



**UNIVERSITAT
JAUME·I**

**MARKETING PLAN
TEMPORAL TRANSFER ETT**

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1. Executive summary

Temporal Transfer ETT is a temporary work agency, which began as a consultancy, with more than 20 years of experience and currently has 4 delegations distributed between the Valencian Community and Catalonia. During this time it has become as a reference between the temporary work agencies of the Baix Maestrat, offering a high quality and personalized service.

In addition, the experience in the consultancy allows the company to offer advice, both to the companies with which it works and to the employees that it transfer, thus providing a competitive advantage that offers an added value to its service and allows them to differentiate themselves from the competitors, both from the big multinationals and from the small temporary work agencies that work in the same area.

At the present time, Spain is in a period of economic recovery that means an increase in demand and an increase in invoicing. Through the business plan, the companies can take advantage of this market opportunity and improve some aspects to grow as a company, gain customer loyalty and increase invoicing.

To begin, an analysis of the environment will be done studying the micro and macroenvironment. Subsequently, the objectives will be described, over one year away, which are intended to be achieved with this business plan through the strategies to be detailed.

Finally, 8 actions are proposed distributed among price, service, distribution and promotion, which pursues the objectives proposed. These actions had assigned a period of time in which they will be implemented in the company and a control to observe the deviations of the estimate and to be able to correct them if it were necessary.

2. Situational analysis

To know the current situation of the organization, it is necessary to do an internal and external analysis of the company. This section will first address the internal analysis, which will include a presentation of the mission, vision and values, an analysis of the company and its target audience and a study of the available resources of the organization. Subsequently, the external analysis will be studied, which will include an analysis of the microenvironment and macroenvironment.

2.1 Internal analysis

2.1.1 Company presentation

Image 1: Logo Transfer



Source: Transfer ETT.

Temporal Transfer ETT, SL, is a temporary work agency with national authorization number 79/0089/96, also authorized as a work placement agency with number 9900000366, specialized in employment services that offers optimal solutions for all kinds of companies and profiles, as well as guidance for the candidates to help them to find a job that fits with their experience and skills. Through collaboration with the human resources departments of the companies, Temporal Transfer ETT, SL carries out the selection, training and hiring processes of the temporary workers.

The company origin's date back to 1994 when Law 14/1994 was approved, of 1 June, which regulates temporary work agencies, and the three founding partners that came from the world of labor consulting, decided to undertake this new project as a complement to the services already offered and as an opportunity to access to new customers and markets. Subsequently, when the placement agencies were authorized, they also requested and obtained the corresponding authorization.

Nowadays, Transfer provides its services in the provinces of Castellón, Tarragona and Alicante, in the delegations of Benicarló, Vinaròs, Amposta and Novelda. The fact that its work is carried out in different provinces obliges them to have a work authorization at national level, which allows them to carry out their economic activity throughout the Spanish territory.

2.1.2 Mission, vision and values

- The mission of Transfer is to assign workers to the user companies through the selection of candidates, establishing a WIN-WIN employment relationship in which both parties benefit.
- The vision of the company is to be a reference of the temporary work agencies in its sector of action, differentiating itself by its method of work, its personalized service and professionalism.
- The organization tries to differentiate itself from other companies that carry out the same activity through its values:
 - Personalized treatment: they usually know the customers of the area and they offer them a close treatment. As we are in the sector of labor consulting, when visiting a client, they do not only look for transferring workers, but also they try to advise and resolve their possible doubts about the work environment. Moreover, it is recalled that when the worker goes in person to the company to leave the curriculum, he is always interviewed.
 - Professionalism: we can say that this company guarantees a high professionalism in the sense that, on the one hand, the payments to employees are always guaranteed even before the date fixed for that and, on the other hand, the kind of treatment they have with the user company. However, they especially count with a high professionalism in training in prevention of labor risk. A specific prevention manual is made for each client company. An evaluation will be done for the workers when the training finishes.
 - Teamwork: periodic meetings of the structure workers¹ are done, both at commercial level, planning management, and prevention. In these

¹ Structure workers are Transfer's workers that are not loaned to others business.

meetings, the different aspects relevant to the company are dealt with and common decisions are taken for their subsequent application in all Delegations, since all of them follow the same method of work.

- Honesty and Transparency: The economic conditions and social benefits stipulated in the different collective agreements are fulfilled, that means the worker is in the same conditions that if were the user company who directly contracts him.
- Quality of service: All the directors perform the tasks of a sales agent and all of them possess a Vocational Education and Training Degree as technical of prevention of workplace accidents. In addition, the rest of core personnel dedicated to the management have a degree in matters of industrial relations.

2.1.3 Human Resources

In this section, an analysis of the workers of Transfer and the way the different delegations are organized will be done.

2.1.3.1 Organizational structure of the company

Transfer has 10 structure workers distributed in the different delegations. The following table shows the positions of the employees, the years of experience in the company and the training that they have. It should be noted that all the directors of the company are commercial technicians that means that the director himself is the person who moves to negotiate with the company interested in hiring the services. This is an advantage in saving personnel costs and in the efficiency of the operation, since it has enough range to negotiate and decide the conditions of the operation. Moreover, as the company come from a labor consulting, it's also trained to advise the user company².

² User company is the business where loaned workers go.

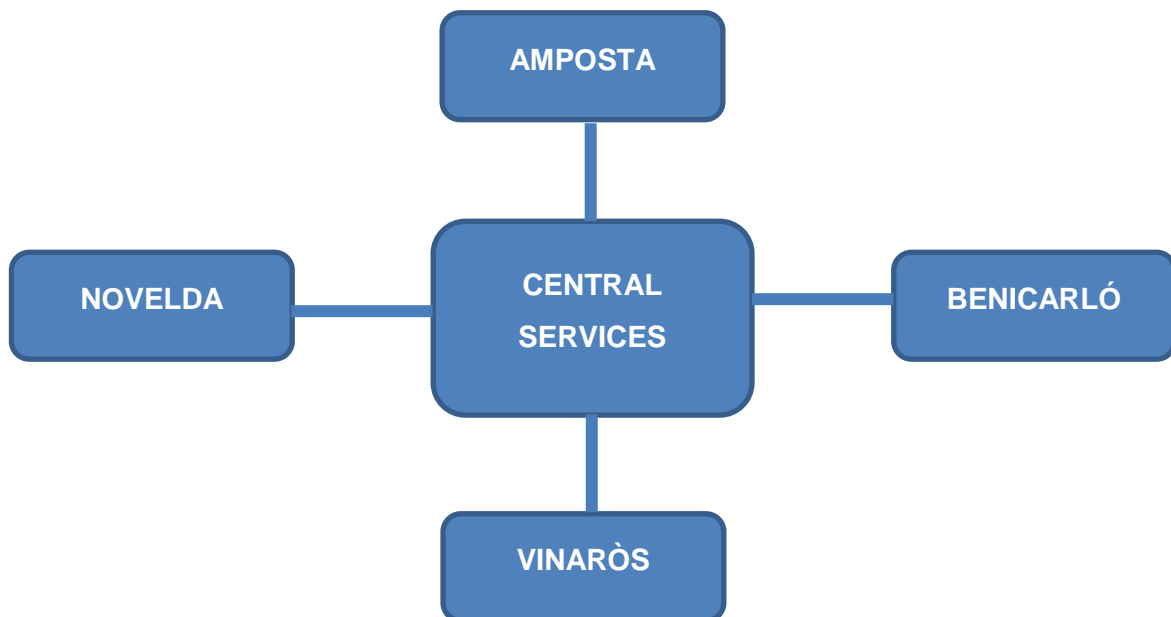
Table 1: Analysis of workers' company

| Position | Number of people | Years of experience | Education |
|----------------------------------|------------------|---------------------|--|
| Director / Commercial Technician | 4 | 20 | - Middle education - Middle Level Technician in PLR ³ |
| Manager of Administration | 4 | 20 | - Middle education - Higher education - Graduated in Social Sciences - Senior Technician in PLR |
| Risk Prevention Technician | 1 | 4 | - Graduated in Social Sciences - Senior Technician in PLR. |
| Legal Technician | 1 | 10 | - Lawyer - Senior Technician in PLR |

Source: own elaboration

After analyzing the structure of the worker's company, the structural organization is detailed to see the way in which these are organized. First, a general organizational chart of the company will be show and then, the different organizational charts of each delegations of the organization will be detail.

Image 2: Organization chart of the company



Source: Transfer ETT

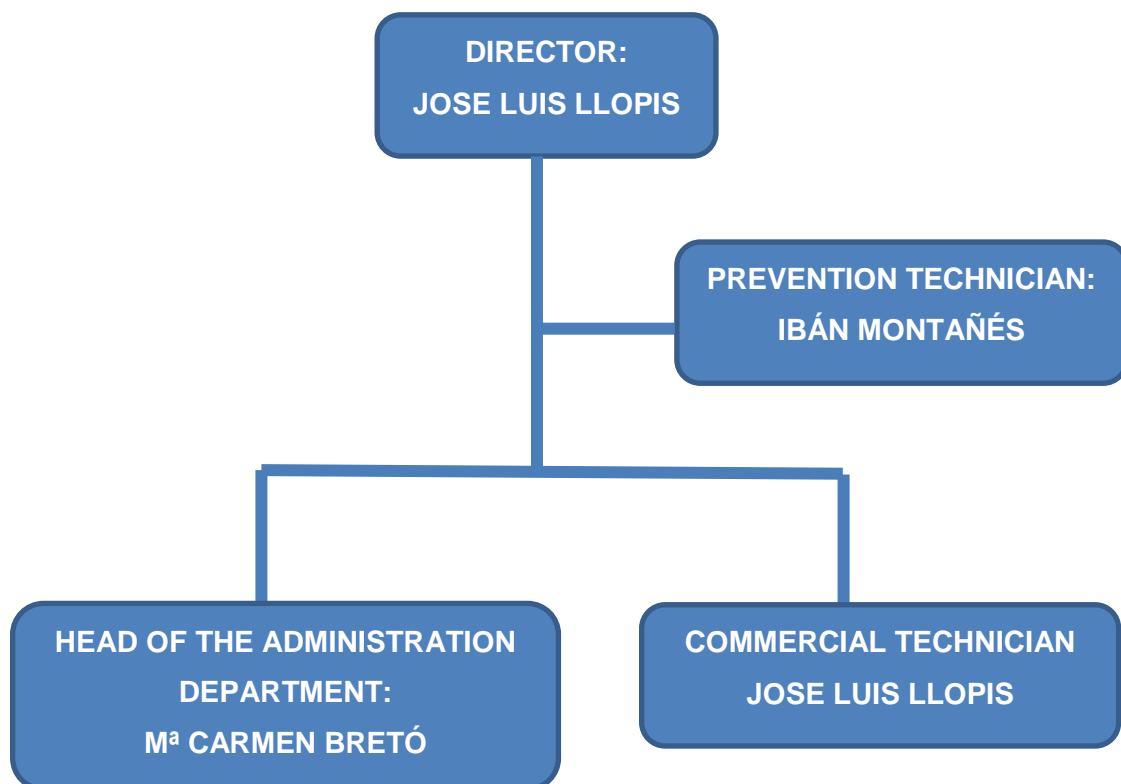
³ Prevention of Labor Risk

As we can see, the four delegations of the company are connected to each other through central services, which are composed of:

- The board of directors composed of the three founding partners: Miguel Montañés, Germán Allepuz y José Luis Llopis.
- Management Department and Selection: Tere Clavell y María del Carmen Bretó.
- Prevention Department: Ibán Montañés.
- Administrative and Financial Department: Germán Allepuz y José Luis Llopis.
- Delegation Management Department: Germán Allepuz y José Luis Llopis.

