications, clothing or health, among others.



Graphic 6: Expenditure groups in 2014

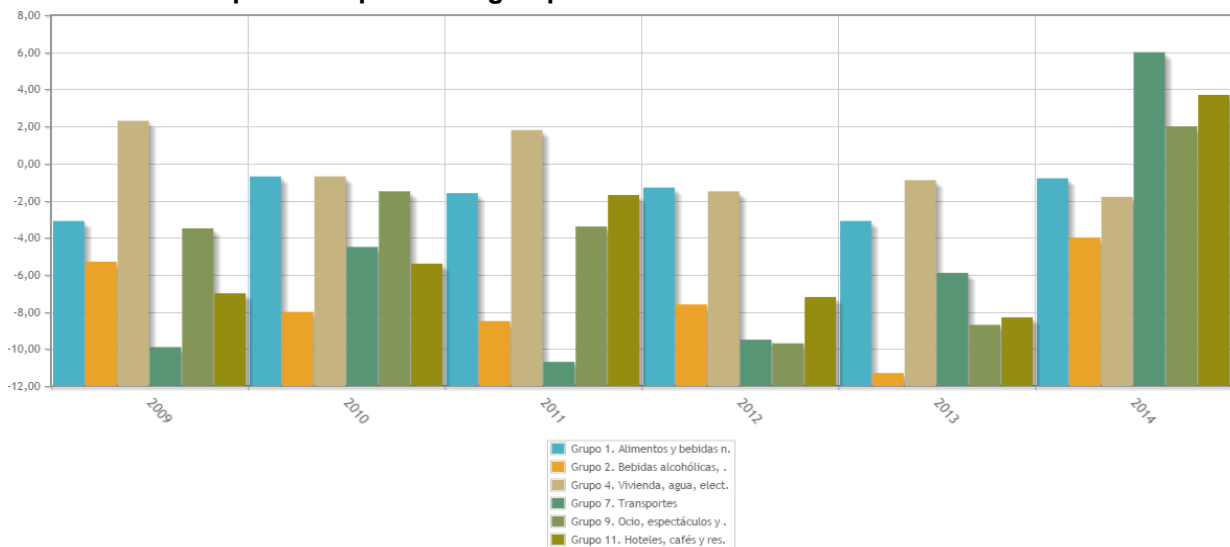


Source: Own Elaboration. INE data (2015)

And not only that, also as we can see in Graphic 7, provided by the INE (2015) too, where is analyzed the evolution about groups 1 (food and non-alcoholic beverages), 2 (alcoholic beverages), 4 (household and energy), 7 (transport), 9 (leisure, entertainment and culture) and 11 (hotels, cafes and restaurants), all these groups except number 4 were reduced their spending regarding the previous year. This downward trend was consistent for all groups, even for group 4 from the following year, except in 2011, where the group managed to increase its spending over 2010. The decreases in spending on leisure and hotels are much more pronounced than those that occurred in the first need's expenses, denoting the decision of the population to prevail this expense over the ones related with their own enjoyment. Despite this the most highlight occurs in 2014, when groups of basic needs such as 1 and 4 continue to suffer declines in the amount of spending, but groups 7, 9 and 11 are increased.



Graphic 7: Expenditure groups evolution between 2009 and 2014



Source: INE (2015)

Therefore, despite the economic crisis, the Spanish population is predisposed to spend not only on those basic necessities of life, but also in entertainment, and with this data we can say that is a society that not only enjoy the social entertainment, but also cultural and recreational one, but the fact that it will be an increasingly aging population may change this trend and in the future cause a decline in revenues.

3.2.4. Technological factors

Despite Spain being, according to the website of Marca España (2016), a leader country in the technological development of sectors such as the production of graphene, infrastructure management, and development of renewable energy, among others, it is at the same time one of European countries with the lowest percentage of GDP regarding R&D investment, particularly in 2015 stood at 16th position. This trend bears watching for several years, suffering an 11% drop between 2012 and 2015 (*Inversión Innovación*, 2016).

CINESA is nourished mainly by technology development and innovation of the film world, such as special effects or photography. The industry of special effects has evolved over the years, becoming more realistic objects and sequences that really do not physically exists at the time of the filming, to the point where sometimes the viewer does not know what is real and what is not. This has enabled producers to create more spectacular and realistic action, fantasy or science fiction films, making them more attractive to the public.





In addition they have also improved filming methods, with advances such as 3D or IMAX, which allow a different and new experience and an improvement audiovisual, respectively, for greater enjoyment of the viewer.

It is also important to highlight the great progress that there has been in the technology related to online media. The progress of social networks have made it easier to carry out online marketing, as well as to bring companies closer to customers and their needs, being able to solve their problems quickly and direct, without the need to travel, to call or intermediaries. And not only it has been affected by social networks, thanks to these advances customers now have the ability to buy tickets online, choosing themselves their seats and the session they want, and thus the queues decline at the box office.

In addition, advances have made possible the existence of Customer Management Systems, which enables to manage customer information to provide better services to them and to satisfy their needs better and better.

3.2.5. Ecological factors

Spain is one of the countries with most pollution of the world, to the point of breaching the 1997 Kyoto Protocol agreement. However, according to ABC (2012) the UN gives its OK to the Spanish emissions inventory, as our country increase its margin buying allowances from other countries that accomplish the terms of the deal.

Despite this the Spanish legislation imposes to companies an environmental I regulation with the aim of companies which causes damages take care of repairing them, or prevent them in case that there have been no such damages and try to avoid them.

Furthermore according to CIS data (2010) the Spanish population is a conscientious society with environment, which has been concerned more and more over the years with modernization, but this concern is not expressed exactly as it should be. That is, the Spanish people have awareness and positive values regarding the environment support, but it does not translate mostly into attitudes and ecological practices. There are citizens who morally adhere to environmental awareness, others who perform voluntary cooperation in their private life styles, and others who are actively involved in environmental sustainability.





For this, companies that show respect and concern for the environment are viewed favorably by the public, and many try to make not only compliance with laws but also projects that help sustainability and help them to create a good image. CINESA for example has theaters sponsored by Gas Natural Fenosa, which as reported the energy company, in 2014 it decided to expand this agreement to carry out the Cinergia initiative together, a project of four shorts films related to energy efficiency, to raise awareness through the film industry to the population about it..

3.2.6. Legal factors

The film industry is a quite damaged sector due to the difficulty of its regulation, because it is very affected by piracy and the ease for anyone to use illegal means to watch a film.

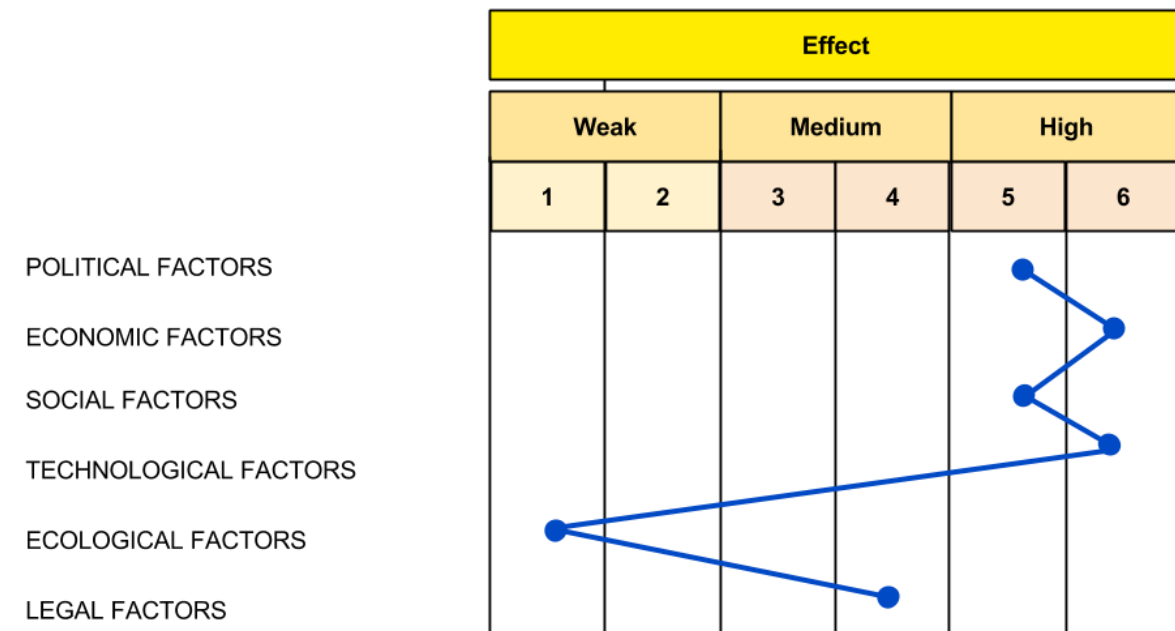
But in Spain there is the Law of Sustainable Economy in which the Final Rule 43 is, formerly known as the Final Disposition Second, and more popularly known as Ley Sinde. This law basically allows the existence of a commission under Ministry of Culture control with the ability to close, with the authorization of the Central Courts of Administrative Litigation, website which they consider are infringing intellectual property rights (Hipertextual, 200).

