



**UNIVERSITAT  
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## **MARKETING PLAN OF GLOBALIS FOUNDATION**

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## 1- EXECUTIVE SUMMARY

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Globalis Foundation is a non-profit foundation, with the aim of developing an entrepreneurial spirit throughout the territory of Castellón, and more specifically, in the city of Vila-real. To this end, the foundation provides support services to entrepreneurial citizens and organizes events, conferences and prizes to motivate and disseminate the entrepreneurial culture between the population and the companies.

In this marketing plan, we have analysed first, the resources and internal capabilities of the foundation, to observe everything that the company has in its own form. Secondly, an external analysis has been made of everything that affects the foundation, both the environment and the competition. In addition, the current situation of foundational markets has been analysed to see how the market is currently.

The next step has been to set some goals to be achieved by the foundation in the coming year, in which it is possible to emphasize the unification of all its services in packages of services, to offer a totally personalized service and to increase a greater number of satisfied clients with the foundation.

For this, we have established a total of 8 actions to improve the growth of the foundation and achieve the objectives and the goals previously proposed.

Finally, a calendar has been established which establishes the beginning and the end of each of the 8 actions, distributed during all the months of the year. A budget, which indicates the total cost of the 8 actions to be carried out. And control tools to measure and ensure the achievement of the proposed objectives.

## 2- PRESENTATION OF THE COMPANY

### 2.1. Presentation Globalis Foundation

Globalis Foundation is a non-profit organization that was born in 2011, as a result of a joint effort between the private sector and civil society, to create a stable and open collaborative framework to the participation of any entity interested in promoting Social, Economic and Technological Innovation. Its role is focused on the analysis, promotion and diffusion of innovative entrepreneurship by citizens, companies and institutions.

Its headquarters are located in the centre of Vila-real, a territory that has more than 50,000 inhabitants, in La Murá Avenue number 3. It is a modern building in the centre of Vila-real, at about three hundred meters from the Town Hall and the main administrative centres of the city. Specifically, it is located in the most dynamic and commercial avenue where you can find a lot of commercial and service establishments.

**Image 1.** Location office Globalis Foundation



Source: Google Maps

### 2.2. Mission

Globalis main mission is to transform innovation into an engine of economic and social development. Apart from being the entity that facilitates an innovative and continuous transformation so that Vila-real and its area of influence are generators of wealth and social welfare, and it also helps companies in the region to be sustainable and with innovative spirit.

### 2.3. Vision

Considering its vision, Globalis aims to ensure that the region of Castellón, and in particular Vila-real, has economic and social indicators similar to the average of the most advanced regions predicted for Europe in 2020, promoting Sustainable wealth creation in Vila-real and its area of influence through innovation and entrepreneurship.

### 2.4. Values

The values promoted by Globalis Foundation are:

- **Social innovation.** They acquire a vital attitude by which they use the creativity, the knowledge, the experience and the collaborative work to solve new needs of our society and of the markets.
- **Positive attitude.** At Globalis, they believe in people with an attitude of commitment, enthusiasm, self-motivation, proactivity to change, responsibility and efficient excellence.
- **Effort.** We must understand that the results come as a result of continuous work. Recognition and reward are the fruit of effort. This is achieved by acquiring commitment to results; defining goals and making decisions based on their impact on the achievement of them.
- **Leadership.** Another important point is the ambition for representing and defending a love for one's own, seeking consensus, with humility and honesty.
- **Entrepreneurial spirit, entrepreneurial initiative.** They seek to identify innovation opportunities to anticipate market demands through activities of surveillance and foresight, and an entrepreneurship attitude.

### 3- ANALYSIS OF THE SITUATION

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#### **3.1. Internal analysis**

To carry out the internal analysis, it is necessary to know the resources and capacities that Globalis Foundation has, the objective is to be able to identify its strengths and weaknesses, and later on to establish objectives and strategies to take advantage of those resources and capacities.

##### **3.1.1. Company Resources**

Taking into account the resources with which the company operates, we have divided them into three distinct groups: human resources, financial resources and marketing resources, where the marketing mix is found.

###### **3.1.1.1. Human Resources**

The foundation is governed by the organization chart of image 2, in which all human resources are grouped.

The first organ of power is the **patronage**, formed by the founding members of the Foundation. It is the highest governance, representation and administration organ of the Foundation, and its functions include the approval of the Foundation's management plans and action programme.

The second organ is the **management committee**, this is the representative organ of the Foundation and it corresponds to the ordinary administration and management of the foundation, being competent to carry out any activity that the law doesn't attribute to the patronage with the character of non-delegable, and always in accordance with the current legislation.

