



# **MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A.**

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DEGREE IN BUSINESS ADMINISTRATION

AE-1049 – FINAL PROJECT

ACADEMIC YEAR 2015/2016

# MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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## 1. EXECUTIVE SUMMARY

*Construction Company Pavasal SA*, hereinafter *Pavasal*, is a family company dedicated to the construction and maintenance of civil and industrial works. This company was created in 1943 in Valencia, with over 70 years experience in the market.

In the external analysis, in terms of its political and economic environment, the main element would be the consequent political stability of the economic crisis in Spain since 2008, which influences the consumption society and the development and investment companies. Moreover, at present the most significant problems to society are unemployment, corruption and fraud, economic problems and politics in general. On the other hand, technology plays a key role in the construction sector, so companies should remain in a continuous process of innovation. Society is increasingly concerned with environmental care, so that companies that carry out favorable environmental actions are best considered by customers. Finally, within the legal environment of the construction sector there is a tax called ICIO, besides being regulated by other legislation.

The market to which the company is heading in the construction sector is focused primarily on civil works. The construction sector is so important in all processes of development of the economy of a country because it produces spillover effects on other sectors of suppliers of construction and because contribute to improve competitiveness of the country and increase the well - being and social stability in the medium and long term

*Pavasal* establishes a differentiation strategy in terms of segmentation, as a single segment is not directed but adapts its offer to the different needs of its customers. These customer segments differ in private and public.

The main objectives set are to attract new customers, keep loyal customers satisfied, establish good relations with them, and keep staff training constantly recycling, with respect to the objectives of trade relations. Regarding the objectives of marketing activities, the objectives of increasing work projects, achieve an increase in market share and extend the geographical scope are set. Finally, net profit increase of the company would be the objective set financially. The strategy carried out according to Porter is the differentiation, according to Miles and Snow is analyzer, according to Kotler and Singh is follower, and finally, according Ansoff is market penetration strategy.

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Regarding the marketing mix, which have been identified actions to carry out the above named objectives, it stands first actions of service and product such as, promote and add value to urban regeneration, establish training courses, establish meetings with business, create a department of international relations and manage materials left over from the works.

Pricewise, the pricing methods by applying a margin would be supplemented. With regard to distribution, the proposed actions are to improve office facilities, and expand the geographical scope. And finally, referring to the promotion and communication actions arise as the official website redesign, have social networks, participate in events and trade shows, "merchandising", collaborating with road safety days, and to use billboards.

Thereafter, a quote on the actions that want to implement, calculating the costs that would be carried out by the company estimated.

Finally, will be performing a comprehensive and consecutive goals control, so that if these fail to achieve the expected or do not get expectations, to foresee in time and act quickly, so that these actions become efficient and profitable again.

## 2. PRESENTATION OF THE COMPANY PAVASAL

### 2.1. Company presentation

For my final year Project, I have chosen to make a marketing plan of the construction company Pavasal.

Pavasal is a family company dedicated to the construction and conservation of civil and industrial buildings works. Its main activity takes place in the Valencian Community and Murcia, and also maintains a significant presence in Castilla la Mancha, the Community of Madrid, Aragon and southern Catalonia.

Pavasal was founded in Valencia and nowadays it has over 70 years of experience in the sector. It has its origins in the paving and asphaltting of roads but later expanded its field of action to the construction of all types of industrial and civil infrastructures, such as railways, ports, housing developments, industrial buildings, water works, bridges and roads.



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From the eighties to nowadays, the activity of the company comprises the construction and maintenance of all types of industrial and civil infrastructure, both public and private, from major projects to small conservation actions.

It is in 1996, when the company name changes, renamed Construction Company Pavasal S.A.

## Illustrations 2 and 3: Photographs of the Beginnings Pavasal



*Source: Pavasal Website*

### 2.3. Mission and vision

The mission of the company is to offer an innovative product and service with quality, therefore it dedicates much of its efforts to the research and development of new products and processes, as well as to the application of new emerging technologies to development and execution of works and activities carried out for innovation.

Pavasal works with the commitment to successfully attend the needs of quality and compliance of their customers, establishing favorable and long-term relationships with them. Also, it promotes a work environment which encourages personal and professional development of its employees.

Pavasal's vision is to grow as a leader company in the construction sector and to increase its presence at the national level, with a committed team and generating innovative products that meet the needs of customers with high quality standards, to promise strength and recognition of the company. They aspire every day to get excellence in work, being a company in continuous evolution and that it transcends and generates solid values and results of an ethical and sustainable character.

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## 2.4. Corporate culture

Throughout its trajectory, the company has experienced a sustained growth thanks to a corporate culture that is sustained on the commitment with the customer, quality, austerity, professionalism and prudent management. All this has made Pavasal a solid company, able to successfully address any project in Spain. From its beginnings, this company has been considered a reference in the sector.

## 3. SITUATIONAL ANALYSIS

### 3.1. Internal analysis

Within the internal analysis of the company, I will make an analysis of the resources Pavasal has and its distinctive capabilities.

Both the resources available and the capabilities that differentiate it from the rest are from what the company should try to get a competitive advantage over their competitors.

#### 3.1.1. Analysis of resources

To consider the resources Pavasal has I have differentiated into three sections: human, tangible and intangible.

The human resources cover those people related to the company who provide human value to this and to the organizational culture. Tangible resources are identified and quantified physical and financial shape, and finally, the intangibles ones, although their value is difficult to identify, are valued by their marketing mix and corporate social responsibility to conduct the business.

##### 3.1.1.1. Human resources

The fundamental base of Pavasal and its sustainable development is its workforce. The company is composed by committed and qualified individuals who perform their duties with the ultimate goal of excellence and quality in the service offered, which is a priority factor and positively valued by customers.

HR policy benefits both the professional development of employees and their skills and abilities, through a suitable working environment based on talent management and leadership. Thus, the company values the dedication of its employees, the desire to improve, disposition and interest.

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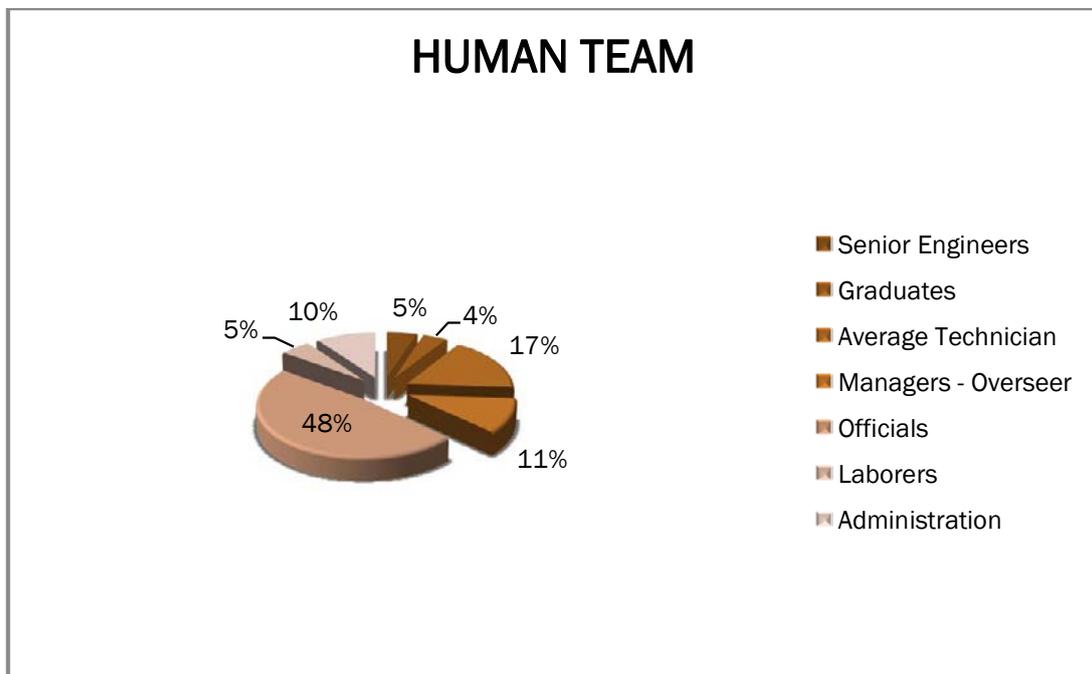
Pavasal has formed a team of people with initiatives who are able to actively influence in the changes that will improve the development of work, and in the service provided to customer. In addition, the company applies a reconciliation and equality plan according to the value that is given to people.

This human resources policy is a commitment to the person and to the employee, which is matched with a responsible, committed and professional work to the projects developed by Pavasal. And with this policy, it also aims to attract and retain the best professionals.

Currently, it has a team of 536 employees, of which 29 are senior engineers and 1,269 have secondary or higher education. And besides, it is noteworthy that the average age of the staff is around 40 and that almost 30% of the staff has more than 12 years of service and therefore, experience.

In the following graph is shown in more detail the human team who the company employs according to the curriculums employees have.

**Graphic 1: Current Human Team Pavasal**



Source: Own Elaboration. Data: Construction Company Pavasal S.A.

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The figure shown below is the corporate organization chart from Pavasal.

Illustration 4: Corporate Organizational Chart



Source: Own Elaboration. Data: Construction Company Pavasal

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## 3.1.1.2. Tangible resources

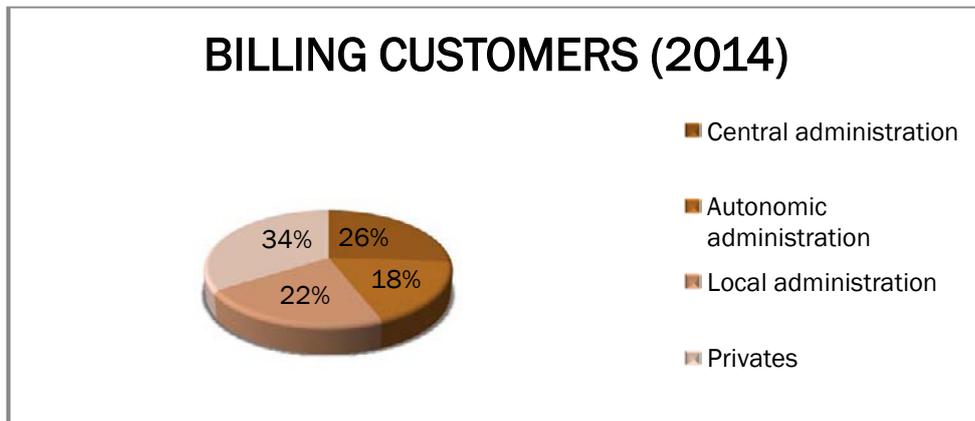
Tangible resources are divided into financial resources of the company and physical resources.

### - Financial Resources

The Pavasal financial resources have come mainly from two sources, their customers and their activity. Funding derived by customers may be given by the government, both central and regional and local.

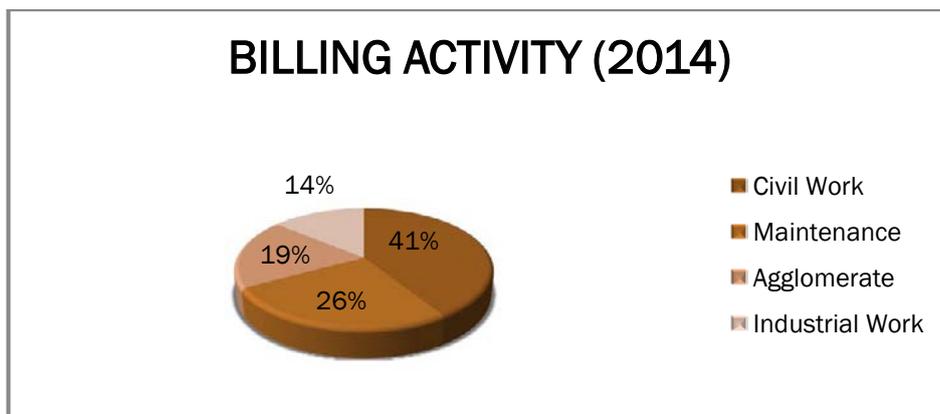
And the funding that comes from the activity performed is derived from civil and industrial works, road maintenance and agglomerate.

**Graphic 2: Distribution of Turnover per Customer in 2014**



*Source: Construction Company Pavasal*

**Graphic 3: Distribution of Turnover by Activity in 2014**



*Source: Construction Company Pavasal*

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The following tables show, on the one hand, the main financial figures of the company Pavasal, in terms of its turnover in the period between 2012 and 2014 and, on the other hand, economic data leading company in the same time period.

**Table 1: Turnover Period 2012-2014**

DATA	2014	2013	2012
Turnover	94.722.193,83	100.232.055	101.508.689

*Source: Construction Company Pavasal*

**Table 2: Balance the Period 2012-2014**

DATA	2014	2013	2012
ACTIVE	198.352.547	205.013.405	220.017.582
Noncurrent Assets	61.946.364	44.554.333	56.001.139
Current Assets	136.406.183	160.459.071	164.016.443
NET EQUITY AND LIABILITIES	198.352.547	205.013.405	220.017.582
NET EQUITY	144.031.302	146.956.165	152.841.553
Noncurrent Liabilities	3.814.132	5.292.873	12.164.256
Current Liabilities	50.507.113	52.764.367	55.011.773

*Source: Construction Company Pavasal*

**Table 3: Key Ratios Period 2012-2014**

DATA	2014	2013	2012
LIQUID ASSETS	3,31	3,78	3,67
LIQUIDITY	2,7	3,0	2,9
AUTONOMY	0,72	0,71	0,70
INDEBTEDNESS	0,37	0,39	0,43

*Source: Construction Company Pavasal*

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Seeing the results obtained by the ratios achieved in the period between 2012 and 2014, we can see that both the results in cash and liquidity are favorable for the company.

The debt ratio shows that Pavasal has no debts so it is a positive for this data. And finally, the autonomy, shows that it is an autonomous and independent company, but should improve this ratio to increase alternatives to increase their loans.