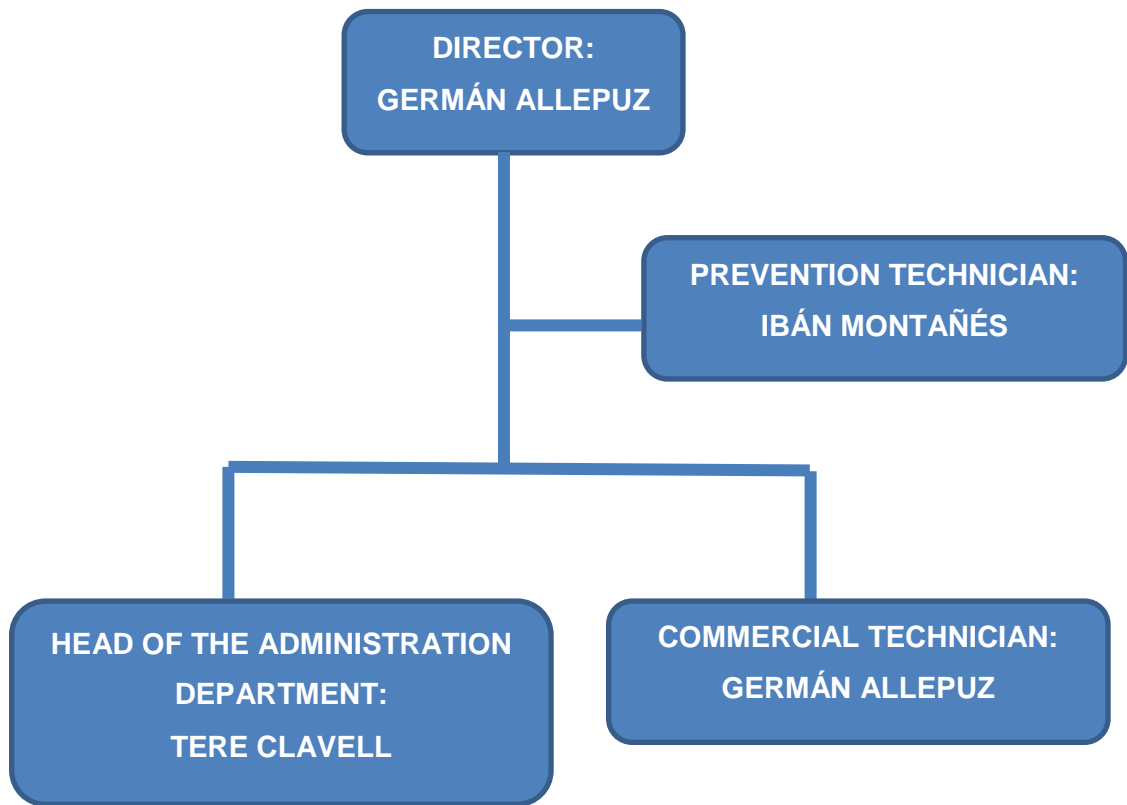
The organizational charts of each delegation will be shown below. It should be noted that the company has two subcontracted services, the one related to accounting and, the other one, the External Prevention Service, with different mutual insurance associations, which deals with health surveillance, training and prevention of labor risks.

Image 3: Delegation of Benicarló



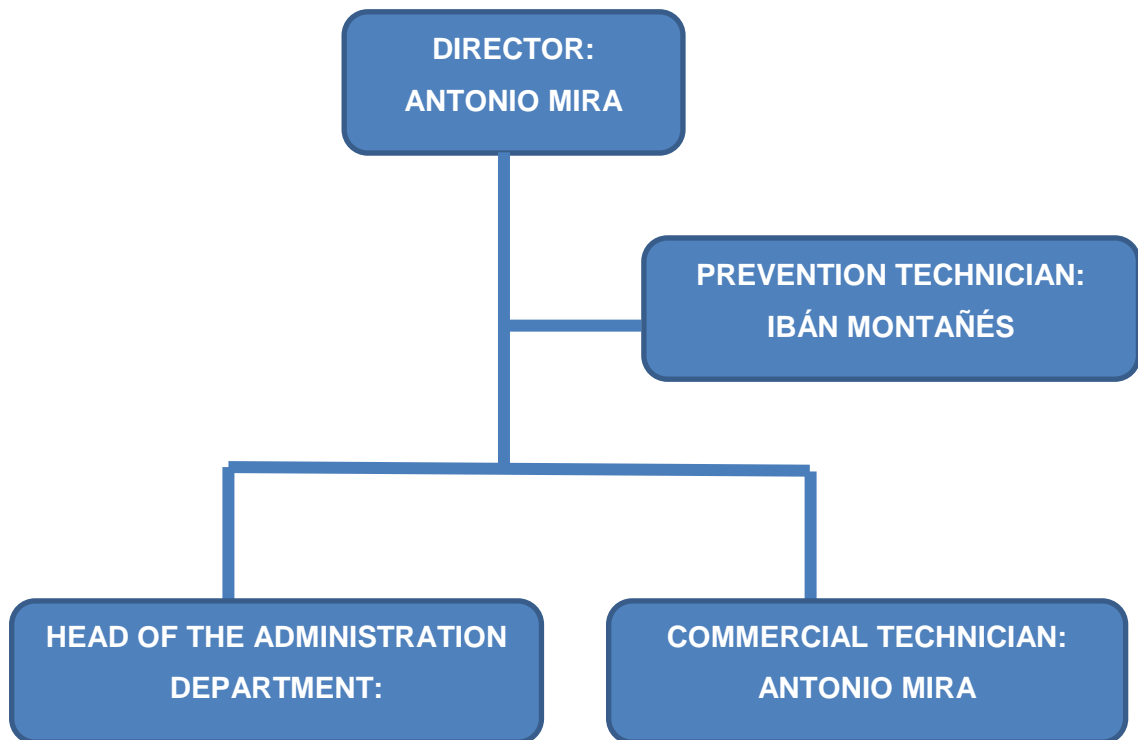
Source: *Transfer ETT*

Image 4: Delegation of Vinaròs



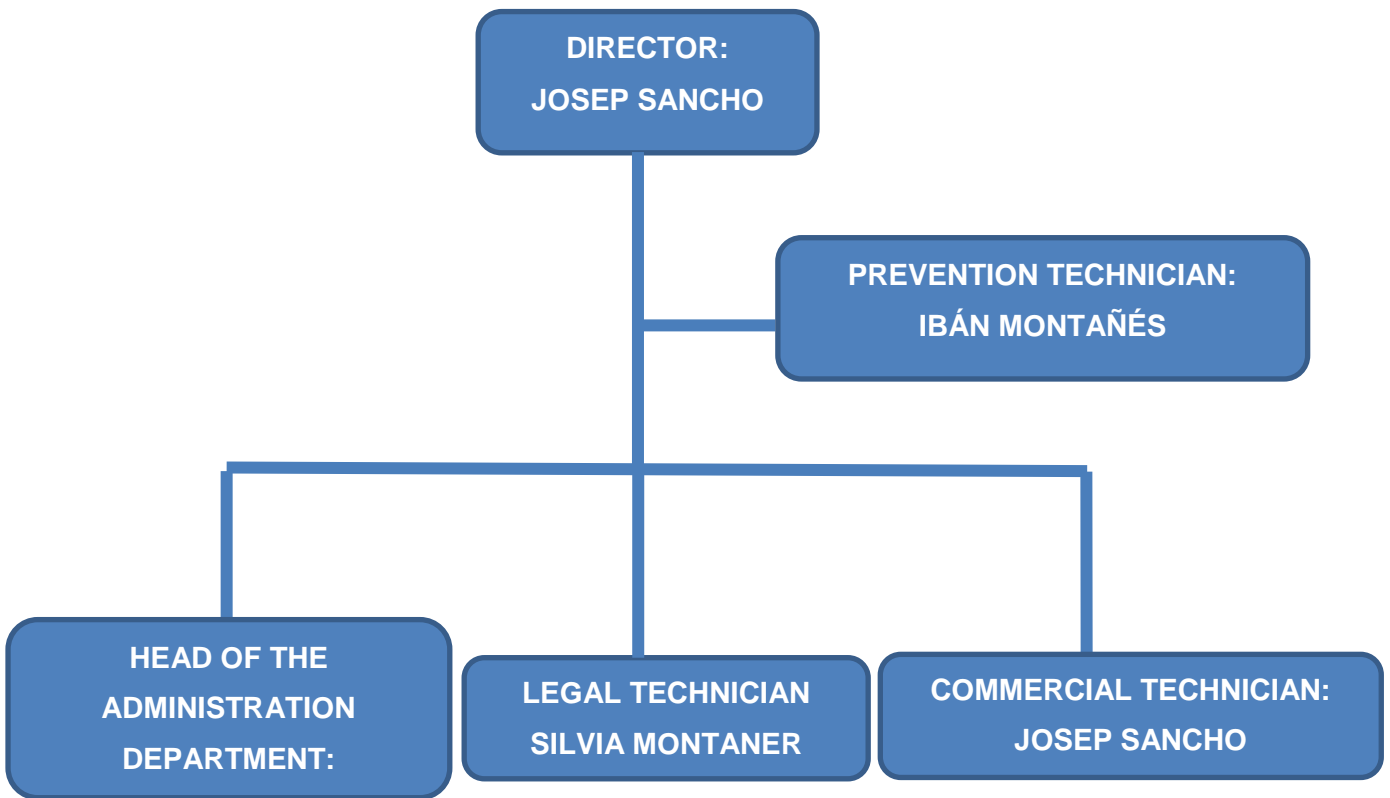
Source: Transfer ETT

Image 5: Delegation of Novelda



Source: Transfer ETT

Image 6: Delegation of Amposta



Source: Transfer ETT

The objective is to establish the same working method in all delegations, both at the management, training, prevention and commercial levels. Like that, all workers are multipurpose and can provide their services in a timely manner or to support in any of the delegations. In addition, a website is available to communicate between delegations and those in charge of Human Resources. This website allows the structure workers to clock in, send notifications in a bidirectional way between her and the HR manager, request permits and vacations, send documents, etc.

2.1.4 Marketing Resources

2.1.4.1 Service

Once the client company contacts Transfer to request their services, an on-site visit is made through the commercial director in order to obtain the profile of the requested worker, as well as the job to be covered. From this moment, the corresponding budget is drawn up by the transfer of the workers and once accepted, the entire hiring process

is put into operation, which begins by asking the company for the corresponding risk assessment of the job, such as the regulations⁴ said, in order that the transfer prevention technician can carry out the corresponding previous training in the matter of prevention of accidents at work.

From that moment and in relation to the candidates, there are two possibilities: the first one, that the same client company is the one who provides to Transfer the candidate of its own stock listings, which is a very frequent situation, or that is Transfer who have to carry out the selection process among the candidates from its own job listings. In case of not having the profile requested by the company, different communication tools are put in place to find the worker who meets the requirements requested.

Once the candidate has been selected and prior to starting the job, a course on labor risk prevention is given to the worker, where he is trained and informed about the risks of the job and his environment. In addition, they perform a medical examination, always depending on the risks of the job.

The employee hired through a temporary work agency has the right to have the same essential conditions of employment that would have been if he was hired directly by the client company, such as: remuneration, duration of the workday, overtime work, rest periods, night work, holidays and public holidays⁵

Once the hiring has been formalized and the worker joined to his / her job, at the end of each month or at the end of the contracted hiring period, the client company provides to Transfer the number of hours performed by each worker. With this information, the remuneration statement, and, a bank transfer is done to pay the worker. Subsequently, Transfer raise an invoice to the client company for the hours of transfer which are always hours actually worked, not invoicing the hours related to absences due to sickness or accident at work.

The service offered by Transfer is different from the competitors because it is qualified to advise both the company and the worker, since it comes from the world of labor consulting, as previously mentioned. This is a competitive advantage that makes Transfer different from the competitors for a high quality and personalized service.

⁴ Law 31/1995, of 8 November, on labor risk prevention and Royal Decree 216/1999, of 5 February, on minimum occupational safety and health requirements in the field of temporary work agencies.

⁵ Law 14/1994, of 1 June, which regulates temporary work agencies, art.11

2.1.4.2 Price

The prices fixed by Transfer in each service vary depending on the salary of the professional category of the worker according to the applicable collective agreement, to which are added the costs of Social Security and training, in addition to the percentage that the temporary work agency obtains as a benefit. The percentage varies between 8 and 20 percent and is based on the number of workers that the user company requests, from the estimated period of each contract, whether the company is already a client and the number of workers currently transfers by Transfer.

In addition to the factors mentioned above, the main factor that influences the percentage that finally sets Transfer is the price at which the competitors is willing to offer the same service, having to be reduced in some occasions the income, to maintain some operation.

2.1.4.3 Distribution

Transfer, through its directors, who act as commercial technicians at the same time, distributes its services among the different user companies. In this way, the company adds value to its final service by negotiating with the user company through the director of each delegation and can fix the final price of each operation without need for consultation. In addition, Transfer also acts by offering the curriculum of candidates who are registered in their labor listings and who have highly demanded job profiles in the labor market.

Another way the company distributes its services is through Internet. We find two alternatives that are used to offer the possibility of sending the curriculum online, for people who cannot travel to the delegations personally, or to post job offers. We differentiate the website and social networks.

- On the website⁶, the candidates have the possibility of sending their curriculum so later Transfer manages them and adapts the offer that they consider most suits their profile.

⁶ <http://www.temporaltransfer.es/>

- Through social networks, such as Facebook, the company post job offers with specific profiles that previously the company could not cover them with the curriculum of the candidates available at that time.

2.1.4.4 Comunication

Transfer uses different tools to communicate with workers already hired and transferred, candidates who leave their curriculum, user companies, or companies interested in finding information about their services. Using one or the other varies depending on who transmit and receives the information, the content of the information, the urgency, or feedback among others. Among the different tools are: the website, social networks, the Employee Portal, telephone calls, advertisements in the press and radio or the commercial visit.

- The website: through the website, Transfer allows the candidates to send their curriculum and makes available to the candidates and companies, their emails and phone numbers so they can contact each of the delegations that the company has throughout the national territory. In the following image extracted from the website of the company, we can graphically observe what is mentioned in this section.