In addition to this, there is the Intellectual Property Law, toughened in its latest update, approved in October 2014. The law imposes penalties of up to €600,000 for the owners of those websites that infringe copyright, and not only intends to face these sites, but also to any intermediary that facilitates access to these pages (El País, 2015).

Despite this, according to ComputerHoy.com (2014), the websites can avoid these laws placing the domains of their websites abroad. The government has no power to close websites that are outside Spain.



Figure 8: PESTEL effect summary



Source: Own Elaboration



4. COMPETITION ANALYSIS

CINESA Salera competition can be classified from the customer's point of view in four levels:

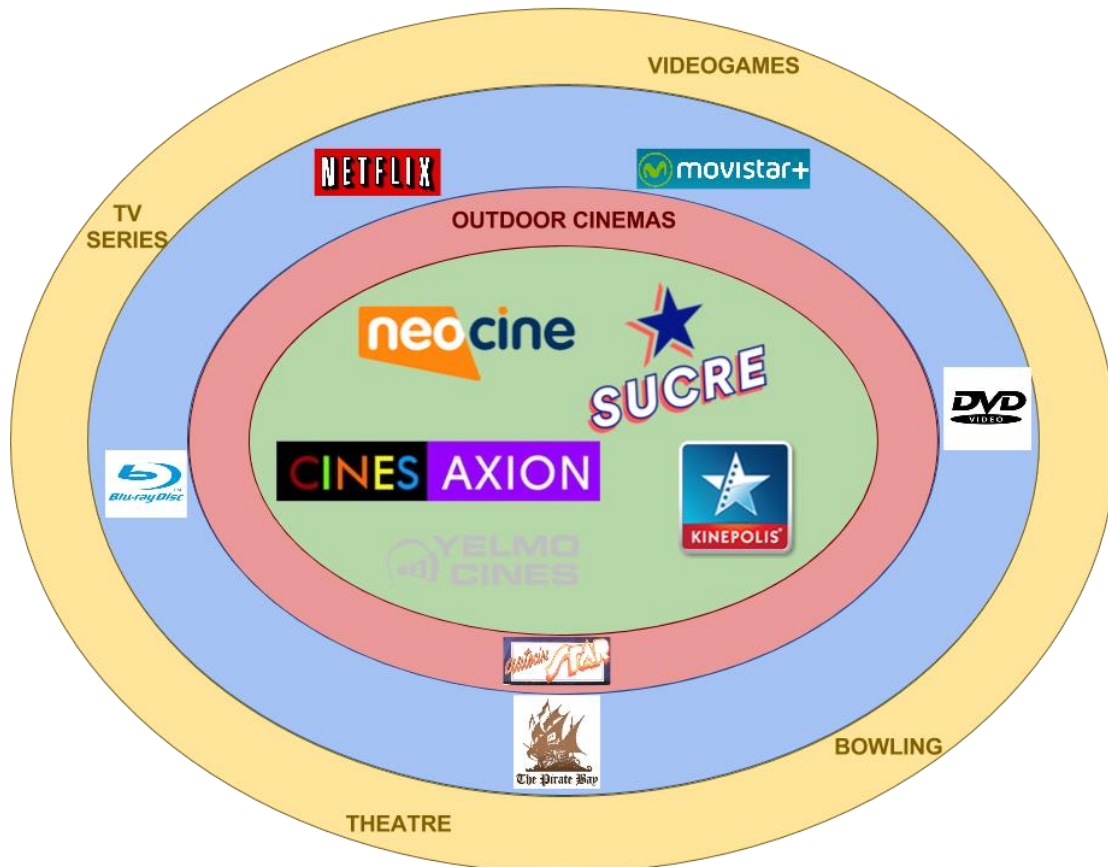
Table 3: Competition from customer point of view

Product Form	Here would be whatever competitor which product provides the same service to the same segment than CINESA Salera, so any other cinema would be its product form competitor.
Product Category	This competition is whatever which product has similar attributes, but with different presence. Outdoor cinemas or drive-in cinemas, like Autocine Star, would be examples of product category competition.
Generic	Products that solve the same necessity will be in this level. Therefore the necessity to watch a film can be solved too by films DVD/Blu Ray, online distributor companies such as Netflix or Movistar+ and the piracy.
Budget	Products that solve the same necessity will be in this level. Therefore the necessity to watch a film can be solved too by films DVD/Blu Ray, online distributor companies such as Netflix or Movistar+ and the piracy.

Source: Own Elaboration. *Fundamentos de Marketing Estratégico* (2013)



Figure 9: Competition map



Source: Own Elaboration

Therefore the CINESA Salera's main competitors would be the cinemas from other companies that compete in the same product form, so it is necessary highlight those companies with cinemas near Castellón:



Neocine has cinemas located in the Azahar Seaport, located in the *Grao de Castellón*, a maritime district located 4 kilometers away from Castellón de la Plana, but it is part of the territory of the city. This cinema features evening and night sessions, but not every day because Mondays is closed.

This chain of cinemas has events like opera or ballet, or cycles of art, as well as *VOSE* films, but none of these products are projected in the theaters located in Azahar Seaport, so its only product are family and standard films. In addition it does not have 3D projection





theaters, so this films that include this possibility when they were produced only can be watched in 2D in this cinema.

Regarding the ticket price, it is €7.50 at the box office, and are subject to a surcharge of €0.90 if the customer buy it online. Even so this price is reduced to €6.50 for those customers who have youth card, student card, are over 65 years or belong to large families, any day of the week. Therefore, although its overall price is €0.50 lower than the CINESA Salera price, this advantage disappears when purchasing tickets via the website, as well as the second market, which price is the same in both companies, but with except that Neocine lets to reduce the price on weekends.

In addition to these prices, Neocine has two promotions, *Miércoles al cine* and Spectator Day, the latter held on Thursday, and as in CINESA Salera their prices are also €4.50 and €6.50 respectively. The company uses both its website and social media to promote their offers throughout Spain.

The location of this cinema is favorable, but not as much as CINESA. Azahar Seaport consists of three buildings where the client can find the *Gran Casino de Castellón*, shops, restaurants and pubs, which can generate a potential customers' influx.



Multicines Sucre is a company that consists of two cinemas, one in Vic (Barcelona) and the one that concern us, at Vila-Real, 8 kilometers away from Castellón de la Plana. It is the closest cinema to CINESA Salera located outside the town Castellón.