### - Physical Resources

The available physical resources of Pavasal are:

- Headquarters: It has a head office in Valencia and a local office in every city where it operates:
  1. Valencia head office: This office is located on Avenida Tres Forques, nº 149 with C.P. 46014 Valencia. Its CIF is A-46015129 and e-mail is estudios@pavasal.com
  2. Firmes local office: This office is located in the A-3 Madrid-Valencia, km. 343 with C.P. 46930 of Quart de Poblet, Valencia. Your e-mail is valencia@pavasal.com
  3. Castellón local office: This site is located in the polygon The Cypresses, ship 64 with C.P. 12006 Castellon. Your e-mail is castellon@pavasal.com
  4. Alicante local office: This site is located on Avenida Mayor I. Carbonell, # 59 with C.P. 03008 Alicante. Your e-mail is alicante@pavasal.com
  5. Oliva local office: This site is located at Ctra Oliva-Pego, km. 4 with C.P. 46780 Oliva, Valencia. Your e-mail is oliva@pavasal.com
  6. Murcia local office: This site is located in the C / Huerto Pomares under 2 ° C, with C.P. 30005 of Murcia. Your e-mail is murcia@pavasal.com
  7. Cuenca local office: This site is located in the C / Hnos Becerril No. 7, 2nd A with C.P. 16004 Cuenca. Your e-mail is [cuenca@pavasal.com](mailto:cuenca@pavasal.com)

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Illustration 5: Headquarter of Valencia



Source: Pavasal Website

- Production Facilities: Pavasal has own raw material facilities strategically distributed by Valencia and Murcia, to optimize the delivery. From them, he attends the projects working with the aim of providing quality service and competitive. Since particleboard plants, the production process controls and maintains the desired standards and adapting them to customer interest. Plants are mounted fixed in quarries where the aggregate for asphalt manufacture is removed, without having to bring out and can be supplied from near where operating points. Mobile plants are usually mounted in works of great volume. With regard to the quarries, in the gravel them for the manufacture of hot mix asphalt (bitumen), concrete and graded aggregates is mainly extracted.

1. Plants fixed agglomerate.

- Quart de Poblet (Valencia), Vianova V-200
- Chilches (Castellón), Intrame RM-200
- Foncalent (Alicante), Simm 280
- Cheste (Valencia), Intrame RM-200
- Cheste (Valencia), Intrame UM-260
- Benimodo (Valencia), Intrame RM-200
- Oliva (Valencia), Intrame RN-200
- Fortuna (Murcia), Marini Map200 E
- Villena (Alicante), Intrame UM-260

2. Mobile hot plants agglomerate.

- Intrame UM-160 (Almeria)

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Illustration 6: Agglomerate Plant



Source: Pavasal Website

3. Others production facilities:

- Cold Agglomerate Plant
- Gravel Plant Cement
- Emulsions Manufacturing Plant
- Complete Crushing facilities
- Concrete Plant
- Cogeneration Plant
- Machinery Park
- Workshops
- Laboratory

4. Quarries:

- Quarry of Dolomite in Cheste (Valencia)
- Quarry of Limestone in Benimodo (Valencia)
- Quarry of Porphyry in Orcheta (Alicante)
- Quarry of Limestone in Fontcalent (Alicante)
- Quarry of Limestone in Ribarroja (Valencia)
- Quarry of Quartzite in Talayuelas (Cuenca)
- Quarry of Limestone in Alcora (Castellón)
- Quarry of Porphyry in the Pinilla (Murcia)
- Quarry of Quartzite in Onda (Castellón)

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**Illustration 7: Quarry of Cheste (Valencia)**



*Source: Pavasal Website*

- Machinery and equipment: Pavasal has always been concerned about having equipment and machinery of quality to offer the best service in the market. Therefore, Pavasal has its own machinery and equipment, allowing you to address any type of work or public service, both for civil and industrial construction, and for the maintenance of infrastructure or spaces that require specialized management. The construction company has one of the most spacious and modern machinery parks in the industry where it operates. This park is distributed between the main offices of the company, so that in this way, can quickly cover the service required.

In addition, Pavasal has skilled workers and own workshop for maintenance, management and updating of the fleet of machinery and vehicles at its disposal.

**Illustrations 8 and 9: Own machinery Pavasal**



*Source: Pavasal Website*

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## 3.1.1.3. Intangible resources

As for the intangible elements, Marketing resources are displayed on one side and, on the other hand the social responsibility of the company.

- Marketing resources

To illustrate with marketing resources available to the company, they will be divided according to the 4Ps, i.e. its price, the communication they use, the distribution, and service or product offered.

- Price

As for prices, Pavasal tries to set prices to reflect an added value to their customers to receive their service.

Referring to the method of pricing, the company usually sets its prices by an objective method based on cost. This procedure is based on adding a percentage of profits to the unit cost of production. If the unit cost matches the total cost of production, then the margin will target profit, and also cover these fixed costs, administrative expenses, commercial, financial and industrial gain. The use of this procedure is that all sector companies offer similar prices, and thus, avoid situations of price competition.

Also, we must mention the pricing through competition or tender. This is where companies present their offers to a particular project where its basic characteristics are specified, and the contract to the company that suits and meeting the requirements set wins. The company decides the price without knowing the competitors and if you get the contract. Generally, it will be easier to get that contract the lower the price, yes fulfilling all the requirements that are required.

Having many years of experience in the sector plays an important role. The company can establish a probability of success of winning the contract associated with each price, so knowing the difference between revenues and costs, can calculate their expected benefit. The difficulty of this calculation is on the distribution of this probability, and this is where the use of data from previous experiences, we can estimate the probability subjectively.

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## - Product / Service

Pavasal offers services that cover the civil engineering firm, construction and industrial, and housing developments.

### 1. Civil engineering works

Pavasal Company is a national reference in the field of paving and asphaltting roads, and also has a thorough knowledge of the sector and quality services.

Belonging to the public works sector, Pavasal includes among its construction and maintenance work, all kinds of civil infrastructures such as those presented below.

#### a. Construction

- Highways: as in the A-7 Mediterranean motorway in Alcoy (Alicante) variant, or the CV-40 Canals-Agullent in the section N-340 to Aiello de Malferit (Valencia).
- Roads: as in the N-330 road in Variant Cofrentes (Valencia), or improving access to the CV-32 between Museros and Massamagrell (Valencia).
- Railways: as the railway line between Alicante and Denia in the section of Villajoyosa (Alicante), or on the platform of the high speed line in the section Benifaió Valencia and Picassent.
- Hydraulic works and irrigation: as in the desalination plant in Sagunto (Valencia), or the channeling of the ravine Fraga in Almazora and Castellón.
- Ports and coasts, and in the communication channel between inner harbor and the open sea in the port of Valencia, or remodeling the waterfront on the beach of them Palmeretes and Swedish (Valencia).
- Airports: in the urbanization of the old parking taxi drivers and the expansion of the aircraft parking platform, both at the airport of Manises (Valencia).

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- Bridges and structures: as in the Assut of L'Or bridge in Valencia or the extension of the Valencia exhibition center in fazes II and III.
- Underground work: as in the parking lot of West Avenue in Valencia, or Eliptica parking space in Gandia (Valencia).

## b. Conservation

- Roads and highways: Castellon and Valencia south, and the V-1 and V-7 sector.
- Cities: conservation of streets and roads of Valencia and the preservation of public roads in Sagunto.
- Environment: on the beaches of Denia and infrastructure driving the Júcar-Vinalopó area.

### **Illustration 10: Aircraft Platform Manises Airport (Valencia)**



*Source: Pavasal Website*

## 2. Industrial construction

Pavasal company is a versatile and professional construction, which adapts its services to customer needs, serving equally large projects as works of less volume, whether construction or maintenance.

In the construction industry, it brings extensive experience in projects of great complexity and specialization in civil engineering and in the standards required in the implementation and maintenance of public infrastructure.

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In addition, Pavasal has a financial position and a dedicated staff, which allows them to guarantee their customers a professional and quality service.

### a. Construction

- Agri-food sector: the construction of a fruit and vegetable center on a ship belonging to the company Fontestad S.A. in Museros (Murcia), and the metal structure in 4 terraced buildings Company Frost-Trol in Cabanes (Castellón).
- Automotive Sector: with the expansion of the warehouse of Faurecia in Almussafes (Valencia).
- Chemical sector: with the expansion of the warehouse of Pons in Jávea (Alicante) and with the execution of two industrial buildings of CICOGRES in Villafamés (Castellón).
- Port sector: as empty stations north and south, or the pumping station north of sanitation network, both the port of Valencia.
- Other sectors: as the expansion of the ship to fire vehicles in the park safety Cartagena (Murcia), or the construction of the desalination plant in Sagunto (Valencia).
- Energy Platforms: as in several works at the refinery of BP in Castellón, or Repsol in Cartagena (Murcia).
- Pavement and screeds: with the fruit and vegetable plant Fontestad in Museros (Valencia), and the solera adaptation of Thomas Rental industrial building in Cheste (Valencia).
- Sports facilities: the construction of the soccer field artificial turf of San Antonio de Benagéber (Valencia), or adequacy of the soccer fields, running track and locker rooms of sports The Terç Alaquás (Valencia).

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- b. Conservation: Energy platforms, such as civil works construction for small investments in the Repsol refinery in Cartagena (Murcia).

### Illustration 11 and 12: Football and Track Field Athletics Sports Alaquás (Valencia)



Source: Pavasal Website

### 3. Urbanizations and firms

As for residential services, Pavasal brings knowledge from his experience in public and private works and in the conservation and paving in highways, urban roads and highways. It also provides specialized labor and a global vision in this type of service, such as technical means and sufficient facilities to provide the necessary resources to their works template.

#### a. Construction

- Industrial estates: as in sector 1 of IKEA AB Alfafar (Valencia), or the urbanization of the business park "El Pla II" in Villanueva de Castellon (Valencia).
- Cities: as in the south of Valencia round, which makes connection between the streets San Vicente and Ausias March, or redeveloping the street Puerto Rico and its adjacent, the Ruzafa district in Valencia.
- Circuits: as in infrastructure connection between Alameda, France Avenue and port (urban circuit of F1) in Valencia, or the racing circuit of Valencia in Cheste (Valencia).

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- Asphalt Pavements, with works such as roads and highways, industrial buildings, platforms, bicycle lanes, printed agglomerate and special asphalts.

b. Conservation

- Cities. Conservation of streets and roads in Valencia and conservation of public roads in Sagunto (Valencia).
- Gardening. With which has several maintenance contracts, where their main works are herbicide treatment in ditches and roadsides, and maintenance of gardens.

**Illustration 13: Speed Circuit in Cheste (Valencia)**



*Source: Pavasal Website*

It also has some energy conservation services, where energy efficient management is incorporated into its business lines as an added service to its customers.

Pavasal is registered as Energy Service Company in the IDAE and is certified in ISO 50001. Efficiently manages more than 10 GWh of electricity and more than 50 GWh of energy in their own facilities.

She currently works successfully in energy management, maintenance and operation of projects and works of improvement and renewal of energy consuming facilities.

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An example of energy service provided by Pavasal is the installation, operation and management of cogeneration energy for heating 1MW Park ligentes the manufacturing plant blacktop of Quart de Poblet (Valencia).

### - Communication

Communication tools used to inform and promote Pavasal are advertising and personal selling.

Advertising, is used as a tool to communicate with customers through its own official website, [www.pavasal.com](http://www.pavasal.com)

As for personal selling, the company mainly uses the method "cold calls" to go in search of their customers and offer their services. It is a face to face interaction, just to make them known and get work.

In addition to this method, the company offers specific services directly, according to the requirements established customers in a tender or competition works. Several types of procurement in public administrations, the most common are the following: open gallery with a single criterion for the award procedure and open procedure with several award criteria. In the first type of procedure premium price, which make higher percentage of low respect to the tender amount will be the winner of the play. And in the second, the technical departments of the administrations in addition to price, value subjective criteria such as the following: the execution time, the quality of materials, construction or improvement works, among others.

### - Distribution

With regard to distribution, Pavasal is found in 7 strategic points having a branch in each of these areas in order to better cover customers. These are distributed by Valencia, Murcia and Castilla La Mancha, as mentioned above.

Pavasal is a company with a unique distribution channel, i.e., has a channel type "Business to Consumer" (B2C), where the service is provided directly to the end customer, without intermediaries.

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

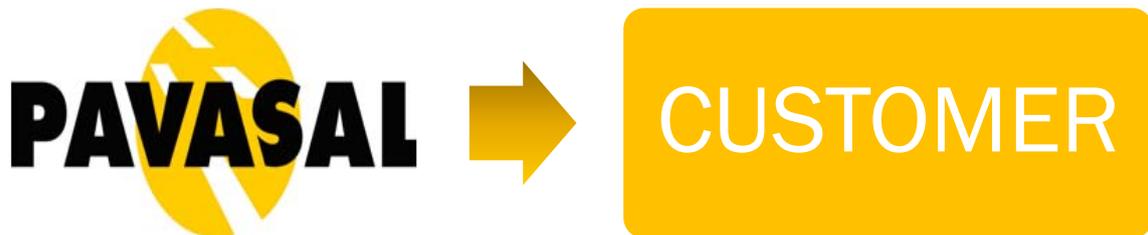
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This type of sale is known as a retailer, which positions Pavasal as a company that offers full service.

This is possible because the company has its own plants and quarries particleboard and its own machinery and equipment; as well, thanks to belong to a business group with other construction and management companies such as Edifesa, Elit, Pavagua Environmental and Pavapark. This allows Pavasal feed themselves and cut costs by hiring external services without and therefore have intermediaries.

Although in the works that are not just about the laying and compaction of asphalt, Pavasal purchase material and / or subcontracts the services of another company, for the proper execution of the same. Therefore, there would be another channel where the image appears an intermediary.

**Illustration 14: Distribution Channel 1**



*Source: Own Elaboration*

**Illustration 15: Distribution Channel 2**



*Source: Own Elaboration*

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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### - Social Responsibility of the company

Corporate Social Responsibility (CSR) is the set of actions that take into account companies voluntarily so that their activities have a positive impact on the social, economic and environmental issues, thus affirming the principles and values that are governed, with the aim of improving their competitive position and add value to the company.

Pavasal, is a company with stringent quality policies, respect for the environment and safety, and has the most demanding certificates in these areas.

### - Quality

Pavasal conscious commitment to comply with the requirements contracts with its customers puts into play all the resources necessary to ensure that products, services and activities carried out strictly meet your specifications.

In addition, in today's construction market a growing level of demand for the services and products required are identified, which requires companies to compete in innovation and development to assume a constant improvement of those.

Therefore, Pavasal has in your organization a System of Quality Management, based on the UNE-EN-ISO 9001 certified since 1996 by AENOR, process-oriented and customer satisfaction by ensuring the continuous improvement of products and processes and the effectiveness thereof.

### - Commitment to the environment

Pavasal is committed to environmental protection and health and safety of its employees, customers and neighbors and dedicate all necessary resources to ensure that all products, services and activities carried out will be environmentally friendly.

Therefore, Pavasal organization has established in its Environmental Management System based on the UNE-EN-ISO 14001, certified by AENOR, in which it undertakes to incorporate and develop permanently innovations that reduce environmental impact.