Image 7: Website of Transfer, send curriculum

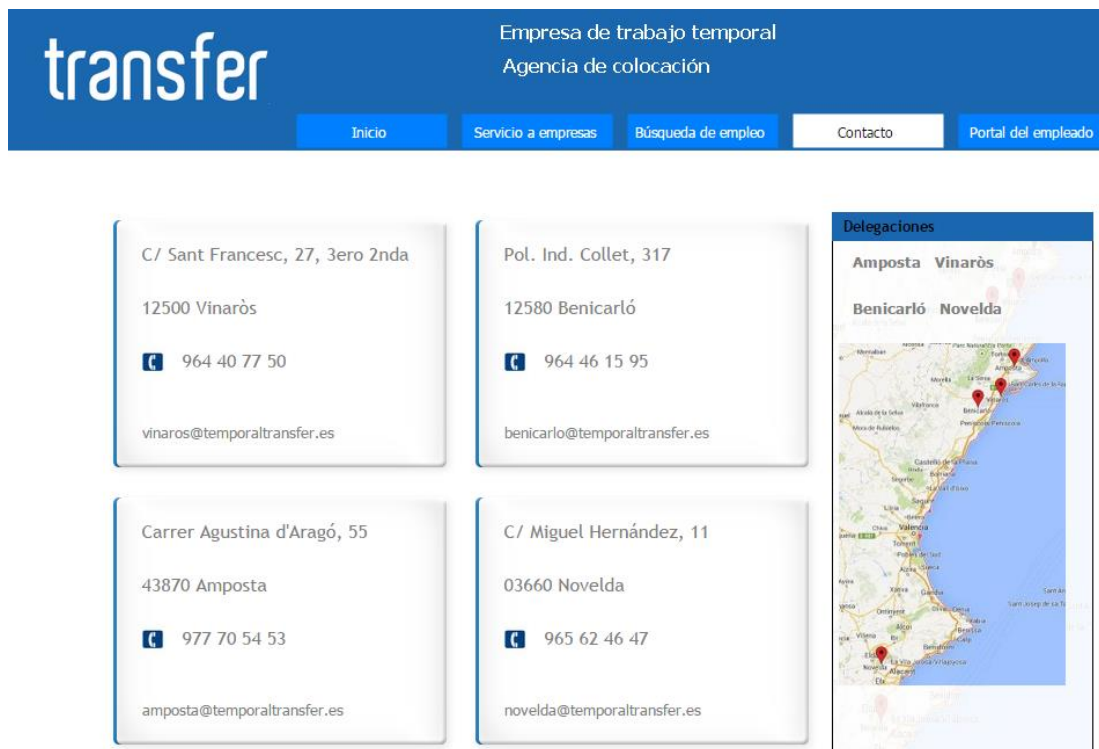
The image shows a screenshot of the Transfer website. At the top, there is a blue header with the 'transfer' logo on the left and the text 'Empresa de trabajo temporal' and 'Agencia de colocación' on the right. Below the header is a navigation menu with buttons for 'Inicio', 'Servicio a empresas', 'Búsqueda de empleo', 'Contacto', and 'Portal del empleado'. The main content area is divided into several sections:

- Reclutamiento de candidaturas**: Servicio consistente en la atención, entrevista, evaluación y confección de informes de los candidatos remitidos por las Empresas con el fin de gestionar las inscripciones de su bolsa de trabajo.
- Cesión de trabajadores temporales**: Actividad consistente en poner a disposición de otras Empresas con carácter temporal o indefinido a nuestros trabajadores.
- Nuestros procesos**:
 - Obtención de la información necesaria sobre las Actividades, Procedimientos y Sistemas de Trabajo de los Clientes.
 - Análisis de los Puestos de Trabajo a cubrir, Evaluación de Riesgos y valoración de los Perfiles Profesionales necesarios.
 - Busqueda, reclutamiento y selección de los Candidatos mas adecuados.
 - Formación e información a los Trabajadores seleccionados en materia de Prevención de Riesgos Laborales.
 - Contratación según las necesidades de los Clientes :
 - Para realizar una Obra o Servicio determinado.
 - Eventualidad, por acumulación de tareas o exceso de pedidos.
 - Por sustitución de un Trabajador con derecho a reserva del Puesto de Trabajo.
 - Para cubrir un Puesto de Trabajo permanente mientras dure el proceso de selección o promoción.
 - Facturación en función de las horas realmente rabajadas.

On the right side of the page, there is a Facebook icon with the text 'Síguenos en Facebook'. Below that is a map titled 'Delegaciones' showing various locations in the region, including Amposta, Vinaròs, Benicarló, and Novelda. At the bottom right, there is a button titled 'Currículum Vitae' with the text 'Envíanos tu CV pulsando en el sobre' and an icon of an envelope with 'CV' on it. A red arrow points from the 'Facturación' section to this button.

Source: Transfer ETT

Image 8: Website of Transfer, delegations



Source: Transfer ETT

- Social networks: the company uses the social network Facebook to interact with candidates posting news about jobs. In addition, they publish offers of specific profiles and they also offer the possibility to the candidates to send their curriculum to the company also through Facebook. In the following image, we can see an example of the news that usually the company posts on its Facebook page and the job offers they offer.

Image 9: Facebook

The image shows a Facebook page for 'Temporal Transfer ETT'. The page header includes the Facebook logo, the name 'Temporal Transfer ETT', and a search bar. Below the header are interaction buttons: 'Me gusta', 'Seguir', 'Compartir', and a three-dot menu. The main content area is titled 'Publicaciones' and contains two posts.

Post 1: Temporal Transfer ETT, 18 de abril a las 11:48. The post contains a link to http://es.eypress.com/cgi-bin/view_digital_media.cgi... and an article snippet titled 'Brexit: ¿cómo afecta a mi trabajo? | EROSKI CONSUMER'. The snippet text reads: 'Brexit: ¿cómo afecta a mi trabajo? | EROSKI CONSUMER. El abandono de Reino Unido de la Unión Europea plantea más problemas para las personas que busquen empleo allí que para quienes ya lo tienen'. The source is listed as CONSUMER.ES.

Post 2: Temporal Transfer ETT, 12 de abril a las 14:01. The post is a job advertisement titled 'NUEVA OFERTA DE TRABAJO! Si estas interesado/a y cumples con el perfil, mándanos tu C.V. a benicarlo@temporaltransfer.es, o tráelo a nuestra oficina. Si conoces a alguien que pueda encajar en la oferta házselo saber.' The advertisement details are as follows:

- ZONA GEOGRAFICA:** BAIX MAESTRAT
- PUESTO DE TRABAJO:** OFICIAL DE TALADROS CON CONTROL NUMERICO
- SE OFRECE**
 - Incorporación inmediata.
 - Contrato temporal con alta posibilidad de incorporación a la empresa.
 - Jornada completa de lunes a viernes, con posibilidad de trabajar los sábados.
 - Salario según convenio.
- REQUISITOS**
 - Experiencia previa en trabajos de Taladros con Control Numérico.
- CONTACTO TRANSFER:**
 - DELEGACIÓ: BENICARLO
 - Email → benicarlo@temporaltransfer.es
 - Tel. → 964 46 15 95
- *IMPORTANTE:**
Si estas interesado/a, envía tu CV indicando en el ASUNTO - REF : 170204004

Source: <https://www.facebook.com/Temporal-Transfer-ETT-1710060569237732/?fref=ts>

- The Employee Portal: it is a unidirectional website, where only Transfer can send information to the workers without possibility of feedback. Through this tool, each employee is provided with essential documentation for compliance of the regulatory requirements, in addition to the one we consider appropriate so that, from their incorporation to the job position, they can develop in the best way and with maximum security their tasks. Each transferred worker has a personal user and a password that is given to them when the first face-to-face risk prevention session is done. Among the information that is posted on the Portal we can find: informative documentation on labor risk prevention (Transfer Prevention Manual / Welcome Manual / Risk Assessment of the job to be occupied), internal rules of the user company, Notifications of interest and salary receipts (payroll) on a monthly basis.

- Phone calls or Skype: they are used to communicate between the delegations and the user company, before or after closing an operation, or with the different candidates or workers assigned when the reason for the interaction is urgent.

- Press announcements, radio and marketing campaigns: from time to time, Transfer has also used these media to retain customers, promote or make themselves known.

- The commercial visit: this is the type of communication most used by Transfer, since it is considered a competitive advantage, over other large temporary work companies, to be able to move to the company concerned and be able to negotiate the conditions of the operation in person or just offer the curriculum of candidates with profiles highly demanded in the area.

2.1.5 Financial resources

The company has two credit facilities with different banking entities for specific moments in which they financially have to face the payments of taxes, Social Security and payroll of the workers. In addition, they have commercial discount lines, through

which banks advance the money from the different receipts and notes that the company receives as payment for their bills. It also has different leasing operations for the acquisition of vehicles with commercial functions for the company

The company also has an agreed guarantee with a banking institution to comply with stipulated in Law 14/1994, of 1 June, which regulates temporary work agencies (Official Bulletin of the State, 131, of 2 June 1994), Article 3 states that: "Temporary work agencies shall provide a guarantee, at the disposal of the labor authority granting administrative authorization. This guarantee must reach an amount equal to ten percent of the wage bill for the immediate financial year. The security lodged will respond, in the form that statutorily is determined, for debts for compensation, salary and Social Security. "

2.1.5.1 Evolution of invoicing

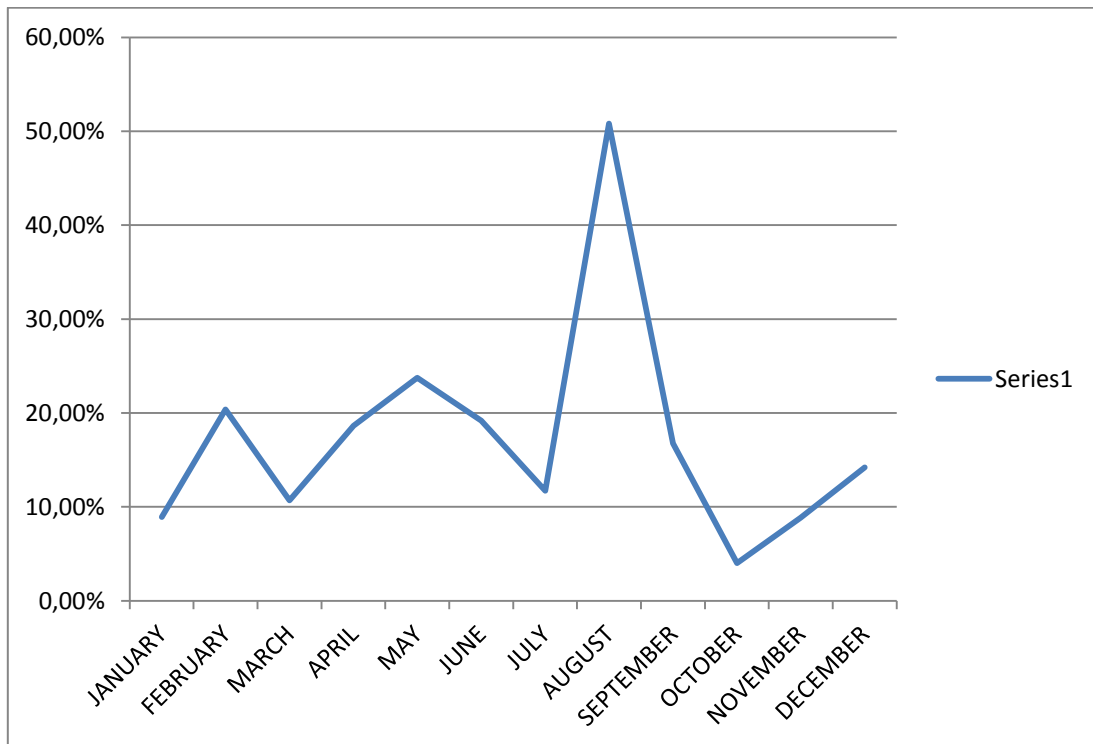
The invoicing of Transfer has been increasing from the year 2013 until today, after recovering from the crisis that affected many of the sectors with which the company worked, such as furniture or brick sector. The following graphs show how invoicing has evolved in recent years. The first graph shows a fall in invoicing in August of the three periods analyzed because in that month, the companies with which Transfer works are usually in the holiday period and do not usually transfer workers or they are just transfer a particular period of time. This is the most irregular month. In addition, as the second chart shows, the evolution of invoicing between 2015 and 2016 is between 4 and 25%, except in August, which exceeds 50%.

Graph 1: Evolution of invoicing



Source: Transfer ETT

Graph 2: Evolution of invoicing 2015-2016



Source: Transfer ETT

It's important to note that the company has a credit insurance agreement with the company called *Crédito y Caución*, in order to ensure the invoicing. Through this insurance, the company guarantees to Transfer the compensation, at the percentage of guarantee established, of the losses that it experiences by the insolvency of its debtors or clients, since a temporary work agency, by law, must to pay its workers transferred even if the user company does not pay the payrolls.