Multicines Sucre's offer is greater than Neocine's one, here there are not only family and standard movies, but also movies in VOSE and 3D projections, having the latter a price increase of €1, and €1 more if the customer rents glasses in the cinema. This price will change depending on the day, being €4.99 on Monday, Tuesday and Thursday; €4.20 on Wednesday; €6.99 on Fridays; and €7.50 on Saturdays, Sundays and holidays. It can be seen therefore that Multicines Sucre offers more attractive prices than CINESA every day





of the week, with Wednesday the day that the difference is smaller, but they suffer an increase of €0.40 if the client buy tickets through the website.

As regards to the second market, Multicines Sucre offers different prices only on Friday, Saturday, Sunday and holidays to members of large families, people over 65 years or holders of student or youth card. This price is a reduction of €1 on the day standard price.

In addition it also has the Gift Card, which can be loaded purchases of tickets and bar products (minimum €20) for use in anniversaries or parties, and the following promotions:

- Vila-Real CF card: With which you can obtain tickets at the same price as stipulated for the second market.
- Customer Card: With which as with the CINESACARD the customer may go accumulating points and then be exchanged for tickets and bar products. In addition with this card on Thursday its owners enjoy €1 discount on tickets.

Multicines Sucre not only has the website to promote films and to inform its customers, but unlike other cinemas, it has customized social networks for the cinema located in Vila-Real, which improve the communication and relationships with customers.

Unlike CINESA Salera and Neocine Azahar, Multicines Sucre Vila-Real is not located in a leisure area with great influxes of people, but it has restaurants, bars and fast food services nearby, so as the Carrefour hypermarket and parking large areas, so it can take advantage of the proximity of these places to attract public.



The last of the major cinemas in Castellon province is located in the Costa Azahar shopping center, in Benicarlo, located 71 kilometers at north of Castellon de la Plana. Despite being away from CINESA Salera, keep in mind that there is little offer of large cinemas in Castellon province, so it is a major competitor for those clients who are equally far from both cinemas.

Axion Benicarlo has 7 HD projection rooms, two of them equipped with 3D projection technology, where you can watch family and standard films, but only dub.





Common price is €7.50, being reduced to €6.50 on weekdays, the same price offered for the second market all the week, which in this case also includes children under 14 years.

These prices apart, Axion also includes *Miércoles al Cine*, on its promotions, and like CINESA it costs €4.50. And offers *Bono 10*, with which the customer buys 10 tickets that can be swapped any day for any film, with a total cost of €49, so the customer would end up buying 10 tickets for €4.90 each one.

The company website only informs the customer of its offers and films and lets them buy tickets. They do not use social networks to promote themselves neither globally or only Benicarlo.



The Kinopolis cinema closest to CINESA Salera is located in Paterna (Valencia). Despite the geographical distance is a competitor to be reckoned with, as Kinopolis is an important brand in the exhibition industry in Spain, which could make people to travel a great distance just to see films in their theaters.

The offer of this cinema is quite wide, having 24 theaters where customers can see family films, standard films, dubbed or in VOSE, in 3D or 2D and events like opera, documentaries, concerts and monologues. This audiovisual offer and the quality of its theaters and screens are its main strengths to attract customers from different parts of Valencian Community, including Castellon de la Plana and nearby cities.

This achievement is remarkable if it is considered that their prices are higher than the rest of the cinemas. Their normal price is €9.10 on Mondays, Tuesdays and Thursdays, and €9.50 on Friday, Saturday, Sundays and holidays. Like the other cinemas offer second market prices, €8.30 and €8.40 respectively. In both cases there is a €1.50 surcharge on the price for 3D films, which would increase another €1.20 if the client needs to acquire 3D projection glasses. The price of the events is variable and will depend on what event is going to be projected.





In addition Kinopolis Valencia also offers the possibility that the children celebrate their birthday for groups of at least 10 children for €11.50 per attendee, in which are included the ticket, popcorn, soft drink, sweets and a gift.

Like the rest of cinemas, in Kinépolis also exists Miércoles al cine, replacing Spectator Day, which price was €8.30, but now thanks to the change the price has dropped to €5.50. In Kinépolis they offer up to 6 types of cards, 3 aimed for films and the other 3 for events:

- KINEFAMILY is aimed to families with a cost of €42, it lets to swap it for 5 tickets and get discounts on bar products.
- KINECINCO and KINEDIEZ, which cost €42 and €74 respectively, can be swapped for five and ten tickets, but do not offer discounts on the bar. This product is aimed to the rest of clients.
- Opera and Ballet pass 3, 6 and 10 tickets, for €47.90, €89.90 and €139.90 respectively, customers can get the indicated number of tickets to watch any opera and ballet event of the season.

In addition Kinopolis also carries out contests and raffles for customers to watch preview films or to get merchandising gifts from any of the films on billboard. All this is promoted through its website, mobile app and social networks, which like CINESA uses a global account for all its cinemas.

Kinopolis Valencia is located in Heron City shopping center, so that like the previous cinemas it takes advantage of the large influx of potential customers visiting shops and enjoying its restaurants and leisure facilities.



As Kinopolis Valencia, this cinema is located far away from CINESA Salera in Valencia, but also is part of an important cinemas chain, so it can also be an important competitor. Specifically, and like almost all mentioned cinemas, is located in a shopping center, Mercado de Campanar, so like the other two takes advantage of large influxes of people.

Its offer is extensive too, offering movies for all audiences, in *VOSE* and in 3D. In addition Yelmo offers the possibility to make bookings for schools via their website.





Tickets price is common to all offers, dubbed and VOSE films, in 2D or in 3D, although the surcharge for 3D glasses amounts to €1.80. But instead, the price, except on Wednesdays, is divided into 4 segments of population: Children, Youth, Adults and Senior:

- Children (under 13 years) and senior (over 65 years) prices are €5.90 every day, but for those sessions before at 18:00 pm the price is €4.50 on weekdays.
- Youth price is divided into two fixed amounts, Youth MF and Youth SSd, the first is the price that this population has between Monday and Friday, being €5.90, and the second is for holidays, of €7.90.
- Adult's price as the youth is €5.90 on workdays and €7.90 on holidays, but unlike these, adults can enjoy discounts for sessions before at 18:00 pm.

Like the rest of cinemas, Wednesday price is reduced to €4.50 for all customers, that is why there is no differentiation between the four segments discussed before for that day. Yelmo also use its website to promote itself and sell tickets, as well as mobile app and social networks that represent all Yelmo cinemas.



Table 4: Competition summary

Company	Product	Price	Place	Promotion
	-Family Films -Standard Films (2D & 3D) -Events -Regala Cine -Birthdays	-8€ -6.50€, second market (M-F) -Premium Price (+1€) -Periodic Discount (4.20€) -3D (+1€) & Glasses (+1.20€)	La Salera Shopping Centre	-Miércoles al cine -Spectator Day -Family Pack -La Gran Quedada -Vuelve al cine -Promo Euro6000, Travel Club & Iberia Plus -CINESACARD -Web, App & Social Networks
	-Family Films -Standard Films	-7.50€ (+0.90€ web) -6.50€, second market	Azahar Seaport	-Miércoles al cine -Spectator Day -Web & Social Networks
	-Family Films -Standard Films (2D & 3D) -VOSE Films -Gift Card	-4.99€ (M, T, Th) -4.20€ (W) -6.99€ (F) -7.50 (S-Sd) -(+0.40€ web) -Second Market (-1€, F-Sd) -3D (+1€) & Glasses (+1€)	Shopping Area	-Vila-Real CF Card -Customer Card -Web & Social Networks
	-Family Films -Standard Films (2D & 3D)	-6.50€ (M-F) -7.50€ (S-Sd) -6.50€, second market	Costa Azahar Shopping Centre	-Miércoles al cine -Bono 10 -Web
	-Family Films -Standard Films (2D & 3D) -VOSE Films -Events -Birthdays	-9.10€ (M-Th) -8.30€, second market (M-Th) -9.50 (F-Sd) -8.40€, second market (F-Sd) -3D (+1.50€) & Glasses (+1.20€)	Heron City Shopping Centre	-Miércoles al cine -Kinépolis Cards -Raffles -Web, App & Social Networks
	-Family Films -Standard Films (2D & 3D) -VOSE Films -Schools	-5.90€ Ch & S -4.50 Ch, A & S (<18h, M-F) -5.90€ Y & A (M-F) -7.90€ Y & A (S-Sd) -Glasses (+1.80€)	Mercado del Campanar Shopping Centre	-Miércoles al cine -Web, App & Social Networks

Source: Own Elaboration



5. SWOT ANALYSIS

Figure 10: SWOT Analysis



Source: Own Elaboration





5.1. Strengths

Undoubtedly the main strength of CINESA Salera is to be part of a cinema chain so ingrained and important as CINESA. Being part of this allows it to access quickly to the best films, commercially speaking. An independent cinema or a smaller cinema chain might have difficulties when they negotiate with suppliers to have available the latest releases of those films that attract a large audience due the block booking.