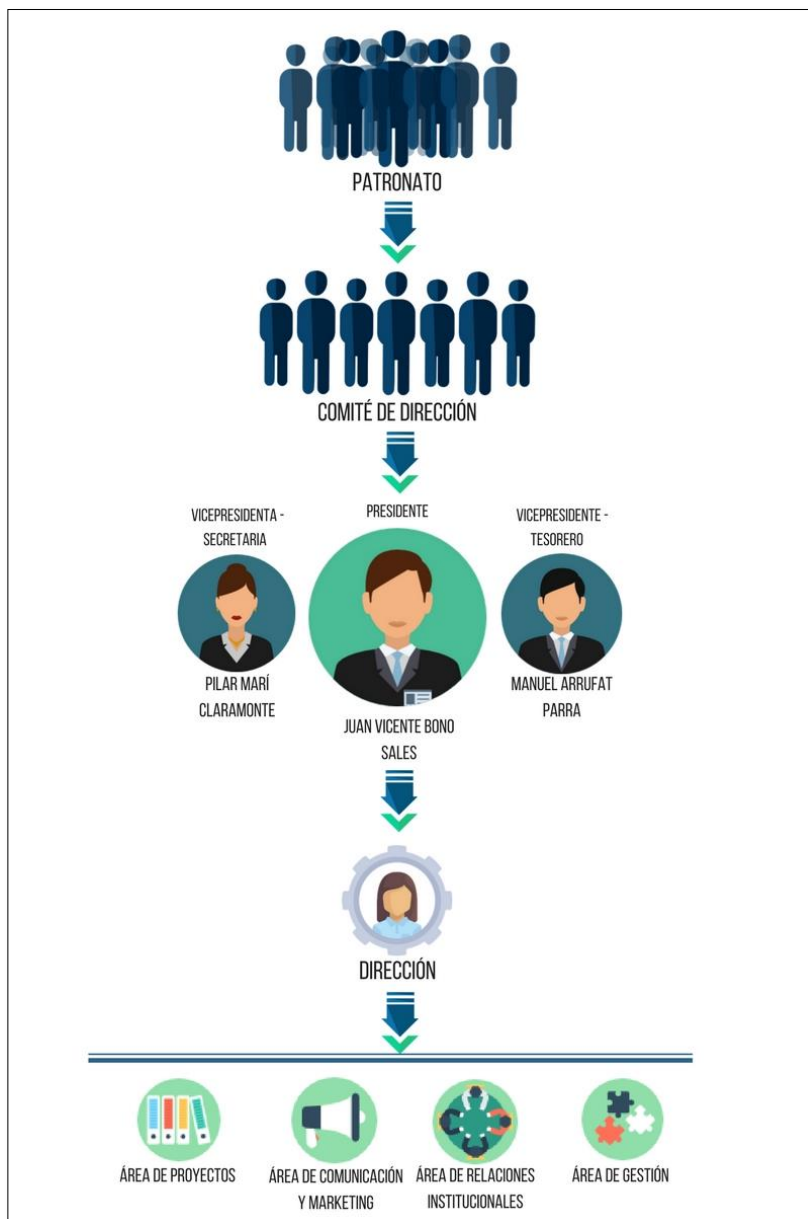
The management committee is represented by the president of the Foundation, Juan Vicente Bono Sales; A vice-president secretary, Pilar Marí Claramonte and a vice-president treasurer, Eliseo Arrufat Gallés. The members of the committee work voluntarily and every year the Foundation has the policy of changing the president.

Lastly, the operating team is found, these are the **direction** and **areas of work** of the Foundation. In the direction we find Edurne Zubiria, executing all those specific questions that are necessary to carry out the plans and projects of the foundation. On the other hand, the areas of work of the Foundation are divided into four main areas: the area of projects, the area of communication and marketing, the area of institutional relations and finally the area of management. The person who works in these areas and who has the support of the management to carry out all the necessary tasks is the technician in

innovation, Carla Hervás. In addition to the two people working in the Foundation, they also have a number of collaborators to develop their activities as people in practices of the University Jaime I, who help in all the projects that they have in progress in the Foundation.

All the people who work in the Foundation are able to carry out tasks to promote the activities related to the development of innovation in a concrete and local environment. They are people capable of fostering and energizing the values and the entrepreneurial culture and the collaborative economy.