2.2 External analysis

2.2.1 Macroenvironnement

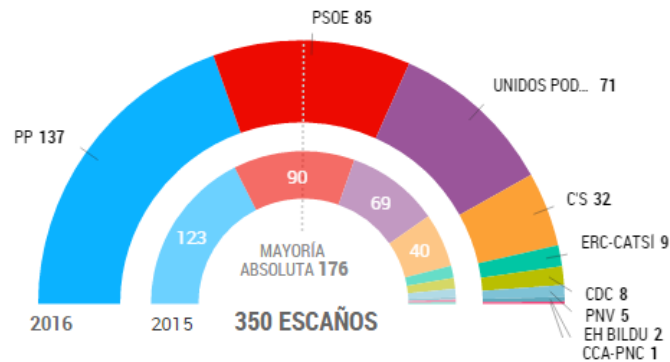
In this section, the elements that compose the macroenvironment are analyzed. It is important to note that the company cannot modify any element; it's only affected by them.

2.2.1.1 Political and legal factors

Spain is a parliamentary monarchy, where the People's Party currently governs. The leader of the party and president of the government is Mariano Rajoy, who inaugurated the presidency on October 29, 2016 after the longest period of political instability in the country.

The Spanish vote is divided among the four major parties: *Partido Popular* (PP) 137 seats, *Partido Socialista Obrero Español* (PSOE) 85 seats, *Podemos* (*Unidos podemos*) 71 seats and *Ciudadanos* (C's) 32 seats, the remaining 25 seats are distributed among the minority parties. In the following image taken from the newspaper *El País*, we can see graphically how the votes and seats were distributed in the last elections.

Image 10: Election results 2016

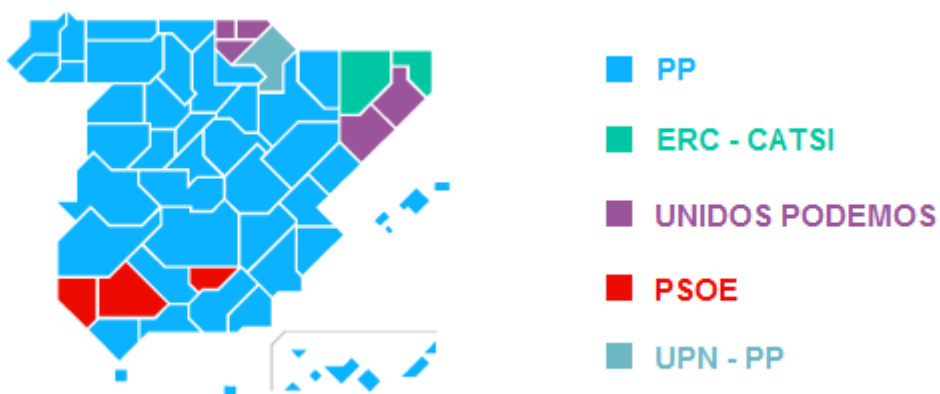


Source: resultados.elpais.com/elecciones/generales

This figure illustrates that no party reached the absolute majority to be able to govern alone and the lack of pacts between parties prevented the election of a president of the government. In order to avoid a third election, the king organized an investiture ceremony in which Mariano Rajoy was elected president with 170 votes in favor, 111 against and 68 abstentions.

Another important political aspect in Spain is that the country is divided into autonomous communities where a political party governs in each of them. In the following image we can see which party was the most voted, depending on the autonomous community.

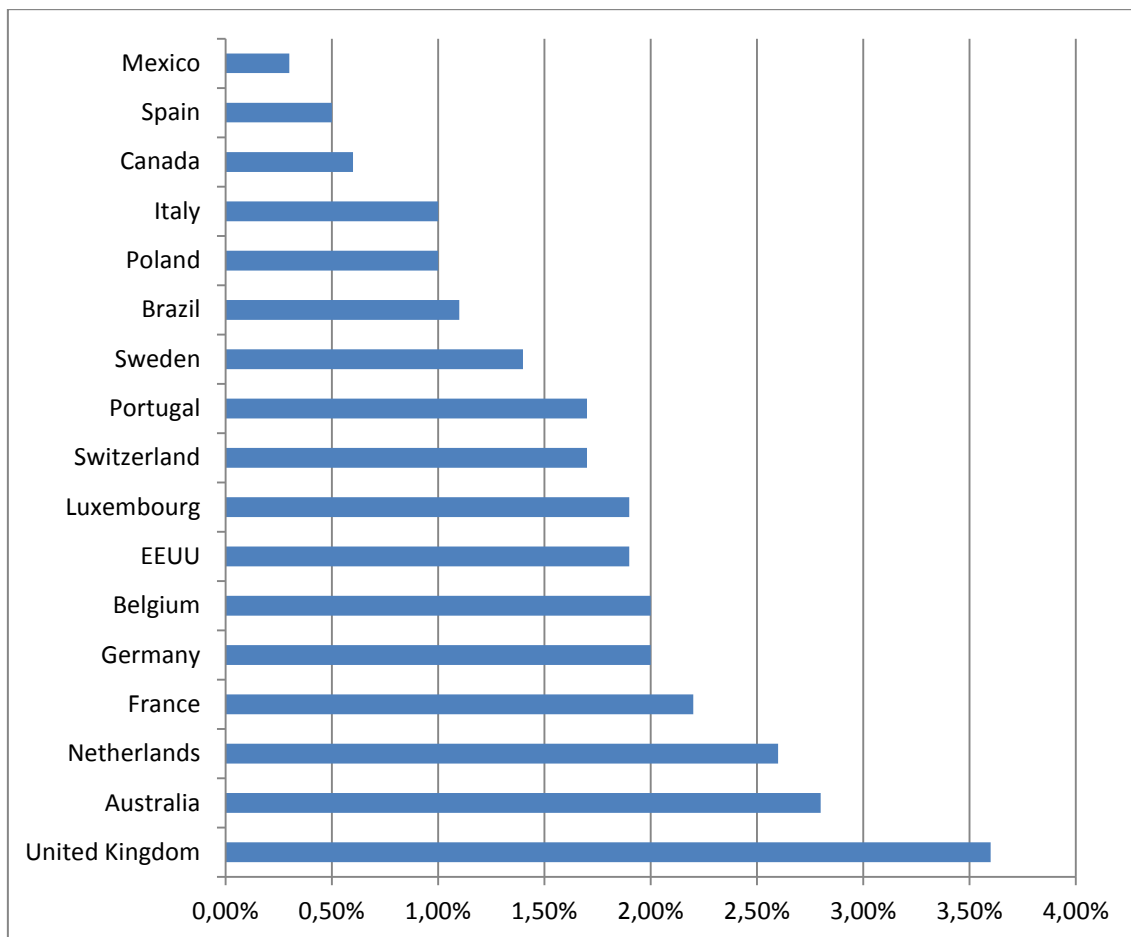
Image 11: Autonomous Communities



Source: resultados.elpais.com/elecciones/generales

The legal factor is also an element of the macroenvironment that directly affects the company. In this section, in relation to the political environment, we can analyze how, depending on the laws or policies applied by different parties, organizations are affected to a greater or lesser extent. An example of this we could find it in the following graph, where through the data of *economíadigital.com* a graph has been elaborated with the percentage of people that work with temporary contract through the temporary work agencies in different countries.

Graph 3: Percentage of temporary workers transferred through the temporary work agencies



Source: own elaboration

The legal environment which comprises the types of contracts and corresponding bonuses, do not benefit temporary work agencies. There are different types of employment contracts: permanent, temporary, apprenticeship, training and part-time contracts. The companies obtain strong bonuses by the State for contracting indefinitely or for making contracts of apprenticeship, while the bonuses for a temporary contract are much less often. In the contract of apprenticeship, usually are the students who have this type of contract, and allows the company to pay the worker a salary agreed with the corresponding agreement that is usually lower than the minimum wage in exchange that the student has a first contact with the world of work, in addition to training in the company.

On the other hand, temporary work companies are the only economic activity that by law are required to have a guarantee of payment in case of not being able to pay the salaries. In addition, when the temporary work agency transfer a worker to the user company, it had previously to train the worker in risk prevention and in the functions of his job, with the additional cost this kind of training has. Therefore, when the worker joins his job is fully formed from the beginning of his contract

2.2.1.2 Economic environment

The economic environment is another factor that affects the company and it cannot be controlled. According to Kotler, "the available purchasing in an economy depends on current income, prices, savings, debt, and credit availability. As the 2009 global financial crisis clearly demonstrated, trends affecting purchasing power may have a strong impact on enterprises, particularly those whose products are targeted at high-income and price sensitive consumers." (Kotler, 2012).

To analyze each of the factors that according to Kotler affect the purchasing power of an economy, data has been extracted from different sources. From *santandertrade.com* and from the IMF - *World Economic Outlook Database*, indicators like GDP, inflation and debt have been observed. Data from the INE have been observed regarding savings.

The following table shows the data obtained and, then, each indicator is analyzed individually.

Table 2: Economic indicators

| Indicator | 2013 | 2014 | 2015 | 2016 |
|---|-------------|-------------|-------------|-------------|
| Gross Domestic Product (GDP) (%) | -1,7 | 1,4 | 3,2 | 3,1 |
| Prices (inflation rate %) | 1,4 | -0,1 | -0,5 | -0,3 |
| Debt (% GDP) | 93,7 | 99,3 | 99,3 | 100,1 |
| Savings (over the disposable income%) | 13,0 | 14,5 | 14,8 | 14,8 |
| Credit (interest rate set by European Central Bank) | 0,5 – 0,25 | 0,15 – 0,05 | 0,15 – 0,05 | 0 |

Source: own elaboration

- Annual GDP growth. A growth of the annual GDP is observed since 2013, where it stood at -1.7% compared to the previous year, until 2015, where there is a growth of 3.2% and remains almost constant in 2016. GDP growth reflects an increase in the economic activity of the country. As a result, its growth positively affects on the increase in per capita income and the unemployment rate that has been reduced in recent years, in 2016 stood at 18.4 % compared to 20.7 in the previous year.
- Inflation. The tendency to reduce the rate of inflation has as a consequence the reduction of the cost of living.
- Debt. The consequences of the increase in Spain's indebtedness mean paying more interest to the central bank and less flexibility when facing economic problems to the country.
- Savings and interest rate. As we can see, savings have been increasing in recent years. This is linked to the interest rate set by the European Central Bank, which has allowed families to not have so many debts from having a reduction in the financial burden. Another consequence of the reduction of the interest rate imposed by the ECB on Spanish banks is the greater ease of Spanish families to obtain a loan or loan when the interest rate that is fixed in these operations is reduced.

Finally, as Kotler's argued, the temporary work agencies were greatly affected by the economic crisis, as a large part of their invoicing depended on high-income customers who were hard hit by the crisis.

2.2.1.3 Socio-cultural environment

Spain has an area of 505,940 km², a population of 46,468,102 inhabitants and a density of 92 inhabitants per km². However, the Spanish population tends to age because of its low birth rate and the stability of the population pyramid cannot be guaranteed. This table shows the Spanish birth and mortality rates obtained from the information of datamacro.com.

Table 3: Birth and mortality rate, Spain

| Indicators | 2012 | 2013 | 2014 | 2015 |
|----------------|--------|-------|-------|-------|
| Birth rate | 9,69 ‰ | 9,11‰ | 9,17‰ | 9,02‰ |
| Mortality rate | 8,58‰ | 8,34‰ | 8,48‰ | 9,06‰ |

Source: own elaboration

Although the mortality rate increased in 2015 and the birth rate declines over the years, the population of Spain is increasing. This is due to two factors: the first one is the birth rate that increases each year and by 2015 is situated in 83 years. The second factor is immigration.

The migrants who come to Spain are working age population and mean to the state a saving in training and health. According to data from the UN, in Spain, immigration means the 12.6% of the population. These people occupy from qualified jobs to positions that the native population rejects because they indicate a low social status because the salary is low.