This strength is also linked to the fact that CINESA Salera has up to 14 theaters, which allows a better distribution of the schedules of its films among them, to have a large and diverse billboard available and to maintain films successfully for long periods of time.

In addition is located in La Salera Shopping Center, so it can take advantage of the large influx of customers who will go shopping or eat in restaurants, especially on weekends.

Besides this, the company has a variety of promotions to do more attractive tickets' purchase for customers, and not to be overwhelmed by their base price.

5.2. Weaknesses

Despite belonging to a group as important as CINESA, technological innovation in Salera cinema is limited to 3D projections. Other cinemas located in other cities have IMAX, iSens or Dolby theaters, which offer the viewer higher visual and audio quality allowing greater immersion in the film, in addition to better comfort regarding seats, speaking about the iSens and Dolby theaters.

An important feature of cinemas is the fact that they do not have full control of its offer, i.e., they cannot choose which films to issue and when do that, it depends on the films that have produced distributors. So CINESA will benefit from years in which suppliers produce blockbusters that attract large numbers of people, but there will be years or seasons that they do not have this kind of film, which can lead to financial problems if they fail to attract necessary customers.

Another weakness would be prices. Is a general complaint of viewers the fact that they consider high the ticket prices, but due to little bargaining power they can not do anything but accept them. And not only are complaints about ticket prices, but also about the ones of the products of the bar, although in this case because of the location of the cinema and its permissive policy, customers buy drinks, popcorn and other food in establishments that





are located too in the shopping center as Alcampo, and in this way they save the excessive price of the cinema. So this price at the end causes the customer directly do not buy these products in CINESA Salera.

In addition currently CINESA has been accumulating losses consecutively for several years, and in 2014 ended with an active current below its current liabilities, so CINESA is not able to cope with short-term payments that are pending, so it may need to liquidate some assets, make discounts to companies that have outstanding debts with CINESA or borrow a loan, something difficult considering the current economic and banking situation.

5.3. Opportunities

The laws imposed by the Spanish government are the main defense that has the film industry against piracy. Despite with these laws the sector is a bit protected, but they have failed to permanently stop illegal distribution of films.

Anyway, cinemas can benefit from the poor visual and sound quality of the illegal versions that arise soon after the premiere, as they are simple recordings made by someone in a theater. Therefore CINESA Salera can attract customers who want to watch a movie in satisfactory conditions and do not want to wait it to come out on DVD or Blu Ray, when the illegal version would have a decent quality of viewing.

As I mentioned earlier in the section of weaknesses, customers have low bargaining power, so the company can impose high tickets prices and decide how to manage its promotion policy, because the client does not have available many alternatives to avoid having to pay these prices. It is essential that such impositions go in line with the competition, since the customer can decide to go to another cinema if it considers that the opportunity cost of going to that other benefits him or her.

The good thing about this sector is that it is difficult to set in it, there are high entry barriers, since it involves very high costs to build a new cinema from scratch and succeed in creating good relations with suppliers, and to obtain more desired products in an effective way in the event of the company that starts the new cinema is new in the sector.

5.4. Threats

Piracy is the main threat to the film industry, as discussed above is true that when a film is released, its illegal version has very poor quality, but if customers do not see a priority the





fact of seeing the film in the cinema, and they are aware can see it in a few months simply downloading it in their homes, the company then do not receive the benefit that it can get from these people. And as has also been said, the Spanish laws are not overly efficient, as the main illegal content download pages only have to put their domain abroad.

Besides, high bargaining power of suppliers forces cinemas to accept their offers. If distributors want the company buy category C movies, they will succeed imposing their purchase with the creation of packs where there will be films of the three categories. Thus CINESA is forced to buy category C films because it is necessary to obtain category A films. The sector majors above all have this power, since by distributing globally, if a cinema of an only county refuses their conditions, all that they have to do is not selling the product to it because it would not be a serious cost to the major.

Another threat that concerns CINESA Salera, and any other company, is the economic crisis, although there is a possibility of a favorable evolution in the coming years, the current situation still causing that there are people who choose to limit their private spending to priority things, leaving aside the cinema because of high prices and the possibility to watch movies for free thanks to piracy.

CINESA Salera also has a future threat, the construction of a shopping center near La Salera, Estepark. Its opening according to comments reported by El Mundo (2015) is scheduled for early 2017. This new shopping center could have among its establishments a cinema, which would become a direct competitor for CINESA Salera. But although would not be built one, a new shopping center would remain a threat as there are people that just attends to the cinema after having gone to buy or eat at La Salera and it is on their way, but if the new shopping center takes away public, CINESA will lose potential customers.

In addition, the aging population may cause, in long term, a decline in revenue both of CINESA and the sector in general.



6. MARKET DEFINITION

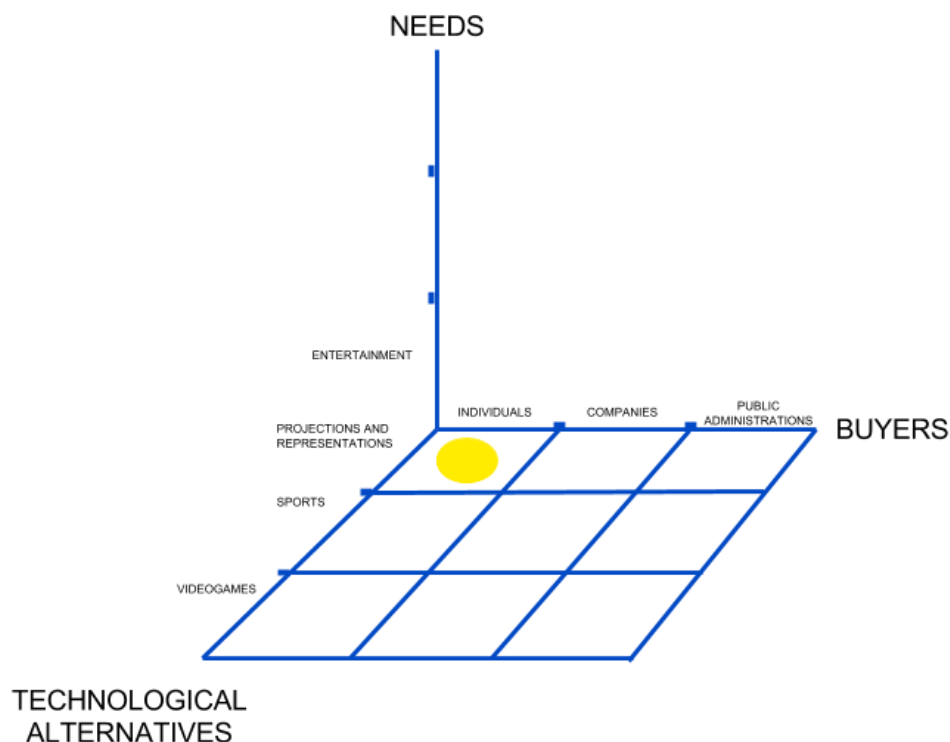
6.1. Market delimitation

When we are determining the market we have to keep in mind the reference market, the product market, and the relevant market, which according Munuera and Rodriguez (2007) are:

- Reference market: Substitute products that satisfy a specific need of all potential buyers (Kotler et al, 2011).
- Product market: Is the base unit where one macrosegment, a need and a specific technology intersect (Kotler et al, 2011).
- Relevant market: Products markets in which the Company decides to compete depending on their technological alternatives and that macrosegments that it goes (Kotler et al, 2011).

