UNIVERSITAT JAUME I

Faculty of Law Sciences and Economics

Department of Business Administration and Marketing

Degree in Business Administration

Marketing Plan of

Centre Ciutat Castelló

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1. EXECUTIVE SUMMARY.

Centre Ciutat Castelló (C.C.) is an Open Mall that arises from the union of small businesses in the city against the threat of certain factors, among the current economic crisis around us. The aim in this work is not only to react defensively against supermarkets, but it provide formulas that enhance, by grouping and generating synergies, large values of trade and assets of our city.

After a thorough analysis of both the environment, its competitors, and check the customer satisfaction through a structured questionnaire, we see its great potential. Some parameters of the research will help us shape a competitive strategy based on differentiation.

This organization has a number of strengths and opportunities to take advantage. Among other weaknesses and threats and thus know how rectify them through the communication and new services which help traders improve, and they become in new opportunities for the company.

The activities realized in C.C. were scarce and not achieve expected results. Consequently new proposals are sugested in all areas to help revitalize this area of sales and targeted to consumers of all ages, although this work mainly focuses on providing solutions to businesses partners, some activities of the proposed actions, especially the communication, will be targeted at the final consumer.

In short, this project try to modernize and innovate the retail, offering consumers something different that it makes them come to Centre Ciutat. And consumers visit the center, not only to buy, but also to walk, to wander, ultimately to socialize.

2. SITUATION ANALYSIS.

2.1. INTERNAL ANALYSIS.

2.1.1. PRESENTATION OF THE COMPANY.

It is an organization which arose from the union of wills in the retail trade sector, Trade Associations, Chamber of Commerce, Industry and Navigation and the city of Castellón de la Plana, in order to mediate between the major suppliers of goods and service trade and the small and medium urban trade center of the city to provide services that enable marketers to have the same impact and diffusion means as large areas without losing quality and personality in everyday dealing with customers, consumers and this way contribute to a socioeconomic model city based on the balance, dynamism and innovation to help meet neighborhood needs.

Centre Ciutat Castelló (C.C.) is the first public limited company to mediate in the retail trade industry. It is responsible for bringing together the common interests of traders and it also creates common measures and services to traders from the city of Castellón to help them increase their business competitiveness. This organization is made up of seven private organizations, two public institutions and more than 290 retailing shops dealing with fashion, accessories, services, leisure, household equipment, personal equipment, food, etc. They all have in common that are settled on the center of Castellon, the largest surface area of the province in terms of commercial offer.

Centre Ciutat Castellò is an open mall, these types of centers are a new type of open city streets versus closed spaces, which have two goals: the attraction and customer loyalty. The objective is to prevent the desertification of urban centers by increasing mobility of citizens towards the periphery, where the opposite business model (the big malls) arise. According to Pascual Serrano, organizing secretary of commerce Pymec, C.C is the last opportunity for the trade of the city of Castellón to survive, due to changing consumer habits.

2.1.2. COMPANY RESOURCES:

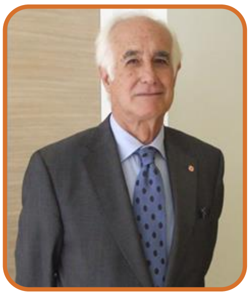
2.1.2.1. Human resources.

Two people are in charge of C.C: José Luís Verchili as president and Ms. Elena Rebollida as Manager. Some characteristics of the company staff are the following:

Illustration 2.1.2.1. Characteristics of Centre Ciutat Staff

Elena Rebollida

- **Manager of Centre Ciutat Castelló**
- **Education:** Law at the University Jaume I, Castellón.
- **Experience:** She has worked as a lawyer.



José Luís Verchili.

- **President of Centre Ciutat**
- **72 years old**
- **Experience:** Trader. Apprentice in "Tejidos el arca". He worked in the factory Dávalos in Vinarós, Tarragona and Vitoria. He now runs a establishment and
- **Other current jobs**: President of the Committee on Internal Trade of Chamber of Commerce and representative of the Valencian community observatory trade, and he is president of the business association Trinity Street

2.1.2.2. Marketing Resources.

2.1.2.2.1. Services.

C.C. offers services to the small and medium urban trade center of the city. This center is mainly responsible for negotiating with suppliers of all services needed to all partners, such as electricity, gas, compulsory insurance and risk prevention, among others.

Thanks to this open mall, customers of these businesses benefit from the cheapest discount vouchers, parking at specific times (the company buys the ticket to the car parks and shared between local so they can distribute among buyers). For example, at Christmas 2009, Centre Ciutat Castelló made an investment of 38,000€ to give to consumers 10,000 to free parking.

They also perform activities to promote businesses that are part of partnership. For example, each year C.C. produces a shopping guide where a list of shops, services and hospitality in the center of Castellón can be found. In addition, this company provides gifts to the shops, draws, contests or other promotions for the clients.

The creation and implementation of a mobile application makes it easier to locate the various trades by reference to the geographical location of the consumer, and the possibility for users to access directly to the web page of each listing, send an email or telephone contact with the different stores associated with Centre Ciutat.

Elena Rebollida forwards us some of the projects that the company will soon take that and which aimed to facilitate payment to customers through mobile, this way it will be more profitable with the terminal point of sale (POS) and thereby the entrepreneur will achieve loyalty through actions that can also be done from the mobile and make sales online. Another of the long-term projects are slogans on the car parks, and the creation of some lactation rooms for customers.

2.1.2.2.2. Prices

To enter into partnership with the corporation, the companies have to buy between 1 and 10 shares for each workplace. The subscribed capital up to 2012 is 184,811€ and it is divided into 1,235 shares, so that each company will have to pay at least about 150 € to belong to C.C.- In addition there is a maximum of 50 shares for partnerships.

2.1.2.2.3. Distribution.

Centre Ciutat Castello is located in the center of Castellón, and more precisely in Enmedio Street. Their stores are also located in the historic center of the city, including parts of districts 1, 2, 3 and 4 of the city. It consists of a total of 240 companies, but there are 800 potential businesses in the downtown area.

2.1.2.2.4. Communication.

The main objective of the current campaign "Pisa fuerte” (Stomp) is the creation and installation of a new hallmark that distinguishes the retailers belonging in the companies of Centre Ciutat Castelló. This way it is intended to reach consumers and users through the differentiating strengths of urban trade Castellon.

The **message campaign** of "Stomp" is positive, it transmits strength, unity and security of traders who will give a step forward with these values. At present time, and after developments in the last 5 years, it is important to take this step to continue on the path of recovery. This means that C.C. has committed itself to a better growing. The organization believe that they can meet the customers' needs in the current changing market better than any other company.

Corporate elements: an image of a fingerprint and the slogan "Stomp" is included.

Communication actions:

- **Ten stickers** were installed in 10 strategic locations in central Castellón with 5 different messages based on trade values: stomp in quality, closeness, personal attention, professionalism and expertise.
- **Doormat for businesses**. It tried to be complementary to the distinctive shop windows. It is to welcome and to invite the costumer to visit the shop.
- **5,000 magnets** will be distributed through retail partners. The objective of this action is to enter the message into the homes of consumers. It provides access to QR to download the application from home.
- **Billboard.** Three 8x3m billboards were installed in order to achieve visual impact and draw the attention of potential customers when choosing the place of purchase.
- **Radio campaign** whose main objective is to promote the download of the new application and raise public awareness on the importance of consuming in the neighboring stores.
- **Mobile application**. It has an interactive map where businesses appear positioned and differentiated by categories. In addition, the application allows the user to identify where you are and shows the best route to reach the chosen business.

2.1.2.3. Financial resources

Table 2.1.2.3.1. Financial profile C.C. Periods from 2012 to 2008.

	31st dec 2012	31st dec 2011	31st dec 2010	31st dec 2009	31st dec 2008
Operating Revenues	60.744	76.239	91.653	108.737	162.703
Ordinary profit before tax	-4.930	-375	-7.673	1.365	-3.495
Total assets	140.622	143.823	190.449	208.277	222.230
Equity capital	131.214	136.512	169.009	173.864	171.680

Source: SABI database.

The annual budget of the organization that has to perform actions and aid partners merchants is 45,000 € for 2014. This amount was achieved through the commercials in a shopping guide that they made. The other sources of financing are: Conselleria grants an annual agreement with the City, and the contributions of partners for the specific actions. As it can be seen in Table 2.1.2.3.1., the operating revenues from previous years were greater, and there was a bigger budget, because the agreements, subsidies and advertising incomes were a higher amount.

2.1.3. CAPACITIES OF THE COMPANY

2.1.3.1. Organizational capacities.

We talked about it when referring to organizational resources and capabilities of the company. The following is an adaptation of the classification made by Franquest Deltoro in the year 2000 about the resources and malls capabilities that owns Centre Ciutat.

Table 2.1.3.1.1. Centre Ciutat organizing capacities.

Tangible
Location
Area of influence
Accesibility
Commercial mixing

Intangible
Name and reputation
City hall incentives.
Collaboration agreements

Source: Adapted from F. Deltoro (2000) classification about C.C. resources and capacities.

2.1.3.1.1. Tangible.

a) Financial.

Although the benefits of recent years have been negative, some ratios confirm the solvency of the company, such as the current ratio (14.41) indicating the ability of the company to meet short-term debts, only with its treasury. This solvency is largely due to the receivables that the company has (119.925€). If we analyze the equilibrium in the financial structure, ie its debt capacity, it remains around 0.06 (The optimal value of this ratio is between 0.04 and 0.06)

b) Physical

One of the secrets of commercial distribution is the **location** as it is a very important resource to attract potential customers (Dawson, 1983). Centre Ciutat Castelló has some key location factors such as the area of influence and accessibility.

Another important element is the **accessibility** to the mall, as opposed to enclosed malls that are located at gateways or ring roads. C.C. is located in the city center, making it more difficult to reach the place using means of transport such as the car, except for those citizens who do not live in the outskirts of the city. On the one hand Centre Ciutat makes available free parking tickets for customers to partner stores. On the other hand the City Hall of Castellon has already announced that it will expand accessibility to the city center to allow a better means of transport and a new section of Line 1 TRAM to circulate through the city center (Town Hall Castellon , 09/09/2013). The Town Hall is also working on the free parking campaigns.

The **area of influence** takes into account factors such as population. Centre Ciutat includes the districts 1, 2, 3, 4 of Castellon in which there were a total of 70,594 people in 2010, being the total population of 181,439 inhabitants, which corresponds to 38.9 % of the total in Castellón de la Plana. We may also take into account demographic variables that will make us understand better the consumers' habits in this area.

Another is the **commercial mixing** which is the variety in the assortment is a key factor to attract customers. Centre Ciutat Castello offers a large number of different types of shops.

2.1.3.1.2. INTANGIBLES.

Name and reputation: Although Centre Ciutat Castelló is known by the centric trades, it is not well known by consumers who live in the suburbs or people of the province. Therefore, one of the subsequent tasks of this work will make a proposal about it.

If we compare it with other open malls that have been successful in Spain, most of them use the logo, the name of the town, and the specification that it is an open mall. As it is shown in the following illustration:

Illustration 2.1.3.1.2.1. Logos of different open malls in Spain.

By contrast, Centre Ciutat Castelló name only appears beside a small picture, and it is highlighted by orange colors.

Illustration 2.1.3.1.2.2. Logo of Centre Ciutat.

Later we will see how some trade associations of Castellón are our direct competition, yet Centre Ciutat Castelló is the best known and most reputable city partnership. This is demonstrated because it is the organization where lots of companies have associated.

Although Franquest doesn't include the following resources on their classification, they are vital elements to the survival of Centre Ciutat:

City Town Hall collaborations: There is also an aspect that may well determine this localization strategy consisting of government legislation and planning restrictions. The council supports Castellon small businesses and works in many dynamic campaigns to support them (Fashion Night, Free Car parks, Golden Night, Fair Outlet, contests of show windows)

Collaboration agreements: Over the years, Centre Ciutat Castelló has developed agreements with major companies such as: Ruralcaja, Bancaja, Travel Marsans reimagines (advertising and marketing), General Risk, etc. These agreements allow partners to benefit from many discounts and they are a support for their businesses. Nowadays these are the agreements in effect: Cajamar, Cartoon, Bp oil, Unimat prevention, Orange, Free parking, etc.

2.1.3.2. Distinctive capacities

To describe in which aspects an organization stands out compared to its competitors, ie how C.C. is differentiated from the rest of businesses, the C.C. distinctive capabilities compared to other shopping centers are:

Professional staff. Its president, Jose Luis Verchili Lleo, is well known in the corporate sector, and great part of his career has been linked to trade. Verchili is president of the Association of Street Traders Trinidad and adjacent, this association is one of the most influential in Castellon, according to the newspaper levante-emv.com (03/04/2014). Therefore, The C.C. staff has enough experience and knowledge to provide services to businesses

2.2. EXTERNAL ANALYSIS.

2.2.1. GENERAL ANALYSIS OF THE ENVIRONMENT (PESTEL ANALYSIS)

2.2.1.1. Political Factors:

The austerity measures imposed by the European Union causing rejection in the majority population of the southern European.

- Continuously adjustments to the government since 2010 to cut expenditures most notably the rise of the general rate of VAT from 18 to 21% and reduced from 8 to 10% income tax increase
- The city of Castellón working to promote training in 'e-commerce' or electronic commerce,
- Some measures that are currently being shuffled by the government is the rise of the reduced rate of VAT to the general, except in housing, tourism and transportation, (Cincodias.com Journal, March 14, 2014)
- Another measure, raise corporation tax lower the general rate of 30% to a minimum of 20%.

2.2.1.2. Economic Factors:

The current global economic crisis affects the activity of the Spanish companies of different sectors.

- During the first quarter of 2012, the Spanish economy has entered recession.
- Domestic demand fell by 0.9 %, a trend confirmed in the last four years.
- Unemployment rate of total unemployment in Castellón which is 28.93%.
- The average expenditure per household was 28,152 € in 2012, 3.4% lower than in 2011.
- The capacity of household saving continues to drop.
- The minimum wage in Spain in 2014 has been set at 753 € per month, ie 9,036€ per year.
- Inflation had negative indices to stand at -0.2% associated to weak demand and disincentive consumption.
- Increases in tax burdens. In two and a half years the tax burden has risen 41 times.

2.2.1.3. Social factors

Consumer habits: Spanish consumers change their habits as society does. Characteristics of today's consumers are as follow:

- Critical, demanding and more informed consumers.
- Today's consumer is characterized by the search as their convenience, that is location, time and comfort, mainly looking for variety, and they are less faithful to brands and establishment.
- Regarding the segment of elderly people, their shopping depends on the confidence that articles and establishments inspire them, they typically seek for offers or sales advantages.
- 35.8% of consumers spend about an hour a day to shop and they are men (25.7%) and women (45.6%) but they usually spend the same time in this task.
- Younger customers and higher socio-cultural level, who usually buy on the internet. They are also familiar with mobile phone which makes electronic shopping easier.
- Prices and offers are the element that drives purchases, and factors such as proximity, variety or quality aren’t taken into account today.

2.2.1.4. Technological factors

The retail trade shows a small size in every way (sales, employment ...) which limits the resources allocated to invest projects in technology.

Customer management system (CMS) allow any organization to have all the information about the different interactions that have developed with it clients.

The management systems Supply Chain (SSC) to improve the planning, purchasing, production, distribution and sales to provide customers with products that claim.

With the new cash registers we can now obtain useful data for inventory and sales tracking.

The rate of growth of e-retailing has experienced an increase of 49% in 2010 with sales worth 1,160 million euros.

2.2.1.5. Ecological factors

The vast majority of companies now recognize that they must have an effective concern for the environment. Sometimes saving as a way for companies, by personal choice and others by the pressure of public opinion or legislation:

Given the potential savings that can represent the recovery of commercial waste (by selling or reusing materials packaging) some stores have agreements with their supply chains to implement reverse logistics systems.

Since the governments of different areas of the European Union with cooperation of trade associations you are promoting the consumption of bulk in order to prevent the generation of waste in the homes of consumers.

In 2011, Law 22/2011 of July 28, Waste and Contaminated Land sets a timetable for the gradual replacement of plastic bags not biodegradable single use until its ban in 2018.