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It should also be noted the research effort by Pavasal for optimization of energy consumption in different manufacturing processes and the development of environmentally sustainable different mixtures.

- Prevention of occupational risks

Honesty and integrity, and a commitment to society and sustainability are ethical values of the company, leading to Pavasal to provide services and build public works in compliance with all safety measures and health aimed at protecting life and health of its employees and environmental legislation that benefits the environment. The company is essential to develop the activity with full respect for people, the environment and working closely with communities in developing interventions. In this sense, it has OHSAS 18001 Occupational Risk Prevention Audit.

### 3.1.2. Analysis of capabilities

On the other hand, as to the capabilities that the company holds, it is important to focus on those that distinguish it from other companies in its sector, and therefore will report a significant competitive advantage for Pavasal.

To do this, we must differentiate as distinctive capabilities of enterprise innovation on the one hand, and the "Chair Pavasal" project, on the other.

#### 3.1.2.1. Distinctive capacities

- Innovation

Since its inception, Pavasal has been an innovative company, which devotes much of his work to the research and development of new products and processes, and to innovate the ones that already exist.

This, as achieved by the application of emerging technologies and improving their products and processes substantially allowing the company to be ahead in technology applied to the development and execution of works and activities carried out.

To achieve this, Pavasal has its own innovation department, which has placed the company as one of the industry benchmark for their progress in pavement and firm.

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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**Illustration16: Innovation and Development Department of Pavasal (Valencia)**



*Source: Pavasal Website*

Pavasal makes permanent and continuous R &D + i, which would highlight those relating to technology firm, to those related to the manufacture and application of bituminous products (emulsions, and agglomerates hot and cold), and those related to the development of new processes and products, and improvement.

The most significant current projects of innovation and development made by the company are:

- Posimix Project. Its main objective is the development of a technological solution that allows the recovery of the Posidonia Oceanica, from the cleaning of beaches by asphalt mixtures. This project has the cooperation of the company New Technologies Forest S.L., and with the support of the Institute for Small and Medium Industry of the Generalitat Valenciana (IVACE). Besides, it is co-financed with FEDER funds 50% within the ERDF Operational Program of the Valencia 2014-2020.
- Thermal-asphalt. Its main objective is the new asphalt mixtures which have better technical and minor features those current environmental costs, in order to counteract the effects of thermal variations experienced by existing mixtures obtained.  
To achieve this objective, it will use "Phase Change Materials" (PCMs) to obtain various types of materials depending on the scope. For this project, Pavasal has the collaboration of the Technological Institute of Construction, AIDICO.

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- Bituminous Mixtures most effective environmentally Autotemperates (Ecoasphalt), "Warm Asphalt Green". Its main objective is to develop manufacturing techniques and application of agglomerates cold to get mixtures with similar HMA technical characteristics and lower cost of resources and energy than those currently used. To accomplish this objective is intended to add an additive powder to cold mixes it possible to increase the amount of emulsion and water in the mixture and increasing the temperature at 40C, thus enabling a finished mixture to extend and compact manageable than today. The mixture obtained is called "Mixed Autotemperates"; and the set of materials that make up this additive, is what is called "Ecoasphalt". For this project, Pavasal has the support of the companies New Technology, Rehabilitation and Renovation S.L. and Research Center, Foundation for Research and Innovation for Social Development.

Last years, Pavasal has participated in the Phoenix Project, within the CENIT program, which is the largest research project on firm road in Europe. The main lines of research have been recycling temperate and semi-hot asphalt mixes, safety and comfort on the roads, and also research plants for energy production more sustainable way.

From all this, Pavasal bet unequivocally by the research and development of new technological systems to improve the performance of public works, the result of which has certified its System Research, Development and Innovation, and has obtained the certificate code ID- ISO 0017/2012 standards-166002, issued by AENOR as support for the policy of the company in R & D + i.

- Cathedra Pavasal

Pavasal Construction Company is committed to the academic and social field, so has designed the "Cathedra Pavasal" with the Catholic University of Valencia "San Vicente Martyr" for leadership and management of organizations. The Cathedra is directed and managed by Juan Morote, and technical director Ginés Marco, which also has the support of company president José Luis de Quesada Pavasal.

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The "Cathedra Pavasal" is designed as a tool for advocacy, planning, dissemination and implementation of training activities and research which corresponds to the fundamental dimensions of leadership, governance, and management of various public bodies and deprived of our society.

These activities are always carried out from a humanistic and interdisciplinary approach, together with a sound scientific and philosophical basis.

Also among its objectives include scientific and technical advice to public and private entities in matters of leadership and organization and development of an area of academic and scientific quality to enhance the interdisciplinary training of professionals address. In addition, another objective that has been raised is to spread their studies and knowledge through the publication of articles and reports, as well as by organizing conferences and congresses, both national and international.

The Catholic University of Valencia believes that the company cathedras are the most appropriate way to formalize a qualified, comprehensive and lasting collaboration between the University and companies.

The cathedras give the possibility to strengthen relations of the University with the socioeconomic environment and increase the range of activities for students and teachers, with the collaboration of companies, in different fields of knowledge.

### **3.2. External analysis**

Within the external analysis of the company, an analysis of the general environment and the specific of this, an analysis of the current market to which it belongs and competition analysis will be performed.

#### **3.2.1. Analysis of the general environment**

The development of analysis of the general environment of the company will rely on the PESTEL analysis, in which political, economic, social, technological, environmental and legal values are studied.

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### - Political factors.

Political stability, the country's labor laws and general policies pursued by the government, are some of the most important aspects to consider this factor.

The economic crisis that crosses Spain since 2008 has made the weaknesses of the Spanish labor model be made known. This is reflected largely in the high rates of unemployment, with great loss of jobs in our country.

Before the Spanish crisis and the bursting of the housing bubble, government policies were aimed at a large investment in infrastructure and civil works and the continued reform of these. When the financial crisis affected Spain, and in large measure to the construction sector, was created a need to reorient and modify government policy.

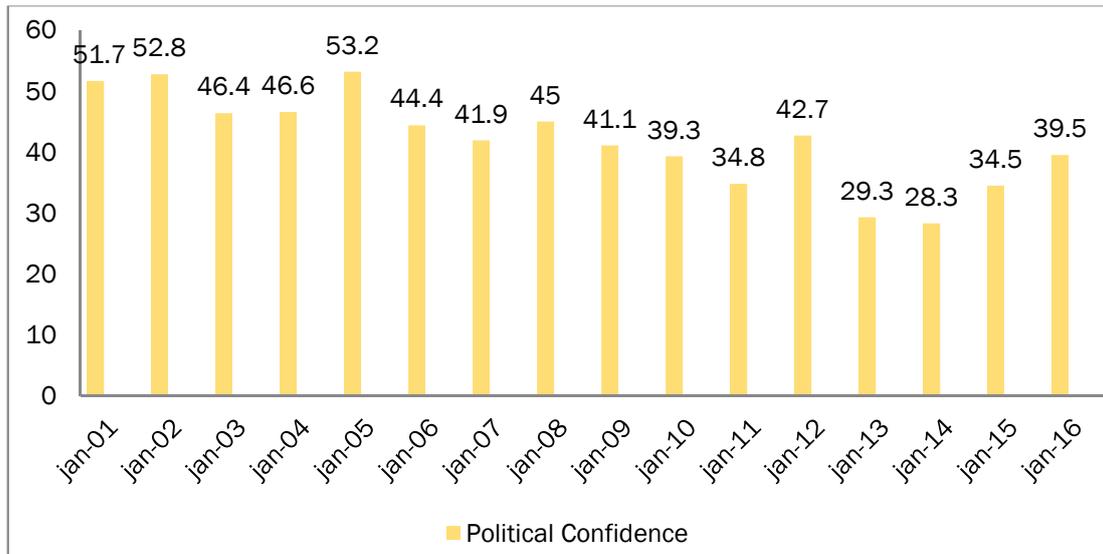
This crisis has highlighted the unsustainability of the current labor model, so that in July 2012 the Law 3/2012 on urgent measures to reform the labor market in Spain were published measures. Our problems were structural labor market, which would require a reform in the social and employment model. The purpose of this reform was to ensure legal certainty and confidence for workers to regain employment and ensure management flexibility for employers.

In the following chart, which shows the confidence indicators of society in the policy of our country, we can see that the confidence of the Spanish ever is less, due to the crisis being experienced by Spain. It is noted that at the beginning of the crisis this confidence begins to decrease, reaching a value below 35% in 2011.

In 2012 after the general elections and the change of political government, it embossed confidence again. Although later, these indicators return to descend even lower than the previous minimum values, obtaining a very low indicator of a little over 28% in 2014. Gradually, the confidence of the Spanish in the political situation is increasing, but without reaching values before the crisis.

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Graphic 4: Political Situation in Spain in the Period 2001-2016



Source: Own Elaboration. Data: CIS

## - Economic factors.

These factors determine the current and future economic situation of a country, as well as economic cycles that occur in this.

Spanish economy is characterized by mixed capitalist, and also for being the world's twelfth largest economy. In the period between 1994 and 2008, the Spanish economy grew sustainably. However, it is from that year when Spain was deeply affected by the global financial crisis.

In the third quarter of 2008, the Spanish economy entered recession and since then accumulated significant financial and economic imbalances located mainly in fiscal and financial sector.

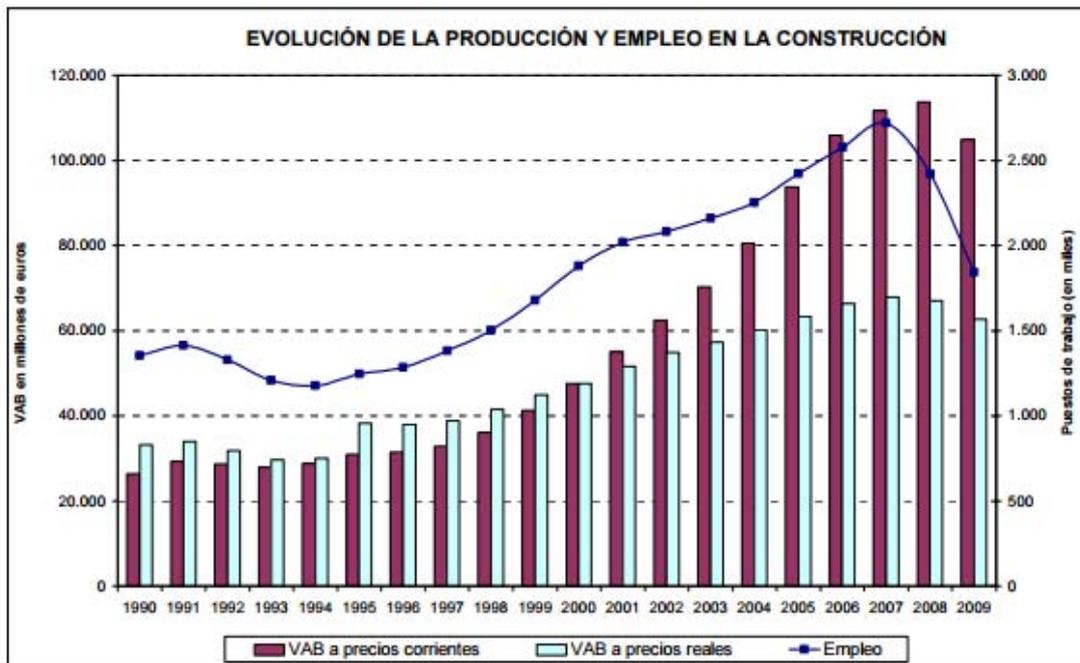
In addition, since the beginning of the crisis, in Spain there have been high levels of unemployment, inflation and public debt.

It is from this moment, when the construction sector to which it belongs Pavasal, entered a phase of economic adjustment hard that even today is denoted. This sector has a great relationship with a large number of branches of manufacturing and services through the inputs and outputs of our economy. That is why the construction sector has a considerable importance and relevance in the Spanish economy.

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In the following chart, we see the evolution of production and construction employment in Spain. Only in the period between 2007 and 2009, a loss of almost 1 million jobs in the Spanish construction on file. In it, the construction boom that in the period before the crisis, where both production and employment were growing and high shown. In addition, the significant decline in both values is also seen at the start of the crisis.

**Graphic 5: Evolution of Production and Employment in Construction in Spain in the Period 1990-2009**

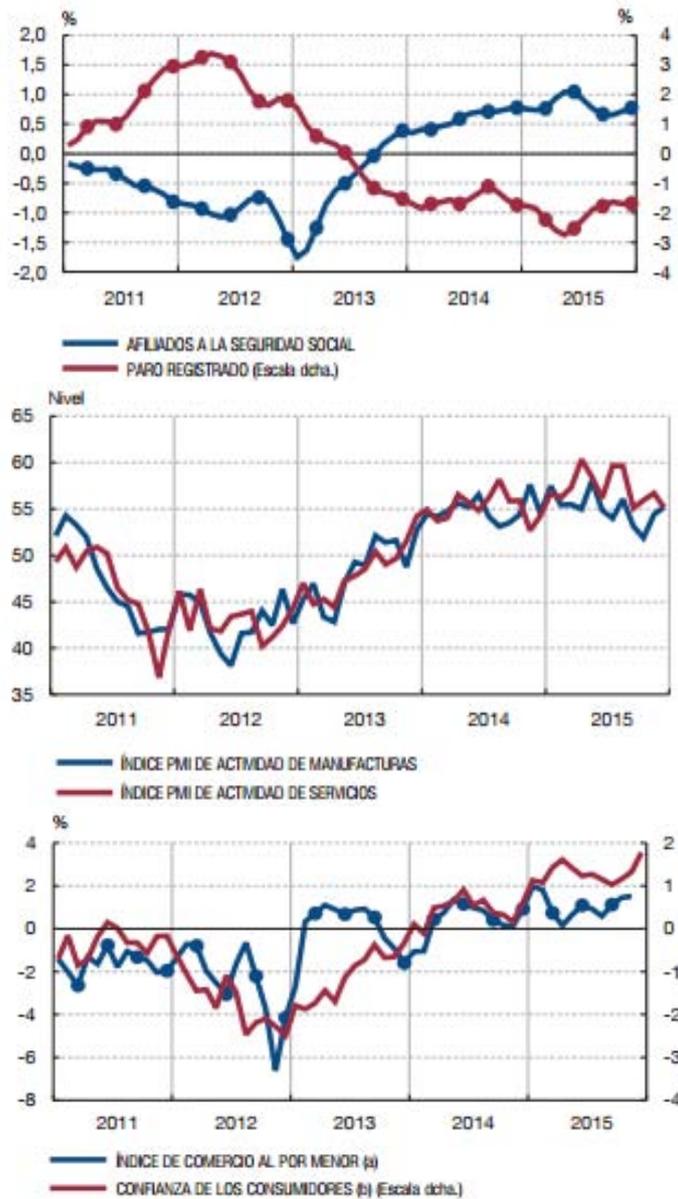


Source: INE

The Spanish economy ended 2009 with a decrease of 3.6% of GDP and even in a recession, so in 2010, the activity of the Spanish economy suffered a fall of 0.1% driven by the effect of contraction the previous year. Among the following years until 2013, the economy continued to fall with values of 0.6%, 2.1% and 1.2% for the years 2011, 2012 and 2013, respectively. In the following charts, we can see the evolution of employment and unemployment in our country those years until 2015, consumption trends both retailers and end-consumers, and changes in the level of manufacturing activity. These are the most affected by the crisis values, so their growth in recent years is substantial for the economy of our country, and therefore analysis.