**Image 2.** Flowchart Globalis Foundation



Source: Globalis Foundation website

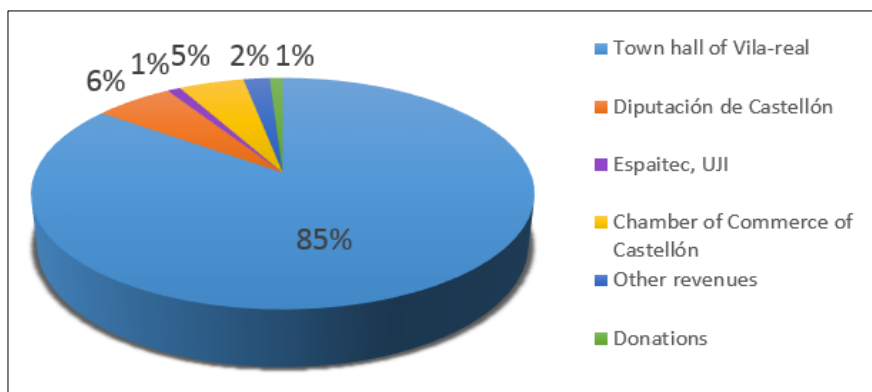


### 3.1.1.2. Financial resources

The financial resources of Globalis Foundation, its revenues and expenditures, will be compared in the period between 2014 and 2016, to see how it has evolved in recent periods.

The first graph shows the revenues of 2014, in which the Foundation has obtained 85% of revenues through aid agreements with the town hall of Vila-real, that is, the vast majority of its revenues comes from the town Hall. On the other hand, 6% and 5% of their revenues come from La Diputación de Castellón and the Chamber of Commerce of Castellón respectively. And finally, Espaitec with 1%, donations received with 1% and other revenues with 2% make up the total revenues received in 2014 by Globalis Foundation.

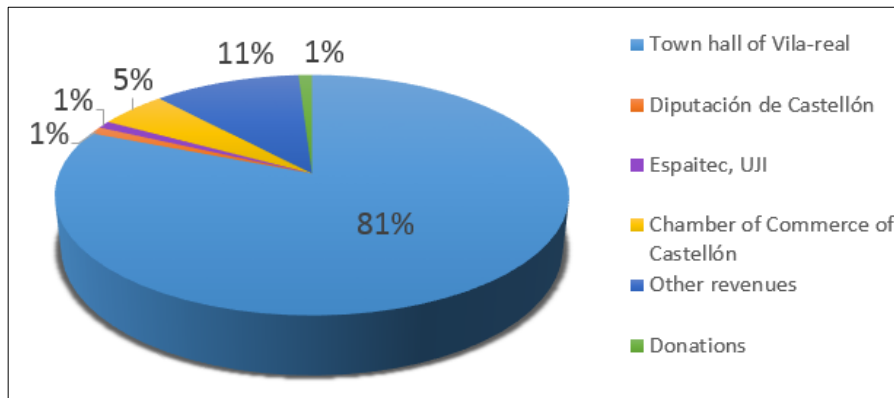
**Graph 1.** Revenue in 2014 from Globalis Foundation



*Own elaboration. Source: Globalis Foundation website*

The second graph shows the revenues obtained in 2015, these have been 81% by the town hall of Vila-real, which remains the largest source of earnings for Globalis Foundation, since it is the entity that receives the majority of the economic aid. For this period, the help of the Chamber of Commerce of Castellón maintains 5% of the revenues, and also, it has increased from 2% to 11% other earnings received by the Foundation, which are those dividends received for being part of the CDTI point, in their work in the development of social innovation and the provision of services to large companies. And finally the aid received by the Diputación de Castellón, the Espaitec of the Jaime I University and the donations are situated in 1% of the revenues for each case.

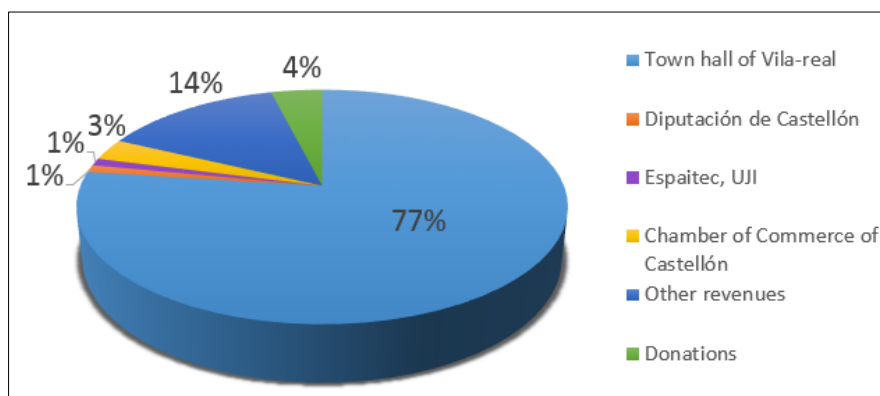
**Graph 2.** Revenue in 2015 from Globalis Foundation