2.2.1.6. Legal factors

Spain:

Comprehensive Plan to Support Competitiveness of Retail Trade in Spain 2013: The plan includes 10 action lines are oriented to innovation and competitiveness of small businesses and the promotion of open trade centers and municipal markets.

Royal Decree 404/2013, of 7 June, reduces investment requirements for access to credit. In this way, it facilitates access to traditional small business.

Community of Valencia:

The new Trade Act of Valencia approved by Les Corts on March 10, 2011 provides the basis for a new framework of relations between cities and their trade, and involves the allocation of new responsibilities for municipalities, which must allocate more resources and efforts in improvement of local commerce.

Law 10/2012, of 21 December states that generally, sundays and holidays are not considered working, but nonetheless, will be enabled for every ten Sundays and holidays on which establishments may remain open to the public to develop their business

2.2.2. ANALYSIS OF THE COMPETITION

To analyze competition in Castelló Centre Ciutat we have focused on those companies or organizations involved in activities related to it, so we had to study those companies or trade associations in the city that offer services to small businesses.

2.2.2.1. Trade associations

In Castellon de la Plana there is a total of 12 trade associations and most of them are located in the downtown area of the city and therefore very close to C.C.

Illustration 2.2.2.1.1. Location of trade associations in Castellón

There are many trade associations in Castellón, most of them offer a representation in collective agreements for shops nearby that area, or commercial campaigns animation, usually in Christmas. However others offer additional business services.

In this part we are going to analyze those associations which carry out other activities and services besides the promotion and collective representation to merchants Castellon:

AECC

The AECC offers some services to associated traders by paying a monthly 20 euro-fee, although some of them require an extra charge. The services offered to merchants are listed above: Advertising and selling via on-line through the web Mediterranean stores and in the TV Castellón, tax and employment counseling, Parking Tickets of Saba, the price of 0.90 cents per hour, instead of € 1.15, which is their usual price, Representation in collective agreements, among others.

Confederación de Empresarios de Castellón (CEC)

It is a non-profit association, which has representation from a total of 56 companies in the province of Castellón, this association don't only acts locally unlike the rest.

Among the services offered to merchants partners are: Advocacy and representation of the interests of its members, promotion of the association, legal advice, Information on grants and subsidies, etc.

Some more notable services are business creation: cecemprende.es is aimed at people who intend to start a business on their own. Others like the prevention of occupational risks, offers entrepreneurs in the province all information necessary to carry out a good preventive management in their companies advice. And the employment counseling is a process of analysis and adjustment of the professional profile of users to guide the profile positions to the most popular jobs, based on their attitudes, skills, knowledge and abilities, using this complete questionnaires of personal and professional character.

Asociación de Empresarios de Hostelería y Turismo de Castellón (Ashotur)

The Provincial Association of Hotels and Tourism Castellón (ASHOTUR) was born in 1977 with the aim of joining forces to represent and defend the collective interests of tourism businesses in the hospitality industry in the province of Castellón.

To become a partner of ASHOTUR, the companies have to pay annual fee whose amount is set by the General Assembly on the type of establishment. The registration fee (first year only) is 66 € and the fees varies from 90 to 300 euros.

Some of the services provided are legal, tax and labor counselling, free training courses, Jobs through the HR department of the Association, must public exhibition posters, sending periodic circular sector with information and activities ASHOTUR, organizing visits and travel professionals, and activities related to tourism, quality and environment.

2.2.2.2. Communication agencies and marketing companies.

As we mentioned above, besides the trade associations Castellon there are also companies that perform these same activities, mainly promotional. Then, we analyzed the most relevant companies in the province in terms of marketing and communication activities are concerned, although there are many companies and agencies that perform this type of activities. Then, detailing with those companies whose supply and relevancy is greater:

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These are Integral Communications Agencies formed by creative graphics professionals, publishers, journalists and experts in the management of social networks. The main activities are:

- Marketing online, Social media campaigns, SEO and SEM positioning, online branding and newsletters campaigns are included.

- In offline level, the creation, design and production of advertising campaigns, direct marketing campaigns, events, guerrilla marketing and advertising photography and video are included And design and publishing, brochures and business stationery design, app's graphic design and catalogs for mobile devices, web design and creating viral content for social media and community manager positioning service.

2.2.2.3. Accounting, tax consultants and employment consultants.

As we saw above some trade associations offer additional advisory services, although there are a large number of consultants with similar services in Castellón, that offer services as:

- **Accounting advice**: This category includes bankruptcy proceedings and formalities, accounting reviews, computer data processing, control and cost study, economic and financial Studies, studio and corporate tax preparation, preparation and deposit annual accounts, comparative economic analysis and viability plans.
- **Tax advice:** Tax on IRPF, corporate, inheritance or donations, Tax deduction forms, legal bodies, etc.
- **Advice on labor matters:** registrations, cancellations and contracts work. On the other hand, the study and preparation of payroll and collective agreements.
- **Commercial law:** incorporation of companies, counseling and legal advocacy, drafting leases and contract of sale, ad debt payment service, among others
- **Some consultancies include insurance**, as Multirisk companies, accident, health, retirement, pension schemes, civil liability, etc.

Some advisories in Castellon are:

Image 2.2.2.3.1. Logos of some advisories in Castellón

In view of the above, C.C. has three types of competitors that can be classified according to the level of competence:

- **Competition in product form (Level 1)** are companies operating in the same market, and they offer the same services as C.C. Our most direct competition is the trade associations that perform the same actions as Centre Ciutat.
- **Competition in the product category (Level 2)** Competitors operating in the same market, but with some differences in the services they offer, such as marketing companies and communications agencies, that perform many activities and promotion organization and events, but do not perform exactly the same activities of Centre Ciutat.
- **Generic competition (Level 3)** in this category there are companies that cover the same needs such as counseling companies. As we said these services are offered by some trade associations, and are complementary to the activities offered by C.C.

2.3.3. MARKET ANALYSIS.

2.3.3.1. Retail market

The weight of Trade in the total for the Spanish economy is significant as it represented 24.3%. This sector includes companies that are involved in the wholesale trade, retail and trade intermediaries. Compared to last year, the population of active enterprises in the trade sector decreased by 1.1% to 765,379 businesses.

The trade sector has a major economic significance, since it represents 12.1% of the total GDP of the Spanish economy. During the past decade the contribution of trade to GDP has increased by one percentage point.

With respect to the city of Castellón, retail trading accounts for 44.8% of all economic activities, although much of the economic activity is trade and catering services, in total 68.4%.

2.3.3.1.1. Commercial offer in Castellón

The commercial offer of the city at present is 2,193 points of sales. Rising square meters of retail space has been above the population growth so the indicator of retail space has increased from 1,295 in the year 2000-1915 square meters per thousand inhabitants in 2012.

The Castellón retail trade sector generated in 2011 a turnover of more than 870 million €. From this turnover, sales per employee would be at 141,901 euros, above the regional average which is 124,409 euros and the national average of 127,922 euros.

Table. 2.3.3.1.1.1. Evolution of Castellon retail sales area.

Commercial offer	Surface in 2000	%	Surface in 2012	%	Absolute variation 2000-2012	Relative variation 2000-2012
Food, beverage, pharmacy, perfumery, tobacco and pharmaceuticals.	18,787	10.26%	29,999	8.7%	11,212	59.7%
Personal equipment	26,705	14.59%	62,111	18.01%	35,406	132.6%
Household equipment	57,710	31.53%	60,693	17.60%	2,983	5.2%
Other retail occasional goods.	34,522	18.86%	65,669	19.04%	31,147	90.2%
Sections trade mixed	45,318	24.76%	126,364	36.64%	81,046	178.8%
TOTAL	183,042	100%	344,836	100%	161,794	88.4%

Source: Economic Yearbook of the Caixa

2.3.3.1.2. Current status of trade.

According to the National Institute of Statistics, retail sales at constant prices that is, removing the effect of inflation, fell in the first quarter of 2012 by 4.1% over the same period of 2011. Moreover, the employment in the sector declined by 1.1% over the same quarter of 2011. In March of 2012, sales were down 3.9% in year-on-year terms, and three-tenths from February.

2.3.3.2. Analysis of the final consumer.

In addition to analyzing this market we cannot forget that retail trades are target to a consumer, who may change their habits and consequently these retailers must adapt to the new needs and desires, so it is convenient to analyze this consumer new shopping habits, and on the other hand it is important to check if retail trades can also cover a number of social activities.

2.3.3.2.1. How is the consumer of urban area?

Small businesses located in the old part of the towns in addition to covering the need to acquire goods and services they also cover a large number of social activities, whether they are organized as a strip mall or are not, this feature is innate in nature.

Taking this into consideration and as noted by Sainz de Vicuña (2001, p.136): For any study, we must consider the change in the buying habits of consumers depending on whether the consumer "goes shopping" or "does the shopping". In the latter case, the "daily shopping" or "strong shopping".

Illustration 2.3.3.2.1.Buying habits.

Source: Sainz de Vicuña (2001)

When consumers go shopping, consumers are looking for quality, brand or just hang out, so no matter the price. While, when doing the shopping the price is a prevailing factor. The first case is an activity of leisure and shopping centers and pedestrian areas are very suitable. The second is a must buy that leads consumers to large surfaces (mainly supermarkets and hypermarkets)

The daily shopping is done mostly on weekdays, particularly in the morning, with short trips (15 minutes). The strong buying concentrates mainly on Friday and Saturday when consumers spend one to two hours.

For an open mall it will be essential to understand the motivations of the consumer who goes shopping. The importance of daily purchase mustn't be forgotten, a very common behavior among segments such as the elderly, students or housewives. And it may prove to be very beneficial to the traditional business downtown. The term "going shopping", makes malls dissociate from their image as simple sales points and constituting as leisure centers or centers of experiences, where not only people make their purchases but also have fun.

3. MARKET RESEARCH

3.1. RESEARCH OBJECTIVES

General objective:

The overall objective of the research is to know the opinion of the final consumer of Centre Ciutat Castelló about establishments that comprise

Research objectives:

1. Know the frequency of consumer buying C.C. and know which products acquire as this.
2. Knowing the opinion about the facilities of the establishments.
3. Investigate assessment about the professionalism and knowledge of the facility staff.
4. Know the opinion of consumers about the average price.
5. Segment roughly Centre Ciutat customers, grouping by occupation, age and other characteristics to consumers and ensure that product usually buy each segment. In addition to getting feedback about the facilities, staff and Centre Ciutat prices.

3.2. METHODOLOGY

3.2.1. RESEARCH DESIGN

Table 3.2.1. Technical specifications of the investigation.

Universe	Customers who have made a purchase in Centre Ciutat Castelló in at least the past two months.
Information collection method	structured survey
Scope of the review	Local.
Sample size	100 valid questionnaires
Location of the sample.	The population of Castellón
Sampling procedure	Random
Sampling error	±10% (p=q=0,5), level of confidence = 95%
Questionnaires	Structured questionnaires with a limited number of closed-ended questions, five-point Likert scale
Date of fieldwork.	April 2014

Source: Own preparation

3.2.2. MEASURED VARIABLES

Quantitative research has been carried out using a semistructured questionnaire as a tool for gathering information, which is designed based on the research objectives.

The first survey question is a filter one whose a goal is to know how many people are not part of the target population of our research. We survey people who come to the Centre Ciutat Castelló with a frequency sufficient to assess in a reliable way different aspects, which is not very likely if the person has not gone to C.C. in the last two months. This is a qualitative and closed question.

In the third question, we get information about the survey respondents usually who usually do the shopping in this center. Those polled have the possibility to choose among a variety of items and this is a qualitative and closed question.

In the second part of the questionnaire, the survey respondent has to assess differents aspects of the open mall by Likert technique, in which each parameter is divided into a scale of 1 to 5, and people must show their interest degree with the proposal raised. They are quantitative and closed questions. The issues that the costumers will assess on the C.C. are the shopping center facilities, professionalism of the staff, quality perceived of this shopping center as a whole, the amount of money costumer needs to spend when going to C.C., waiting times, experienced feelings, social recognition and finally satisfaction with staff.

The third part of the questionnaire includes the questions from 11 to 16. Their purpose is to obtain demographic information of the survey respondent. In question 11 people are asked about their age but by intervals, not their specific age, as they may be reticent to give this information. The following questions will also be asked about their level of education, main occupation, their total monthly income, the number of members in the household and gender. All these issues are closed and qualitative.

There are a total of 16 questions grouped into eight thematic blocks, each one of them as follows:

Table 3.2.2.1. Thematic blocks of the questionnaire.

Blocks	Questions
Introductory questions (filter question, percentage of purchases made at C.C, products usually bought)	From Q.1 to Q.3
Shopping center facilities	Q.4
Employees quality	Q.5
Shopping center impression as a whole	Q.6
Associated cost and waiting time	Q.7
Experimented feelings	Q.8
Social recognition	Q.9
Staff satisfaction	Q.10
General questions	Q.11 to Q.16

Illustration 3.2.2.1. Survey research

Nº cuestionario	

Buenos días/tardes. AGRADECERIAMOS MUCHO SU COLABORACION contestando a las preguntas que aparecen a continuación, cuyo objetivo es conocer su opinión sobre su CENTRE CIUTAT CASTELLÓ. Es una investigación realizada para el Trabajo de Fin de Grado de la carrera de Administración de Empresas de la Universitat JAUME I de Castellón. Respecto a la información que usted nos facilite le garantizamos una total confidencialidad y anonimato, al ser los datos tratados de un modo global y no individualmente. Por último, este estudio no tiene fines lucrativos sino meramente de investigación.

P.1. ¿Ha realizado alguna compra en Centre Ciutat Castelló en los últimos dos meses? 1 Si 2 No (**Si no ha comprado en lo últimos dos meses finalizar)**

P.2. ¿Qué porcentaje aproximado de sus compras representa este centro respecto al total de sus compras realizadas?

0 - 20%	21% - 50%	51% - 75%	76% - 90%	91% - 100%
1	2	3	4	5

P.3. ¿Qué productos suele comprar en este centro? (Marque tantos como sea necesario)

1	Alimentación	
2	Restaurantes, terrazas, heladerías,..	
3	Moda (Ropa, calzado, complementos, etc.)	
4	Productos relacionados con la salud (óptica, farmacia, ortopedias, audición, odontología, etc.)	
5	Ferretería, Bricolaje, Jardín, Decoración, etc.	
6	Librerías, papelerías, quioscos, etc.	
7	Cines, recreativos (bingo, billares, etc.)	
8	Peluquerías, estética, gimnasio, imagen, etc.,	
9	Informática, telefonía, fotografía, televisiones, electrodomésticos	
10	Otros	

Le pedimos ahora que valore Centre Ciutat Castelló

P.4. En primer lugar le solicitamos que valore las instalaciones del centro de compra. Se le exponen una serie de afirmaciones en las que usted debe mostrar su grado de acuerdo o desacuerdo con ellas, donde 1 es totalmente en desacuerdo y 5 es totalmente de acuerdo.

1	Las instalaciones facilitan el trato personal y la compra en general	1	2	3	4	5
2	Parece bien ordenado y organizado	1	2	3	4	5
3	Las instalaciones son amplias, modernas y están limpias	1	2	3	4	5
4	Es fácilmente localizable y accesible	1	2	3	4	5

P.5. A continuación, le pedimos que valore la profesionalidad del personal que atiende en el comercio (1 es totalmente en desacuerdo y 5 es totalmente de acuerdo)

1	El personal conoce bien su trabajo	1	2	3	4	5
2	El personal está formado adecuadamente	1	2	3	4	5
3	La información proporcionada por el personal suele ser de ayuda	1	2	3	4	5
4	El personal tiene conocimiento de los productos o servicios ofrecidos	1	2	3	4	5

P.6. El siguiente grupo de preguntas se refieren a su opinión sobre la calidad percibida en cuanto al centro de compra en su conjunto (1 es totalmente en desacuerdo y 5 es totalmente de acuerdo).