In the case of CINESA Salera, its reference market will be based on satisfy the need of leisure and entertainment of individuals, and should be considered what specialization strategy it has to use with regarding the relevant market.

Figure 11: Reference and relevant markets



Source: Own Elaboration



Table 5: Product market

TECHNOLOGICAL ALTERNATIVES	NEEDS	BUYERS		
	ENTERTAINMENT	INDIVIDUALS	COMPANIES	PUBLIC ADMINSTRATIONS
	PROJECTIONS AND REPRESENTATIONS			
	SPORTS			
	VIDEOGAMES			

Source: Own Elaboration

Therefore, as shown in figure 11 and table 5, CINESA Salera will use a strategy of focusing on a single product market, using only projections to meet the needs of individuals.

6.2. Target Market

Films are characterized by being a product that is aimed at all kinds of audiences, there are offers aimed at both the younger and the older population, and thanks to the wide variety of film's genres the population is attracted for one or another film, giving equal gender, social class or age.

6.3. Segmentation

Market segmentation consists to divide the population into groups of consumers according to their needs or characteristics. As I said earlier the cinema is a popular product in the population, people of all ages, social classes, gender, etc., use cinema as a leisure method for their own entertainment, but it is true that among the population there are certain sectors to analyze that may be more relevant to CINESA.

CINESA will segment population mainly according to their socio-demographic characteristics, as it is shown in figure 11.



Figure 12: Sociodemographic segmentation

TEENAGERS



Once past the age of childhood and still not being capable to enjoy the benefits of an adult, teenagers seek entertainment in many different ways, and one of these is go to the cinema. This segment is important because it is very likely to be attracted by so-called blockbusters, which are those movies with big budgets and have a great capacity to generate box office revenue.

YOUNG ADULTS



This audience is one of the most frequent to the cinema, for its greater independence from having their own transport mean or do not have responsibilities as children, so these factors allow them to have more time for leisure. It is useful that CINESA uses social networks to promote itself and try to be noticed, because this sector gives great use to these means.

COUPLES



Cinema is one of the main options when planning a date, either for new couples or life partners. It is a public to consider because sometimes are offered films that will appeal to only one of the partners, but will attract both only because their union. This segment of the population it might be considered a subsegment of the previous three, as it can be a couple of teenagers, of young adults or even a couple with children who decides to go to the cinema without them.

FAMILIES



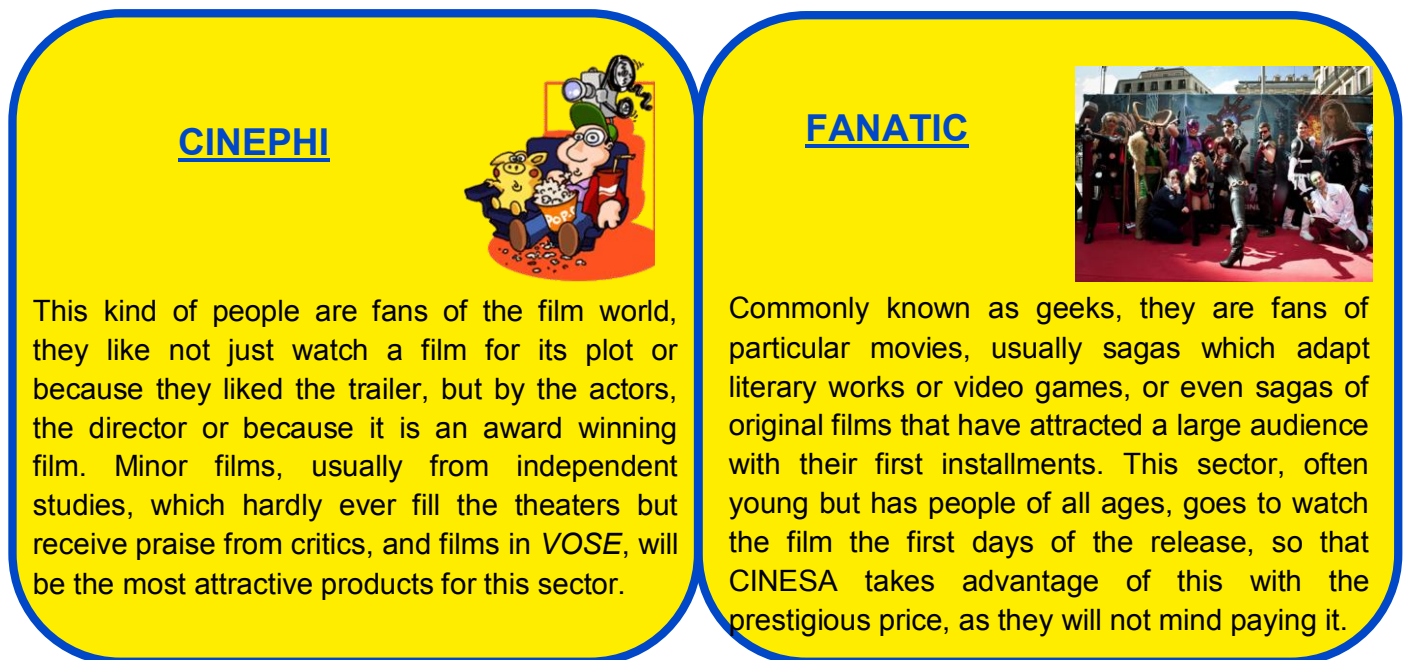
This group is suitable for CINESA because with children and for all audiences films, whose main audience is young children, really they do not only attract this public, but also their responsible adults. Therefore CINESA is promoting Pack Family, to attract the attention of this segment and achieve a greater benefit, since a children's film, which is directed specifically to a person of the household, actually attracts at least two of them, the child and one parent, and this pack what it does is attract both parents.

Source: Own Elaboration



This kind of division apart, CINESA can also divide its audience according to their psychographic characteristics. In the film world there are two large groups of public according to their tastes, represented in figure 12.

Figure 13: Psychographic segmentation



Source: Own Elaboration

In addition to this, according to Bureau Veritas Business School (2012), CINESA also uses the individualized marketing to those customers who are holders of CINESACARD by sending emails which highlights the last releases related with the genres that interest to the customer and the available promotions, all thanks to the implementation of the Customer Relationship Management (CRM).