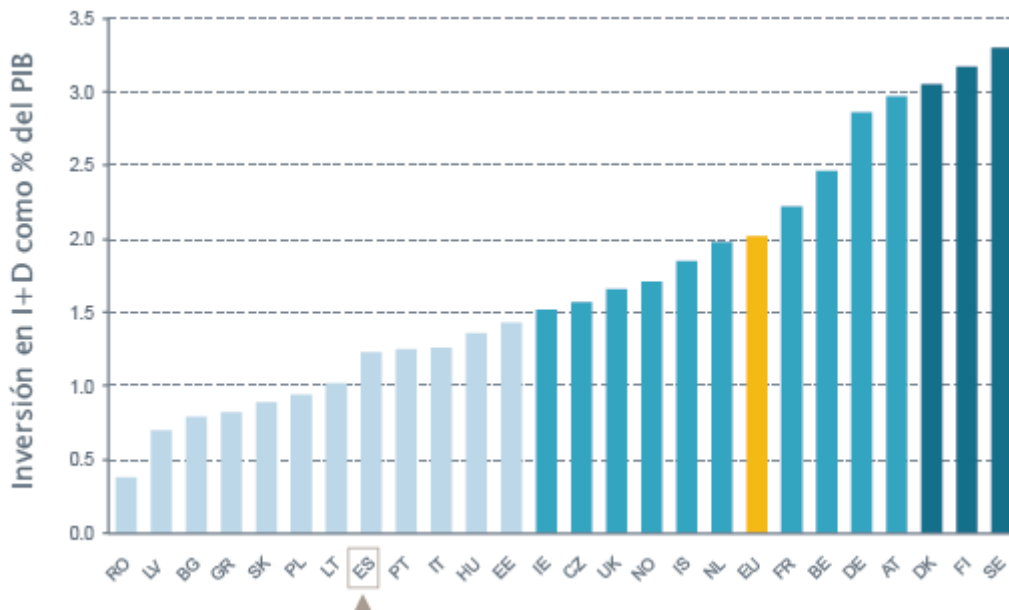
2.2.1.4 Technological environment

We are currently living in a globalized world and any country can buy a specific technology if it has the necessary resources. In order to analyze the technological environment of Spain, we will be based on the Altran index that according to the

website Altran.es, we could define it as: "The Altran Index of Innovative Potential is a synthetic index of innovation, science and technology that represents the innovative and technological potential of the countries of the European Union, as well as their main components and factors. Its objective is to assess the innovative capacity of European countries and determine the best recommendations for each country in order to improve their science, technology and innovation potentials." (Altran.es, 2017).

The following graph obtained from the page *indiceinnovacion.altran.es* shows the investment of Spain in R & D with respect to the other countries of the European Union. On the vertical axis we can see the percentage of investment in R & D as % of GDP.

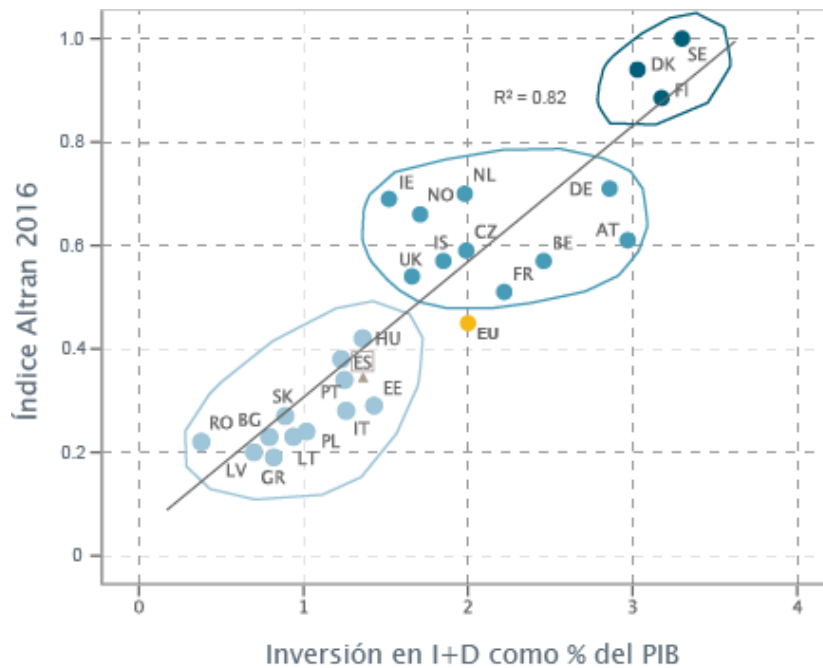
Graph 4: R & D investment of the EU countries



Source: <http://indiceinnovacion.altran.es>

We can observe how Spain is in the group of countries with a weak capacity of investment in R & D on GDP. This greatly limits the options that strong innovations can emerge in Spanish territory and that the country can profit from the sale of licenses or their exploitation.

Image 12: Altran Index



Source: <http://indiceinnovacion.altran.es>

Finally, as we can see in the previous image where the abscissa axis can be identified as Altran index and the ordinate axis as the investment in R & D as % of GDP, Spain is in the last group in the relation between the Altran Index and the investment in R & D on % of GDP. In conclusion, Spain does not have a high technological or innovative potential and has a low innovation capacity.

2.2.1.5 Ecological environment

On the one hand, in the ecological environment we find a growing concern among the Spanish population for consuming organic products. This increase in the consumption of this type of products can be seen in the following image, where an increase of 56.6% from the year 2011 is seen in the expenditure on organic products, whereas the traditional products experience a decrease in their per capita expenditure.

Table 4: Per capita expenditure of the products

| PER CAPITA EXPENDITURE | | |
|------------------------|------------------|-----------------------|
| YEAR | ORGANIC PRODUCTS | CONVENTIONAL PRODUCTS |
| 2011 | 20,61 | 2.178,4 |
| 2012 | 21,34 | 2.152,6 |
| 2013 | 21,85 | 2.173,2 |
| 2014 | 25,89 | 2.110,5 |
| 2015 | 32,27 | 2.133,5 |
| ▲▼ 2011/2015 (%) | 56,6% | -2,1% |

Source: <http://www.ecological.bio>

On the other hand, we find the Spaniards concern for the environment. The following image of huffingtonpost.es, we find a comparison between Spain and the European average about a battery of questions in which, Spain, in many of them, surpasses Europe.

Table 5: Environmental questions

| | SPAIN | EUROPE |
|---|-------|--------|
| The preservation of the environment is "very important" | 56 | 53 |
| Concern about the air pollution | 58 | 56 |
| Water pollution | 57 | 50 |
| Shortages of potable water | 41 | 27 |
| Impact of chemicals on human health | 40 | 43 |
| Play an important role in protecting the environment | 53 | 43 |
| The environment influences your daily life | 46 | 35 |
| Separates the trash in order to recycle | 74 | 72 |
| In favor of reducing energy consumption | 63 | 52 |
| Reduce water consumption | 55 | 37 |
| The use of non-polluting means of transportation | 40 | 35 |
| Protection of the environment creates growth | 46 | 29 |
| Big companies do not do enough | 89 | 77 |
| Governments do not do enough | 86 | 70 |

Source: <http://www.huffingtonpost.es>

We can state that the concern for the environment and for the consumption of organic products in Spain is increasing, and that in some cases it surpasses the average of Europe.

2.2.2 Microenvironment

2.2.2.1 Bargaining power of customers

We differentiate two types of customers, on the one hand, the user company that contracts the services of Transfer for the loan of some worker, in order to fill a vacancy. The bargaining power is quite high since they have different ways of collecting profiles that fit the job, either through their Human Resources department or through other temporary work agencies. In other words, they have different possibilities to compare and choose which is the one that most interested for the company.

There are differences between hiring a person through a temporary work agency or through the company itself that can reduce the bargaining power of customers, depending on what the company is interested in. Hiring through the company involves increasing your fixed costs by adding a new salary paid monthly, in addition to trying to limit day-to-day problems such as absenteeism, which according to Addeco: "Absenteeism is a practice that during 2015 has supposed direct costs of 5,132 million euros to the Social Security for economic benefits and 3,857 million euros to companies for the payment of the economic benefit in the first days of sick leave". (Addeco, 2016).

This problem that companies have with absenteeism is solved if a worker is hired through a temporary work agency, since the company only pays for the effective hours worked. In this way, it converts a fixed cost into a variable cost, which increases or decreases according to the hours worked by the worker.

Another aspect that can make that the bargaining power reduces is of the customers is that the company does not find the right candidate among their list of curriculums, which can make the company makes the decision to require the services of a temporary work agency. In addition, there are workers who prefer to be hired through a temporary work agency, a fact that also reduces the bargaining power of the company, since with these workers are guaranteed the collection of the payroll at the end of each period of work,

since a company can break or declare a suspension of payments, but by the conditions to which a temporary work agency is submitted, in the case that they could not make the payment of the payroll, the bank guarantee would be executed.

On the other hand, we find a second type of customers, the worker who goes to the temporary work agency to find a job. Regarding to this, the power of negotiation of Transfer is very high, since it is the company that has the job to which the candidates have applied for and has the power to choose the best positioned candidate.

2.2.2.2 Bargaining power of the suppliers

Due to the nature of Transfer activity, it does not have suppliers of raw materials. The company has suppliers with low level of negotiation internally: service providers, computer and programming suppliers, suppliers of office equipment and suppliers of PPE (Personal Protective Equipment). Its bargaining power is low because it would not imply a cost for the company to change the supplier company, or would imply a very low cost.

In addition to these, Transfer has service providers that in some situations have to resort. In some cases, the user company requests a candidate with knowledge of a particular language and a level test is required. At that time, the candidate will do a level test in an official language academy to verify if the level of the language that appears on the curriculum of the candidate is true and later, the result is sent to the interested company. Likewise, when a user company requests a professional from a particular trade and as in the previous case, it is not enough with the experience indicated in their curriculum, a test is performed in a company or workshop with which there is an agreement of collaboration, and their professionals are those that indicate if the person really has the knowledge or if he / she dominates a certain task or office.

2.2.2.3 Threat of new competitors

On the one hand, the creation of new temporary work agencies is possible. In this case, the bank guarantee required before starting the activity, which is one of the few business activities that requires a guarantee as a guarantee of payment of salaries and social contributions, and the infrastructure that is needed is an impediment or brake for the creation of this type of companies.

On the other hand, the possibility that a large multinational opens a branch or send commercials to the area of influence exists, this way it will be a competitor. It should be noted that this situation already happened but failed because of the way of working of these multinationals and how they manage relations with customers, because the territorial area in which Transfer works and the type of population, not big cities, the commercials of temporary agencies have the advantage of personalized treatment and global advice.

2.2.2.4 Threat of substitutes

Temporary work companies are dedicated to loading workers to other companies for a specified period of time, but they are not the only ones who can do the job of finding profiles of workers who fit the vacancy of a company. Among the different alternatives for which companies can choose to search for a candidate are:

- The Human Resources department of the company. Nowadays, almost all the companies have an HR department that deals with the selection and the recruitment of candidates. In addition, they not only collect curriculum in a physical way, but also through the internet, as new technologies help people who cannot move to the company. Usually, when companies choose to go to a temporary work agency is either because their candidates cannot find the profile of the worker they are looking for, or to save costs and pay the worker only for the hours worked, which allows the temporary work agency.
- The INEM, the National Employment Institute, or as it is currently called SEPE, Spanish Public Employment Service. It is a work intermediary, which puts the

company in contact with a candidate who fits the profile that the company requires.

- Placement agencies: they can be private or public agencies, for profit or nonprofit organizations, respectively, who collaborate with the Public Employment Services and act as an intermediary to put in contact a person who at that moment is unemployed with a company that requests a similar profile.
- Multiservice companies. The difference between a temporary work agency and a multiservice company is that a multiservice company has to provide the materials or machinery that the worker will need for the proper development of the activity. Nowadays, they are real competitors, since they operate in the same sectors as temporary work agencies. It has been found that the increase in activity of multiservice companies has been directly proportional to the decrease in the volume of activity of the temporary work agencies.
- Agreements with universities: the different universities offer to the students a first contact with the working world through different agreements with the interested companies, these are students in internships. This resource is increasingly used by companies since these internships are not remunerated. However, in some cases, the company can offer a student a financial aid package and, like that, the students can cover some costs.
- Private online job listings: they are companies that work only online, which allows them to save resources and money on infrastructure and personnel costs. Its way of working is to offer jobs to which the candidates are registered and the company selects them later.

2.2.2.5 Competitors

In order to analyze the competitors that faced Transfer, we are going to recover the definition proposed by Kotler: "Competition includes all real and potential rival offers, as well as substitutes that a buyer might consider" (Kotler, 2012). Taking as reference this definition, we will classify the competition in direct, the companies that carry out the same economic activity, and indirect, companies that carry out activities that can substitute the services offered by Transfer.

On the one hand, we find direct competition. In this type of competition we differentiate between the competition at local or regional level and the large multinationals that operate throughout the Spanish territory. It is important to differentiate between both types of companies because given the characteristics of the area where the economic activity takes place, the user companies highly value the personalized treatment and close deals with close people. For this reason, and as previously mentioned, the attempt to install a branch office of a multinational in the surrounding area was unsuccessful, because the large temporary work agencies work in a different way.

At the local or regional level, the main competition that Transfer faces is the temporary work agency Gestora Laboral Mediterránea, which is a company with a framework of action very similar to the one of Transfer and which operates in the same areas. It also has four delegations distributed between Castellón, Villarreal, La Sénia and Vinaròs. Their work system is similar and they compete for the big companies of the zone.

At national level, it competes with large temporary work agencies, which also loan workers in the area where Transfer operates, among which we find:

- Adecco. It is a company that has more than 34 years of working in the sector and has 300 offices in Spain and 5500 distributed in different countries.
- Randstad. It has more than 250 delegations in Spain and 4600 in total, adding the ones of 40 different countries.
- Flexiplan. Temporary work agency that also has the placement agency license. It operates in 14 countries.
- Manpower. Present in 80 countries.

On the other hand, we find indirect competition, which is considered as services that can replace the one offered by Transfer. For this type of competition, we take into account the different options, which have been discussed in the previous section, which can replace service offered by Transfer, we find: The Human Resources department of the companies, INEM, placement agencies, agreements with universities that can be carried out by companies and private online job listings.