*Own elaboration. Source: Globalis Foundation website*

In the last graph of revenues for the year 2016, it is shown in graph 3, we can see that 77% of revenues continue to come from town hall of Vila-real, so that it is the main ingress for the Foundation. La Diputación de Castellón, Españitec and the Chamber of Commerce of Castellón continue to place their revenues in values of 1 to 3%. It is worth mentioning the increase in to her incomes such as the provision of services to large companies and the collection of dividends for being a PIDi point of the CDTI, which is a sign that Globalis is doing the right thing. And finally, the donations have also increased and stand at 4% of the incomes, so it is another point in favour of the Foundation, since those entities that rely on the work that it makes are more and more.

**Graph 3.** Revenue in 2016 from the Globalis Foundation



*Own elaboration. Source: Globalis Foundation website*

To conclude, Table 1 shows a summary of the incomes obtained by the Foundation. There is a decrease in revenues from the town hall of Vila-real and a clear increase in other revenues for the Foundation, which may be aids which were received from different entities and services provided to large companies in those years. This means that the

Foundation is obtaining other funds on its own, without having the support of a public entity, so it is a positive indicator.

**Table 1.** Revenue summary Globalis Foundation 2014-2016

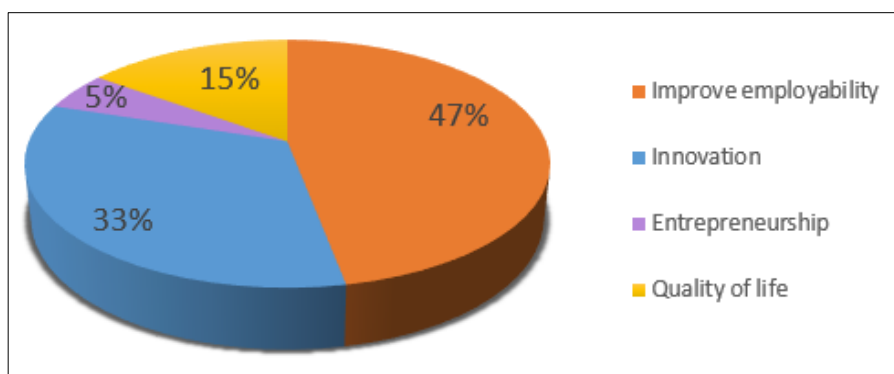
	2014	2015	2016
TOWN HALL OF VILA-REAL	85%	81%	77%
DIPUTACIÓN CASTELLÓN	6%	1%	1%
ESPAITEC, UJI	1%	1%	1%
CHAMBER OF COMMERCE CASTELLÓN	5%	5%	3%
OTHER REVENUES	2%	11%	14%
DONATIONS	1%	1%	4%

*Own elaboration*

On the other hand, the Foundation's expenditures are also analysed in the same period from 2014 to 2016.

The first graph represents the expenditures that the Foundation has made in 2014. The majority share of expenditures has been made in actions to improve employability, with 47% of expenditures, that is to say almost half of these. Secondly, it can be seen that Globalis has spent 33% of its revenues on improving Vila-real's local innovation. Finally, 15% have tried to increase the quality of life, in factors such as health, nutrition and sport; and 5% of spending has been devoted to entrepreneurship.

**Graph 4.** Expenditures in 2014 by Globalis Foundation

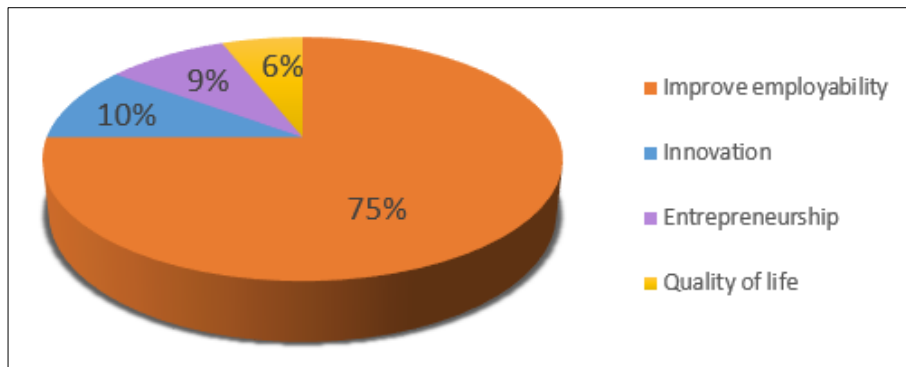


*Own elaboration. Source: Globalis Foundation website*

Regarding Globalis's financial expenses in 2015, there is an increase in spending to improve local employability, with a percentage of 75%, increasing from the previous year almost 30% of expenditure in this area. On the other hand, the spending in the area of innovation and improvement of the quality of life has decreased considerably, with 10% and 6% respectively. In addition, it should be added that these two areas have come to

match the area of entrepreneurship in terms of spending, since it has obtained 9% of expenditure in 2015.