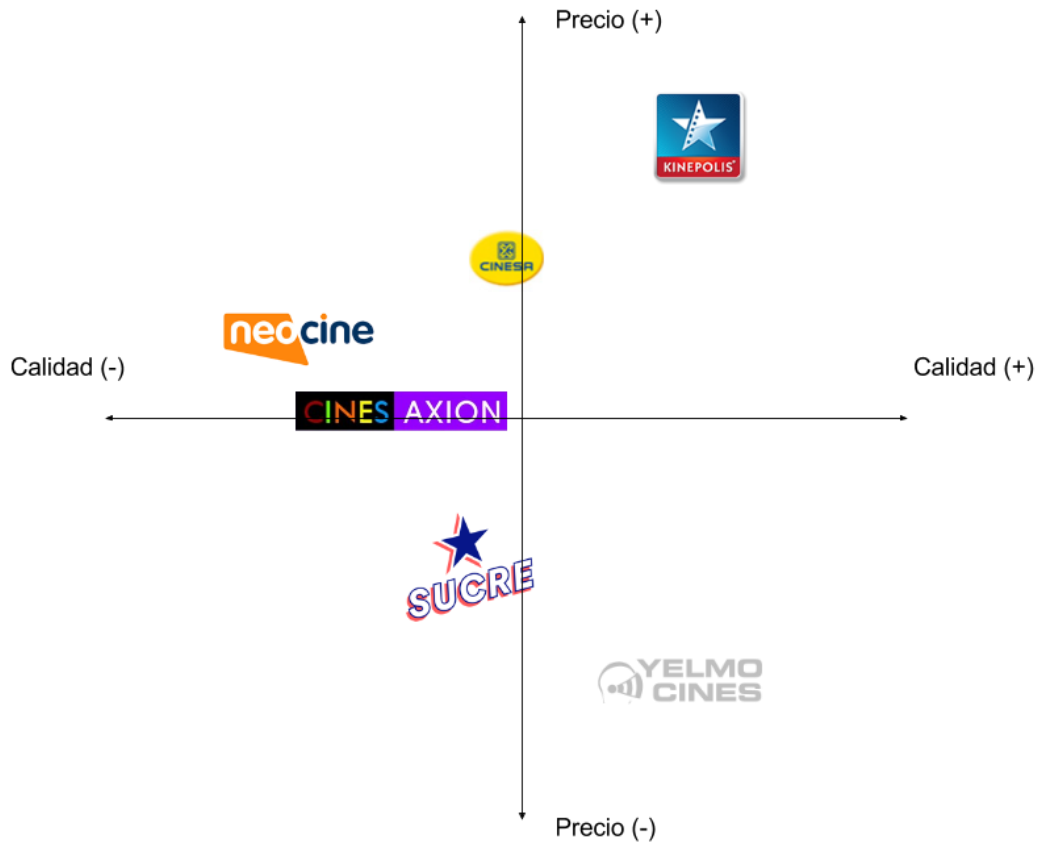
6.4. Positioning

Positioning is the image that a product occupies in the minds of customers (Kotler et al, 2000). So taking into account the attributes of the tickets price and quality of offers, which means the diversity of them and the quality of the theaters, it can be made the positioning map of the sector about CINESA and its competitors, shown in the figure 13.





Figure 14: Positioning map



Source: Own Elaboration





7. OBJECTIVES

As CINESA defined with its mission and vision, the company wants to create the best experiences through a variety of offers and with the best quality, to be placed in leadership positions. CINESA Salera has to help to achieve that goal, for that, the company has to carry out the following objectives, which have been divided into three categories:

- Marketing objectives: They focus on the company marketing resources management.
 1. Increase ticket sales by 10% in 12 months.
 2. Increase bar products sales by 5% in 12 months.
- Relationships objectives: Targeted to the relationship between the company and its immediate environment.
 3. Getting 95% of satisfied customers in a year.
 4. Improve interaction with customers by 15% in a year.
 5. Increase the number of clients that have the CINESACARD by 10% in one year.
- Business financial objectives:
 6. Help to reduce company losses by 20% in 12 months.



8. STRATEGIES

To achieve the above objectives marked will need to plan marketing strategies. We will use various strategies designed by Porter, Kotler and Ansoff authors.

8.1. Competitive advantage strategy

The strategies defined by Porter (1982) are considered generic strategies to gain a competitive advantage over other competitors. Among its proposals, the two main strategies, cost leadership and differentiation are both selected to carry out. It is important to compete reducing costs to lower the price of tickets and bar products to compete better against the competence, but it is useful too trying to differentiate from them to transform CINESA Salera in a special cinema. It is not possible to us the focus strategy due to the width from its target audience, bu it is feasible to focus on some of them provided they do not let go of the rest.

8.2. Competitive strategy

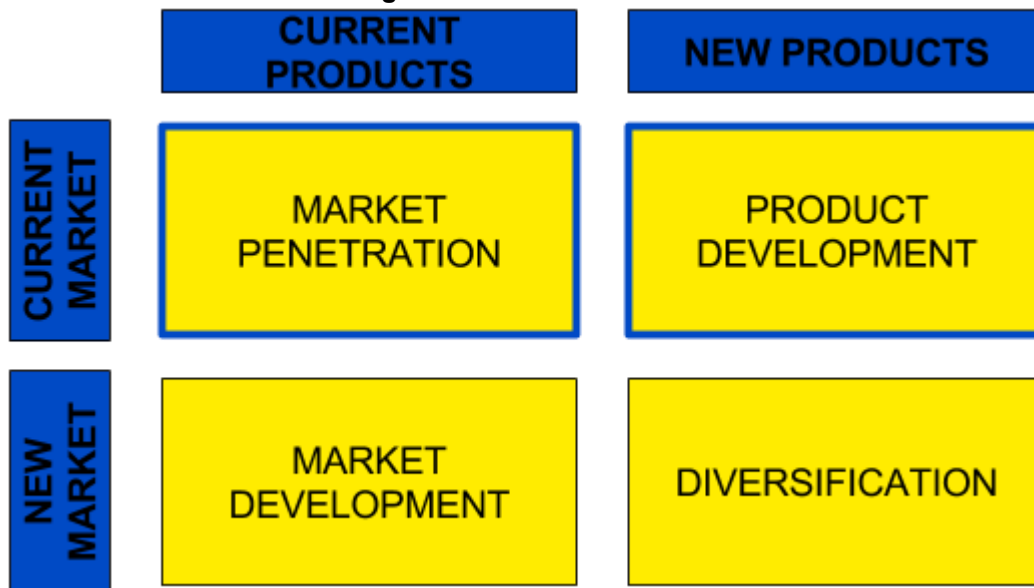
Kotler (1992) considered within the competitive strategies exist the ones that indicate what position occupies the company in the market regarding the competition: leader, challenger, follower or niche specialist strategies. Of these four strategies, CINESA Salera will benefit by using the challenger strategy. It must defend its market share and try to expand through flanking attack, attacking the weaknesses of the competition. And even it could carry out the adaptation strategy, which is within the follower strategies, with which it can adapt and improve products and services from the competition.

8.3. Growth strategy

About the strategies defined by Ansoff (1976), in reference to the relationship between the current situation and the possibility of development (Kotler et al, 2011), CINESA Salera should use the strategies of market penetration and product development.



Figure 15: Ansoff's matrix



Source: Own Elaboration

With the market penetration strategy CINESA Salera can enhance its products to its existing customers or try to attract new ones. What is to be achieved is to increase market share, keep existing customers and attract customers who although they love films, do not use the offer of CINESA as a mean to satisfy their needs.

But the development of the above strategy will be difficult as CINESA is in a sector in a fairly mature market. Therefore it is better to combine with product development strategy, with which CINESA will have to adapt to market requirements and evolving preferences of its customers through product development or introduction of new services.