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Graphics 6, 7 and 8: Evolution of Employment and Unemployment, the Level of Activity and the Level of Consumption in Spain in the Period 2011-2015



Source: Bank of Spain

It is noted that on the side of employment and unemployment, the index of the first increases considerably since 2012, where it is played back. The unemployment rate, we see that has declined, but still a little noticeable decline, where the improvement in the economy has not denoted much.

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As for the level of activity, focusing on manufacturing, it is noted that it has increased significantly since 2011, by almost 20 points to 2015. And finally, analyzing the graph showing the rates of consumption in Spain, we note that since the end of 2012 where this index very low, has increased although not very high. It is also seen that consumer confidence has grown and that's positive for the growth of the economy of our country.

According to the Bank of Spain, the economy is able to recover the size it had during the economic crisis. If growth forecasts that are set in the State Budget for 2016 are met, Spain's GDP will exceed 1.1 billion Euros, data not obtained in our country since 2008.

### - Social Factors.

Demographics, lifestyles, concerns about health and wellness, or roles men and women play in society, are some of these socio-cultural factors.

The construction triggers a negative impact on society, such as alterations in urban roads and urban services, or inconvenience caused during the execution of the works, as well as positive, such as improving urban quality and performance of services, demographic or attraction, after completion of the same.

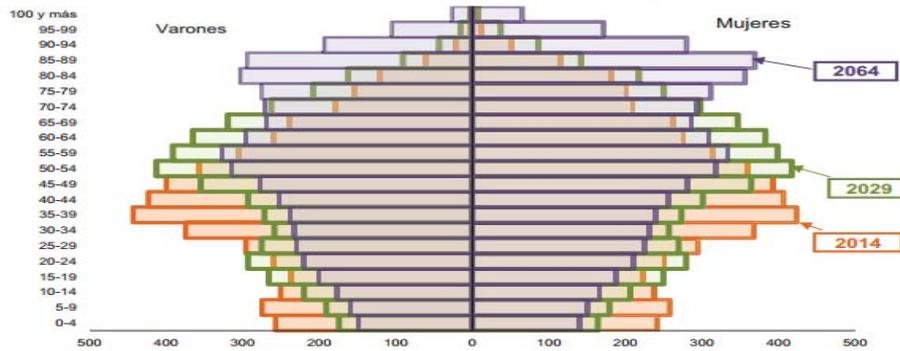
One of the important social factors to be considered by companies is the demographics of the country where it is located. The Spanish population is in an intense process of aging, caused mainly by the declining birth rate which does not offset the positive migration balance.

According to a prediction by the National Institute of Spain (INE) now, if current demographic situation continues, there would be a loss of more concentrated population in the age group between 30 and 49 just over 28% in 15 years next, and more than 45% over the next 50 years. In addition, the top half of the Spanish population pyramid would increase considerably; indeed, the age groups over 64 grow by 34.1% over the next 15 years and about 88% over the next 50 years.

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In addition, all it is shown in Figure 9 in which the section most populous age today is between 35 and 39, 2029 would be between 50 and 54 and in 2064 would be between 85 and 89 years. All this will lead to the consumption habits will change over time.

**Graphic 9: Population Pyramid of Spain in the Periods 2014, 2029 and 2064**



Source: Press note by INE

In Figure 10, it projected the population growth of Spanish autonomous communities represented in the period between 2014 and 2029. It is noted that this process is not uniform in all regions, although the loss of population would affect the majority in the next 15 years. The aging index in Valencia would drop more than the national average, with the decrease of 4.8%. Communities with greatest decreases were Castilla Leon, Asturias and Galicia, with 9%, 8.3% and 7.6%, respectively; and, where it would be in Madrid to increase 1.7% on the peninsula and beyond, would be in Melilla, Ceuta and the Balearic Islands with 12.9%, 8.4% and 4.8%, respectively.

**Graphic 10: Relative Growth Projected for the Period 2014-2029**



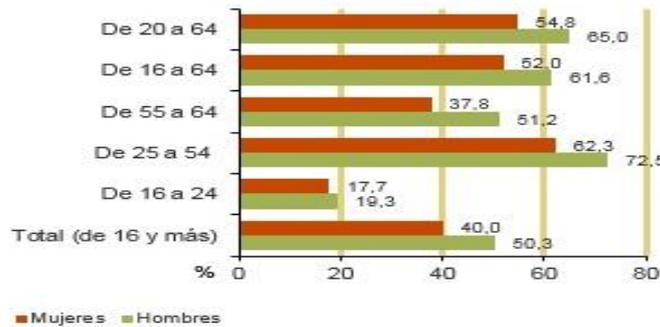
Source: Press Note by INE

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Another social aspect to consider is the incorporation of women into the labor market. As we can see from the chart the period of 2014, latest data recorded by the INE, the male presence in the workplace is higher than females in all age groups. Although, I must say that this gender gap has decreased in recent years.

**Graphic 11: Employment Rate by Age Group and Gender in the Period 2014**



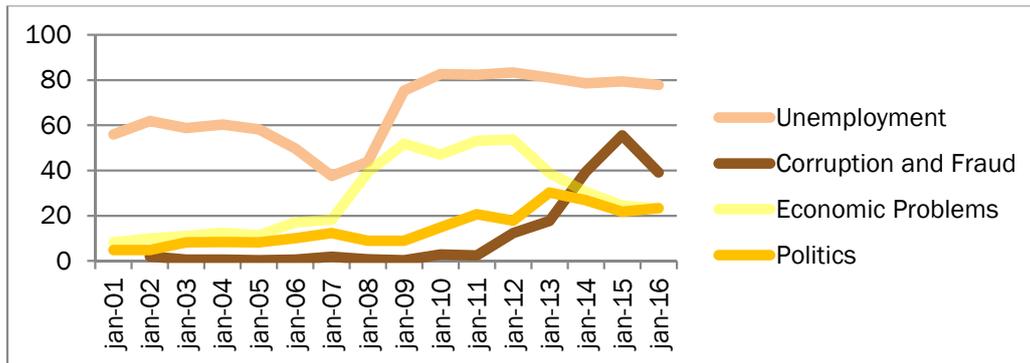
Source: Labour Force Survey. INE

Another concept to consider, are the concerns of society. Figure 12 represents the greatest social concern in Spain, which are: unemployment, corruption and fraud, economic problems and politics in general. Of these social problems, unemployment is the greatest concern to society, especially since the onset of the crisis, where strong growth seen in this indicator going to have in 2008 43.8% to 75.3% in 2009. A starting this year, the indicator has remained more or less constant. The second major concern is currently the corruption and fraud, where he earned his highest peak in 2015 with an indicator of more than 55%.

We must emphasize that this concern denoted began about 2012, where they began to uncover great scams of corruption and tax fraud, but previously was an indicator that did not concern most of society. Another social problem is the economy, which gains a lot of weight between where more economic and financial crisis in Spain has suffered, reaching values of almost 55%. It is from 2013, where concern indicators are descending gradually. Finally, another concern of Spanish people is the politics, which it has not been very significant values in our country, although it is denoted as they grow when you start the crisis until today.

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Graphic 12: Main Social Concerns in Spain in the Period 2001-2016



Source: Own Elaboration. Data: CIS

And finally, another concept to be considered by organizations is social responsibility, which considers positive every impact that their actions produce on society and the economy. Since construction companies play an important role in this area, Pavasal has strict policies of quality, safety and respect for the environment, to minimize negative effects to society and maximizing the positive.

### - Technological Factors.

Technologies play a fundamental role in the construction sector. Innovation, R & D and life cycle of the products are important factors to consider. The use of technology has contributed to improving the competitiveness between companies as well as their productivity.

The construction companies should remain in a continuous innovation process, as technology reinvents high speed. In Pavasal they have particular regard this ongoing process regarding technology firm and bituminous mixtures, and manufacturing processes and application of bituminous products.

Notably Pavasal is an innovative company, which emphasizes research and development of new products, and innovation of existing plants taking their own R & D. Currently, Pavasal with the collaboration of two other companies, has entered an innovative project which has created a new type of mixture called "auto temperate mixture", which is more manageable and compactive than traditional.

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Other factors that also affect construction technologies are market regulations. The public sector has much influence in the construction sector, since the State is the one who most invested in it. In addition, it is sensitive to economic changes that occur, it is reflected in that in times of economic boom, it is one of the sectors most benefited, and on the other hand, in periods of economic crisis is the most affected, as we have proven in our country.

In situation of economic crisis, innovation can be a cost that only companies with great credit can endure, to continue offering quality products and competitive.

In the current economic situation, there is a great deal of construction companies' face very little supply of private and public civil works. It is in this situation where wit and good and strategic use of new technologies to innovate must sharpen to take place in the market demand for your product.

In these cases the innovations are gaining importance in products and processes, focusing on developing products with better performance and in improving the quality and efficiency of the implementation of works.

### - Ecological Factors.

Collect variables related to the trend towards ecological sustainability and degree of companies to protect the environment.

Society is increasingly concerned with environmental care, so those companies which carry out favorable environmental actions, will be well regarded by customers. Therefore, companies now spend part of activity to social responsibility and care for their environment.

Currently, sustainable development is paramount in the industry, and for construction companies it is a competitive advantage to preserve the environment, but also is complicated by the use of raw materials and production processes pollutants and toxic at their disposal is their work activity.

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Pavasal is committed to environmental protection and health and safety of its employees and customers.

Therefore, it has established an Environmental Management System based on the UNE-EN-ISO 14001, certified by AENOR, in which it undertakes to incorporate and develop permanently innovations that reduce environmental impact.

### - Legal Factors.

They are those that collect the legislative development that exists in a given socio-economic context. Laws and industry regulations or taxes imposed by the State in this area, are one of these factors. Some of the laws that affect this sector are:

- Law 31/1995, of November 8, where the minimum safety and risk prevention settled and health in construction.
- Law 32/2006, of 18 October, which regulates subcontracting in the construction sector.
- Law 37/2015, of September 29, which replaces the current law to date, the Law 25/1988, of 29 July. This specific highway bill, facilitates the exercise of the rights of free movement of natural and legal persons. Some of the aspects that added to the old law are collaboration in environmental protection, the promotion of research, development and technological innovation, promote balanced and sustainable economic and social growth, and get a supply infrastructure roads associated with quality, safety and efficiency of them.

Furthermore, in the construction sector there is a tax that affects all companies, is the Tax on Construction, Installations and Works (ICIO). This created by the Law on Local Tax and a tax of facultative and indirect, whose taxable event is the realization of any construction, installation or work, for which it is required to obtain building permits or urban, and the issue of this corresponds to the council, within the respective municipal level.

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ICIO must be paid, by way of taxpayers, by people owning construction, installation or work, by way of taxpayers, whether or not owners.

In the case which the installation or work not be performed by the owner, must pay persons applying for licenses or are those conducting the construction, installation or work, by way of replacement. The tax rate is the result of applying the tax base the tax rate set by each municipality, which in no case exceeds 4%, with an optional nature. Castellon de la Plana, for example, the tax rate is 4%, the maximum legal.

On the other hand, we can say that through laws, governments try to protect the environment; so that construction projects must incorporate an annex valued waste management according to existing regulations. This is given by Royal Decree 105/2008, of February 1, at the national level; and the Provincial Decree 23/2011, of March 28, in Navarra.

### 3.2.2. Analysis of the specific environment

The study's analysis of the general business environment will be based on the model of the five competitive forces of Porter. Thanks to this analysis, it is shown how their forces are affecting the ability to gain a competitive advantage over other companies, and help in projecting the most appropriate strategies for the company.

Then Pavasal analyzes on the model of the five competitive forces:

- Rivalry between competitors. This bargaining power refers to those actions by competitors that exist in the market. If a large number of competitors in the market and these are well positioned for companies it will be difficult to compete. In addition, they would be confronted constantly, new products entering the market, making aggressive advertising campaigns and being persistent price wars. As the competition is bigger and more intense, the industry attractiveness is reduced.

In construction, it is noteworthy that the products and services offered by companies in this sector have a low degree of differentiation, due to the current oversupply in the market.

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For this reason, and to differentiate themselves from competitors, these companies are declined by the quality and design of their services, meeting deadlines, innovation and development of new products, and increasingly, by the environmental sustainability of their projects. Consequently, all these arguments make high rivalry among construction companies is granted.

- Bargaining power of customers. This bargaining power shows the extent to which customers are able to impose conditions on doing business with companies. If the products are substitutes, are not very differentiated or are low cost for customers, the market will be unattractive and also these will become more demanding, especially in lower prices and higher quality.

Most construction sites are hired by public clients. Due to the high competition between public sector companies, payment guarantees they offer, and the impact on the allocation of future projects, gives these customers a high bargaining power.

On the other hand, they can also be hired for private sector clients, which provide a limited scope of the projects, so they have low bargaining power.

I must say that the services offered by construction companies are not very different, which gives bargaining power to customers.

However, these services cannot be performed by consumers, which means a reduction in their bargaining power, and also means that customers do not represent a threat for the sector backward integration.

- Bargaining power of suppliers. This bargaining power shows the extent that suppliers are able to impose conditions on doing business with companies. If suppliers are key resources for businesses and can impose their own conditions of price, the market is unattractive.

In construction, we find a large number of subcontractors in this sector, so there is a high availability of necessary materials for this industry and facility to switch suppliers. In addition, products and materials required by companies in this sector are of a low level of differentiation. Consequently, the bargaining power of suppliers in construction is low.

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- Threat of substitute products. Replacement products refer to those offered in the industry that meet the same needs from the point of view of customers. If there are substitutes on the market and companies can enter it at low prices by cutting its margins, the market will be unattractive.

In construction, there are no apparent substitutes that provide services that others do not. Although a surrogate activities that can be found in this sector is the choice between buildings or retains work projects.