1	El servicio que me han prestado en su conjunto es correcto	1	2	3	4	5
2	Tiene un nivel de calidad aceptable si lo comparamos con otras tiendas	1	2	3	4	5
3	El servicio recibido es el que esperaba	1	2	3	4	5
4	Estoy conforme con la calidad recibida	1	2	3	4	5

P.7. La elección del tipo de centro donde realizar las compras tiene en general un coste asociado: desplazamiento, parking...Le pedimos que nos valore la importancia que para usted tiene este coste (1 es total desacuerdo y 5 es total acuerdo).

1	El coste que me genera acudir a este centro de compra en lugar de otros es razonable.	1	2	3	4	5
2	Los precios son razonables de acuerdo al producto o servicio recibido.	1	2	3	4	5
3	Los precios en este centro son cercanos a la media del mercado	1	2	3	4	5

Y en cuanto al tiempo de espera

4	En general no hay que hacer muchas colas	1	2	3	4	5
5	Suelo recibir un servicio rápido y ágil	1	2	3	4	5
6	En general, no tengo que perder mucho tiempo ni realizar grandes desplazamientos	1	2	3	4	5
7	El esfuerzo total que llevo a cabo para realizar las compras es razonable	1	2	3	4	5

P.8. Ahora le pedimos que recuerde los sentimientos que experimenta usted al pensar en el centro de compra seleccionado (1 es total desacuerdo y 5 es total acuerdo).

1	Estoy contento con este tipo de centro	1	2	3	4	5
2	Me siento relajado	1	2	3	4	5
3	El personal me proporciona sensaciones positivas	1	2	3	4	5
4	El personal no me agobia	1	2	3	4	5
5	En general me siento a gusto comprando en este tipo de centro	1	2	3	4	5

P.9. ¿Hasta qué punto está de acuerdo con las siguientes afirmaciones relativas al reconocimiento social del centro de compra?

1	Va bastante gente que conozco	1	2	3	4	5
2	Está bien considerado a nivel social	1	2	3	4	5
3	A la gente que conozco le parece bien que compre en este tipo de centro	1	2	3	4	5

P.10. Piense en el grado de satisfacción con el personal que le atiende en su centro (1 es total desacuerdo y 5 es total acuerdo)

1	El personal atiende de manera respetuosa y amable	1	2	3	4	5
2	La disponibilidad del personal para ayudar y aconsejar es la adecuada	1	2	3	4	5
3	El personal responde a mis preguntas de manera eficiente	1	2	3	4	5
4	Estoy satisfecho con el asesoramiento del personal	1	2	3	4	5
5	El personal invierte todo el tiempo necesario para atenderme de manera adecuada	1	2	3	4	5
6	El personal te escucha y ofrece soluciones ajustadas a tus necesidades	1	2	3	4	5

PREGUNTAS GENERALES

P.12. ¿Sería tan amable de indicar en qué tramo de edad se encuentra?:

Menos de 20 años	De 20 a 29 años	De 30 a 39 años	De 40 a 49 años	De 50 a 59 años	De 60 a 69 años	70 años o más
1	2	3	4	5	6	7

P.13. ¿Cuál es su nivel de estudios superado?

Sin estudios	Primarios (Hasta los 10 años)	Primarios (EGB, FP1)	Bachiller o FP2	Universitarios medios	Universitarios superiores
1	2	3	4	5	6

P.14. ¿Cuál es su ocupación principal?

Estudiante	Trabaja	Trabajo en el hogar	Jubilado/a	Parado/a
1	2	3	4	5

P.15 ¿Considere los ingresos totales mensuales que entran en su hogar en euros?

0-1.000	1.001-1.500	1.501-2.000	2.001-2.500	Más de 2.500
1	2	3	4	5

P.16.Señale el nº de miembros del hogar: ________

P.17.Género: 1 Hombre 2 Mujer

MUCHAS GRACIAS POR SU COLABORACIÓN

3.2.3. STATISTICAL TECHNIQUES USED

The following statistical techniques have been used to obtain the results:

- Variables overview technique:

• Frequencies: Monovariable analysis to descriptively analyze nominal or discrete variables by generating tables with their respective percentages.

• Averages: Monovariable Analysis with continuous or numeric variables that provides information through a central value. The result is a table with the average values of the variable under analysis.

- Testing Techniques of independence or relationship between the two variables:

• Analysis of variance (ANOVA): bivariable analysis technique used to check the hypothesis test comparing the group average and indicating their relationship. It is done by a continuous and discrete variable, responsible for generating these groups.

• Chi -Square Test: nonparametric test used to check the relationship between two nominal type variables comparing the observed frequency with the expected one based on the assumption that they are independent variables.

- Tests of multiple comparisons.

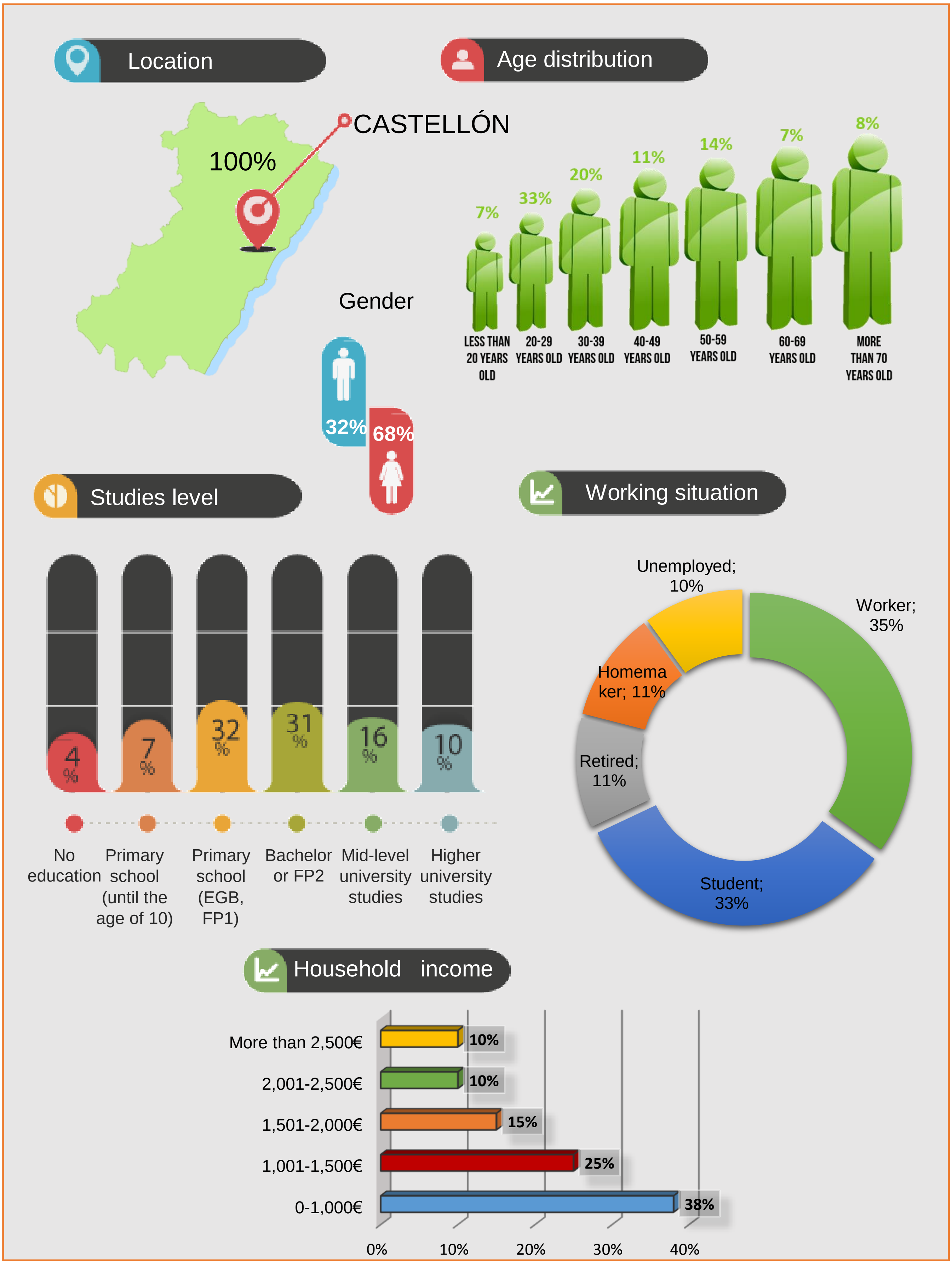
• Scheffe test: applied for multiple comparisons of the average of two or more groups. If the result is statistically significant, we could say that at the average of one of the groups is different from the other, or that there are many other different.

- Recoding:

• Although not a technique itself, recoding allows us to transform data from one or more numeric or discrete variable to generate new representative groups reassigning the representative numbers of each category or grouping the values of existing variables in ranges.

3.2.4. Description of the sample

Illustration 3.2.4. Description of the sample



3.3. RESULTS

Descriptive analysis of the data.

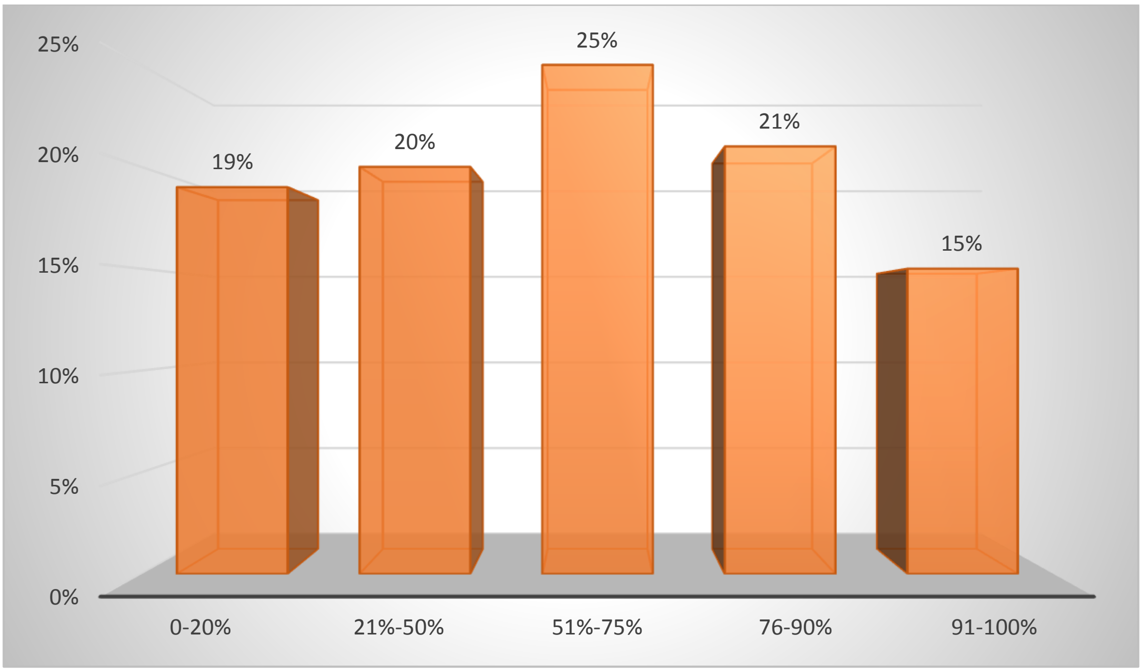
We proceed to perform a generic analysis of the survey respondents' opinion about the small businesses in Centre Ciutat Castelló, their review will help define the lines of further action. Although the results are not bad, this center should strive for excellence.

3.3.1. DESCRIPTIVE ANALYSIS

a) Percentage of total purchases made in Centre Ciutat Castelló.

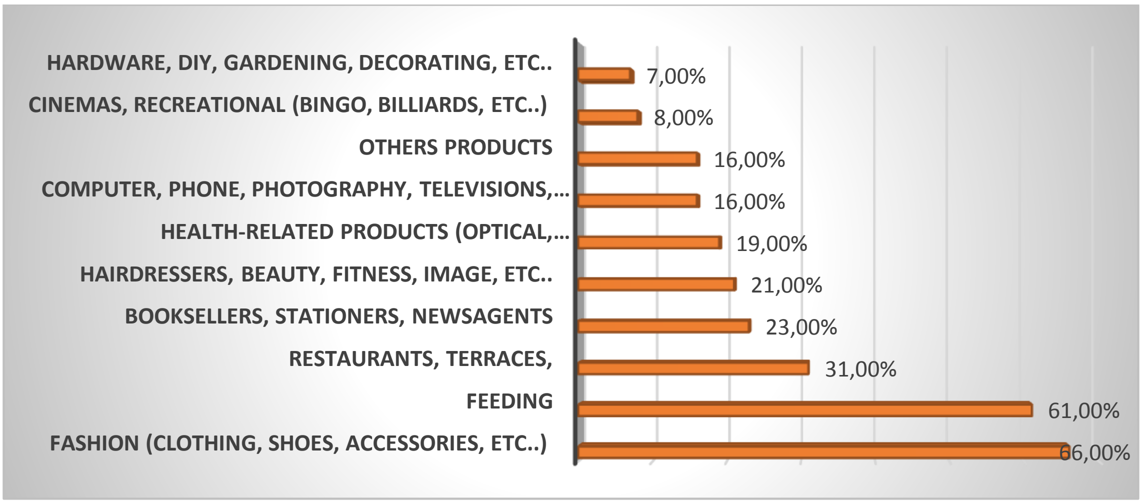
One of the questions proposed in the questionnaire was the approximate percentage of the purchases made in Centre Ciutat Castelló, to know the level of customer loyalty . The result is that only 15% usually do all their shopping in Centre Ciutat Castelló , 76-90% of the shopping is done by 21%, and 25 % make half their shopping there (between 51 % and 75%) then it could be said that 39% may do some occasional shopping at this center (between 0% to 50 % of total purchases)

Chart 3.3.1.1. Approximate percentage of purchases C.C.



b) Products purchased in Centre Ciutat Castelló.

Chart. 3.3.1.2. Products that costumers tend to buy in Centre Ciutat Castelló.



Most survey respondents are directed to the Center of Castellón to buy fashion items (66% usually buy fashion C.C.), also a 61% usually go there to do their grocery shopping, 31% go to restaurants, ice cream parlor, etc. While a 23% usually buy newspaper articles, books in newsstands and bookstores, 21% usually purchase aesthetic services, hair salon, gym and personal image services. A 19% make use of health products in optics, pharmacies, and dentists. Only a 8% go to leisure centers (cinemas or recreational) whereas only 7% go to this Centre Ciutat for hardware, DIY, gardening or decorating.

c) Shopping center facilities.

To castellonenses this center is easily reachable and accessible (4.05) but nevertheless the facilities should be more spacious, modern and clean (3.62).

Table. 3.3.1.1. Opinion about the facilities of the Centre Ciutat Castelló shops.

	N	Average	Standard deviation
The facilities provide personal attention and shopping in general	100	3.63	.895
It looks neat and well organized	100	3.83	.933
The facilities are spacious, modern and clean	100	3.62	.062
It is easily found and accessed	100	4.05	.914

d) Employees quality.

We discuss aspects related to the professionalism of the staff, the most highly valued aspect is that the information provided should be helpful (3.72) and the employee should be aware of the products offered (3.72), although these aspects should be improved. The worst rated option within the professional staff is their proper training for the post (3.54).

Table. 3.3.1.2. Assessment of the professional staff of the C.C.

	N	Average	Standard deviation
The employees know their jobs well	100	3.56	.925
Employees are appropriately trained	100	3.54	.958
The information provided by the staff is usually helpful	100	3.72	.842
Employees have knowledge of the products or services offered	100	3.72	1.006

e) Perceived quality of the shopping center as a whole

Overall quality is fine, but not as great as we intend. The four aspects rated on quality are very similar, including the highest rated being that the service received is the expected (3.88), if we evaluate the worst there is only one tenth of a difference, survey respondents evaluate the good quality of the mall when compared to other stores. The result 3.73 indicates that it does have an acceptable opinion although there are shopping centers with a superior quality.

Table. 3.3.1.3. Comments about the perceived quality of the trade.