3 Market analysis

3.1 Market and sector analysis

The economic sector and the market to be analyzed belong to group N of the code of the CNAE to the numbers 781, activities of the placement agencies, and to the group 782, activities of temporary work agencies.

Temporary work agencies are regulated by law 14/1994 which came into force on 06/22/1994. At the beginning of this activity, the worker who was loan to the user company was regulated economically according to the agreement of the temporary work agencies and received the salary based on this. It was possible to find workers that, depending on whether he was hired directly by the company or through a temporary work agency, doing the same work and the same but with different salaries. This generated certain mistrust and differences in the way of working of the temporary work agencies.

At this time, the salary of the workers loaned by this type of companies is regulated by the agreement of the user company. Law 14/1994, of 1 June, that regulates temporary work agencies (Official State Gazette, 131, of 2 June, 1994) in Article 11 states: "Workers hired to be loaned to user companies will have the right during the periods of service provision in the same to the application of the essential conditions of work and employment that would correspond to them if they were hired directly by the user company to occupy the same position. For these purposes, the essential conditions of work and employment shall be those relating to remuneration, duration of the workday, overtime work, rest periods, night work, holidays and public holidays. The remuneration shall include all the fixed or variable economic remuneration established for the post to be developed in the collective agreement applicable to the user enterprise that is linked to the job".

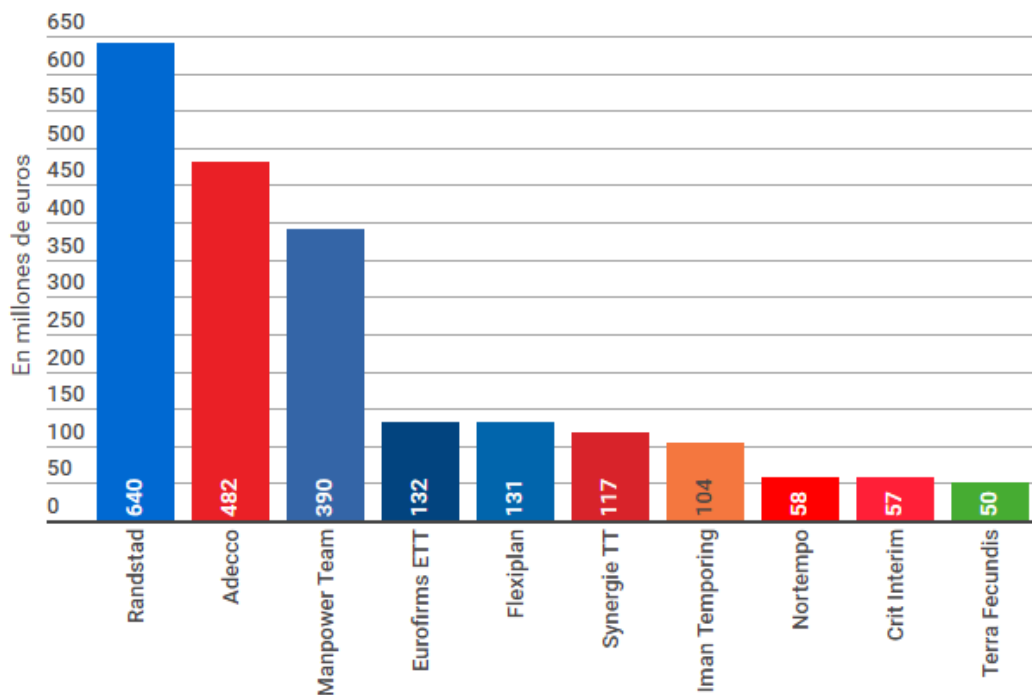
On the other hand, after the labor reform of 2012, Public Employment Services is allowed to contact a temporary work agency to act as an intermediary between the unemployed person and the user company. Thanks to this reform, the sector becomes more attractive and there is a growing possibility that new competitors will enter the market, despite the important barrier of entry that involves presenting an endorsement to the Labor Audit to be able to carry out its activity.

3.1 Demand analysis

Demand in the temporary work agencies sector increases parallel to the country's economic recovery, data that we have been able to observe in the progressive increase of the GDP during the last years that we have analyzed previously. We can observe the increase of the demand of workers of temporary work agencies in the newspaper *El Confidencial* that the past 1 of March of 2017 said: "The creation of employment advances at a good pace. But, at the same time, the labor market continues to undergo an intense transformation to the point that 586,601 workers are currently enrolled in public employment services after being hired by temporary work agencies with the aim of being loaned to other companies. This represents an increase of 25.4% over a year ago. Since the labor reform in February 2012, the increase has been spectacular: a 51% increase." (*El Confidencial*, 2017)

The increase in the number of workers loaned from temporary work to user companies implies an increase in the invoicing of this type of company. According to *elconfidencial.com*, invoicing exceeds 3000 million, where the 10 most important temporary work agencies account for 70% of revenues. In the following graph, we can see the 10 most important temporary work agencies and its invoicing in millions of euros.

Graph 5: Invoicing of temporary work companies



Source: <http://www.eleconomista.es>

Focusing the analysis of demand on the Baix Maestrat, the area occupied by Transfer, we have to distinguish two periods, before and after the crisis. Before the crisis, the sectors that most demanded personnel from the temporary work agencies were: the furniture industry or the iron and steel industry and food sector.

In the second period, in the process of economic recovery in which the country is immersed, the furniture sector has been very affected and large companies or firms have had to close factories, we now distinguish three large companies: Rimobel S.A., Muebles Azor S.A., Forés Diseño. In addition to this sector, the rest of companies that stand out in terms of demand for temporary staff are: companies that are dedicated to export such as Benimar Ocarsa S.A., Mediterráneo VDL SL., as well as Pavos y Derivados S.A.

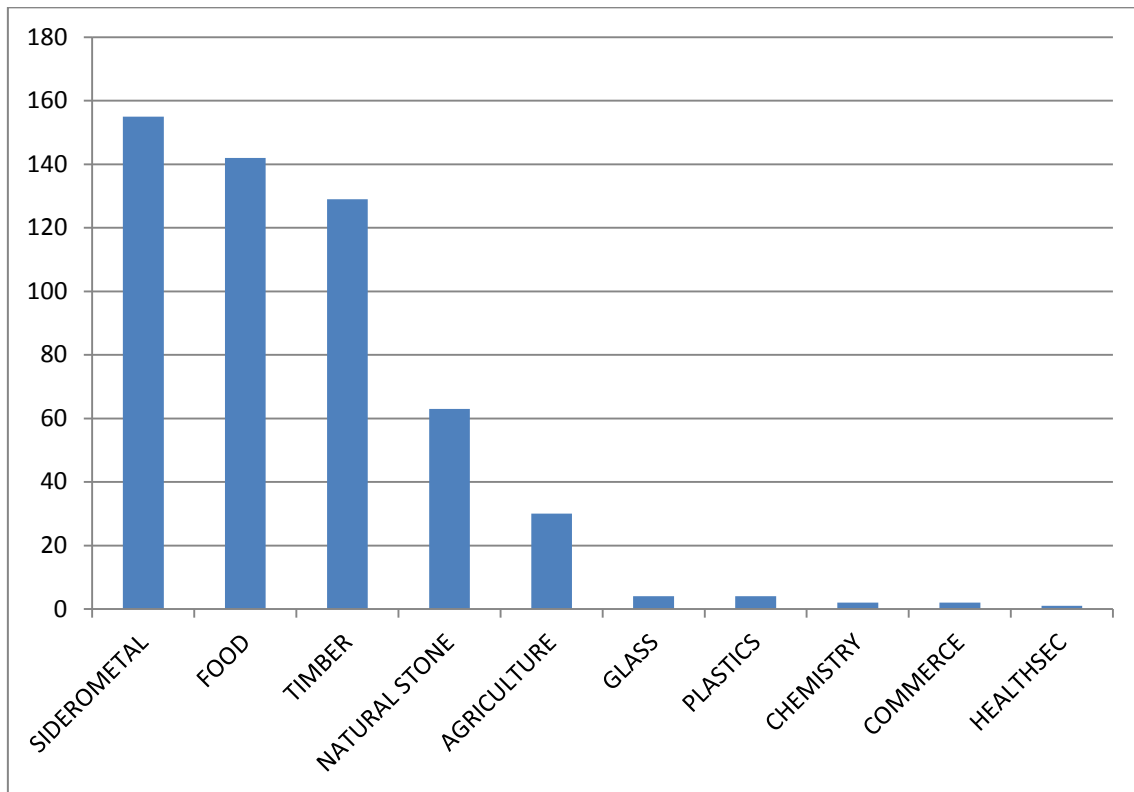
The next table and graph provided by Transfer show the distribution in the different sectors of the 532 workers that currently Transfer loan to the 44 user companies with which it works through the different delegations. As we can see, the sectors of timber, iron and steel and food sectors stand out, with 426 workers loaned, occupying more than 80% of their demand.

Table 6: Workers loaned by sectors

| SECTOR | LOANED WORKERS |
|-------------------------|-----------------------|
| IRON AND STEEL INDUSTRY | 155 |
| FOOD | 142 |
| TIMBER | 129 |
| NATURAL STONE | 63 |
| AGRICULTURE | 30 |
| GLASS | 4 |
| PLASTICS | 4 |
| CHEMISTRY | 2 |
| COMMERCE | 2 |
| HEALTHSEC | 1 |
| TOTAL | 532 |

Source: Transfer ETT

Graph 6: Workers loaned by sectors



Source: Transfer ETT

4 Diagnosis of the situation

In this section we will carry out the diagnosis of the situation. For that, an analysis of the external environment will be done, studying the opportunities and threats, and internal analysis, observing the strengths and weaknesses of the company. This study of the situation is known as SWOT analysis.

External analysis:

- Threats:
 - Historical distrust and actions carried out by other temporary work agencies. The distrust generated by the initial problems derived from the salary perception of the workers assigned by the temporary work agencies, since at the beginning they worked with an own agreement, generated a certain distrust towards this type of companies. In addition, the negative consequences of some action by some temporary work agencies, affects all the companies that are dedicated to this activity.

- The increase of votes among the Spaniards of the political party Podemos (translated into English 'We can'). Among the highlights of the party's economic program we can emphasize a reform of the current labor framework, which aims to increase the number of indefinite contracts and the elimination of temporary work agencies.
 - Requirement of a guarantee as stipulated in Law 14/1994, of 1 June, which regulates temporary work agencies (Official State Gazette, 131, of 2 June, 1994) in its Article 3, previously mentioned. It is the only activity that requires a guarantee that increases depending on the workers that the company loans.
 - The different alternatives that companies can find when they hire a worker. The Human Resources departments of the companies, service companies that loan workers and material, private online job listings, such as InfoJobs.
 - The threat of another economic crisis. The periods of economic recession strongly affect the volume of hiring and maintenance of jobs by companies and mainly to the temporary work agencies.
 - Grants from the government to make the companies make indefinite contracts.
- Opportunities:
 - Payment guarantee. Many workers prefer to be hired through a temporary work agency, if the contract that is going to be made is of a temporary one, since as previously mentioned, temporary work agencies are required by law to have a guarantee of payment that guarantees the payment of the salary, in the case that the company could not make the payment.
 - Cost savings for companies by paying only the number of hours effectively worked. In the same way that there are people who prefer to be hired through a temporary work agency, many companies give priority to hiring the candidates through this type of companies since in this way, only the worker is paid by the effective hours. This represents a significant saving for the company, since absenteeism is a serious problem that implies significant losses in the annual accounts of the companies.

- Increased demand. Parallel to the economic recovery of the country, job creation increases and many companies choose to hire staff through temporary work agencies.
- Guarantee to hire the candidate well trained. The legislation obliges temporary work agencies to train workers prior to joining the user company.

Internal analysis:

- Weakness:
 - Difficulty to expand scope of action. The multinational temporary work agencies are already settled in the different territories of the Spanish state which makes it very difficult for a small temporary work company to have a new delegation in order to expand its area of commercial activity.
 - Little publicity. Very few resources are used to promote through the media. Although the intention is to not compete with large multinationals, advertising helps to retain customers and attract new customers, showing the advantages of the services offered.
 - Website. Although each person who leaves his or her curriculum in person at the company pass a short interview to know which job is best suited, nowadays many people take advantage of the advantages offered by new technologies to access job offers via the internet instead of going moving to the job. The company's website may contain more information than it currently offers.
 - Power of negotiation of customers, competitors. Customers, the user companies, have a high bargaining power, being able to access different candidates through different channels and, in addition, there is a strong competition from another temporary work agency that acts in a very similar way and in the same commercial area as Transfer.
- Strengths:
 - Commercial decision-making ability. The directors of each delegation are at the same time the commercials that move to negotiate the terms of the contract. This becomes a strength since it has the sufficient range to be able to close the conditions and, in addition, deal directly with the director of each delegation give security to the customer.
 - Experience. With many years working in the sector and thanks to come from the world of consulting, the company has the confidence of

customers and the ability to adapt to new changes in the environment produced by different economic periods or changes in demand.