Therefore, construction companies seeking to gain competitive advantages over other companies in the sector in terms of quality, location, research, development and innovation, or prices. Therefore, the possibility of threat of substitutes in the construction industry is low.

- Threat of new competitors. This threat refers to those new companies wishing to enter the market. If there are few barriers to entry or are easy to pass by new competitors, the market will be unattractive. The more attractive an industry, there will be more competitors.

In the construction sector, there are a large number of barriers to entry that influence the entry of new companies in the sector. Some of them are:

- Financial support. By banking institutions, financial support has been reduced and limited, which is a big problem for companies that need funding to enter the industry.
- Initial investment. Fixed capital required will depend on the form of payment of the company. If your payment is periodically be receiving funds from its customers, the flow of capital required will be low. Although, if payment is established when the work is completed, the capital will be raised.
- Reaction from competitors. The ambition to seize defendants projects work, causing a price war among competitors and constant innovation in the construction process to differentiate.
- Crisis. Because of the crisis, at present, there is a decline in sales and building permits in this sector, which makes it less attractive for new businesses and become a barrier to entry.

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- Location. A geographical concentration which gives an understanding of the environment and all construction-related agents, provide itself with agility and competitiveness to the company. This is a great competitive advantage to provide the proximity and speed necessary for the customer, difficult to achieve in this sector.

In addition, there is a disadvantage with regard to production costs in a new company due to the difficulty of having qualified employees, and new and innovative projects. Therefore, the threat of new competitors in the construction sector is currently low.

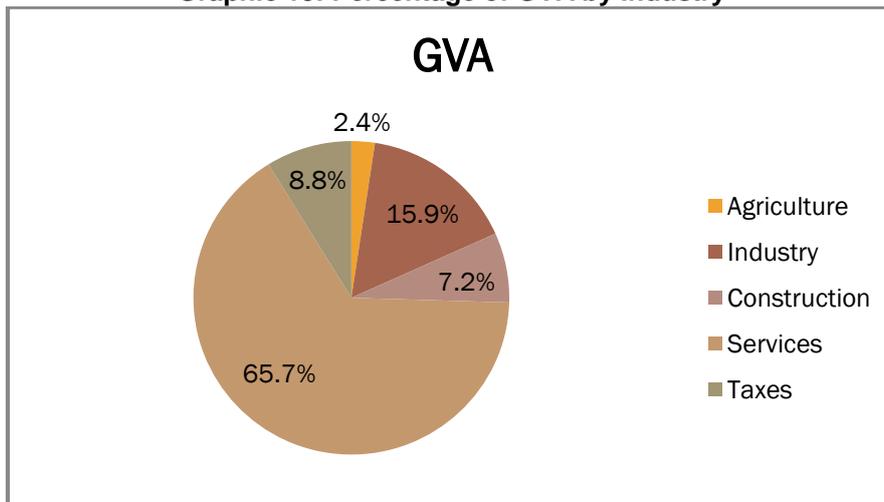
### 3.2.3. Analysis of the market situation

After analyzing the general environment and specific environment, the situation in the construction sector in Spain will be analyzed.

The construction sector is of key importance in all processes of development of the economy of a country, and also promotes the efficiency of the remaining productive activities and improving the welfare of society.

Although the role of this sector is predominant and essential in the market, not of the sectors that have representation, this can be seen in the chart below. It looks like the services sector is the most representation has in our country, and industry, although well below, also has a high percentage of representation in Spain.

**Graphic 13: Percentage of GVA by Industry**



Source: Own Elaboration. Data: INE

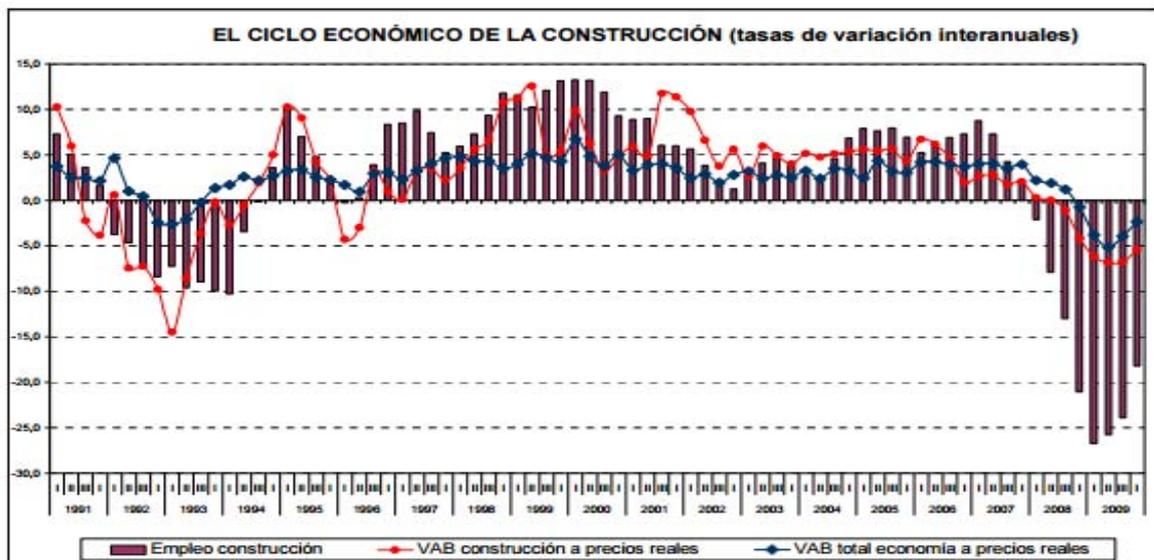
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In the golden age of Spain, between 1996 and 2007, construction was one of the sectors that more jobs created, with 23% of this belonging to this sector, growing at a significant rate above 7%, compared to 3.7 % of the total economy. When the crisis began in 2008, more than 1 million of those jobs were destroyed, which meant a loss of 56% of the Spanish economy. In addition, GDP fell from 21.1% representing construction in 2007, to 9.6% in 2014.

In the chart below, both the evolution of the GAV in the construction sector and the overall economy, as employment growth seen in this boom period in Spain until the outbreak of the crisis and this situation changed.

**Graphic 14: Economic Cycle Construction in Spain in the Period 1991-2009**



Source: INE

An expansive phase was observed from 1997 and 2006 where the VAB construction grew at an annual rate of 5.4%, compared to almost 4% of the total economy. Moreover, there are points where even this rate grows to 10%.

In addition, the graph shows the call behavior cycle in this sector since the 90s, where the crisis between 1991 and 1993 is also recorded, which caused a decline in construction activity greater than that produced in the current crisis. It is between 2007 and 2009, when the sector suffered a deep slump and a process of job destruction.

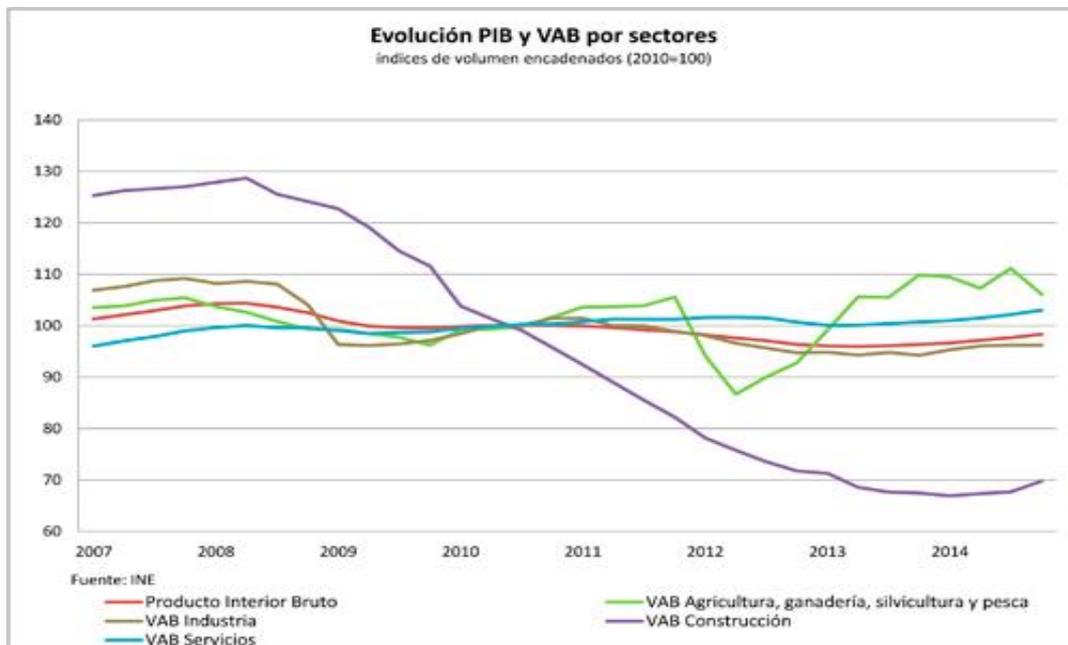
## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

During this period, a loss of 988,000 jobs in the construction sector, and a large number of construction companies that were retired in the sector of 170,000 were recorded, equivalent to 23% of total Spanish companies that have ceased their activity in those years.

Between 2012 and 2013 there were lost around 800,000 jobs, and the indicator of unemployed in Spain rose to 26%, according to the National Statistics Institute (INE). In the fiscal area, 2013 closed with a deficit of 6.3% of GDP, well below the 11% of 2009. It is in this year, when the output of the recession and the beginning of economic growth in Spain is confirmed.

In 2014, unemployment in Spain fell by more than 250,000 people, and standing at 4.5 million unemployed. From the perspective of supply, most of gross value added of industries grows less in construction. The GVA of this sector contained considerable decrease in this year, moving back by 1.2%, almost 7 points less than in the previous year.

**Graphic 15: Evolution of GDP and GVA by Sectors in Spain in the Period 2007-2014**



Source: INE

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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In 2014, the Index of Production of Construction Industry (IPIC) closed with an increase of 17.4%. Data provided by the EPA show how in 2007, 13% of the workforce in Spain working in this sector, more than 2,660,000 people; while in 2014 it lost 60% of this population, ie, more than a million and a half. In addition, the latest data registered EPA show that employment in the construction sector decreased by 3.5% compared to the fall of 11.4% in the previous year and 17.3% in 2012.

From 2015 the share of construction in GDP has grown by 3.5% according to the INE, and also has been favored by obtaining employment in that year a rate of 12.6% according to the EPA. At present, even though in recent years has generated employment, the employment level was still lower than before the start of the bubble. In the following graph, the evolution of the share of the construction in Spain until that year sector observed.

**Graphic 16: Participation in the Construction Sector and GDP in Spain in the Years 2007 to 2015**



Source: INE

By 2016, it is expected that this growth will be higher, around 4.4%, and medium term is viable that the construction is able to maintain these rates of progress, greater than those of the economy, by 4% in 2017 and 3, 3% in 2018. However, we must be cautious as this sector has been affected by the crisis and this is the beginning of a slow economic recovery.

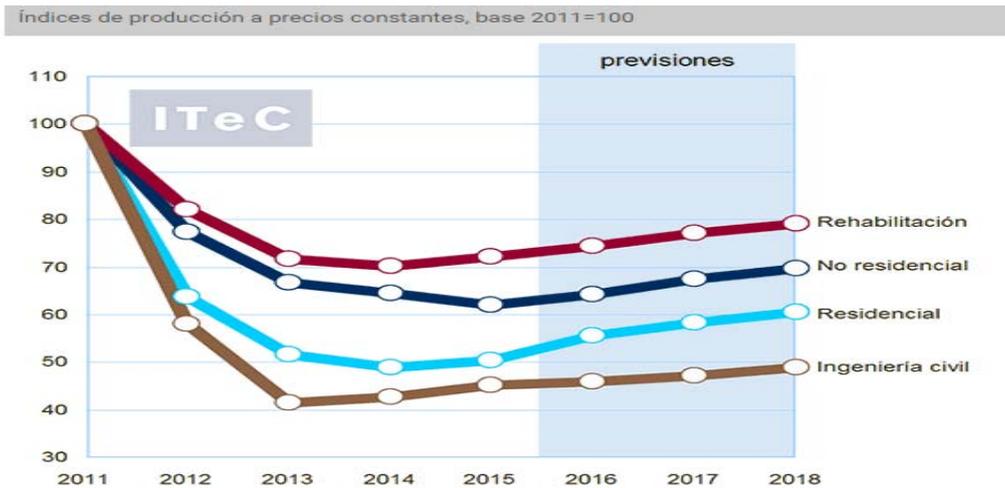
On the other hand, the revival of public works caused the civil engineering segment was the most expanding at a rate of 3.1% in 2014 and 6% in 2015.

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By 2016, it is believed that this situation will change as governments are unwilling to focus more efforts on investing in it, although it is expected a growth of 1.6% this year.

In the event that private investment conditions are incorporated, these levels could be increased by around 3% for the years 2017-2018. This data can be reflected in the following graph:

**Graphic 17: Evolution of the Subsectors of Spain in the Period 2011-2018**



Source: ITeC – Euroconstruct

Inside the building must highlight the subsector of civil work, which is primarily based company Pavasal. As is known, the civil work is determined largely by the political choices of the government (State, autonomous regions and, to a lesser extent, municipalities), the schedule and make decisions about infrastructure. In addition, I must say that is a key factor in the development of any economy because it produces spillover effects on other sectors of suppliers of construction and because the medium and long term contributes to improving the country's competitiveness and increase welfare and social stability.

### 3.2.4. Analysis of competition

In the analysis of competition on the one hand it will be analyzed from the perspective of the consumer, according to the 4 types of levels of competition (Munuera, 2002); and on the other hand, it will be done from the perspective of the company, according to the standard classification based on the industrial sector. This second analysis was made according to the official classification called "National Classification of Economic Activities", the NCEA.

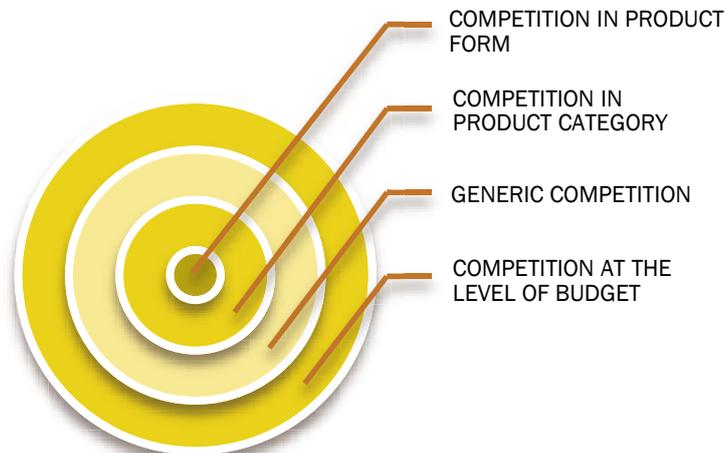
# MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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## 3.2.4.1. Classification of competition

In this section, competitors are analyzed by levels of competition, as mentioned above. Here you can see in the following illustration these levels.