	N	Average	Standard deviation
The service given as a whole is correct	100	3.84	.877
Have an acceptable level of quality when compared to other stores	100	3.73	.886
The service received is the expected	100	3.88	.879
I agree with the quality received	100	3.87	.884

f) Associated cost

We asked survey respondents to tell us about the cost related to their purchases: Trip, parking, etc. The cost to attend these purchases is usually reasonable (3.97) but in this regard it is worse valued the prices according to the product or service received from these businesses (3.56)

Table. 3.3.1.4. Rating the associated cost to go shopping at C.C.

	N	Average	Standard deviation
The cost of going to this shopping center rather than others is reasonable.	100	3.97	1.039
Prices are reasonable according to the product or service received.	100	3.56	1.067
Prices in this center are close to the market average	100	3.75	.999

g) Waiting time:

The questionnaire has four questions relating to the waiting time on the establishments. The best opinion is that the total effort is acceptable (3.86) but there are other issues such as queing (3.56) or receiving a quick or agile service (3.54) which need to be improved.

Table. 3.3.1.5. Assessment of times on the establishments.

	N	Average	Standard deviation
Overall there are not many queues	100	3.56	1.104
I usually get a quick and agile service	100	3.54	1.039
Overall, I don't have to waste much time or travel long distances	100	3.73	1.072
The total effort that took place to do the purchases is reasonable	99	3.86	.792

h) Experienced feelings

It is asked to the survey respondent to think about the feelings experienced at the thought of Centre Ciutat Castelló, the most common opinion is that they generally feel comfortable buying at this type of facility (3.97), and they are also happy with this shopping center (3.80). On the other hand those with a lower average are "the employees give me positive feelings" (3.29) and "I feel relaxed" (3.41).

Table. 3.3.1.6. Experimented feelings in the open shopping center.

	N	Average	Standard deviation
I'm happy with this type of center	100	3.80	.953
I feel relaxed	100	3.41	1.083
The staff gives me positive feelings	100	3.29	1.038
The staff does not overwhelm me	100	3.64	1.185
Overall I feel comfortable buying in this type of center	100	3.97	.969

I) Social recognition of the shopping center

Overall opinions on this aspect are good, the best of these is that those people who know the survey respondents think its right for them buy there (4.02), the worst evaluated in this case is that it is well regarded socially.

Table. 3.3.1.7. Opinions about the social recognition of the Centre Ciutat.

	N	Average	Standard deviation
It is visited by a lot of people that i know	100	3.93	.967
It is well regarded socially	99	3.90	.810
People I know think it's right to buy in this type of center	100	4.02	.841

g) Satisfaction with staff

Among the worst rated issues is that the staff spends the time needed to adequately serve (3.48) while the highest rate in this case is that the staff treats them respectfully (3.75).

Table. 3.3.1.8. Point of view of the survey respondents on the staff satisfaction.

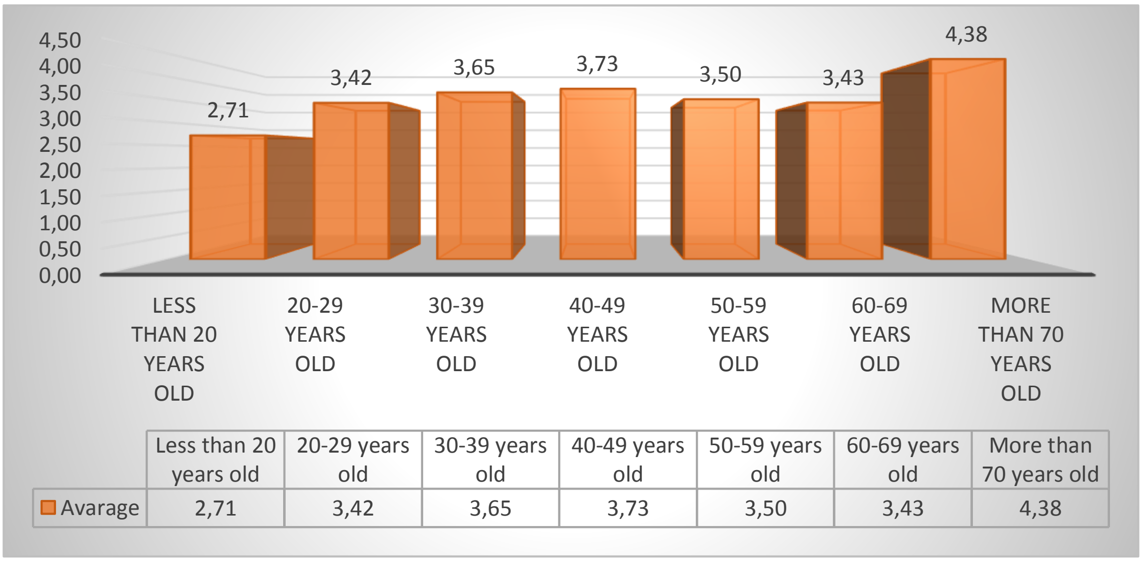
	N	Average	Standard deviation
The staff treat customers in a respectful and friendly manner	100	3.75	.957
The availability of the employees to help and advice is right	100	3.60	.974
The staff answers my questions efficiently	100	3.69	.895
I am satisfied with the advising staff	100	3.63	.971
Employees use all the time necessary to properly treat me	100	3.48	.969
The staff listens and offers solutions tailored to my needs	100	3.59	.944

3.3.2. ANOVA ANALYSIS

a) Employees quality.

There are significant differences when comparing the training of employees with the age of survey respondents, those younger say they are not properly trained (the average assessment is 2.71), however those survey respondents over 70 years disagree with an average evaluation of 4.38.

Chart 3.3.2.1. Reviews about the staff professionalism of C.C. sorted by age.



Level of significance = 0.045

( ) There are significant differences between the scores of the groups.*

As we can see from the table above, when the age of the survey respondents increases the rating of this aspect goes up.

There are significant differences between the groups of elderly and young, when answering the question of the employees training. The results obtained through the analysis of Scheffe in this regard are:

Chart 3.3.2.2. Diference between age groups by Scheffe Test

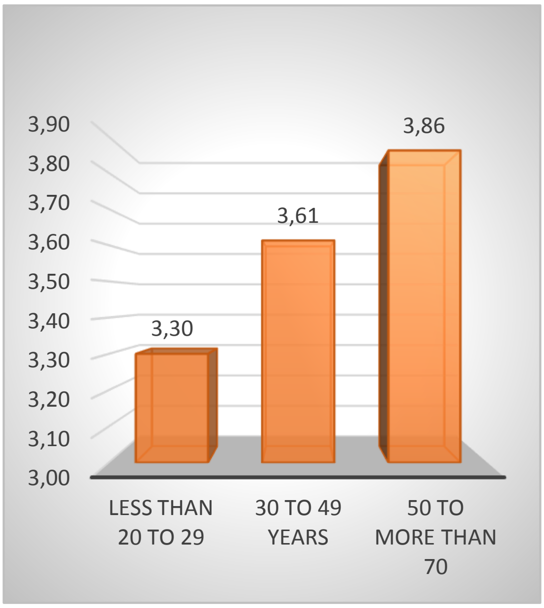


Table 3.3.2.1. Differences Between age groups by the Scheffe test

	N	Average	Standard deviation	Level of significance
Less than 20 to 29	40	3.30	1.018	0.040*
30 to 49	31	3.61	.844	
50 to more than 70	29	3.86	.789	
Total	100	3.56	.925	

Table 3.3.2.2. Scheffe test differences between age groups.

		Level of significance
>20-29 years old	30 -49 years old	0.355
	50- <70 years old	0.043*

Likewise we assess the opinion about the professionalism of staff by level of education of survey respondents. Grouping the studies level in three, there are significant differences as whether the staff is properly trained. These three groups are: Basic studies (primary to 10 years) medium (EGB, FP1, FP2) and higher (university). The final assessment is that as the respondent 's level of education increases so does the opinion that the staff is well trained . Those with higher education believe that these are properly trained (4.10), while those with basic studies do not say quite the same (3.34).

( ) There are significant differences between the scores of the groups.*

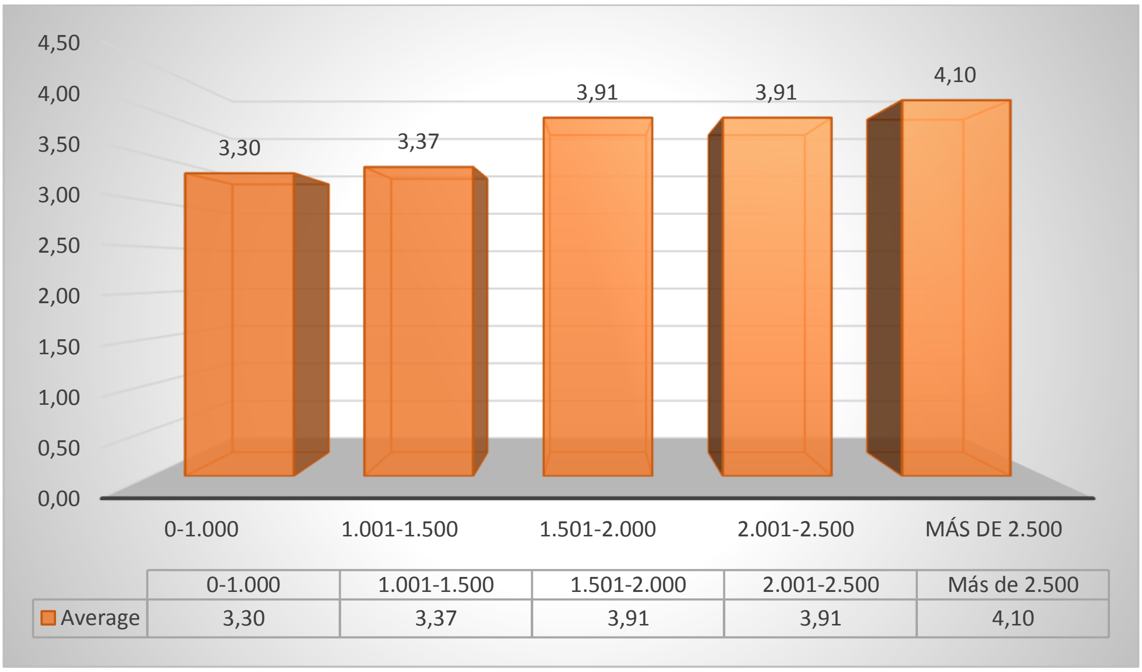
Table 3.3.2.3. Assessment of whether the staff is properly trained by education level

	N	Average	Standard deviation	Level of significance
Without studies or primary education up to 10 years old.	68	3.34	.857	0.007*
Medium studies (EGB, FP1 y FP2)	22	3.91	1.109	
University studies	10	4.10	.876	
Total	100	3.54	.958	

We do the same with the level of income, the results show that as income increases people think that the facility staff is well formed as expected, those with more than 2,500 € of revenue will have a 4.10 evaluation and those with income ranges between 2001-2.500 € and 1.500-2000 € have a 3.91 evaluation, followed by those between 1.001-1.500 € (3.37) and finally those with lower incomes think that the staff could be better trained than they are.

( ) There are significant differences between the scores of the groups.*

Chart 3.3.2.3. Rating of staff training by income level.



Level of significance: 0.041 *

b) Perceived quality as the shopping center as a whole.

Table 3.3.2.3. Reviews for men and women on the service received.

	N	Average	Standard deviation	Level of significance
Man	31	3.58	.886	0.049*
Woman	67	3.96	.860	
Total	98	3.84	.882	

We found significant evidence when the survey thinks about the service rendered as a whole is right according to the opinion of men and women. Women better value the service they have received in the shop (3.96) compared to men (3.58)

c) Associated cost.

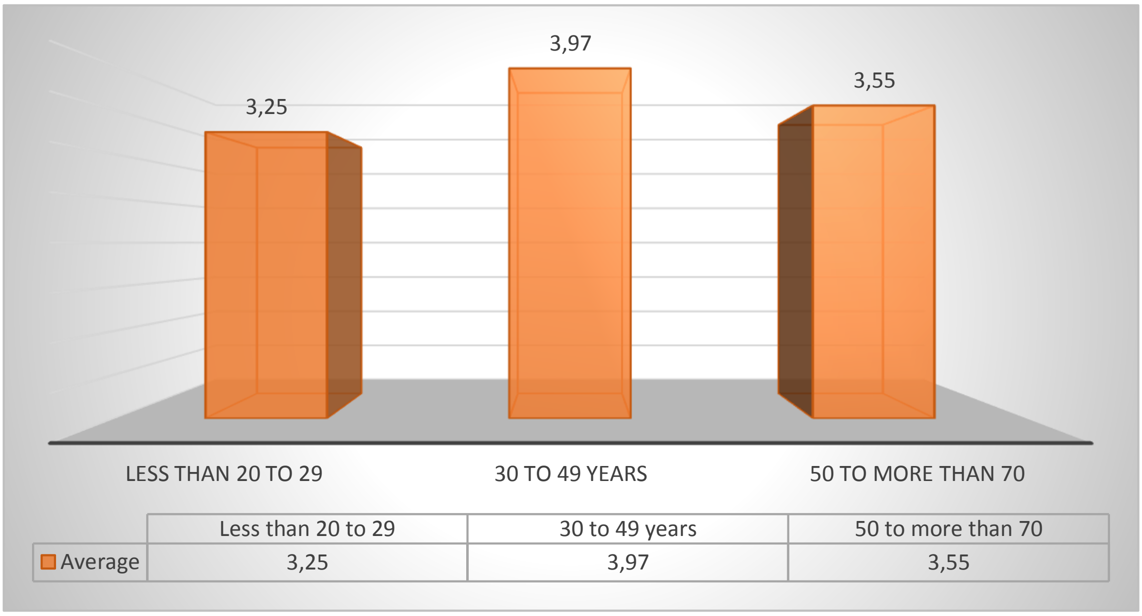
Looking at the cost that going to the mall generates to men and women, we observe significant high differences between. The cost that generates the women surveyed is quite reasonable (4.12) compared to the cost of men (3.61).

( ) There are significant differences between the scores of the groups.*

Table 3.3.2.4. Differences between the men and women cost when going to the establishment.

	N	Average	Standard deviation	Level of significance
Man	31	3.61	1.086	0.024*
Woman	68	4.12	.985	
Total	99	3.96	1.039	

Chart 3.3.2.4. Opinions about the prices expressed by age groups.



Regarding the consumer's opinion about the relation of the price and the product there are significant differences among younger survey respondents and those of middle age.

Table 3.3.2.5. Scheffe test of the opinions about the prices expressed by age groups.

Less than 20 to 29	**30 to 49 years old**	**.018***
	50 to more tan 70	.491

If we see the opinion of survey respondents on whether prices are reasonable according to the product/service received, we have similar results to the previous

( ) There are significant differences between the scores of the groups.*

question, the segment of middle age, evaluated more positively this area, largely due to price sensitivity of younger and older people.