- Customer base. The company, which came from the consulting world, as mentioned above, has a large customer base that it uses to locate potential users of the services offered by Transfer.
- Training. All the workers have the necessary training to develop the work in the position they occupy and also, the commercial, who at the same time are the directors of the delegations, have training in prevention of labor risks.
- Location. Each of the delegations is located next to the user companies to which the workers are loaned. This is an advantage vis-à-vis large multinationals since the commercials can move as often as necessary to deal with the conditions of the negotiation.

Table 7: SWOT analysis

| | | |
|-------------------|---|--|
| INTERNAL ANALYSIS | <p>STRENGTHS:</p> <ul style="list-style-type: none"> - Commercial decision-making ability - Experience - Training - Location | <p>WEAKNESS:</p> <ul style="list-style-type: none"> - Difficulty to expand scope of action - Little publicity - Website - Power of negotiation of customers, competitors |
| EXTERNAL ANALYSIS | <p>OPORTUNITIES:</p> <ul style="list-style-type: none"> - Payment guarantee - Cost savings - Increased demand - Candidate well trained | <p>THREATS:</p> <ul style="list-style-type: none"> - Historical distrust - The increase of votes of the political party Podemos - Requirement of a guarantee - Different alternatives to hire a worker. |

Source: own elaboration.

5 Definition of the market product

The audience who is the objective of the organization are the companies to whom the it intends to address and to provide its services, using different strategies of communication. In this particular case, we can analyze the audience who is the objective of Transfer from two different perspectives. On the one hand, the companies that it intends to reach with the aim of loaning workers. On the other hand, we find people who leave their curriculum in the company with the aim of finding a job.

- Target audience 1: Companies to whom loan the workers. The model company would be a company in the industrial sector that needs to renew its workforce or the need to increase it in specific periods of temporality.
- Target audience 2: People of working age regardless of race or gender.

Previously, it has been observed how the workers that Transfer loans are distributed in different sectors. The user companies to which these workers are loaned are not usually small enterprises, as defined in target audience 1, the model company is an industrial company, which implies that it is an organization with a large workforce. Transfer focuses its efforts on targeting this type of target audience as it is considered that the area where it works is where the demand for workers is most concentrated. Thus, the strategy of segmentation that has been carried out has been geographic, dividing the different territories between the different delegations that it has, focusing its efforts in attracting the attention of the companies dedicated to the industrial sector.

Transfer, in addition to segmenting the market, has tried to position itself in front of the competition through the service it offers to customers, which is considered as a quality service, that is, it uses a positioning strategy based on the quality of its service. In addition, it offers the user companies a personalized treatment that a large multinational company may not be able to offer because of the number of companies with which it works. The experience in the sector of labor consulting allows them, in addition to loaning workers, the possibility of advising the company that contracts its services. In addition, it differs from the large multinationals by the proximity of their delegations to the user companies, which allows face-to-face interviews between commercials and companies as many times as necessary.

6 Marketing objectives

6.1 General objectives

- Be a reference as a provider of employment for companies in its territory.
- To remain a benchmark for the job search level for candidates, with the aim of relating the word Transfer with employment.
- Controlled growth given the characteristics of the activity. (Risk of defaults, financial guarantee required for the development of the activity).

6.2 Specific objectives

Carrying out a solvent marketing plan aims to achieve objectives. Six objectives have been proposed to be fulfilled in a period of time of one year and are as follows:

1. Get loyalty to 85% of customers, user companies. Companies will be considered loyal once they are billed on a regular basis, every month, for a period of one year. As previously mentioned, the bargaining power of the user companies is very high because of the different alternatives they have to carry out the search for candidates. Customer loyalty is very important for organizations as no business survives only with new customers. As we read in *marketingdirecto.com*: "Many companies are unable to keep pace with consumers. Brands do not realize that it costs them ten times more to attract a new customer than to keep one, and in many cases, ignore social networks". (Marketingdirecto.com, 2013).
2. Attracting new customers, turning from working with 44 companies to 60. Usually an increase of customers improves the results of a company. However, Transfer closely observes the companies with which it negotiates due to an increase in the loan of workers leads to an increase in the need of new financial resources and in turn an increase of the guarantee that the company needs by law to cope the possible defaults on the part of the companies. On the other hand, an increase in the number of user companies with which it works helps to diversify risks by loaning workers to different companies and activities.

3. Increase the number of workers loaned from 532 to 585. Another objective of the marketing plan is to try to increase the number of workers loaned to the user companies. Since it is very common that the same company works with different temporary work agencies, since there are many factors that influence the decision between choosing a temporary work agency or another, such as: the prices of the operation, the speed to find a candidate with a specific profile, etc.
4. Improve the image of the brand, through client satisfaction surveys, both user companies and workers loaned. Transfer has the strong competence of a temporary work agency that acts in a very similar way and in the same territory. Improving the image of the brand would increase the emotional benefit that the user company receives when hiring the services of Transfer.
5. An increase from 25% Facebook or page views. The more visitors are obtained, the more people will inform of the possible offers that are published in the pages and they will be able to obtain candidates more quickly, which will mean a more efficient service and that the user companies do not go with the competition because they offer them a faster service.
6. Improve the payment terms, reducing in 30 days the payment by the user company. Some clients agree to pay for the services provided by the worker to the temporary work agency at 30, 60, 90 or even at 120 days. This is a situation that is not in the interest (since the temporary work agency is forced to advance the payment of wages and social security contributions. As far as possible, the objective would be to agree on a maximum payment term of 30 days.

7 Marketing strategies

In order to achieve the objectives that have been proposed, different strategies will be applied: the Ansoff Matrix, competitive strategy, competitive advantage, segmentation and positioning.

7.1 Growth strategy based on Ansoff

The Ansoff Matrix relates the products, or in this case, the company's services to the markets. The strategy can be carried out in a new market or in the current market, through the services that it currently offers or through new services. This can be seen graphically in the following table.

Table 8: Ansoff Matrix.

| | Existing products | New products |
|-------------------------|--------------------------|---------------------|
| Existing markets | Market penetration | Product development |
| New markets | Market development | Diversification |

Source: own elaboration

The growth strategy that Transfer must follow is market penetration, working with the sectors with which it currently works and offering the same service, only that it must be able to expand both the workers and the companies with which it works to increase the benefits. This strategy discards working with new sectors, such as hotel industry, as these have a way of working, as far as schedules are concerned, which is not applicable to the loan of Transfer workers.

7.2 Competitive strategy

According to Kotler, there are four competitive strategies: leader, challenger, follower and specialist. In the area of activity of Transfer, there is a direct competition through the temporary work agency Gestora Laboral Mediterránea that prevents to define clearly which is the leader company and which is the challenger since they have similar income and invoicing and there is a continuously price war.

7.3 Competitive advantage strategy

To analyze the competitive advantage we will be based on the strategies proposed by Porter. "The three generic strategies proposed by Michael Porter are: global leadership

in costs, differentiation and focus or concentration, through which a company can meet the five forces that shape competition in a sector and achieve a sustainable competitive advantage that lead rival firms.” (Gestiopolis.com, 2017) Transfer should adopt the strategy of differentiation and focus on a particular market niche.

Diferentiation

Large temporary work agencies are less flexible in negotiating the prices of each operation and the treatment is more distant by the number of companies and sectors they deal with. Transfer can be differentiated from these multinationals offering a personalized treatment when working with a small group of companies and being able to negotiate in person with the different directors of each delegation, which as previously mentioned, are at the same time the commercials of the company . In addition, the personalized treatment includes offers for each particular client, in which the price of loaning a worker can vary depending on the time the worker is working for the entreprise or the agreed payment conditions.

Concentration

Within all the demand for temporary contracts that may exist, Transfer must focus its efforts on loyalty and bring new customers of the industrial sector that is the one that has the most demand in its area of action and at the same time, it's the one which most closely matches its way of working. Without discarding the outsourcing of workers, less frequent, to other sectors where the way of working, in terms of hours worked, is similar to the companies with which Transfer currently works.

Already in the past it was tried to work with different sectors such as hotel industry, but they were discarded by the way of working of that particular sector, which is not adapted to the operation of Transfer. The main problems were scheduling systems, where the worker works many hours a day, including dead hours, which the entrepreneur is not interested in paying.

7.4 Segmentation strategy

Transfer has two target audiences, as previously mentioned. On the one hand, we find the workers who are going to leave the curriculum. These is people who are of working age, regardless of race, age or sex, they can leave the curriculum.

On the other hand, the second target audience that has been discussed above is the companies. Transfer carries out a market specialization in order to segment the market, as we can see on the following image, focusing its efforts on attracting the attention of the model companies, an industrial sector company that needs to renew its workforce or that needs as well to increase it in a specific period of time. Transfer focuses on the industrial sector and offers different services, discussed above, like advice, recruitment of staff or candidate training.

Table 9: Specialization of the market

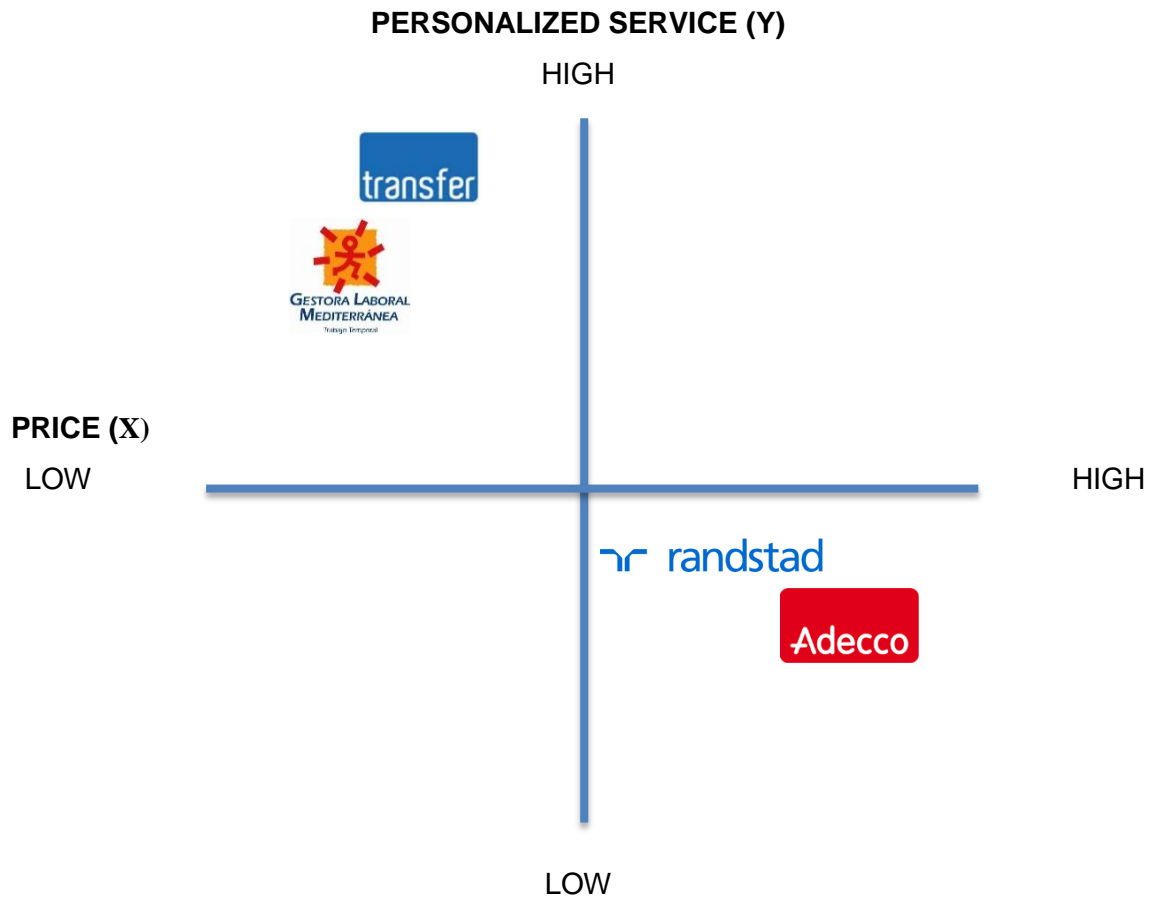
| | M₁ | M₂ | M₃ |
|----------------------|----------------------|----------------------|----------------------|
| S₁ | | | |
| S₂ | | | |
| S₃ | | | |

Source: own elaboration

7.5 Positioning strategy

To position the brand against the competition, mentioned above, a map of positioning will be proposed. The two variables that will be used to place the different temporary work agencies on the map are: on the "x" axis the price of the service, and on the "y" axis the personalized service.

Image 13: Positioning map



Source: own elaboration

This figure illustrates that Transfer is at the head of the service followed by direct competition, the Mediterranean Labor Manager, which has a lower price because Gestora can not compete with the personalized service and counseling that Transfer offers. The large multinationals are located on the map with a less personalized service, because when working with so many companies it is difficult to customize the service for each customer, and with a higher price, as these temporary work agencies have set a profit margin and it is very difficult to negotiate the price, unlike Transfer or Mediterranean Labor Manager.