**Illustration 17: Levels of Competition**



*Source: Own Elaboration*

- Competition in product form: This level refers to those companies that offer products that provide the same service or satisfy the same need. In this case we must convince the consumer that our products and services are the best alternative in the market. In this type of competition include companies such as Becsa, Emipesa, Chm and Sorigué, engaged in civil engineering.
- Competition in product category: This competition is based on companies that offer products similar attributes but with a different presence. In this case we must persuade the consumer that the attributes offered by our products are the best in its category. In this type of competition they include companies such as Aglomerados Los Serrano, González Soto and Torrescámara, offering more services and products Pavasal.
- Generic Competition: At this level belong all those companies that offer products and services that meet the same needs, so they are substitutable. In the case of construction, as stated in the analysis of the 5 forces Porter, there are no apparent substitute products that provide some services more than others.

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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- Competition at the level of budget: They belong at this level the companies with products fighting for the same consumer budget. In construction, in this case it would fight between getting a construction of roads, railways, bridges, tunnels, network, or other civil engineering projects.

### 3.2.4.2. Description of competitors

In this section, a brief description of competitors, classified within the same section and activity group indicated in the NCEA 2009 Spain, will take place. The section that is Pavasal is F, the construction activity and the group to which it belongs is the 42, civil engineering, but also builds buildings, the group which is 41.2.

It provides a brief description of those companies that compete with Pavasal for its product form first:

### **BECSA**

It is the main competitor of Pavasal, especially in Castellon. Spanish Construction Company, is headquartered in Castellon, it has 3 other delegations, and belongs to Obinesa group. Within this group includes three companies most dedicated to ceramics, the automotive and waste management. Among its strengths it includes name that has more presence geographically, as it is starting an export activity in the Middle East. He has experience in the sector, although less than Pavasal. Knowledgeable staff, with innovative systems and facilities and own machinery. In addition, the company cares about the environment and safety of its workers, and the attention of their customers, counting on specialized counseling in electrical and mechanical installations. By the side of weaknesses, it must also rely on third parties for certain works and also does not have a university professorship.

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It is a construction company, both civil engineering and public, established in the city of Teruel, which has more than 60 years in the sector. It offers high quality services and features proximity to its customers, which would strengths for the company. It is also committed to the environment and implements ongoing research on their products. A weakness would be that have only two delegations, Teruel and Castellon, and has little geographic presence.



It is a civil construction company and private work, which belongs to Vallalba group, which is based in Alicante. This group covers the sectors of construction, services, industrial materials manufacturing, real estate and urban development. This results in a great strength for the company as it covers various sectors and not depend on others in their projects. It also provides its services both nationally and internationally, and also offers quality in his works, which are two more strengths. A weakness would be that has few plants for the presence agglomerate having geographically, which makes it very competitive in certain areas and the opposite other.



It is a Catalan company dedicated to civil works and to preserve both. It has an extensive catalog of products and features personalized service delivery and transportation. In addition, it bet on sustainable innovation and quality service, and has their own specialized resources. All are strengths of the company and make it a great competitor in the construction sector. It has its headquarters in Barcelona and five delegations, having presence in Spain and in international areas. This presence both nationally and internationally is strength for the company, although it has few delegations to the presence he has, making it also a weakness.

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Then competitors competing in the same product category will be described:



It is a company of Elche, Alicante, located within the French group Eiffage. It specializes in civil engineering, so its strength is focusing only one segment of civil engineering and, therefore, their dedication to their clients and projects is higher. As for their weaknesses mean it has little experience in the sector and little national presence.



It is a Spanish company that is dedicated to civil engineering. Among its strengths say presence in their projects and quality in their services and has facilities and machinery own good level. Among its weaknesses it is necessary to emphasize their minimum geographical presence, since it only carries out projects in the region of Murcia and has very little experience in the sector.



It is a company born in Valencia, dedicated to the field of infrastructure construction, building, aggregate extraction and rail logistics. It has 9 offices in the national and international level, so this great diverse geographic presence and is a good strength for the company. In addition, it is one of the companies engaged in the most creditworthy construction. On the other hand, projects are not of such quality and it has few plants of agglomerate for geographic presence it has. Also, it has little experience in the sector, with only 30 years in this.

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## 3.2.4.3. Table competition summary

**Table 4: Summary Table of Competition**

COMPETITOR	DELEGATIONS	TYPE OF CONSTRUCCIÓN	STRENGTHS	WEAKNESSES	WEB SITE
	<ul style="list-style-type: none"> <li>- Castellon</li> <li>- Madrid</li> <li>- Tarragona</li> <li>- Albacete</li> </ul>	<ul style="list-style-type: none"> <li>- Building Construction (Group 41.2)</li> <li>- Civil Engineering (Group 42)</li> </ul>	<ul style="list-style-type: none"> <li>- Great experience</li> <li>- Qualified staff</li> <li>- Innovative systems</li> <li>- Own facilities and machinery</li> <li>- Environmental commitment</li> <li>- Importance of worker safety</li> <li>- Customer support</li> </ul>	<ul style="list-style-type: none"> <li>- Lower quality services</li> <li>- Dependence on third parties</li> <li>- Not Cathedra</li> </ul>	<a href="http://www.becsa.es">www.becsa.es</a>
	<ul style="list-style-type: none"> <li>- Teruel</li> <li>- Castellon</li> </ul>	<ul style="list-style-type: none"> <li>- Civil Engineering (Group 42)</li> </ul>	<ul style="list-style-type: none"> <li>- High quality services/products</li> <li>- Great experience</li> <li>- Constant research</li> <li>- Own machinery</li> <li>- Environmental commitment</li> <li>- Customer support</li> </ul>	<ul style="list-style-type: none"> <li>- Little geographic presence</li> <li>- Few delegations</li> <li>- Dependence on third parties</li> <li>- Not Cathedra</li> </ul>	<a href="http://www.emipesa.es">www.emipesa.es</a>
	<ul style="list-style-type: none"> <li>- Alicante</li> <li>- Valencia</li> <li>- Murcia</li> <li>- Andalucía</li> <li>- Castilla la Mancha</li> <li>- Marruecos</li> <li>- Argelia</li> </ul>	<ul style="list-style-type: none"> <li>- Building Construction (Group 41.2)</li> <li>- Civil Engineering (Group 42)</li> </ul>	<ul style="list-style-type: none"> <li>- More geographic presence</li> <li>- Great experience</li> <li>- Qualified staff</li> <li>- Importance I+D+i</li> <li>- Own facilities and machinery</li> <li>- Quality services</li> <li>- Not dependence on third parties</li> </ul>	<ul style="list-style-type: none"> <li>- Few facilities</li> <li>- Not Cathedra</li> </ul>	<a href="http://www.chm.es">www.chm.es</a>
	<ul style="list-style-type: none"> <li>- Barcelona</li> <li>- Lerida</li> <li>- Zaragoza</li> <li>- Madrid</li> <li>- Sevilla</li> <li>- Palma de Mallorca</li> </ul>	<ul style="list-style-type: none"> <li>- Building Construction (Group 41.2)</li> <li>- Civil Engineering (Group 42)</li> </ul>	<ul style="list-style-type: none"> <li>- More geographic presence</li> <li>- Great experience</li> <li>- Qualified staff</li> <li>- Innovative Systems</li> <li>- Own facilities and machinery</li> <li>- Environmental</li> </ul>	<ul style="list-style-type: none"> <li>- Few delegations and facilities</li> <li>- Dependence on third parties</li> </ul>	<a href="http://www.sorigue.com">www.sorigue.com</a>

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

			<ul style="list-style-type: none"> <li>commitment</li> <li>- Quality services</li> <li>- Have a foundation</li> <li>- Extensive product catalog</li> </ul>		
	<ul style="list-style-type: none"> <li>- Alicante</li> <li>- Valencia</li> <li>- Murcia</li> </ul>	<ul style="list-style-type: none"> <li>- Civil Engineering (Group 42.1 and 42.2)</li> </ul>	<ul style="list-style-type: none"> <li>- Great experience</li> <li>- Innovative systems</li> <li>- Own machinery</li> <li>- Environmental commitment</li> <li>- Not dependence on third parties</li> <li>- Importance of worker safety</li> <li>- Customer support</li> </ul>	<ul style="list-style-type: none"> <li>- Lower quality services</li> <li>- Little geographic presence</li> <li>- Not Cathedra</li> </ul>	
	<ul style="list-style-type: none"> <li>- Murcia</li> </ul>	<ul style="list-style-type: none"> <li>- Civil Engineering (Group 42.1 and 42.2)</li> </ul>	<ul style="list-style-type: none"> <li>- Own facilities and machinery</li> <li>- Environmental commitment</li> <li>- Customer support</li> </ul>	<ul style="list-style-type: none"> <li>- Less experience</li> <li>- Lower quality products</li> <li>- Little geographic presence</li> <li>- Dependence on third parties</li> <li>- Not Cathedra</li> </ul>	<a href="http://www.gonzalezsoto.es">www.gonzalezsoto.es</a>
	<ul style="list-style-type: none"> <li>- Valencia</li> <li>- Sevilla</li> <li>- Madrid</li> <li>- Teruel</li> <li>- Colombia</li> <li>- Perú</li> <li>- México</li> <li>- Arabia Saudí</li> <li>- Paraguay-</li> <li>Uruguay</li> </ul>	<ul style="list-style-type: none"> <li>- Building Construction (Group 41.2)</li> <li>- Civil Engineering (Group 42)</li> </ul>	<ul style="list-style-type: none"> <li>- More geographic presence</li> <li>- Solvent company</li> <li>- Qualified staff</li> <li>- Innovative Systems</li> <li>- Environmental commitment</li> <li>- Importance of worker safety</li> <li>- Customer support</li> </ul>	<ul style="list-style-type: none"> <li>- Less experience</li> <li>- Few facilities</li> <li>- Lower quality</li> <li>- Not Cathedra</li> </ul>	<a href="http://www.torrescamara.com">www.torrescamara.com</a>

Source: Own Elaboration

# MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

## 4. SWOT ANALYSIS

SWOT analysis is useful to identify what the favorable factors and critical tool for the company are. In addition, this study will help establish appropriate objectives and strategies to be followed by the company. To do this, the strengths and weaknesses regarding the internal characteristics, and the threats and opportunities regarding the external characteristics are studied.

**Illustration 18: SWOT Analysis Pavalas**

<b>INTERNAL ANALYSIS</b>	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- Qualified and committed staff</li> <li>- Good performance</li> <li>- Own production facilities</li> <li>- Own machinery</li> <li>- Cost reduction</li> <li>- Great experience</li> <li>- Quality projects</li> <li>- Innovative buildings systems</li> <li>- Time of work</li> <li>- Environment</li> <li>- Safety for workers</li> <li>- Private Cathedra</li> <li>- Alliances between companies</li> <li>- Customers</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- Promotion</li> <li>- Independence of third parties</li> <li>- Export</li> <li>- Own machinery</li> </ul>
<b>EXTERNAL ANALYSIS</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- Construction sector</li> <li>- Technology</li> <li>- Government</li> <li>- Natural disasters</li> <li>- Innovation</li> <li>- Environment</li> <li>- Employee talent</li> <li>- Suppliers</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Uncertainty in the sector</li> <li>- Rivalry among competitors</li> <li>- Price of raw materials</li> <li>- Public support</li> </ul>

*Source: Own Elaboration*

Strengths are those specific factors that differentiate the company from the competition.

- Qualified and committed staff: The Company favors the professional development of employees and their skills and abilities, through management based on talent and leadership. Applies a plan of reconciliation and equality according to the value it attaches to people.

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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- Good performance: The Company complies with all its obligations and payments, having debts with suppliers.
- Own production facilities: Pavasal has its own raw material facilities strategically distributed by Valencia and Murcia, to optimize the delivery of materials.
- Own machinery: Pavasal has its own machinery, what allows you to address any type of work or public service, either for civil and industrial construction, or for the maintenance of infrastructure or spaces that require specialized management.
- Cost reduction: Thanks to have facilities and own machinery, as mentioned above, the company does not depend on third parties to address certain tasks without delay by a subcontractor.
- Great experience: It has a great knowledge of the sector with more than 70 years of experience, which results in well executed work on obtaining better returns, and to provide a fast response to the problem posed by the client.
- Quality Projects: Pavasal established in your organization with a Quality Management System and brings into play all the resources necessary to ensure that their services meet the quality standards required specifications of its customers.
- Innovative Building Systems: Pavasal devotes part of his work to research and development of new products and processes, and innovate existing ones. Apply emerging technologies to improve their products and processes, enabling the company to be ahead in technology applied to the development and execution of works and activities carried out.
- Time of work: All projects undertaken by the company, meet deadlines with customers.
- Environment: It has a high commitment to environmental environment.
- Safety for workers: Pavasal has established a system of training in prevention of occupational hazards, to minimize the risks of their workers.
- Private Cathedra: It has a private professorship at the Catholic University of Valencia.
- Alliances between companies: Pavasal is a business group with other construction companies such as Edifesa, Elit, environmental Pavagua and Pavapark.

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- Customers: The customer knowledge is critical to Pavasal therefore invests in staff for their care and solving engineering problems that pose them. Thanks to this, the company knows its regular customers and has a portfolio of loyal and returning customers.

The weaknesses are the weaknesses of the company, which must be corrected internally.

- Promotion: No advertising systems have to be known.
- Independence of third parties: The lack of own resources to feed themselves, so they need to have intermediaries carrying out certain tasks.
- Export: no exportable or difficult exit to international markets and limited organizational capacity to position itself internationally products.
- Own machinery: Besides being an advantage, as it has been named above, entails a disadvantage because at times there is not enough work for them, you have to find them work out, or if not possible, bear the cost of personnel and depreciation of machinery.

Chances are the present and future possibilities that have and can be exploited, and that are external to the company.