To see if this price sensitivity is true, then we analyze the survey respondents' their personal working situation:

Table 3.3.2.6. Opinion on whether prices are close to the average according to working situation

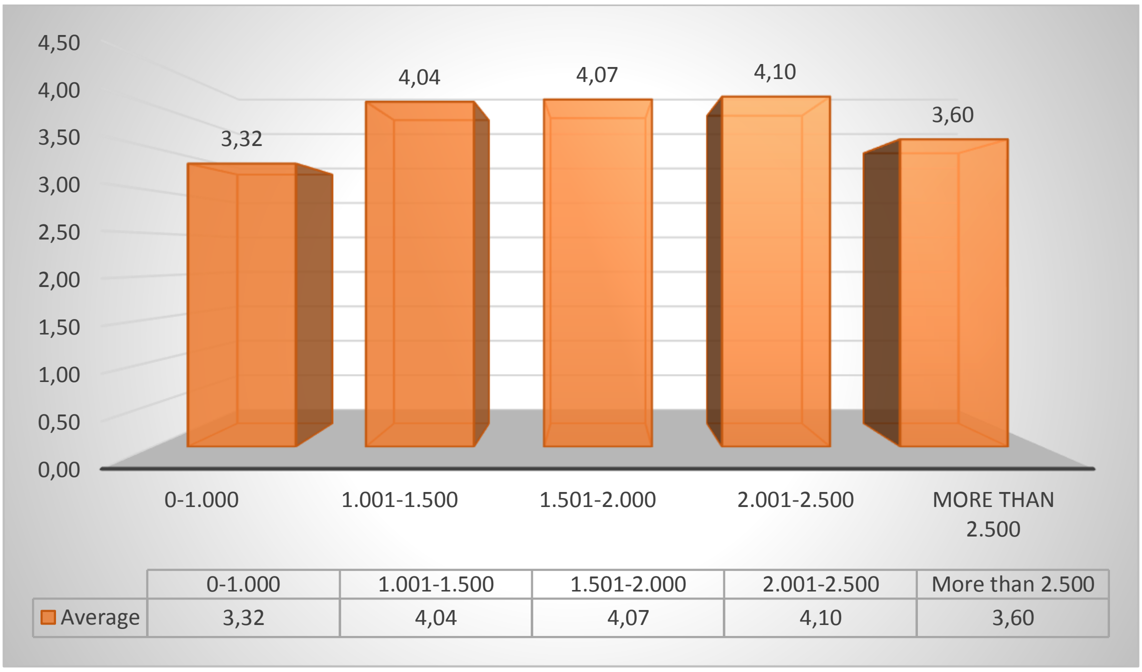
	N	Average	Standard deviation	Level of significance
Student	33	3,58	1,091	0.016*
Worker	35	4.06	.838	
Homemaker	11	4.09	.944	
Retired	11	3.00	1.095	
Unemployed	10	3.70	.675	
Total	100	3.75	.999	

As we see those with greater income level have a higher opinion, however retirees are the worst who evaluate the average price (3.00), followed by students (3.58) and unemployed (3.70), contrary to the workers (4.06), and housewives' opinion (4.09) who think that the prices are close to the market average. So the price sensivity is fulfilled especially with retired and students.

Then we see how it affects the same issue according to the income level of consumers. If the income level is compared to the opinion that they have regarding the price of this center, we see that those with less income give a worse valuation, i.e. those who are between 0 to € 1,000, and we see that as incomes rise also the valuation of these is raised. It is contradictory for those who have a higher income (more than € 2,500) as their opinion is not as good as the previous one (3.60). The price sensitivity is fulfilled, but not when the income exceeds € 2,500.

( ) There are significant differences between the scores of the groups.*

Chart 3.3.2.5.Opinion about whether the prices for this center are close to the market average by level of income of the survey respondents.



Level of significance: 0.011*

d) Waiting time:

There are significant differences in the opinion about the shopping effort between men and women, as well as the cost of going to the place of purchase, as for women effort is supposed (3.97) versus men (3.61)

Table 3.3.2.7. Differences of total effort carried out to make purchases between men and women.

	N	Average	Standard deviation	Level of significance
Man	31	3.61	.803	0.037
Woman	68	3.97	.772	
Total	99	3.86	.796	

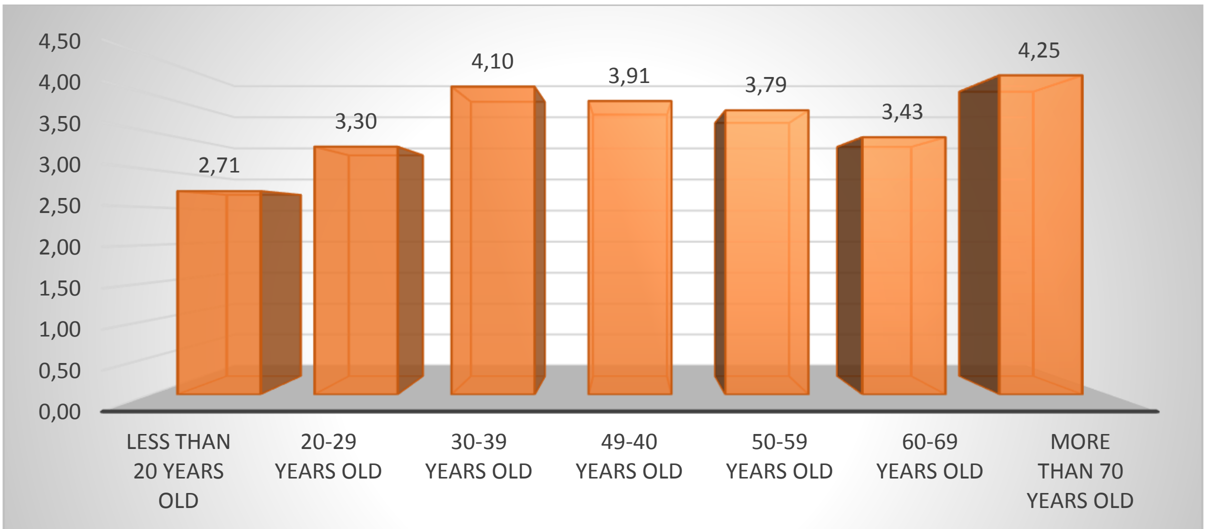
e) The feelings experimented

The costumers under 20 say that they feel overwhelmed by the staff (2.71), survey respondents between 20 and 29 years old the people who worse rate this issue, followed

( ) There are significant differences between the scores of the groups.*

by the age range of 60-69 years old (3.43). By contrast people over 70 (4.25), respondents aged 30 to 39 (4.10) and 40-49 (3.91) best valued the staff. Young people prefer faster services and require less help from the staff in an establishment to continue shopping. Those older prefer more advice service in their purchases.

Chart 3.3.2.6. Related to the consumer's age on overwhelming staff.



	Less than 20 years old	20-29 years old	30-39 years old	49-40 years old	50-59 years old	60-69 years old	More than 70 years old
Average	2,71	3,30	4,10	3,91	3,79	3,43	4,25

Level of significance: 0.036*

Table 3.3.2.8. Feelings of overwhelm about center staff by income level

	N	Average	Standard deviation	Level of significance
0-1,000 €	33	3.12	1.244	0.018*
1,001-1,500 €	35	3.77	1.060	
1,501-2,000 €	11	4.09	1.044	
2,001-2,500 €	11	3.73	1.348	
More than 2,500€	10	4.30	.823	
Total	100	3.64	1.185	

We reach the conclusion that those with a better income level made a positive appraisal about the center staff feelings, so they do not feel overwhelmed by these (4.30) in

( ) There are significant differences between the scores of the groups.*

contrast to those with incomes lower than a thousand euros are more burdened by staff (3.12).

f) Satisfaction with staff

Table 3.3.2.9. Reviews about the treatment of staff by age.

	N	Average	Standard deviation	Level of significance
Less than 20-29	40	3.50	1.038	0.049*
From 30 a 39	31	3.77	.920	
From 50 to more tan 70	29	4.07	.799	
Total	100	3.75	.957	

As age of survey respondents increases the opinion is more positive. The older group evaluates with 4.07 out of 5 points the way the staff treats to them amicably and respectfully, followed by adult age groups (3.77) and finally the youngest group (3.50).

3.3.3. CHI-SQUARE TEST

Items often bought according to their sociodemographic characteristics.

Another analysis applied is a chi-square test of qualitative variables in which we study the relationship between the products bought and the socioeconomic variables of survey respondents (age, occupation, gender, income, etc.)

( ) There are significant differences between the scores of the groups.*

a) According to main occupation:

Table 3.3.3.1. What survey respondents buy in C.C. by their main occupation.

PRODUCTS	Student	Worker	Homemaker	Retired	Unemployed	Total
Food**	23.0%	36.1%	16.4%	13.1%	11.5%	100.0%
Catering industry**	54.8%	35.5%	3.2%	3.2%	3.2%	100.0%
Fashion**	42.4%	36.4%	7.6%	6.1%	7.6%	100.0%
Health**	31.6%	10.5%	15.8%	26.3%	15.8%	100.0%
Hardware store	42.9%	28.6%	14.3%	0.0%	14.3%	100.0%
Bookstores, stationers, etc	43.5%	21.7%	13.0%	13.0%	8.7%	100.0%
Cinema and leisure	75.0%	12.5%	0.0%	0.0%	12.5%	100.0%
Hair dressers and aesthetics	42.9%	23.8%	14.3%	9.5%	9.5%	100.0%
Computers	31.3%	43.8%	6.3%	6.3%	12.5%	100.0%
Others**	12,5%	43,8%	12,5%	31,3%	0,0%	100,0%

Table 3.3.3.2. Chi-square test: products * working situation

		Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Food**	Chi-square test	9,950[a]	4	.041**
Catering industry**	Chi-square test	13,495[a]	4	.009**
Fashion**	Chi-square test	12,843[a]	4	.012**
Health**	Chi-square test	14,336[a]	6	.026**
Hardware store	Chi-square test	1,351[a]	4	.853
Bookstores, stationers, etc	Chi-square test	2,772[a]	4	.597
Cinema and leisure	Chi-square test	7,873[a]	4	.096
Hair dressers and aesthetics	Chi-square test	1,897[a]	4	.755
Computers	Chi-square test	1,335[a]	4	.855
Food**	Chi-square test	11,887[a]	4	.018**

The first Chi-square analysis is the relationships between products usually bought in Ciutat Centre and the working situation. In this case there is arelationship between

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

food products, fashion, catering industry, health and some offers with the working situation of the consumers.

If we look at the population who have bought food we can observe that 36.1% of these purchases have been made by people who work, and 23% of food purchases were made by students, followed by those who work at home (16.4%) , retired (13.1%) and unemployed (11.5%).

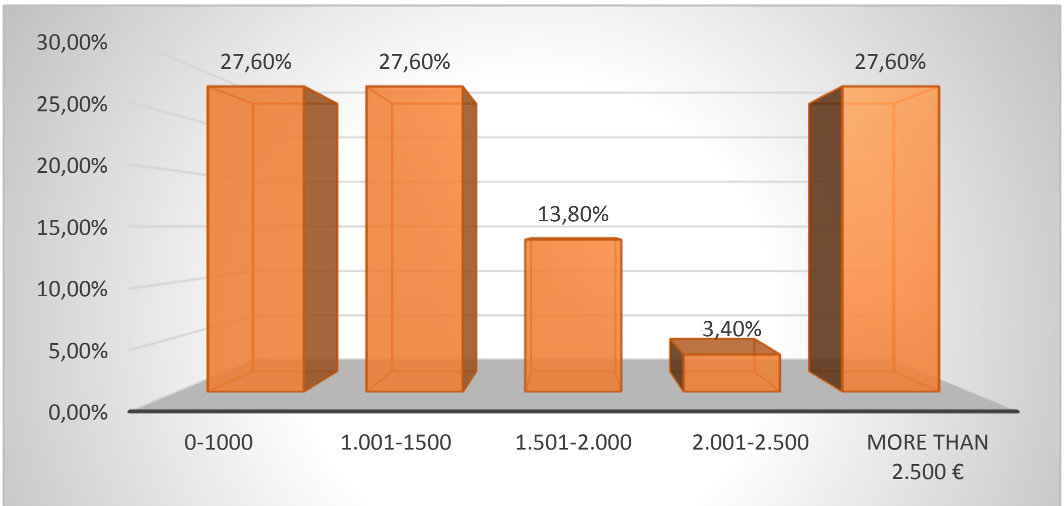
The 31% survey respondents who go to restaurants, terraces, ice cream parlors, etc. in the center of Castellón are mostly students (54.8%), and workers (35.5%), and to a lesser extend by homemakers (3.2%), retired (3.2%) and unemployed (3.2 %).

The same can be applied to fashion items: 42.4% are students, and 36.4% workers, 7.6% work at home, another 7.6% are unemployed, 6.1% are retired. We get different results in health items where 31.6% are purchased by students and 26.3% by retired. Other items which are not those mentioned are mostly acquired by working (43.8%), and retired (31.1%).

b) According to income level:

If we see the relationships between all the products and income level, when the Chi-square test is performed we only find relationships with the catering industry and bookstores and newsstands:

Chart 3.3.3.1. Catering industry consumer according to income level.



	0-1000	1.001-1500	1.501-2.000	2.001-2.500	More than 2.500 €
Percentages	27,60%	27,60%	13,80%	3,40%	27,60%

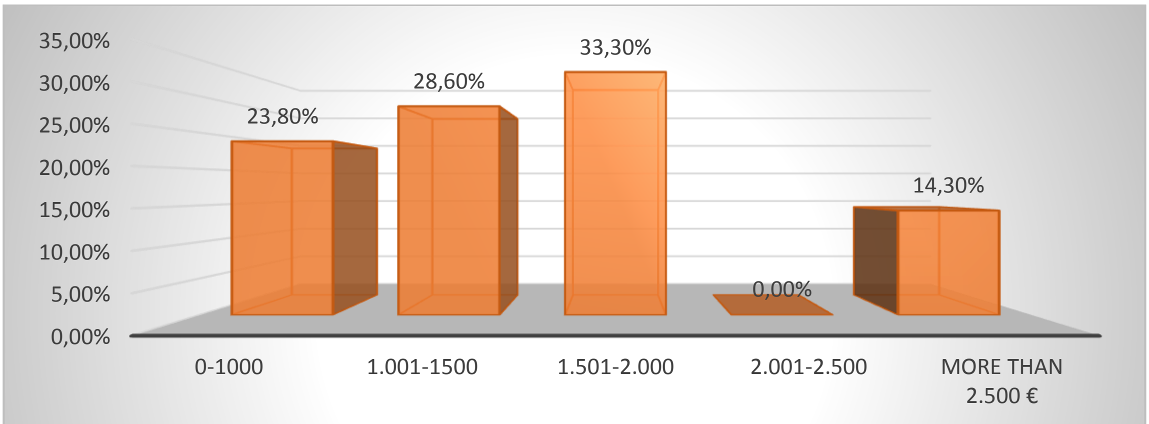
Table 3.3.3.3. Chi-square test: Catering industry * Income Level

	Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Pearson Chi-squared	15,499[a]	4	.04**

There is a balanced distribution among all income brackets from amongst those who usually go to restaurants, bars, etc. in Centre Ciutat. All income ranges obtained a percentage of 27.6% (except for 1501-2000 € (13.8%) and 2001-2500 € (3.4%)). This suggests that this type of service is not only suitable for those with a higher level of income but for any there regardless their income.

Another product that is related to the variable monthly income are those that may be found in bookstores, newsagents, stationers, etc. The 33.3% of those who buy these products have an average income between 1501-2000 €, 28.6% are those with revenues between € 1001-1500, followed by 23.8% having an income less than 1,000 €.

Chart 3.3.3.2. Products purchased at bookstores and newsstands according to income Level



	0-1000	1.001-1500	1.501-2.000	2.001-2.500	More than 2.500 €
Percentages	23,80%	28,60%	33,30%	0,00%	14,30%

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

Table 3.3.3.4. Products purchased at bookstores and newsstands * Income Level

	Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Pearson Chi-squared	10,480[a]	4	.033**

c) According to gender:

We follow the same procedure in order to make a customer segmentation to Centre Ciutat. The next step is to analyze the relationship between the gender variable and products, the chi-square test concluded that they are only related to gender in the following products: fashion items, cinemas and recreational and health related products.

Table 3.3.3.5. Products that relate to the gender variable.

	Man	Woman
Fashion	24.6%	75.4%
Health	10.5%	89.5%
Leisure	0.0%	100.0%

There is a much more active role in this center by women, as 75.4% of them buy fashion in C.C. Castelló versus 24.6% men. Only 10.5% of men buy products related to health and 89.5% of women buy these items, and finally 8 out of 100 survey respondents 8 go to Centre Ciutat for its leisure offer being all of them women.

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

Table 3.3.3.6. Chi-square test: Products related to fashion, health and leisure * gender.

		Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Fashion	Pearson Chi-squared	3.948ª	1	.047**
Health	Pearson Chi-squared	4.724ª	1	.030**
Leisure	Pearson Chi-squared	3.968ª	1	.046**

d) According to age.

There is a relationship with health products and those not listed and the survey respondent age. If we compare this to these seven groups in a three age bracket group there is a connection with fashion items.

Table 3.3.3.7. Health products according to respondent age.