9. ACTION PROGRAMS

Table 6: Objectives, strategies and action programmes relationship

OBJECTIVES	STRATEGIES	ACTION PROGRAMS
1. Increase ticket sales 3. Getting satisfied customers 6. Reduce company losses	Follower (Kotler) Product Development (Ansoff)	Action 1: VOSE films
1. Increase ticket sales 2. Increase bar products sales 3. Getting satisfied customers 6. Reduce company losses	Follower (Kotler) & Market Penetration (Ansoff)	Action 2: Morning sessions
1. Increase ticket sales 2. Increase bar products sales 3. Getting satisfied customers 6. Reduce company losses	Differentiation (Porter) Market Penetration (Ansoff)	Action 3: Preview session
1. Increase ticket sales 2. Increase bar products sales 3. Getting satisfied customers 5. Increase the number of clients with CINESACARD 6. Reduce company losses	Differentiation (Porter) Product Development (Ansoff)	Action 4: Summer cinema
1. Increase ticket sales 3. Getting satisfied customers 6. Reduce company losses	Cost Leadership (Porter) Challenger (Kotler) Market Penetration (Ansoff)	Action 5: Lower prices for morning, midnight and before 5:00 pm sessions
1. Increase ticket sales 3. Getting satisfied customers 6. Reduce company losses	Cost Leadership (Porter) Challenger (Kotler) Market Penetration (Ansoff)	Action 6: Establish second market price the whole week
1. Increase ticket sales 6. Reduce company losses	Market Penetration (Ansoff)	Action 7: Better transport
1. Increase ticket sales 3. Getting satisfied customers 5. Increase the number of clients with CINESACARD 6. Reduce company losses	Challenger (Kotler) Market Penetration (Ansoff)	Action 8: Customer of the month
3. Getting satisfied customers 4. Improve interaction with customers	Follower (Kotler)	Action 9: Customized twitter account
3. Getting satisfied customers 4. Improve interaction with customers	Differentiation (Porter) Cost Leadership (Porter) Market Penetration (Ansoff)	Action 10: Live performances
2. Increase bar products sales 6. Reduce company losses	Differentiation (Porter)	Action 11: <i>Tertulias DE CINE</i>
1. Increase ticket sales 2. Increase bar products sales 4. Improve interaction with customers 6. Reduce company losses	Differentiation (Porter)	Action 12: <i>Inglés DE CINE</i>
1. Increase ticket sales 2. Increase bar products sales 3. Getting satisfied customers 6. Reduce company losses	Market Penetration (Ansoff)	Action 13: Oscar marathon

Source: Own Elaboration



9.1. Product decisions

Action 1: VOSE films

1. Increase ticket sales by 10% in 12 months.
3. Getting 95% of satisfied customers in a year.
6. Help to reduce company losses by 20% in 12 monts.

Watching films in original version with subtitles in Spanish is an increasingly common practice in the public, especially in the cinephiles, who prefer to enjoy the full performance of actors and for that they must listen their actual voice. Thus CINESA Salera can

better compete against those cinemas that do offer this product and not lose that audience who likes to enjoy films in this version.

This action will focus initially on establishing a theater specifically for this type of film, where would alternate each day the films chosen to exhibit in this version, which will be those with more attraction of cinephiles. This theater also to look how it is received, will be available busiest days, this is, weekends and holidays, and the day with Miércoles al cine promotion.

Action 2: Morning sessions

1. Increase ticket sales by 10% in 12 months.
2. Increase bar products sales by 5% in 12 months.
3. Getting 95% of satisfied customers in a year.
6. Help to reduce company losses by 20% in 12 monts.

Taking advantage that the shopping center is open from 10:00 am, on weekends some theaters for the screening of family, standard and VOSE films, and birthday products will also be offered on the morning, only in 2D projection.

Cinema will open between 10:45 am and 14:00 pm, and between those hours of films will be screened at schedules according to their duration. The price of this schedule will be lower than in the evening and night hours, but this will be developed in Action 4.

Figure 16: CINESA V.O.



Source: CINESA Web Page (2016)



Action 3: Preview session

1. Increase ticket sales by 10% in 12 months.
2. Increase bar products sales by 5% in 12 months.
3. Getting 95% of satisfied customers in a year.
6. Help to reduce company losses by 20% in 12 monts.

CINESA has a premium price during the first 10 days of screening in some films. With the session preview what is going to do is pass this price to a preview session, giving to this price a real premium value.

This session will be a pass those great demanded films the night before the official opening day, which is almost always on Fridays. The day of this session would be Thursday, the day that the Spectator Day promotion takes place, so the surcharge premium price will not be done on this price, but on the overall price of CINESA Salera, so its total price will be €9.00.

Action 4: Summer cinema

1. Increase ticket sales by 10% in 12 months.
2. Increase bar products sales by 5% in 12 months.
3. Getting 95% of satisfied customers in a year.
5. Increase the number of clients that have the CINESACARD by 10% in one year.
6. Help to reduce company losses by 20% in 12 monts.

Summer is one of the best times of the year in the film industry, taking advantage of holidays, many producers decide to release blockbusters during this season. Therefore CINESA Salera, taking advantage of the time and to differentiate themselves from their competition, will install on the rooftop of the shopping center a screen and seats to create a summer cinema.

This special theater will have its projection from 10:00 pm, when the sun has set to not disturb the spectators and for its assistance, customers must book via website or mobile app and buy the ticket in the same way or at box office. This theater will have a charge of €1, unless the customer has CINESACARD, in that case he should not pay that surcharge.



9.2. Price decisions

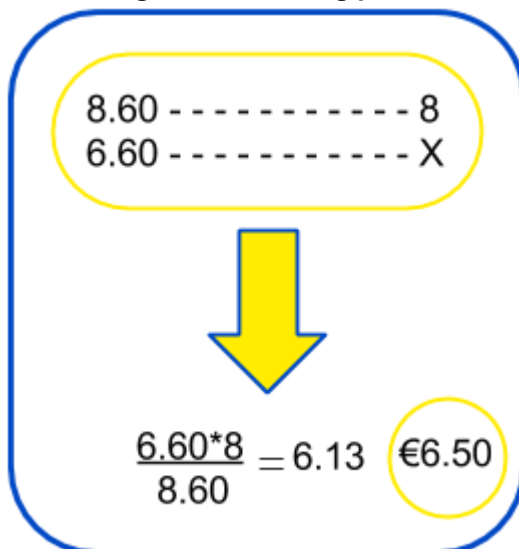
Action 5: Lower prices for morning, midnight and before 5:00 pm sessions

1. Increase ticket sales by 10% in 12 months.
3. Getting 95% of satisfied customers in a year.
6. Help to reduce company losses by 20% in 12 months.

With this action CINESA Salera aims to adapt the versatility of prices that other cinemas of the company have, depending the schedule on which the film is projected. It is simply to adapt what was explained in paragraph 2.1.2.3. regarding the price of the morning, midnight and before 5:00 pm sessions. In this case discounts in sessions before 5:00 pm will be available every day except days with Miércoles al cine and Spectator Day promotions.

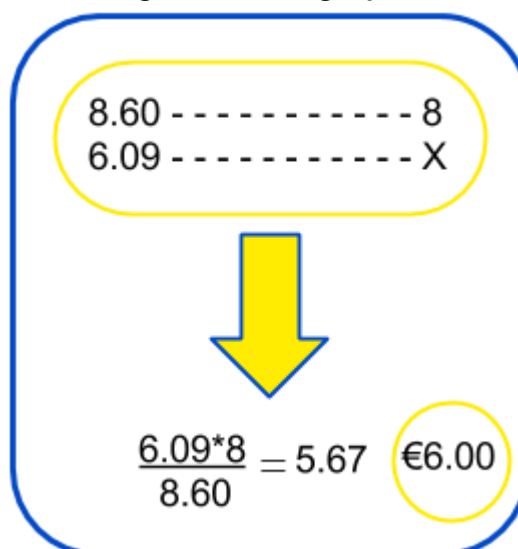
To calculate the new prices it has had in mind the average price of labor days of all CINESA's cinemas (€8.60) and the average price of each session and has carried out a rule of three with the general price of CINESA Salera, approximating the result upwards in multiples of 0.50.

Figure 17: Morning price



Source: Own Elaboration

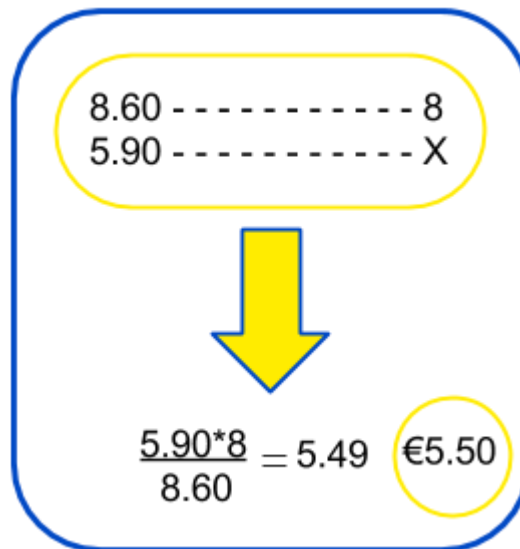
Figure 18: Midnight price



Source: Own Elaboration



Figure 19: Before 5:00 pm price



Source: Own Elaboration

Action 6: Establishing second market price the whole week

1. Increase ticket sales by 10% in 12 months.
3. Getting 95% of satisfied customers in a year.
6. Help to reduce company losses by 20% in 12 months.