- Construction sector: Since the economic crisis we are facing in Spain, this sector has been the hardest hit, however slowly is growing and improving.
- Technology: Emergence of new technologies for construction, which provides opportunities for companies and provides them quickly and efficiently.
- Government: Government supports the construction sector, contributing to this improvement and has grown in recent years.
- Natural disasters: The consequences caused by natural disasters, in most cases, indirectly involve the need for repair and construction of civil works both private and public.
- Innovation: Through innovation, traditional materials such as concrete or bituminous materials, possessing new properties. In addition, it provides new ideas for the development of new products and services and for research.
- Environment: There is a growing social concern for the environment and responsible consumption, which gives the company a competitive advantage by betting on sustainable construction and compliance with current regulations.

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- Employee Talent: Attracting and retaining talent people by companies is important and essential, so it seeks to have a template with the best technical preparation.
- Suppliers: High bargaining power with suppliers, which supply those materials needed for specific projects.

Threats analyze external factors affecting or could do to the company, especially those of the competition.

- Uncertainty in the sector: The construction sector is uncertain and difficult to predict because it depends heavily on economic policy. In addition, he was one of the hardest hit of the last Spanish economic crisis, so one must be cautious and austere, especially in investments that some companies with the intention of speculation have been dragged into the disappearance.
- Rivalry among competitors: customer accessibility and price competition are the greatest rivalries between companies; it depends also on many occasions, the award of a job.
- Prices of raw materials: The costs of a particular job are classified in materials, machinery and labor. Labor and machinery remained virtually unchanged for long periods of time; however, certain prices in materials can make a work get good benefits or grades losses, as in the case of bituminous mixtures, whose main raw material is bitumen, petroleum. In recent times, they are occurring variations in oil prices and a big raise this hurt the sector.
- Public support: public support systems have been deficient in the sector because their private companies. In recent years, due to the economic crisis, it has greatly reduced the demand for labor by stop administration, leaving abandoned even maintaining major infrastructure that had been made at the time of large investments. Is expected to avoid the deterioration of these infrastructures, you re-invest at least in conservation, however, the evaluation criteria for procurement is economic, generating a price war between the companies, which evidently It reflected in the result of work done.

# MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

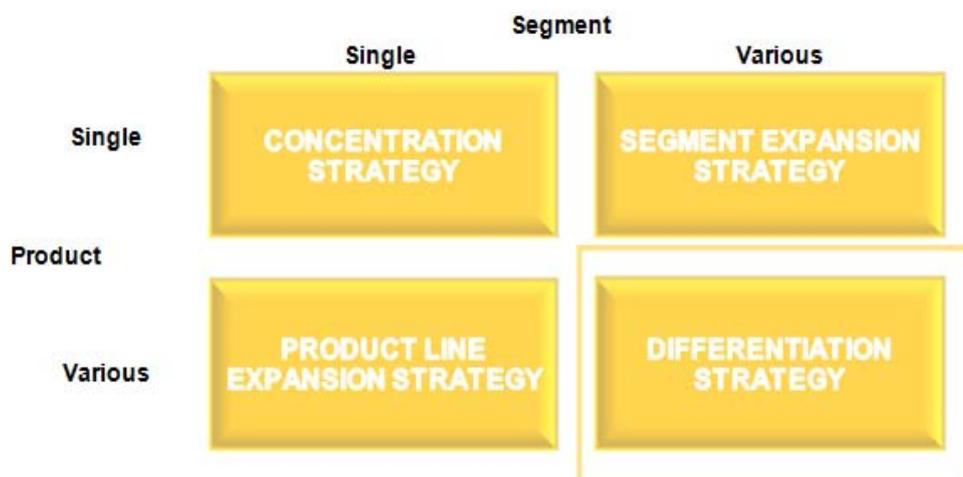
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## 5. SEGMENTATION STRATEGY, TARGET AND POSITIONING

### 5.1. Segmentation strategy

Defining the segmentation strategy, in this case, the company to a single segment is not directed but adapts its offer to the different needs of its customers, so Pavasal follows a strategy of differentiation (Munuera and Rodriguez 2007). No. In the Illustration N° 19 you can see the different segmentation strategies and which one is the one that follows the company.

**Illustration 19: Segmentation Strategy**



*Sourcee: Own Elaboration*

### 5.2. Target audience

Once established the segmentation strategy, you can see with more detail the chosen segment. Previously it is said the company was addressing different segments, which will be defined below which are the main. The target audience which is directed Pavasal differs in two types of customer segments, public and private.

- Private Client: private client includes individuals and companies, which Pavasal serves. Among the companies that demand the work of this company, and being the main customers between 2015/2016 include:
  - o Supermarkets: Mercadona SA, Lidl.
  - o Ceramic Companies: Cerlat S.A., Cicogres S.A., Compacglass S.L., Pamesa Ceramics S.L., S.A. Porcelanosa, Venis S.A., Todagres S.A.

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- Stations: BP Oil Spain S.A. Energy Company dedicated to oil and natural gas; Acme S.L. management stations; Chief S.L.
- Residential complexes: Apartments Los Dorados, dedicated to rental and sale of apartments; Owners Community Mediavega de Viver and Los Pinos; residential Los Olmos II; Hotel Hey S.L. .; Marina D'Or-Loger; C. B. Mon-Mar, which provides services site.
- Schools: School La Magdalena S.L., Bishop Climent Cooperative Valenciana, Mater Dei Seminary Castellon.
- Factories: Al-Farben SA, belonging to Torrecid group dedicated to the manufacture of inorganic pigment colors for ceramic and glass sectors; Canes segorbina manufactures S.L. .; Sacmi Iberica SA, which manufactures and installs machines and plants for the ceramic industry.
- Other: Abello Linde S.A, which belongs to the Linde group specializing in industrial gases; Aguas de Castellón S.L., commercial furniture and office machines and performs small construction jobs; Ferro Spain SA, specializing in high performance material based on technology-based glass, pigments, colours and polishing materials; The Hispano S.A. del Cid, Hicid bus company; Portell springs S.A., dedicated to the production, preparation and packaging of mineral waters; Marza import S.A., official dealer Skoda cars; Castellón Portsur S.A., bulk cargo terminal; Frost-Trol, dedicated to the commercial refrigeration; Villareal C. F., S.A.D; News Communication and Image S.L., Inscá group dedicated to shop fitting, shop furnishings and store design; Transnuclear S.L., company dedicated to road haulage and storage; UTE firm AP7, associations and joint ventures; S.A.M.C.A Group, focusing on sectors such as mining, agriculture, energy, plastics and real estate development; Vaersa, dependent department of the “*Generalitat Valenciana*” belonging to the Ministry of Environment, which performs works and services within the scope environmental throughout the territory of the CCVV.

## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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- Public Client: The public client includes public administrations. Specifically, Pavasal has worked for 2015/2016 with fixed customers such as:
  - o Councils of the areas where it is more present, such as Alcora, Almazora, Alquerias the lost child, Barracas, Benicasim, Betxi, Calig, Castellon Chovar, Scull, Fanzara, La Llosa, Moncofa, Montan, Montanejos, Nules, Oropesa del Mar, Segorbe, Tirig, Torre d'en Domenech, Traiguera, Villarreal, Vinaroz, Toga, Sacañet and Pina Montalgrao.
  - o The Department of Housing, Public Works and structuring of the territory, which gives especially Pavasal work on roads and transport. Other consellerias that employ the construction company are the Environment and Education.
  - o The Castellón County Council, which is dependent on the service road and focuses on the conservation and maintenance of the provincial road network mainly.
  - o The Commonwealth of Northern Castellón area in which delegated the Autonomous Community (CCVV), the Provincial Government, the State and other entities, services provided in their territory.
  - o Ministries of Agriculture, Food and Environment, where they work largely for the river Júcar and costs, and the Ministry of Development, especially with the Port Authority of Castellón. In addition, other public entities such as the ports of Valencia, Castellón, Alicante and Tarragona.
  - o The State Society Infrastructures Land transport (SEITT), which is dedicated to the construction, operation and promotion of transport infrastructure on behalf of the General State Administration.
  - o Agrarian Transformation Company S.A. (Tragsa), which is within the Tragsa group, belonging to the group of companies of the Sociedad Estatal de Participaciones Industriales (SEPI). He works for the government at the service of society, dedicated to the provision of rural development and conservation and environmental protection.

# MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

## 5.3. Positioning

In this section, it has created a positioning map, in order to visualize what is the where Pavasal is respect to competition in the consumer's mind. In this map are defined two main variables, quality and service, which are those that provide a competitive advantage to the company. As for quality, refers to that which is mainly reflected in three aspects, the materials used in the construction project, and the implementation of this, that is, to everything that brings added value to the customer. As for services, it refers to the variety of services that the company offers. Therefore, it is talking about a quality-based positioning. In addition, it is a consumer-centered position, as the company tries to provide its products and services of those attributes that are suited to the needs of its customers.

Pavasal, is positioned as a company that provides a service medium-high quality, therefore the strategy followed by the company is differentiation, which will be explained in the following section. As shown in illustration 20, the main competitors of the company in terms of quality are those companies located in the upper right quadrant, Becsa, Emipesa, Chm infrastructure and Sorigué. In addition, the company is competing in terms of services offered as Torrecámara. And finally, we find companies that are in an intermediate position such as Gonzalez Soto and Aglomerados Los Serranos.

Illustration 20: Positioning Map



Source: Own Elaboration

# MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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## 6. OBJETIVES AND STRATEGIES

### 6.1. Objectives

Given the mission established by the company marketing objectives of ratifying it will be fixed and that should continue in the short term. In addition, these objectives will be measurable, achievable and set in a period of time.

On the one hand, we would have the overall objective, which coincides with the mission established by the company. Therefore, it raised the overall objective is to offer its customers an innovative and quality product or service that meets the needs of these.

On the other hand, there will be presented the various specific and functional objectives, which include marketing, fixed according to their type:

- Objectives of trade relations. These objectives refer to the company's relationship with its environment.
  - o The company will try to attract new customers, 25% in one year, becoming known to a greater extent through its website and social networks, thus increasing its visibility. It also aims to participate in events and marketing campaigns on construction.
  - o Get 90% of satisfied customers in 12 months, thus keeping loyal customers and increase their satisfaction and their own brand recognition.
  - o Establish good relationships with customers, offering a personalized and value-added service, and devoting 15% more time and care in a year.
  - o Keeps your staff constantly recycling to be permanently abreast of developments both new technologies and new product innovation and performance techniques and elements of security and legislation affecting the construction sector, whether in terms of town planning, environment, roads, water, public procurement or other matter. To do this, 4 training courses shall be established annually for each quarter, to be constantly formed and in contact with the new changes in the sector.

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- Objectives of marketing activities. These objectives refer to the management of the 4Ps of the company.
  - o Increase works projects undertaken by 10% this year compared to last.
  - o Try to achieve an increase of 5% of the market share within a year, promoting and highlighting urban regeneration and the importance of providing quality and innovation in services.
  - o Extend the geographical scope, being present throughout the Spanish territory, with 5% more delegations which operate in the next 12 months.
- Financial targets of marketing. These objectives refer to commercial profitability.
  - o Try to increase the net profit of the company by 10% next year.

## 6.2. Strategies

Once goals are established, a number of strategies will be developed to meet them and to increase the competitive advantage by offering more customer value than the competition.

The different strategies followed by the company in three main areas and viewpoints of different authors are analyzed. Depending on the competitive advantage, the position in relation to competitors and the contribution to growth are the three axes.

If we analyze the strategies according to Porter (1982) as the basis of the desired competitive advantage, it is observed that to achieve the objectives the company has developed a differentiation strategy, offering products and services of high quality at prices medium-high . It must be said that under the current economic situation, many customers pay more attention to economic aspects in the works requesting that aspects of quality and innovation.

Therefore, Pavasal is guided by a differentiation strategy also paying more attention to add value to its customers. This added value offered by the company is also offering high quality products and constant innovation, has a specialized staff to increase the confidence of their customers and differentiate themselves from their competitors.

Moreover, according to the relationship with competitors, we have the views of Miles and Snow (1978) and Kotler and Singh (1981). According to the view of Miles and Snow, the company follows a strategy of analyzer because although on the one hand remains the foundation of their business, but also takes actions necessary to protect showing interest to the new opportunities that may arise.

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Pavasal is on permanent alert with the constant changes that occur in the market, without sacrificing innovation and quality, which are the main review.

According to Kotler and Singh strategies, the company follows the strategy of follower, as it has its own strategies to try to increase or at least maintain its current market share. To do so, it offers quality and innovation in their products to differentiate themselves from their competitors. I must say that in the construction sector, competition is not as aggressive as the services offered are similar and are to be distinguished by the attributes that give their products.

Finally, within the matrix as growth strategies Ansoff (1965), the company follows a strategy of market penetration as it wants to strengthen its presence in the markets in which it operates with the products already offered. Although I must say that the company belongs to the construction sector, which are constantly changing, so too would relate to product development strategy. The company allocates resources to R + D + i, incorporates new attributes to their products and also puts emphasis on providing quality.

## 7. MARKETING MIX ACTIONS

### 7.1. Service and product decisions

With regard to improving the service and product company, to achieve some of the objectives, a number of actions are established.

#### **Action 1: To promote and add value to urban regeneration.**

It is a measure to promote culture in society of rehabilitation and conservation. To this end, rehabilitation programs of construction and urban sustainability in general developed, in particular, with the help of the Ministry of Culture of Spain, national heritage. This ministry could help companies, establishing a type of financing plan, other than grant, to carry out the rehabilitation and conservation.

With this, it is mainly intended to achieve the objective previously raised to increase market share and increase work projects a year.

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### **Action 2: Establish training courses for employees of the company.**

With these courses is aimed to train workers so that specialize in the work they perform. As already discussed later, will seek to establish a space for counseling clients and a new international department, therefore, in these courses to employees who are in these areas in such work it will form both advice and commercial. In addition, training in these courses will perform all other departments of the company, engineers, administrative and other civilian workers.

The types of training that will play in the company are:

- Languages. These courses would especially target at commercial charge of the international department, where reinforce languages like English as a high level, and French and German, to interact with customers from neighboring countries. In addition, they would be directed to those employees who work with the public, learning the most widely spoken language and need to learn English.
- Sales techniques. These courses would be directed in particular to commercial. In them will be learnt key strategies to interact with customers, you give them good service and offer advice that meets your needs.
- Office. These courses would be directed to all engineers of the company, as well as commercial and administrative aspects of this, where they would learn computer methods to carry out their work more effectively and quickly.
- Productivity and Environment. These courses would be directed to engineers, where they would learn and would be constantly learning about these new environmental laws and established structures and how to establish better work projects undertaken.

With this, it is intended primarily to meet the goal of keeping staff constantly recycling, as well as being a way to keep customers satisfied with the service provided indirectly.