		Less than 20 years old	20-29 years old	30-39 years old	49-40 years old	50-59 years old	60-69 years old	More than 70 years old	Total
Health products	Amount	0	7	2	2	3	0	5	19
	Percentage	0.0%	36.8%	10.5%	10.5%	15.8%	0.0%	26.3%	100.0%

Table 3.3.3.8. Chi-square test: Health products * age.

	Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Pearson Chi-squared	14.336ª	6	.026**

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

Those survey respondents who buy the most health products in the center of Castellón are in the 20-29 years old (36.8%) and those over 70 years old group (26.3%).

Table 3.3.3.9. Others products according to respondent age.

		Less than 20 years old	20-29 years old	30-39 years old	49-40 years old	50-59 years old	60-69 years old	More than 70 years old	Total
Others products.	Amount	0	4	2	5	1	1	3	16
	Percentage	0.0%	25.0%	12.5%	31.3%	6.3%	6.3%	18.8%	100.0%

Table 3.3.3.10. Chi-square test: Others products * age.

	Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Pearson Chi-squared	12,923[a]	6	.044**

Other products that are not on the list are purchased mainly by people aged 40-49 (31.3%) and older than 70 years (18.8%)

Table 3.3.3.11. Fashion products by age group.

		Less than 20 to 29	30 to 49 years	50 to more than 70	
Fashion	Amount	32	20	14	66
	Percentage	48.5%	30.3%	21.,2%	100.0%

Young people under 29 are the ones who buy the most fashion (48.5%), followed by the segment age 29 to 49, and finally by those older than 50 (only 21.2%).

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

Table 3.3.3.12. Chi-square test: Fashion products * age group.

	Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Pearson Chi-squared	7.,584[a]	2	.023

e) According to the number of household members:

The next step of this analysis is to see products related to the number of household members such as health products, products purchased in kiosks, bookshops and stationers.

Table 3.3.3.13. Consumers who buy health products according to the number of members in the household.

		1 member	2 members	3 members	4 members	5 members	6 members	Total
Health products	Amount	5	5	2	3	0	4	19
	Percentage	26,3%	26,3%	10,5%	15,8%	0,0%	21,1%	100,0%

Table 3.3.3.14. Chi-square test: Health products * number of members.

	Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Pearson Chi-squared	19,280[a]	5	,002

One or two member families are these who buy such items (26.3%) when the family unit is smaller it is the retired who usually buy the items (26.3%).

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

Table 3.3.3.15. Consumers who buy products in kiosks, bookshops and stationers according to the number of members in the household.

		1 member	2 members	3 members	4 members	5 members	6 members	Total
Kiosks, bookshops and stationers.	Amount	4	5	1	9	0	4	23
	Percentage	17.4%	21.7%	4.3%	39.1%	0.0%	17.4%	100.0%

Table 3.3.3.16. Chi-square test: Kiosks, bookshops and stationers * number of members

	Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Pearson Chi-squared	15,607[a]	5	.008**

The biggest expense in bookstores, stationers or newsagents is carried out by four (39.1%) or six-member families (17.4%) to buy school supplies for the children. 21.7 % who buy these products are 2-member families and 17.4% are families of an individual, where the budget for entertainment items is greater.

f) What do people buy according to purchase frequency?

Another important aspect is to know the type of purchase they make and what they buy, for example we want to know what products families often buy or those which are occasional and makes them come to Centre Ciutat.

The questionnaire had 5 intervals ranging from 0-20%, 21-50%, 51-75%, 76% - 90% and 91% -100% with these results we did not get hardly any relationship (Chi-squared <0.05) between the type of product they purchased and the total of purchases. So the variables are grouped, from 0-50% are occasional purchase, 51% -75% are sporadic and 76% to 100% frequent purchase.

There is a relation between the total number of purchases with the following products: feeding, health related products, and hairdressers, aesthetic, gyms, etc.

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

Chart 3.3.3.3. Frequency of purchase of food, health and beauty.

These three products are often purchased in C.C. due to the fact that they are products that people buy by proximity to their homes, yet a percentage of 27.6% ever comes as food shopping, and only 10% for health products. This may imply that people who do not usually do all their shopping in the center of Castellón when they do it is to buy food products.

Table 3.3.3.17. Chi-square test: Food, health related product and hairdresses* Frequency of purchase

		Value	Degree of Freedom	Asymptotic Significance (2 Sided)
Food	Pearson Chi-squared	$8{,}450^a$	2	.015**
Health related product	Pearson Chi-squared	$7{,}994^a$	2	.018**
Hairdressers, aesthetic, gyms, etc	Pearson Chi-squared	$7{,}314^a$	2	.026**

** To confirm the above analysis a Chi-squared test has been performed as the probability associated to the Chi-squared is less than 0.05 we conclude that the two variables are related.

3.4. CONCLUSIONS

As we saw in previous sections Centre Ciutat has a variety of shops, where consumers often buy fashion products and food, and to a lesser extend there are leisure spaces.

A shopping center in an urban area must also have a range of leisure, because it fulfills a social function, such as "going shopping". Centre Ciutat Castelló is distinguished because people "go shopping" as it is near their homes (The example of buying food) One of the keys that can influence the success of this Centre Ciutat is that a wider range of leisure activities are available, as currently there is no such an offer. At C.C. grocery stores (22.10%), and fashion stores (36.81%) can easily found. This corresponds to market research conducted, so if we increase the leisure centers in C.C. We could increase customer visits not only for shopping but for leisure.

Those who keep a greater fidelity to the center are retirees over 70. They value positively dealing with the staff and they not feel overwhelmed by them.

In contrast the younger age segment is much more discontent with this because young people need a different treatment. This new generation is revolutionizing the way we shop, as they are permanently connected to the Internet through their mobile devices, and that's where they find the products and services that best meet their daily needs, so it can be a great potential segment for C.C. Costumers under 20 are overwhelmed by the staff as well as those who are between 20-29.

At a higher age, education level and income level, the survey respondents say that shops assistants are appropriately trained (quite the opposite if we go to the opposite pole), the same goes when asking whether the facility staff overwhelm them.

Pricewise, workers and home workers are in agreement with them, they think that these are near the average. Moreover, retirees and students give a more negative assessment, as they are more price sensitive. If we analyze the opinion that the respondents have on prices by income level, those with a lower salary (1,000 €) disagree with Centre Ciutat prices, but as incomes rise these consumers agree with the prices.

Profiles obtained:

With the survey we could find different segments of final consumer as shown below:

Illustration 3.4.1. Representation of the segments obtained by the segmentation.

- Less than 20 years old to 29.
- They live in family groups of 4 or 3 members. So as they live with their parents, their incomes depend on these.
- Limited income.
- Items often bought: Fashion, food and catering industry (in this way)

Students

- From 29 to 49 years old.
- Most are families with one or two children.
- Income between € 1.501-2000
- Usually buy: Fashion, food.

Employees

- In working age
- Limited incomes: Only unemployment benefits.
- What they usually buy: Food, fashion and health.
- Members at home: not so clear, although most are 3 members in the home, there is a fairly similar proportion for different numbers of members

Unemployed

- Over 70 years old.
- Living alone (72.7% of pensioners living alone)
- With an average income of € 1,000 or less.
- Usually buy: Food, health and others.
- Most are happy with the staff.

Retired

For segmentation have used some of these criteria have not been included in the section on market investigation these appears in the annex 1.

4. DIAGNOSTIC SITUATION

Weaknesses:

• Lack of leisure facilities in the area.

• Difficulty in parking. (Practically pedestrian streets, residents' vehicles, loading and unloading vehicles and urban services can only access)

• Consideration of price as more highlighted negative aspect.

• Limited resources.

• Reduced level of training and technical skills for traders.

• A few modern and unattractive facilities

Strengths:

• Privileged central location.

• Central Market is located here, specializing in fresh food which offers attraction toward the place and driving force as a result of the age of the building.

• Great attraction of fashion goods, as there is a high presence of personal equipment stores (fashion, shoes and accessories)

• Commercial area clearly identified and easy to navigate with axes to facilitate pedestrian walks.

• Concentration of trade promotion events and revitalization of the area.

• Cooperation agreements with other companies.

• Direct contact with the consumer. Shopkeepers have a more personal contact than those in large surfaces.

Opportunities:

• 37.4% of commercial business in Castellón de la Plana are grouped in the city center of Castellón,

• Increased demand for items related to leisure, culture, health, education and communication.

• Accomplishment of short displacements for the daily purchase on the part of some groups of consumers, such as third age people, housemakers and students.

• Minor participation of the perishables in the total sales of the big surfaces.

• Older age customers are more loyal to the small business and they prefer acquiring goods of convenience, such as food and other immediate consumption goods in establishments close to their homes, due to difficulties in mobility.

• Potential of the online marketing. Sales on the internet are increasing. Besides Internet offers companies the possibility of obtaining information of the costumer.

Threat:

• Concentration in large surfaces of the assortment of products demanded by the consumer's needs and expectations. Possibility of acquiring all purchase in a single place.

• Few aid for trade by the City Hall and other institutions.

• Decreased consumer spending, especially in food, footwear, clothing and household goods.

• Requests for parking spaces for groups that do strong shopping at weekends.

• 277 empty business cannot generate pleasant shopping environment and it shows an image of abandoned site.

• Although there are trade associations, there is a low degree of active participation of small traders.

• Consumer less loyal to brands and establishments.

• Very quickly change in the needs of consumers.

5. DEFINITION OF THE PRODUCT AND THE MARKET

We continue with the services offered by Centre Ciutat, but same others can also by added to the list to provide more value to trade. In addition a portfolio of products is developed since the company does not currently have one.

Merchants will pay a small annual fee, which was previously minimum, in exchange for a service as C.C only make promotional campaigns, in this way the motivation for traders, sales, most businesses innovations, economies of scale through implementation of new technologies will benefit from sharing information with other retail partners. Access to certain services would not be profitable for a single trader.

There are two segments to which we are targeting: Small businesses and their final consumers. On the one hand, the new lines of action will try to give the partner value through operational actions, the goal is to increase sales and consumer satisfaction. On the other hand new partners and importance of the association will be highlighted.

6. DEFINITION OF THE MARKETING OBJECTIVES

Overall objective

Providing quality service based on the innovation to small businesses in the center of Castellón and offering a better service to the final consumer who increases the awareness of Centre Ciutat.

Specific objectives

OBJETIVES		Short term (6 months - 1 year)	Medium term (1-3 years)	Long term (3-5 years)
QUANTITATIVE	Increased market share	350 partners	475 partners	600 partners
	Increase of the average purchase for costumers in Centre Ciutat	10%	15%	20%
	Attract younger customers.	10%	15%	20%
QUALITATIVE	Increase the perceived quality of Centre Ciutat	Improvement continues to work primarily on innovation from shops.		
	Greater awareness	Recognition of the brand image	Identify Ciutat Centre as a shopping center for costumers' shopping	Be a reference as a place of shopping and entertainment.
	Increase the satisfaction of the final consumers	Score of 70% on annual surveys.	Score of 80% on annual surveys.	Score of 90% on annual surveys.

	Motivation and training of partners	Continuous

7. ELECTION OF MARKETING STRATEGIES

The analysis of competition has characterized the main challenges, which has allowed us to set a competitive strategy.

7.1. GENERIC COMPETITIVE STRATEGY: DIFFERENTIATION

Based on the distinction of the Porter generic strategies, the one to gain competitive advantage would be through differentiation within the sector. The goal is to provide quality service to our partners, compared to our main competitors: downtown Castellón merchants associations. The strategy is to adapt to the situation and needs of small businesses.

7.2. STRATEGIC WATCH: DIFFERENTIATION.

C.C. offers traders more quality and better services than those offered by our most direct competitors. The competitive advantage could be defined as differentiation, as customers perceive high value-added services. The selling price is higher compared to the direct competitor, although if we compare ourselves to our competitors, the selling price is lower Communication agencies and accounting firms prices are more affordable for our partners as they are charged an annual fee.

7.3. MILES AND SNOW STRATEGY.

The company strategy can also be rated taking into account the attitude towards the creation of new products and new markets. According to the classification of Miles and Snow, Centre Ciutat assumes an analyzer position, it's a mix between defensive and prospects position, which minimizes risk while maximizing opportunities. The strategy will be to find out what threatens the small businesses and to imitate the best competitors to be adapted to the shops, while we introduce new elements.

8. ACTION PROGRAMS

8.1. BRAND DECISIONS.

The brand is one of the most important strategic variables of a company because it owns value. This brand should be positioned in the minds of consumers to get the most recognition in the sector. In this case the first decision that the company make is the name: Centre Ciutat Castelló.

One of the decisions we will make regarding the brand is to change their current image, therefore a new logo related to the previous one is designed. It symbolizes the importance of shopping in the city center and will be distinctive from any other logo. The new look aims to be closer to the customer and striking for merchants and consumers.

The current logo did not specify that C.C. was an open mall, and there was not a representative picture of it. So a new one is proposed with the following characteristics:

- **Typography**: The typography chosen is Agency FB, which brings modernity because it is composed by straight lines.
- **Image:** Following the same line as the previous one, the octagonal image has been changed to a hexagonal one a bag symbolizing the stores with the letter C of Centre Ciutat Castelló has been added.
- **Color:** the color of the previous logo is kept, but new colors have been added, the bag has a degradation of colors from yellow to green and blue. It represents the set of landscapes around Castellón in the new orange hexagon.

Illustration 8.1.1. Logo proposed Centre Ciutat Castelló.

Centre Ciutat Castelló
Centro Comercial Abierto

Centre Ciutat Castelló
Centro Comercial Abierto

Centre Ciutat Castelló
Centro Comercial Abierto

Source: Own elaboration.

8.2. PRODUCT AND SERVICE DECISIONS.

First we need to specify all the company's products and services to help small businesses of C.C, because to date there is not a clearly defined portfolio of products and services offered to the merchants. The new services are:

• **Segmentation analysis of each trade and orientation**. As a company cannot reach all customers with the same efficiency, it is important for these companies to know their target audience and tailor their offer to them. Centre Ciutat will guide traders to help identify the groups, how to get to them, and which products or services are suitable.

• **Redesign products and advice offer to every establishment.** Depending on the marketing strategy and the target, C.C. will advise partners about the current and the potential products which might increase their profitability.

• **Financial and accounting advice**. There will not be an extra charge for those who want to make small consultations in the field of questions such as tax laws or accounting principles but for annual accounts and other accounting models there will be a lower charge than the one offered by professional consulting.

• **Support for new entrepreneurs**. Marketing, legal or labor advice for new business set up in the area will be free the first year.

• **Pricing policies of establishments.** Checking the shop prices taking into account their costs, competitors, demand and margins to know which one best fits to trade.

• **Advice about merchandising and window displays.**

Advertising campaigns for C.C. will be available but partners who want a personal promotion will be charged. This activity includes issues such as:

- Publicity design
- Viral Marketing.
- Street Marketing.
- Website own.
- Printable designs as catalogs, brochures or posters.
- Promotional videos.

Training courses:

There will also be free training courses for C.C. members because the customers who have not planned what to buy decide it when they are in the shopping center. The following courses for traders and shop assistants are offered:

a. Customer support.

b. Merchandising.

c. Examples of success. To give companies the option to promote the event.

d. How to attract, retain and sell products to customers.

e. Managing customer information.

Internet access free.

Following the previous C.C. policy, the center will have free access to internet through a free network for traders, as guifi.net, which connect users and local interests. With this type of connection traders do not need to pay a fee, because C.C. would take care of the installation.

Home delivery

Another initiative that we proposed is home delivery, products will be delivered to retirees who have mobility problems or workers who cannot afford the time to do the shopping. This is done to facilitate the purchase of these segments, particularly workers who are busy during the week and they usually go to supermarkets on Friday or Saturday. This way most of the shopping would be done in Centre Ciutat. Another reason for home delivery is the problem people have to find a parking place in the center of Castellón when doing the strong weekly shopping.

Since older customers are not familiar with new technologies, shopping via telephone or asking the store to carry the purchase home is available whenever the total amount in Centre Ciutat exceedes 45 €.

How will it work?

There will be a haulage contractor for all retailers, but if purchases are above a certain level and the number of trips is very high some more haulage contractors will be hired. Each store will use ERP system, the shop assistant will fill in a sales document from a costumer who has previously registered. The purchase will be closed after 24 hours and the haulage contractor will deliver those purchases above 45 € which are shown in a map.