8 Action programs

In order to achieve the objectives mentioned above, we will carry out actions differentiated into four types: price actions, service actions, distribution actions and communication or promotion actions. In the table below, we can observe the action, the type of action and the objective that we intend to achieve with the action. It should be noted that an action can help achieve several objectives.

Table 10: Actions

| | ACTION | OBJECTIVE |
|--------------|--|--|
| PRICE | 1. Decrease the price by negotiating payment terms 30 days | - Objective 1 - Objective 6 |
| SERVICE | 2. To hire a sales person | - Objective 2 - Objective 3 |
| DISTRIBUTION | 3. Improve the content of the website | - Objective 1 - Objective 6 |
| PROMOTION | 4. Improve the design of the website | - Objective 1 - Objective 2 - Objective 5 |
| | 5. To hire a Community Manager. | - Objective 1 - Objective 2 - Objective 4 - Objective 5 |
| | 6. More advertising | - Objective 1 - Objective 2 - Objective 4 |
| | 7. Appear among the first positions on Google | - Objective 1 - Objective 2 - Objective 4 - Objective 5 |
| | 8. To develop an application for phones and tablets | - Objective 1 - Objective 2 - Objective 4 |

Source: own elaboration

8.1 Price actions

Action 1: Decrease the price by negotiating the payment terms 30 days.

As previously mentioned, Transfer agrees to pay its services to clients 30, 60 or 90 days after the expiration of the services provided by the worker loaned by the temporary work agency. This is something that harms the company, as it has to advance payroll payments to workers in addition to payment to Social Security and taxes to the Administration. This poses a significant risk to the customer being late with the payments or, ultimately, unable to cope with them.

The proposal consists that the directors move personally to negotiate with customers the payment terms, starting with the longer term payment terms. In this negotiation, the commercials, who are at the same time the directors of the delegations, could offer a more economic price in exchange for a reduction in the term of payment. This would imply a loss of income per worker, but would be offset by a reduction in the interest that Transfer pays to advance the payroll payments of workers and other Social Security costs and taxes and also represents a reduction of the risk in the case the company could not cope with the payment.

Once this action is carried out, the agreements made with the different user companies in the future, should have adequate payment conditions to the financial conditions that interest Transfer. In addition, if the negotiations are concluded in a satisfactory way for both parties, it can achieve the loyalty of clients since they would obtain a better price for the outsourcing of workers.

This action would help to achieve objectives **1** and **6** previously proposed: loyalty customers and improve payment terms.

8.2 Service actions

Action 2: To hire a sales agent

The proposal is for the Novelda delegation, but applicable to the others. There are certain sectors with which Transfer does not work, for example, the hotel industry. The

action to broaden the scope of action does not imply working with other sectors but rather increasing the number of companies with which it works by taking advantage of the geographical distribution of its delegations. Novelda is located 30 minutes from Alicante by car, as shown in the following image of *Google Maps*, and the agent can travel frequently to different companies that use the services of a temporary work agency and be informed of the conditions in which the workers are loaned.

Image 14: Distance Novelda – Alicante



Source: Google Maps

The proposal involves the hiring of a sales agent available to travel, to move to different companies and be informed of the conditions of the outsourcing of workers. This sales agent would only transfer the information to the director of the delegation that would consider if Transfer can offer a better price, to negotiate personally in the future, or if the client does not offer doubts about the reliability of the payment once the outsourcing period of the employee is finished.

With this action, it would help to achieve objectives **2** and **3** previously proposed: to attract new clients and to increase the loaned workers.

8.3 Distribution actions

Action 3: Improve the content of the website

Today, websites are the fastest and easiest way to get information about the company. They fulfill the dual function of informing and positioning themselves in the client's mind.

On the one hand, Transfer in this sense can improve the design of its website to transmit to the client the image of professionalism that it intend to transmit, this action will be developed below. On the other hand, in order to maintain the idea of quality service among its customers, and in this way to increase loyalty by increasing the value perceived by the service done by Transfer, the contents of the sections of the website can be improved: the home page or in the services for enterprises page.

Image 15: Website of Transfer, home page

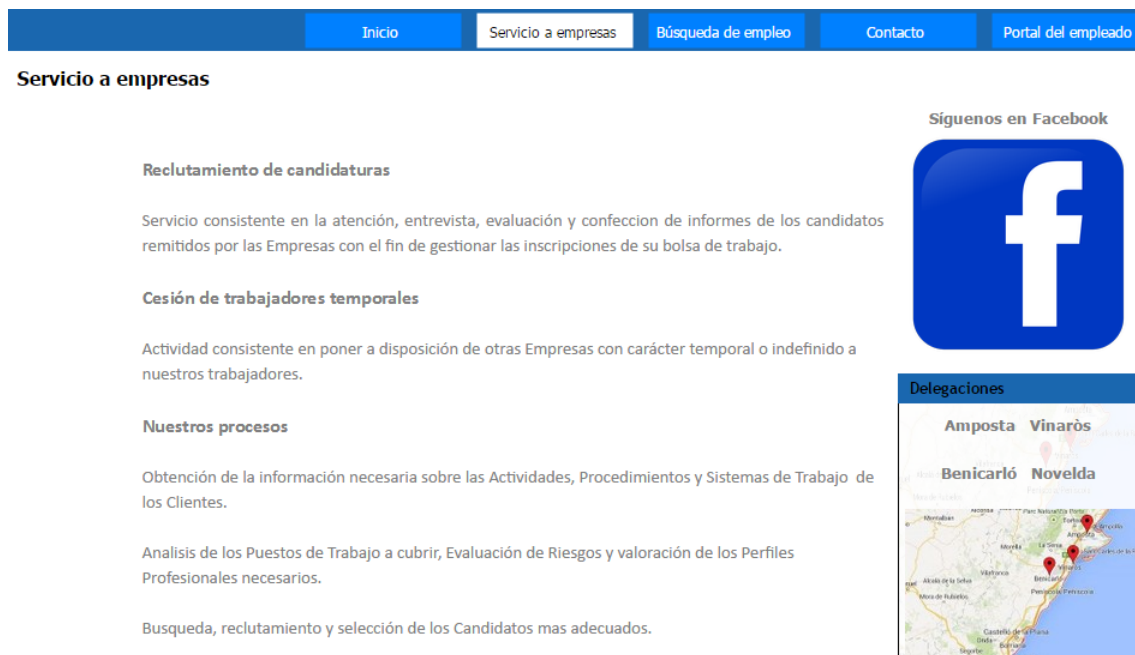


Source: Transfer ETT

In this tab, Transfer will explain its history, mission and vision, as well as its growth through the professional service it offers and the trust that large companies have placed in it. In this way, it transmits a confidence the customer by the experience that has accumulated during the years of work and by the large companies in the area with which they work.

The same tab will detail the importance of human capital in companies, as Transfer has to transmit an image of professionalism and trust also to people who are going to leave their curriculum. In this part, it will explain how people make a company grow, because a strategy of cost or differentiation, or even a way of working is easy to copy from another company, but what really sets it apart from the competition are the people in the company, that is, human capital.

Image 16: Website of Transfer, services for enterprises



Source: *Transfer ETT*

This tab will explain in a more detailed way the process that follows Transfer since the user company is contacted for the first time, until the worker is loaned. In this way, it would transmit greater confidence to the company interested in hiring the services of the temporary work agency.

With this action, it would help to achieve objectives **1** and **5** previously proposed: get loyalty of customers and increase visits to the website or Facebook page.

8.4 Promotion actions

Action 4: Improve the design of the website

The website allows online marketing 24 hours a day, every time you visit the page. Through the website, a customer can perceive the seriousness with which the company works and increase the value perceived by the service that is offered if it considers the service as a high quality. The design of the Transfer website should be improved in order to attract new customers and to project the image of professionalism that the company wishes to transmit.

A better design will improve the attractiveness of the website so other companies could show interest in promoting themselves on the website and thus get some extra income. The companies that will be looked for promoting themselves are those related to training courses or similar, that allows the candidate to improve their skills, that is, companies related to the activity that develops Transfer.

This action would help to achieve objectives **1**, **2** and **5** previously proposed: to attract new customers, attract new customers and increase visits to the website or Facebook.

Action 5: To hire a Community Manager

The company will add a person to its staff so that the person can manage all the relationships of the company with the online world. A Community Manager is a person who is responsible for building, managing and administrate the company's online relations with the outside world.

This person will be in charge of managing the website and keeping it up to date with the job offers in the areas where Transfer works, thus increasing visits to the website. In addition, you can look for banners to be promoted on the website for extra income.

This action would help to achieve the objectives **1**, **2**, **4** and **5** previously proposed: get loyalty of the customers, attract new customers, improve the brand image and increase visits to the website or Facebook.

Action 7: Appear among the first positions on Google

When someone searches for the word 'Transfer' on *Google*, the first results have nothing to do with the temporary agency. Being well positioned in the most commonly used search engine on the web that allows a company to make it known to numerous people. The idea of this action is to advertise a company in the top positions of Google once someone search Transfer in this search engine.

With this action, it would help to achieve the objectives **1, 3, 4** and **6** previously proposed: get customer loyalty, attract new customers, improve the brand image and increase visits to the website or Facebook.

Action 8: To develop an application for phones and tablets

According to an ABC study: "Spain is one of the main European Union countries with the highest penetration of smart mobile phones. The success of these devices at our borders continues on the rise. In addition, the consumption of social networks extends even to the company in a more professional use. Specifically, the smartphones are already present in 53.7% of the Spanish population after 15 years, while tablets reach 28.5% of Spanish households. "(*ABC.com*, 2014). This study of 2014 showed us percentages like 53.7% for Smartphone users among Spaniards from 15 years and 28.5% for tablet users, numbers that have been increasing at the present time.

This increase in the use of new technologies by individuals is an opportunity to reach them through applications. What this action intends is an application that allows to offer vacancies in different sectors to the companies in a simple way, previous economic agreement with Transfer, and that in the same way, allows to the users of the application to observe job offers differentiated by zones and sectors. Once selected a group of candidates, Transfer will follow the process of selection and training of the candidate that follows in the present time, and that allows him to differentiate himself from the competition by his personalized treatment with the client and with the company.

This action would help to achieve the objectives **1, 3** and **4** previously proposed: get loyalty customers, attract new customers and improve the brand image.

9 Time planning, budget and control

In this section we will assign duration to each action previously proposed. In the following table we can observe the duration of the action marked with an X and, with a hyphen, the time that is maintained.

Table 11: Time planning

| | E | F | M | A | M | J | J | A | S | O | N | D |
|--|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Decrease the price by negotiating payment terms 30 days | X | X | X | X | X | X | - | - | - | - | - | - |
| 2. To hire a sales person | X | - | - | - | - | - | - | - | - | - | - | - |
| 3. Improve the content of the website | X | X | X | X | - | - | - | - | - | - | - | - |
| 4. Improve the design of the website | X | X | X | X | X | X | X | - | - | - | - | - |
| 5. To hire a Community Manager | X | - | - | - | - | - | - | - | - | - | - | - |
| 6. More advertising | X | X | X | X | X | X | X | X | X | X | X | X |
| 7. Appear among the first positions on Google | X | - | - | - | - | - | - | - | - | - | - | - |
| 8. To develop an application for phones and tablets | X | X | X | X | X | X | X | X | X | X | X | X |

Source: own elaboration

X: Application

- : The action is maintained

Below it can be seen the budget assigned to each action and the type of control to be performed. In addition, a brief explanation has been given of how it will be handled.

Table 12: Budget and control

| | BUDGET | CONTROL | HOW IT WILL BE HANDLED? |
|--|--------------------------|-----------|---|
| 1. Decrease the price by negotiating payment terms 30 days | - | Monthly | The payment agreements with the companies will be compared monthly. |
| 2. To hire a sales person | 1000€/month (12.000€) | Quarterly | It will be checked if the sales person increases the number of customers and workers loaned. |
| 3. Improve the content of the website | - | Monthly | Visits to the website will be checked to see if it increases the expected percentage. |
| 4. Improve the design of the website | 849€ | Monthly | Visits to the website will be checked to see if it increases the expected percentage. |
| 5. To hire a Community Manager | 1000€/mes (12.000€) | Quarterly | Visits to the website will be checked to see if it increases in the expected percentage. In addition, customer satisfaction surveys will be passed every three months to see if the brand image improves. |
| 6. More advertising | 10.000€ | Biannual | Will be observed if the publicity helps to increase the number of clients and visits to the website. |
| 7. Appear among the first positions on Google | 1.350€/mes (16.200€) | Monthly | Visits to the website will be checked to see if it increases in the expected percentage. |
| 8. To develop an application for phones and tablets | 10.200€ | Monthly | Download will be observed each month to see if it helps to attract new customers. |
| TOTAL | 61.249€ | | |

Source: own elaboration

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