Second market discount is only available Monday through Friday, but between these days are *Miércoles al cine* and Spectator Day promotions, which cancel the discount made to these customers. Therefore to make up for this, would be appropriate to provide this discount on weekends and not be limited only to working days, as these discounts on days as affluent as are Saturday and Sunday will help motivate viewers to choose CINESA Salera as the place to watch the film.

9.3. Place decisions

Action 7: Better transport

1. Increase ticket sales by 10% in 12 months.
6. Help to reduce company losses by 20% in 12 months.

This action what it want is to improve accessibility to the shopping center for some segments of the population. Being La Salera in a peripheral area is a positive factor for the receipt of potential customers coming from outside, but it can be a negative factor for those locals who do not have own transport to go. There are not bus lines passing through the shopping center from 22:00, so that seniors and teenagers may have difficulty when they try to attend the cinema in the last sessions.





Therefore this action what seeks is to talk with the town hall to see the viability of a bus line from 22:00 and to improve access for these two groups to CINESA Salera, and that they do not have to rely on others to arrive. This line would stop, among other places, at the train station, so not only will improve access to local, but also those who come from outside the city.

9.4. Promotion decisions

Action 8: Customer of the month

1. Increase ticket sales by 10% in 12 months.
3. Getting 95% of satisfied customers in a year.
5. Increase the number of clients that have the CINESACARD by 10% in one year.
6. Help to reduce company losses by 20% in 12 monts.

With this promotion the client who owns CINESACARD for everytime he buys a ticket, he will be given a number with which he will enter into a raffle to win two free tickets to any film he wants.

These numbers will only have value during the month of ticket purchase and they will be cumulative, i.e., a customer that goes three times the same month to the cinema receives three numbers with which he will enter the raffle, so he will have more chances to win the tickets.

These two free tickets can be redeemed for any film and any schedule, excluding the preview session and the supplement for 3D, and will have a shelf life of six months.

Action 9: Customize twitter account

3. Getting 95% of satisfied customers in a year.
4. Improve interaction with customers by 15% in a year.

It will be created a custom twitter account to only report the billboard, schedules and promotions available in CINESA Salera and thus provide a better service to customers of the area and to answer their questions in a more personalized and quickly way.

The account will also inform those raffles and contests to be carried out by both the company globally for all CINESA's cinemas in Spain and the CINESA Salera's ones.



Action 10: Live performances

3. Getting 95% of satisfied customers in a year.
4. Improve interaction with customers by 15% in a year.

To promote major releases and contests of the company, it will hire artists to carry out performances related to new movies. They will encourage the public to take pictures with them, inform them of the raffles and give away merchandise, all with the aim of promoting the competitions held in their social networks, to achieve more followers, entertaining clients and making the visit to the cinema a different experience.

Action 11: *Tertulias DE CINE*

2. Increase bar products sales by 5% in 12 months.
6. Help to reduce company losses by 20% in 12 months.

CINESA through their social networks will announce meetups to discuss a specific topic related to films, gatherings that will take place in the area with tables and chairs that are in the bar area.

These gatherings will be convened for Saturday morning and Wednesday afternoon, where the most cinephiles will discuss among themselves about various topics with experts that the company will hire, to not only discuss, but also for these hired to give talks with which they can teach something new to customers. The duration of this will be indefinite when they were simple gatherings, but when CINESA Salera hires someone to give a talk, it will be limited to one hour.

With this action CINESA Salera wants to take advantage of an area that is virtually unused by the company, and increase sales of bar products, so the price of these will be reduced by half for consumption in the gathering.

Action 12: *Inglés DE CINE*

1. Increase ticket sales by 10% in 12 months
2. Increase bar products sales by 5% in 12 months.
4. Improve interaction with customers by 15% in a year.
6. Help to reduce company losses by 20% in 12 months.

This action is similar to the previous one but with slight differences. First of all, these talks will take place after the clients have attended a session in *VOSE*, which will be Saturday





morning. Second, the talk will focus solely on the film view. And finally, the talk will be in English or both English and Spanish. Everything else is the same as *Tertulias DE CINE*.

For these talks will not hire any expert, what is sought is to offer a different service, where customers who wants to perfect their English speaking sign up and have a topic that can bring them a varied vocabulary. And in this way, CINESA Salera can take advantage of it with tickets and bar products selling.

Action 13: Oscar's marathon

1. Increase ticket sales by 10% in 12 months.
3. Getting 95% of satisfied customers in a year.
4. Improve interaction with customers by 15% in a year.
5. Increase the number of clients that have the CINESACARD by 10% in one year.
6. Help to reduce company losses by 20% in 12 monts.

In February, the day before the Academy Awards, commonly known as the Oscars, will be held three special sessions, in which 2 or 3 of the films nominated for Best Picture will be shown, as they generally are 8 in total. This promotion will cost €16 when three films are projected and €12 when two.

Through the website will take place in January a voting to check the order of preference of the films and the three most voted will be divided among the three sessions, the remainder will be allocated depending on the length of the films, to make sessions more or less equitable. This vote will be promoted by social networks.



10. TIMELINE

Once analyzed the action programs proposed, in table 7 are represented the schedules of these activities.

Table 7: Timeline

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
1. VOSE Films												
2. Morning sessions												
3. Preview session												
4. Summer cinema												
5. Lower prices for morning, midnight and before 5:00 pm sessions												
6. Establish second market price the whole week												
7. Better transport												
8. Customer of the month												
9. Customized twitter account												
10. Live performances												
11. Tertulias DE CINE												
12. Inglés DE CINE												
13. Oscar's marathon												

Source: Own Elaboration



11. BUDGET

Most of the planned actions do not involve any cost because they are activities made by its own. Both price actions, action 5 and action 6, will cost 0 as they only have to reduce the tickets price.

Action 7 of Distribution to be only talking with the town hall will be free. But as for product actions, these will entail the following costs:

- The cost of actions 1 and 3 shall be based on the percentatge of entries corresponding to the distributor, VAT and copyright entities. Therefore costs will be 61.8% of tickets sold.
- Action 2 will aslo have the previous cost, 61.8% of tickets sold, but also will be added the cost of keeping open the cinema in the morning throughout the year, which amounts to €2000.
- Action 4 will have the cost of installing a screen, loudspeakers, a projector and chairs for spectators. It must also pay rent of the rooftop to the shopping center, so the cost will amount to €1000.

Finally on the budget for promotion actions, action 8 and action 12 will not produce any cost because they are promoted via social networking, but action 11, similar to action 12, will bring the cost of the guests, whose budget is €200. Actions 9 and 13 will not charge. And the budget for activity 10 will be €1200 distributed among the performance of the whole year.



12. CONTROL

Table 8: Control

OBJECTIVES	MEASURING FREQUENCY	CONTROL METHOD
1. Increase ticket sales by 10% in 12 months.	Quarterly	Review number of tickets sold and compare it with the results of the same period the year before.
2. Increase bar products sales by 5% in 12 months.	Quarterly	Review number of products sold and compare it with the results of the same period the year before.
3. Getting 95% of satisfied customers in a year.	Quarterly	Carry out a questionnaire to measure customers satisfaction and know about how improve itself.
4. Improve interaction with customers by 15% in a year.	Biannual	Measure number of participants on the contests and raffles.
5. Increase the number of clients that have the CINESACARD by 10% in a year.	Four-monthly	Review number of clients that have applied for the first time the CINESACARD.
6. Help to reduce company losses by 20% in 12 months.	Annual	Review the annual results and compare it to the previous year ones.

Source: Own Elaboration





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