Implement marketing intelligence systems.

With the objective of improving information management in the environment, Centre Ciutat will be responsible for the implementation of a marketing intelligence system, which will collect information such as trends in consumer demand and needs, lifestyles, emerging segments, demographic and socioeconomic trends, competitor actions or legislative and institutional developments.

Traditional trade is in a turbulent environment in which there is constant innovation in commercial formats and formulas, constant releases of new products to market, rapid changes in consumer needs, and there are also increasingly complex and demanding consumers. These factors are a threat to businesses, but good data collection and systematic analysis could benefit Centre Ciutat traders.

How to implement it:

The Centre Ciutat staff and partners will collect data. The merchants who do not take part will only have access to secondary information already available, and those who cooperate will have access to all information collected on the basis of data, as many businesses are reluctant to give this information. Main steps:

1. Collect all available information from secondary sources.
2. Traders distribute questionnaires about the satisfaction with the establishment or for the choice in the assortment to the customers.
3. Explain traders the technique of benchmarketing to act in a better way than the best competitors to improve their business.
4. Further develop communication and awareness campaigns among traders.

Added services to customers:

To correct a few weaknesses we indicated in previous paragraphs, we will try to create a shopping atmosphere in the zone with theatre plays, monologues, and films in Castellón central zone, the Llotja del Cànem. Every Friday and Saturday some activity of this type will be organized. There will be activities for children including bouncy castles and activities of animation in the Plaza Mayor and Santa Clara.

8.3. PRICE DECISIONS.

To estimate the price of the product and services offered by the company, we have to take into account the demand, costs and competition.

The company did not charge the partners if they had between one and ten shares of the company. The new proposal includes charging annual fees in exchange for improving the services offered to merchants, as the current budget acquired through advertising revenue is not enough.

The partners may be reluctant to incorporate a new fee, so we will include this new quota gradually for partners to check the way Centre Ciutat improves.

In the table below we can see how the fee is gradually charged up to the third year when it is fixed:

Table 8.3.1. Incorporating prices.

	Price (€ / year)
First year	60 €
Second year	90 €
Third year	150 €
Rest	150 €

Any company has to decide where you want to position your offer. The clearer their goals, the easier it will set the price of their products. C.C. aims the objective of maximizing market share, although with these lows quotas benefits will not be gain in the long-term, as the market in which we operate and the situation of the small trade is currently sensitive, this price could stimulate the growth of businesses concerned and in change it could increase their own sales.

In addition the company must know the costs, prices and possible competitor reactions. We have to consider the traders associations as near competitors, some of which do not charge a fee and only make tasks of representation. However C.C. offer greater service and advice at affordable prices but as the supply of C.C. has features that competitors do not offer, the customer value must be calculated and added to the price of the competitor.

Nevertheless we are not interested in high prices as a consultancy or an agency of communication, since we would not manage to achieve the aim of maximization of the market share.

This price will not include some specific actions for individual traders as communication or fulfillment of the financial statements and tax forms and models. These have an added value to the annual fee, but they will be cheaper than the ones in communication agencies and consultancies because they pay a fee as associated members. Annex 2 shows a table detailing these prices.

Other prices for the final consumer:

- **Regarding home delivery**, workers pay a symbolic price of 2 € when they get purchases at home.
- **Castellón Fashion Week:** Free of charge, except for the last day that the admission will be priced at 10 €, because the greatest amount of people is expected during the day with the visit of Miguel Angel Silvestre in the the closing ceremony. As an incentive to the symbolic payment of entry, firms that take part will award a voucher with 10% discount for purchases in these stores.
- **La Feria del Gourmet:** The price of the entry is 12 € and the visitors will be able to try what the trades offer in his stands.
- All people may have free access to **theatre, film and monologues as well as** children activities (Shops must pay 10 € a year for it)

For the trades the price for appearing in the proposed events will be 150 €.

To encourage the opening of new stores in the center of Castellón, the entrepreneurs who set up their business in the area will have the first annual fee free and a 25% discount on other services.

With regard to the shops, the assessment was not all bad except for those with more price sensitivity, so we will try to remedy this deficiency through sales promotion to be developed in the section on communication.

8.4. DISTRIBUTION DECISIONS

M-commerce:

Improving the current mobile application, which only shows the location of the stores, as in Spain 6 people out of 10 have a smartphone with lots of applications installed, the current one should be improved.

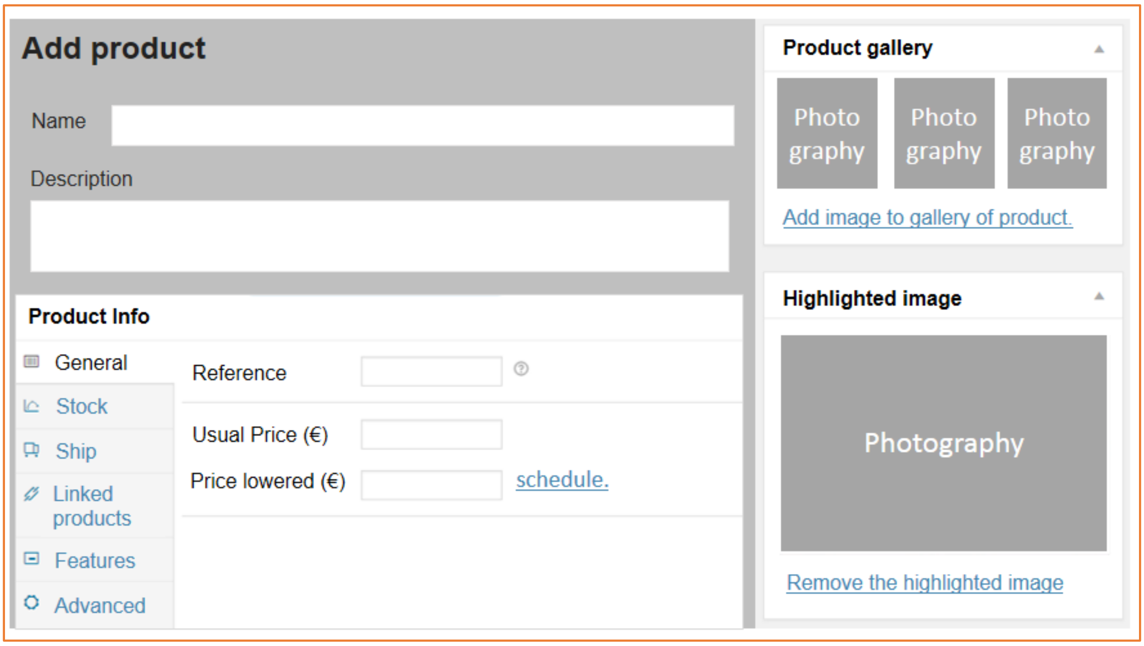
C.C. will offer its traders an online store (m-commerce) for free in the same application, it should be a showcase of products from shops through smartphones and it should serve to visualize and buy through it, making it easier for the customer any shopping.

The functioning is very simple and it works as a simple ERP system, the product name, a brief description, price and pictures can be added. But the selection of sizes, dimensions, colors, patterns, etc. could also be included. It will operate from a single platform and each trader will have a username and password to add, delete, or modify products. The access to this platform will be through a smartphone, tablet or a computer. A peculiar feature is that merchants can add any product from their phone and give the option of directly taking a picture with any smartphone.

When the trader introduces a new article, the m-commerce shows this option and depending on what we select a headline that reads "special price", "promotion", "sales" appears on the interface.

Although this interface is very intuitive and does not require large computer knowledge Centre Ciutat will distribute manual and explanatory videos, and traders can visit C.C. office for any doubt. Each shop can customize the colors they like, and incorporate the logo on it. Here we can see some pictures of how it would work.

Illustration 8.4.1. How to add a new product.



The consumer will be shown a menu where they may select the options from several categories such as: food, young fashion, computers, etc. Within this category, they choose the name of the establishment and the first page of the shop will show the most relevant articles and those products related to their last purchase. Afterwards consumers have the option to see the products divided into many categories and subcategories. For example if it is a garden store they will enter into “Our plants” and then they will choose between “outdoor” or “indoor plants”, etc. Additionally this application can be downloaded for free as they had been doing so far from App store

(Iphone) or Play Store (Android). It will not cost an extra charge so consumers will be able to see from home or anywhere the products these establishments displays. It will offer all the comforts of payment: Pay by any credit card, paypal or cash upon picking up the purchase. Purchases are collected in the store you bought or they will be sent to the customer address for two euros.

New location:

New location of the head office of Centre Ciutat, in a more central and accessible area and distinguishable from other organizations or buildings in the area.

There are controversial to classify the merchandising in marketing decisions in distribution or communication we can see the definition of the AMA: It relates to the promotional activities of manufacturers that bring about in-store display. This can be classified in distribution decisions because it is activities at the point of sale or can understand it as a persuasive communication, carried out by the merchant (Martinez, 1999:39) in addition according to Perez Campos is a part of communication outside the media (below the line). Then, we develop merchandising actions in the next section.

8.5. COMMUNICATION DECISIONS.

Exterior signposting

New signage elements are incorporated into the exterior of the store. The image of a store needs to be updated constantly and lightweight, cheap and inserted new supports of graphic image assembly will be added.

Supports that can be replaced regularly will be incorporated into the facades, it does not require a large investment, in this way the consumers can clearly distinguish that it is a Centre Ciutat trade. Thus the image of C.C will be highlighted. So far it was very difficult to know which stores are to C.C. because there was only a little sticker hidden. The goal is that the consumer can easily identify which business is part of a shopping center.

One of the first actions is to implement stickers in the windows occupying the top of the window, they will have the same logo colors and will be striking and original, the size will occupy the entire width of the window, and it will only cover the vertical part to ensure maximum visibility of the products displayed.

Illustration 8.5.1. Representation of vinyl in the windows.

Source: Own elaboration.

Merchandising in the point sale:

It is necessary to restore the facades of many trades, eliminating the unfit elements such as awnings, air conditioning condensing unit, renovating doors and windows if necessary, etc.

Although the shop may be new, some materials seem old. Sometimes a paint layer and restoring the floor with vinyl flooring would serve because this is cheap and easy to use.

The merchant only pay the cost of material, labor is provided by C.C. These materials will be easily restorable and economic so it is a cheap cost but it may improve the image of modernity of the shops.

The building materials are light-colored, which mainly focus attention on the products in the store, and they give the feeling of more space, because the shops are of reduced dimensions.

Interactive screens.

Another action will be to implement three touch screens at key points, in the busiest areas of public in the center of Castellón.

These screens collect the location of the stores and they are grouped by area and by the products they offer, such as restaurants, young fashion, drugstores, etc.

Illustration 8.5.2. Picture of one of the interactive displays.

Source: Own elaboration.

Quality seals for businesses.

Quality seals will be distributed among the stores annually to motivate traders to improve their business and consumers can also vote on certain issues related to the shops.

Centre Ciutat will make an assessment of a number of conditions such as dealing with customers, cleanliness, order, price, etc. These reviews will be objective as they will be evaluated by C.C. professionals.

Customers also assess other issues which have a lower weight in the rating, as these are more subjective opinions. A quality seal is awarded to the three best rated companies.

During the campaign of Christmas this event will take place because in this season there is a higher level of people and the number of purchases is the greatest. The period for consumers to vote will be the weekend from 19th to 23rd December. The consumer will be able to vote for questionnaires given in the trades and to deposit them in the voting polls.

On day 23 at 18:00h there will be a ceremony in which those businesses that meet the quality requirements will collect their prize, this is a financial contribution to invest in improvements in their business. The awards are 1,000 € best 500 € to 300 €.

A drawing for consumers who participated in the rating will take place, so 10 Christmas hampers valued € 80 each will be drawn.

Companies awarded with the quality mark will appear on the mobile store through a distinctive image. During the awards ceremony chocolate with churros will be distributed among the attendees.

In addition the stores of C.C. and streets will take care of the ornament during the holiday season. That same day costumers will choose the best showcase of Centre Ciutat and the merchant will be rewarded 100 €, and the photo of the shop window will be published in the local news, on the web and C.C. social networks.

The event will be promoted through signage in all stores Ciutat de Centre, informing the draw and the feedback of the event.

Ephemeral showroom: Castellón Fashion Week

Given the importance that fashion has in Centre Ciutat, an ephemeral showroom targeted at a young audience aged 17-30, will be offered.

Illustration 8.5.3. Logo of the ephemeral showroom: Castellón Fashion Week.

Castellón
fashion week

Source: Own elaboration.

The overall objective of this event is to facilitate a meeting between different public sector and image fashion to benefit Centre Ciutat stores. It wants to add value to the city and province of Castellón, supporting and encouraging the use of this platform for interaction between the merchant and the general public.

In short, it is to project an image of city where fashion is created and sold and activities related to the Fashion Business are promoted.

The expected future edition of the event will be held in Old Casino facilities which are located in the center of Castellón capital during the 8th, 9th and 10th of May. It has excellent facilities for the smooth conduct of the event and it fits perfectly with the image we want to show. In addition it has a maximum capacity for 330 people.

Illustration 8.5.4. Old Casino Facilities.

Care will be taken to maximize the merchandising of the event, how to present the products, and create a vintage esthetics set in the 40s, so that the feeling of exclusivity and quality is the best. Below there are some suggestions for the business stand:

Illustration 8.5.5. Tips for decorating the event.

In this case we have two targets:

1. Trades which want to participate in this exclusive event

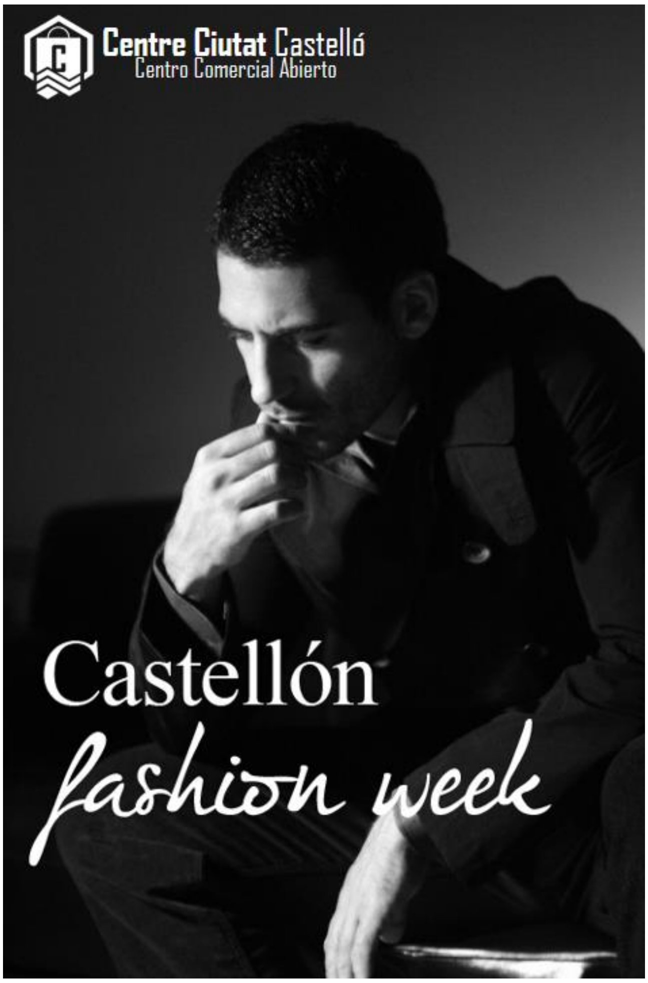
2. Young people in the area who want to know about the products.

We try to provide exclusivity to all the trades participants offering the opportunity to showcase their products in their corporate areas and showing their collections through fashion show. Those businesses which want to be present at the event must pay a fee of 150 € for participating in the showroom for the three days. This will bring value to the shops and promoted their Castellón brands at provincial and national level, facilitating interaction between traders and the general public.

It aims to increase tourism in the city and make the center a unique place to hang out and create unique and memorable experiences, i.e. it is not a simply set of stores. We must be different, innovative and bring new experiences to customers. In addition this will help us to get to know Centre Ciutat and it will create notoriety as a shopping center.