### **Action 3: Establish monthly meetings with the business of the company.**

This is to assess market developments and information about existing marketing policies. Furthermore, subsequently, with all the information gathered in these meetings market reports and competition on a quarterly basis will be developed, to be constantly informed when changes occur and focus its services to customer expectations and offer them a better service.

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This action is a way to satisfy customers and offer them what they seek.

### **Action 4: Create a department of international relations.**

This is to learn from outside companies to innovate and save costs, looking for new suppliers to buy material for construction machinery and hire them. And thanks to this department, Pavasal can serve as a subcontractor to provide services to companies from other countries that they do not have and need, and can thus break through internationally. To do this, you would need to have business with languages to successfully serve customers who come through this department.

Thanks to this, it seeks to attract new customers and satisfy loyal customers who already have the company. In addition, it is intended to increase work undertaken projects and increase market share.

### **Action 5: Managing materials left over from the executed works.**

Of each work are subtracted about 2,000 € of materials, both of leftover materials as they were before starting and retire. With them an ecological maintenance of these materials, according to the Environmental Law, is intended on the one hand properly managing waste in an orderly space, and on the other hand, saving costs of new works.

To this end, it has been thought establish a enabled for this work, where the surplus materials are deposited and then works are in perfect condition for future projects area. This place would be established in Ribarroja (Valencia), next to the quarry that has Pavasal, a place that can be seen in the image below. To start with this plan of action, an area for this activity would be enabled once it profitable and feasible, more strategically in areas other points are enabled.

**Illustration 21: Quarry Pavasal of Ribarroja (Valencia)**



*Source: Pavasal*

With this latest action, it seeks to increase net profit, saving costs

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## 7.2. Price decisions

My proposal for Pavasal pricewise, is to complement the pricing methods by applying a margin taking into account both the prices of competitors such as perceived customer value.

Anyway, prices would continue in the same line without major changes, since the strategy followed by the company is the differentiation and therefore would not be consistent set lower prices because the products with high quality require higher prices. If the company decides to lower the prices of their services, consumers may believe that in the past have been paying higher prices with regard to quality and therefore can create a bad reputation and image of the company.

## 7.3. Distribution decisions

As for the distribution, two types of improvement actions to Pavasal that detailed below arise.

### **Action 6: Improving the facilities of the Office of Pavasal from the Delegation of Castellon.**

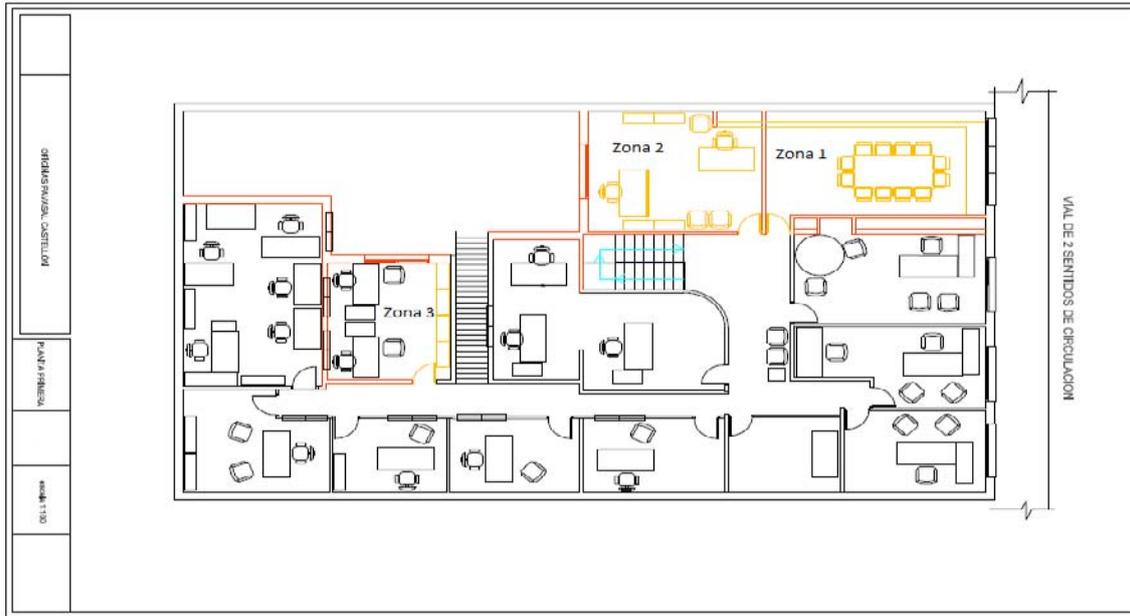
This proposal would be to reform the office in order to improve the service and attention they provided to customers. It has chosen the office of the delegation of Castellon as a starting point to run the enablement of these actions, but later will be established in all delegations of the company. To do this, a specific area for personal attention and advice customer is enabled. Thus, a closer relationship will be established and they spend more time. This area should be little wide to give the feeling of closeness and commitment are looking for the customer, as well as being more decorated with colors, small plants and modern office furniture.

In addition, as I already mentioned above, an area will be enabled for the new international department of the company, which will be in charge of two languages for trade with the start of this new activity. This new service will focus on the one hand, to offer services to international businesses and, on the other hand, find suppliers who provide materials necessary for the company with saving costs.

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Then in Figure 22 can be see an instituted reform in Pavasal office located in Castellon. Zone 1, which would be addressed at meetings to be established with trade monthly, as discussed above. Zone 2, would be bound to advice customers, and Zone 3, correspond with the department of international relations.

**Illustration 22: Office Reformed the Delegation of Castellon**



*Source: Own Elaboration*

With all this, it aims to achieve the first three objectives outlined above, i.e., attract new customers, keep customers satisfied and establish a close relationship with them.

### **Action 7: Expand the scope and geographical presence of the company.**

Another proposal on the distribution would extend the geographical scope of where the company is located. On the one hand, to increase presence throughout the Spanish territory can reach customers throughout the peninsula. On the other hand, increase the number of established delegations, one easier to provide services to all clients that arise reaching way. Delegations strategically by Spain set up them in Granada, Madrid, Barcelona and Pontevedra would be established.

Here we can see the map of Spain on the one hand with pointing arrows cities where the new offices would be implemented strategically, and crosses the cities where there are currently delegations of the company.

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Illustration 23: Map of Spain with Signaling of Current and News Delegations



Source: Own Elaboration

With all this, in addition to trying to achieve the goal of expanding the geographical scope, it is achieved other objectives such as attracting new customers, increasing the number of projects demanded work, increase market share and increase net profit the company.

## 7.4. Promotion decisions

Finally, in terms of distribution, we must say that the company lacks sufficient means to make them known. For this, we have established a series of actions to complete this aspect necessary for promotion of the company.

### **Action 8: Redesigning the website of the company.**

Related advertising company, one of the measures is to redesign the website by inserting other advantageous utilities for customers such as giving them the option to register on the website of the company, to be constantly informed about the products and innovations offered the company, sending them "newsletters" (publications sent by email). It would also be making a monthly catalog where all products and services offered and those developments which have detailing. Thus, anyone interested in construction-related services could see it and contact the company.

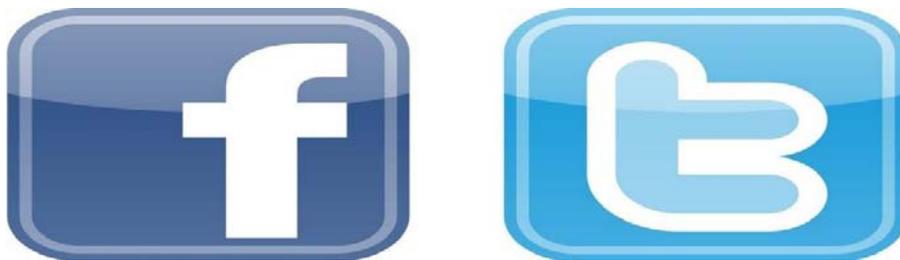
## MARKETING PLAN OF THE CONSTRUCTION COMPANY PAVASAL S.A

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### Action 9: Provide social networks.

Another proposed measure related advertising that the company would dispose social networks to reach more customers and cover more market. To do this, it would account on Facebook and Twitter, where the company would make periodic reports on developments offers and also would serve as a tool of "feedback" because through these accounts customers can express their opinions and suggestions, providing the company with information to improve their business and satisfy their customers' greater extent.

Illustration 24: Logos of Social Networks Facebook and Twitter



Source: Google Images

### Action 10: Participate in events and trade shows, and "merchandising".

The participation of the public in events and trade fairs on construction will be also a proposal to present to the company. At the end of the year, hundreds of fairs where companies come to present their products and reach new target customers. Pavasal could go to those most representative construction fairs organized in Spain, such as Smopyc, living in public works machinery in Zaragoza, or Sico, hall construction in Galicia.

Illustration 25 and 26: Fairs Sico and Smopyc about Construction



Source: Trade Fairs 2016

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Moreover, in these fares would use the "merchandising", regaling all those potential customers who will come to your stand with pens, diaries and calendars with Pavasal brand.

Here you can see the diaries and calendars with which the company treats its employees annually, which would serve to provide customers.

**Illustration 27: Diaries and Calendars of Pavasal**



*Source: Pavasal*

### **Action 11: Collaborate with road safety days.**

Other days to which Pavasal could come and work with them are the days of road assistance for security awareness and as a complement to social responsibility and improving the image of the company. This is also intended to sponsor the company, establish a branch of social act in the company.

As the beginning of this action, the company can establish relationships with companies such as Mapfre and the General Directorate of Traffic, which participate in conferences and lectures on prevention and road safety. Once they have learned about this new work, Pavasal could set up their own workshops and organize lectures at schools, universities or public institutions.

### **Action 12: Use advertising billboards to advertise.**

The billboards are an effective and recurrent method that companies use as a media and advertising. Advertise this seriously another proposal for Pavasal. In this way the company brand would be noticeable and all those potential customers who did not know her, this method could become customers.

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**Illustration 28: Billboard of Pavasal**



*Source: Own Elaboration*

With all these proposals for the promotion and communication, we aimed to achieve business objectives about attracting new clients have loyal customers and new satisfied, and seek a good relationship with them. In addition, it also seeks to achieve increased market share and increase work projects.

## **8. TIMELINE**

Given the above posed action plans will be presented following the schedule of the activities undertaken.

**Table 5: Timeline**

2016	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Rehabilitation Programs												
Training Courses												
Meetings												
Market Reports												
Department. International												
Leftover Materials Zone												
Improves Facilities												
Geographic Expansion												
Redesign Website												
Social Networks												
Events and Fairs												
"Merchandising"												
Road Safety												
Billboard												

*Source: Own Elaboration*

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As we can see in Table 5, actions such as the redesign of the official website of the company and the implementation of social networks are taking place in January, with ongoing maintenance throughout the year.

Regarding rehabilitation programs on the momentum and urban regeneration, they shall be drawn up every four months, starting in January. The training courses that will be performed in the company, will also be established in every four months, but would intuitively, since each training course lasts. Meetings with business as have commented are monthly, although the market reports to be drawn up of these would be quarterly starting in January.

The implementation of the department of international relations would be in February, once the reform Pavasal office, estimated for completion this month. Enabling designated area leftover materials of works will begin in January and estimate that will last for three months. For geographic expansion of the company, where they will establish four new branches in the mainland, a period of 6 months estimated.

As for participation in events and fairs and the use that will make "merchandising", they are set twice a year, the months of April and October when these events are more frequent. For the part of the conference road safety and support, it has set the participation in them three times a year, in March, July and December, the months of more traffic on the roads and more victims. Finally, with regard to advertising through billboards, they fixed all year except the summer months from June to August, where such advertising is not very effective.

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### 9. BUDGET

In Table 6 you can see a detailed estimate of the cost of each action raised. The proposed budget amounts to 821,900 €.

**Table 6: Budget**

ACTION	IMPLEMENTATION	BUDGET
<b>Training Courses</b>	Hiring a company to teach language courses, sales techniques, office automation and productivity and the environment.	20 h. de course = €2,500 2,500€ x 4 courses = €10.000 €10,000 x 3 (four-monthly) = €30,000
<b>Department. International</b>	Hiring 2 new employees with languages.	€2,500 x 2 = €5,000
<b>Leftover Materials Zone</b>	Enable an area for materials left over from the works.	€6,000 + maintenance = €6,000
<b>Improve Facilities</b>	Improve office facilities, enabling three new areas for advising customers, for meetings with business and the new international department.	€3,800 (meetings) + €3,500 (advice) + €2,200 (department. international) = €9,500
<b>Geographic Expansion</b>	Establishment of four new offices in Granada, Madrid, Barcelona and Pontevedra.	€200,000 (delegation) x 4 = €800,000
<b>Merchandising</b>	Purchase diaries and calendars to offer in trade fairs and events.	€35 (calendars) x 80 und. + €28 (diaries) x 50 und. = €4,200
<b>Billboard</b>	Installation of billboards as a way to advertise.	€800/unit x 4 = €3,200
<b>TOTAL BUDGET</b>		<b>821,900 €</b>

*Source: Own Elaboration*

As regards the budget drawn up of the actions will be implemented, such as training courses, the new department, the reform of company facilities and billboards, it has been calculated to settle in Castellon. Once the effectiveness of these actions is contemplated and if they are profitable for the company, will be implemented in other areas where Pavasal is present.

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### 10. CONTROL

Each objective by attempting to develop an action plan to achieve this, but for this we must take control to detect any possible error or deviation. Then, the control will be carried out for each proposed objective, to see if the actions have been implemented correctly and have the expected effect detail.

**Table 7: Control Objectives**

OBJETIVES	CONTROL METHODS	PERIODICITY
Attracting 25% of new customers and in a year	Observe people signed on the social networks of the company, and that you are interested in our services at fairs and events.	Quarterly
Get 90% of satisfied customers	Check the opinions and suggestions of customers, especially those where you can improve.	Monthly
Getting establish good relations with customers	Check that the personalized service that is offered is effective and customers are satisfied with it.	Quarterly
Constantly maintain personal recycling	Check that the training provided in the company's results and customers are satisfied with the care of employees.	Four-Monthly
10% increase in construction projects	Review sales and annual revenue and compare with previous years.	Biannual
5% increase in market share	Find out if the value of the company brand and reputation has increased and improved.	Biannual
Extend the geographical scope of the company	Check that the 4 delegations are working properly, and meet the expected purposes. Also, find out which are strategically placed correctly and there are potential customers in the area.	Annual
Net Profit Increase by 10%	Review annual results obtained and compared with previous years.	Biannual

*Source: Own Elaboration*

With these control methods established, they are checked whether the objectives are being met and if not, will provide us the information needed to be quick and efficient to implement new actions to improve the results.

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## **LAWS**

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