To strengthen the image of the event, Michael Ángel Silvestre will promote the event which will help to create emotional bows with the exposed products and the target (young people), since he is from Castellón, which will even promote the importance of the event and the image of the city. Silvestre will be the image of the event in the actions of communication, in addition he will attend the last day of the event and we will have a photocall where attendees will be photographed with him. This photocall is a 3x3 banner, and the logo of Centre Ciutat together Castellón Fashion Week will be displayed.

Illustration 8.5.6. Miguel Ángel Silvestre image to Castellón Fashion Week.



Source: Own elaboration.

Activities to realize:

- **Fashion shows**, in an adjacent room there will be one of the most anticipated shows of the city of Castellón. This is a unique opportunity for companies or designers to present their collections.
- **Exposure of their brands and products in exhibitors**, trying to create an ideal place for interaction with the public, selling its products or advising those who wish.
- **Meetings between bloggers and professional / amateur fashion design**. These symposia is about the topical issues related to the topic of fashion.
- **Workshops image consulting.** (Eg cosmetics, hairdresser)

To promote the event:

- Promotional Minisite.
- Releases in local newspapers around Castellón de la Plana.
- Publication of the event on page the Hall City.
- Posters on bus shelters Castellon.
- Signage, flayers and direct marketing with the image of the promoter of the event.
- Banner at the entrance of the partner stores during the weeks before the event.
- Advertising in the interactive screens that we have installed.
- Promotional videos for social networking.

In addition, the event video will be used to include social networking and this way we will promote the event next year, and in Facebook be posted real time photos of the show will be published so people can participate opinion. Something similar will happen on twitter, customers may upload the photograph of the clothes they like with the hastagh mentioned in the event. A person responsible for monitoring the event in the network will have a database with all clothes in differentiated brands, and in real time this person will reply with the issues such as the store where you can find it, the price etc.

At the end of the event, the organization of Centre Ciutat will award the trade that has offered the best product or work presentation, based on criteria of creativity and communication thereof.

Gastronomic Fair: “La feria del Gourmet”

Illustration 8.5.7. Logo of the gastronomic fair: La feria del Gourmet.

Source: Own elaboration.

Apart from creating a showroom event, there will be a gastronomic fair, because along with fashion, Centre Ciutat is known for its diversity of restaurants and food, so we will organize "*La Feria del Gourmet en Castellón*" The message of this one will not be other one that the good Mediterranean cuisine of the zone.

It will consist of several stands from different establishments in Centre Ciutat, which included: Bakeries & Pastry Shops, Catering industry like bars, restaurants, coffee, sweets, dietary.

Visitors can taste the products of each stand, and also visit the presentation by famous characters of this field. For example: Jordi Cruz who has two Michelin stars is known for TV programs like Master Chef and his successful restaurant Abac. In his presentation he talks about some tips of his restaurant.

There will be other presentations on the "gastromarketing". The industry representatives will discuss ways to modernize through key tools such as the Internet and social networks, how to better manage a restaurant and the latest culinary trends.

At the end of the visit consumers can assess which stand they like the most, this will be posted on Facebook and they will be given a prize.

Actions to promote the event will be the same as above (Signage, direct marketing, press releases, etc.) It is noted that in the minisite recipes are published. Facebook will advance any of the dishes that will be presented.

Within 20 days in advance a picture of the event with the data will be published in the Centre Ciutat Facebook, and we propose a contest in which the users can send a photo of a recipe created by them, the “like” photo most voted will be the winner and the sender will be able to attend the event for free and will get a 100 € voucher to spend in the shops of Centre Ciutat, a dinner for two in any adhered restaurant will also be prized.

Marketing online:

- **Newsletter campaign:** offers for trades, sales promotion of any of the additional services (counseling or communication). For example: "This month 20% discount in your business"
- **Facebook, Twitter, Pinterest, Google plus campaign** especially aimed at the final consumer.
    - Caring Facebook entries, many of the publications are repeated without customer value. C.C. have to show mainly the commercial offer in the area, it will be used to promote events, but it can also display the image of Castellón Center emblematic places such as the cathedral of Santa Maria, the Old Casino, so that people may relate our company to center of Castellón. In addition to other publications in which users interact, eg competitions with gifts from shops, discounts, etc. This increases the users and facebook activity. In addition to advertising a new mobile shopping application, especially two weeks after its release.
    - A profile is created in Pinterest to show images from shops, the center of Castellón, the new facilities C.C.; Pictures of the events held or dissemination of these ones.
    - Ads on Facebook, so that users increase the Fanpage.
- **New website.**
    - The current design is old and not updated, the new design should have more visual City Center photographs and be a more accessible and interactive with the consumer site. It is important for the website to be linked to social networks, which have much weight in the communication campaign.
    - It is also recommendable to add a section “Forming part of C.C." in which there is information about the activities.
    - Buying .com and .es domains will increase the SEO and positioning in the main search results.

Sales promotion:

- **Student card**: To be used in all establishments which have the C.C. logo, offering discounts in partner establishments. To attract young people who are not happy with the price.
- **Credit Card C.C.:**
  - Allows home delivery (in exchange for a small price)
  - To pay for m-commerce.
  - Free home delivery for seniors
  - Deferred payments (signing a cooperation agreement with a financial institution)

Other offline actions:

- Direct marketing to promote home delivery throughout the city of Castellón.
- Sales staff will visit downtown shops which are not members of CC to attract new partners.

9. TIMELINE

Table 9.1. Timeline

Actions:	Jul-14		Aug-14		Sep-14		Oct-14		Nov-14		Dec-14		Jan-15		Feb-15		Mar-15		Apr-15		May-15		Jun-15	
Fortnights:	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
Product																								
Installing wifi network for businesses					X																			
Implementation of home delivery				X																				
Direct Marketing reporting about the home delivery		X	X																					
Children's activities		X	X																					
Cycles of cinema, theater and monologues		X	X																					
Analyse the situation shops to propose improvements	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Training courses																								
Costumer support	X										X										X			
Merchandising.			X										X									X		
Examples of success.					X										X								X	
How to attract, retain and sell products to customers.							X										X							X
Managing customer information.									X										X					
Price																								
Implementation of the new fee		X																						
Notification of trades	X																							
Distribution																								
Establish system M-commerce			X																					
Change of registered office				X																				
Reforms and conditioning				X																				
Communication																								
installation of vinyls in all trades.		X																						
Necessary repairs shops	When they request																							
Exam of companies for quality seals.											X	X												
Promotion through direct marketing, signage and personal sales.										X	X	X												
Installing the touch screens at strategic points in the city						X	X																	

Actions:	Jul-14		Aug-14		Sep-14		Oct-14		Nov-14		Dec-14		Jan-15		Feb-15		Mar-15		Apr-15		May-15		Jun-15	
Fortnights:	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
Organization of the Castellón Fashion Week																								
Publication of promotional minisite																								
Press releases																								
Posters on billboards.																								
Signage, flayers, direct marketing																								
Banner at the entrance of partner shops																								
Advertise on interactive displays																								
Publication promotional videos on social networks																								
La feria del Gourmet																								
Publication of promotional minisite																								
Press releases																								
Posters on billboards.																								
Signage, flayers, direct marketing																								
Banner at the entrance of partner shops																								
Advertise on interactive displays																								
Publication promotional videos on social networks																								
Marketing online:																								
Newsletter campaign																								
Social Networking Campaign (Target to final consumer)																								
Ads on Facebook																								
New Website																								
Sales Promotion																								
Implementation of student card																								
publications on social networks informing																								
Credit Card C.C.																								
Publications on social networks																								
Direct Marketing																								
Other actions offline marketing:																								
Direct Marketing																								
Personal sales to attract new partners:																								

10. BUDGET

Table 10.1. Budget

Concept	Description	Annual budget	
General expenses	Rental of the new office	12.000 €	
	Wages and salaries	24.000 €	
Communication	Castellón Fashion Week	Income	7.800 €
		Expenditure	7.100 €
		Award stand	700 €
	La feria del Gourmet	Income	10.800 €
		Expenditure	9.800 €
		Award stand	1.000 €
	Web Page	700 €	
	Quality seals for businesses.	2.800 €	
	Vinyl in the windows.	1.600 €	
	Interactive screens.	2.500 €	
	Newsletter campaign	300 €	
	Sales Promotion:	2.500 €	
Rates of new products and services	Internet installation	200 €	
	M-commerce	2.000 €	
	Direct marketing	2.000 €	
	Sales staff	1.000 €	
	Dynamic activities in the area	Expenditure	4.100 €
		Income	2.900 €
	Training courses	2.000 €	
	Marketing intelligence systems.	1.200 €	
	Labor for reform of the trade	5.000 €	
	Home delivery	8.000 €	

TOTAL EXPENDITURE	69.000 €

11. CONTROL

Table 11.1. Control

Strategic objective	Indicator	Frequency measurements	Follow-up activities
Increased market share	Market share	Quarterly	Quarterly calculator this consist of total number of sales in C.C. / Number of total sales
Increase of the average purchase for costumers in Centre Ciutat	EBIT of all partners	Quarterly	Observe if the profit before tax has increased for partners so we know if customers have increased their purchases
Increase the perceived quality of Centre Ciutat	% Of expenditure on innovation in SMEs	Annual	Control spending on innovation and improvement of facilities
Greater awareness	Numbers of visits to events and activities.	Semiannual	the number of visits by consumers to dynamic activities (cinema, theater, monologues and children) and the number of visits to events
Increase the satisfaction of the final consumers	Annual surveys	Annual	Through surveys distributed to shops we know the consumer satisfaction.
Motivation and training of partners	% Traders and dependents who have attended courses	Monthly	Periodically we will control the percentage of employees trained

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13. ANNEXES

Annex 1. Marketing research

Table 13.1.1. Number of household members according to the working situation

		Student	Worker	Homemaker	Retired	Unemployed	Total
1 member	Amount	1	4	0	8	1	14
	Percentage	3.0%	11.4%	0.0%	72.7%	10.0%	14.0%
2 members	Amount	3	11	4	2	2	22
	Percentage	9.1%	31.4%	36.4%	18.2%	20.0%	22.0%
3 members	Amount	8	10	2	0	3	23
	Percentage	24.2%	28.6%	18.2%	0.0%	30.0%	23.0%
4 members	Amount	18	9	4	0	1	32
	Percentage	54.5%	25.7%	36.4%	0.0%	10.0%	32.0%
5 members	Amount	1	1	1	0	1	4
	Percentage	3.0%	2.9%	9.1%	0.0%	10.0%	4.0%
6 members	Amount	2	0	0	1	2	5
	Percentage	6.1%	0.0%	0.0%	9.1%	20.0%	5.0%
Total	Amount	33	35	11	11	10	100
	Percentage	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 13.1.2. Chi-square test: Number of household members * working situation

	Value	Degree of Freedom	*Asymptotic Significance (2 Sided)*
Pearson Chi-squared	60,399[a]	20	,000

The students are in the habit of living in house of 3 or 4 members. For what lives still with his family. 54.5 % of the students lives in house with 4 members, and 24.2 % with 3 members.

72.7 % of the pensioners lives alone, and 18.2 % is two members in the home.

The survey respondent ones that work 31.4 % are two members, for what they live together. 28.6 % is three members, and 25.7 % is four members.

Table 13.1.3. Number of household members according to the age

		Less than 20	20-29 years old	30-39 years old	49-40 years old	50-59 years old	60-69 years old	More than 70 years old	Less than 20 years old
1 member	Amount	0	3	1	0	2	2	6	14
	Percentage	0,0%	9,1%	5,0%	0,0%	14,3%	28,6%	75,0%	14,0%
2 members	Amount	0	4	7	3	4	3	1	22
	Percentage	0,0%	12,1%	35,0%	27,3%	28,6%	42,9%	12,5%	22,0%
3 members	Amount	2	8	5	2	4	2	0	23
	Percentage	28,6%	24,2%	25,0%	18,2%	28,6%	28,6%	0,0%	23,0%
4 members	Amount	5	13	6	5	3	0	0	32
	Percentage	71,4%	39,4%	30,0%	45,5%	21,4%	0,0%	0,0%	32,0%
5 members	Amount	0	2	1	1	0	0	0	4
	Percentage	0,0%	6,1%	5,0%	9,1%	0,0%	0,0%	0,0%	4,0%
6 members	Amount	0	3	0	0	1	0	1	5
	Percentage	0,0%	9,1%	0,0%	0,0%	7,1%	0,0%	12,5%	5,0%
Total	Amount	7	33	20	11	14	7	8	100
	Percentage	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

In this table we obtain data as above, but help us to better detail the profile of each type of customer.

- All children under 20 years, 71.4% live in families of 4 members
- Respondents aged 20 to 29, 39, 4% live in family of 4 members 24.2% live in families of 3.members
- Respondents aged 30 to 39 years 35% cohabiting, 25% in families of three members, and 30% in families of 4 members
- Those aged 40 to 49 years living primarily in a family of 4 (45.5%) and 27.3% with family.
- From 50 to 59, 28.4% live in family of three, the other 28.4% live in couples, and 14.3% live alone.
- People aged 60 to 69 years living mostly in couples (42.9%), only 28.6%, 28.6% and the other three are at home.

- People over 70 living alone.

Table 13.1.4. Chi-square test: Number of household members * age

	Valor	gl	Sig. asintótica (2 caras)
Pearson Chi-squared	52,460[a]	30	,007

Table 13.1.5. Number of household income by household members

	0-1,000 €	1,001-1,500 €	1,501-2,000 €	2,001-2,500 €	More than 2,500€	Total
1 member	12	2	0	0	0	14
	31,6%	8,0%	0,0%	0,0%	0,0%	14,3%
2 members	8	5	3	3	3	22
	21,1%	20,0%	20,0%	30,0%	30,0%	22,4%
3 members	10	7	3	1	2	23
	26,3%	28,0%	20,0%	10,0%	20,0%	23,5%
4 members	8	5	8	5	4	30
	21,1%	20,0%	53,3%	50,0%	40,0%	30,6%
5 members	0	2	0	1	1	4
	0,0%	8,0%	0,0%	10,0%	10,0%	4,1%
6 members	0	4	1	0	0	5
	0,0%	16,0%	6,7%	0,0%	0,0%	5,1%
Total	38	25	15	10	10	98
	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Annex 2. Marketing research

Pricing for additional services.

Table.13.2.1. Pricing structure:

Accounting advisory services (Annual)	Annual accounts	Tax models (1 year)	Labour Consultancy: Preparation of payroll	Special Reports
	100 €	**100 €**	**50 €**	**Consult**
Promotional videos	**SIMPLE. Ad <20 seconds. For viral through images and video material existing.**	**MEDIUM. Ad between 20 and 30 seconds that involves recording and preparation of scenery**	**ADVANCED. TV Documentaries and Reports**	
	50 €	**100 €**	**175 €**	
Web development. (These prices include hosting and domain)	**Design and publishing**	**Design, publishing, photography and content development**	**Design and publication + Positioning**	**FULL: Design, publishing, positioning, photography and content development**
	200 €	**200 €**	**300 €**	**450 €**
Viral Marketing	**Low impact Youtube = 2,000 visits**	**Impact medium = 15,000 visits**	**Greater impact: 30,000 views on youtube**	
	75 €	**150 €**	**250 €**	
Printable designs (only the price of the design is included, but not copies of this to be borne by the trader must decide copy number and size).	**Catalogue (if the company provides pictures)**		**Catalog if the company does not provide photos**	
	Each page	**3 €**	**Each page**	**5 €**
	Brochures and posters.			
	A7	**A6**	**A5**	**A4**
	30 €	**40 €**	**50 €**	**65€**
	A3	**A2**	**A1**	**Personalizadas mayor que A1**
	75 €	**85 €**	**100 €**	**150 €**
Loyalty schemes	**Total Price:**			
	75 €			
Product photography	**20-30 photos**	**30-50 photos**	**50-75 photos**	**75-100 photos**
	20 €	**40 €**	**60 €**	**80 €**
Street marketing	**Total Price:**			
	150 €			