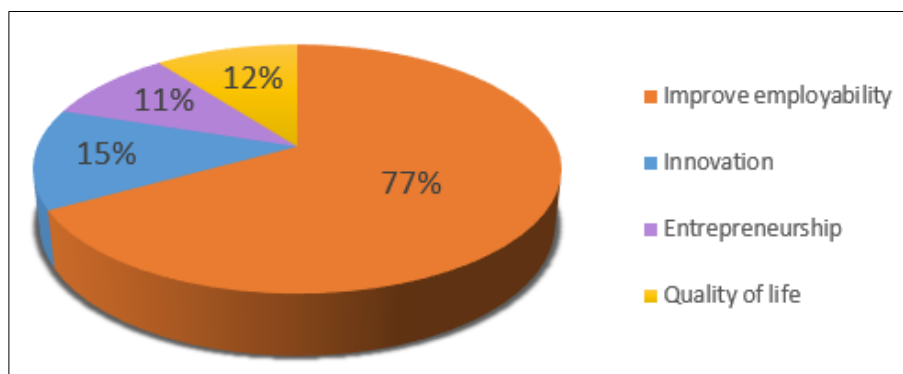
**Graph 5.** Expenditures in 2015 by Globalis Foundation



*Own elaboration. Source: Globalis Foundation website*

Finally, for the Foundation's 2016 expenses, it is observed a small increase in the area of improvement of local employability, with 77% of expenses obtained, which is the most important and outstanding area for Globalis. In addition, it should be added that in all other areas, expenditure has been equalized in each one of them, in order to distribute the income obtained by the foundation as best as possible. With a 15% we find the expense for innovation, with 11% the spending for entrepreneurship, and finally, with 12% we can observe the spending aimed at improving the quality of life of citizens.

**Graph 6.** Expenditures in 2016 by Globalis Foundation



*Own elaboration. Source: Globalis Foundation website*

To conclude, Globalis's expenses in the period from 2014 to 2016 shows a clear evolution of the spending used to improve employability, which is the most important area for Globalis as the accounts indicate. On the other hand, it should be added that the other areas have been gradually matching the costs so that they are as similar as possible and that there is no clear difference between them.

**Table 2.** Summary of expenditures Globalis Foundation 2014-2016

	2014	2015	2016
<b>EMPLOYABILITY</b>	47%	75%	77%
<b>INNOVATION</b>	33%	10%	15%
<b>ENTREPRENEURSHIP</b>	5%	9%	11%
<b>QUALITY OF LIFE</b>	15%	6%	12%

*Own elaboration*

3.1.1.3. Marketing resources

**Product / Service**

Globalis foundation does not sell a tangible product, but the product it offers is intangible, since it is responsible for offering various services to different audiences.

First, it develops activities aimed at start-ups, SMEs and professionals with the aim of promoting, launching and stimulating new innovative business initiatives. To obtain this, Globalis Foundation has carried out a series of workshops and courses aimed at supporting the creation of innovative companies and assisting those who wish to form themselves. The courses that the Foundation has carried out are divided into courses to improve management and business knowledge, courses for entrepreneurs who wish to obtain information on the best way to create a company, and finally, courses related to financing and economic results of the company.

With respect to the courses to improve knowledge and management of the business itself, the great majority of these courses were carried out in the year 2013 and finally just one in the year 2016, in order to improve different areas of the company. The courses were as follows:

- May 2013: **Course of tools for the management of the company in social networks.** The purpose was to know all those tools and services available today to manage a company on the Internet and Social Media.
- September 2013: **Workshop on management of online tools accelerating your business.** Training workshop to know a group of free online tools with a high number of possibilities, very versatile, that will help the business, company or brand to grow exponentially.
- October 2013: **Increased reality workshop given in Vila-real.** Workshop with the aim of understanding the concept of increased reality, discover the different professional fields of this technology and experiment personal and professional interests with the use of such technology.

- December 2016: **Training program: How to present and defend your business project.** Training course aimed at the Premis Globalis finalists to inform them how to manage the innovative company once it has reached the potential to be a competitive company in the market.

**Image 3.** Photos training workshops organized by Globalis.



*Source: Globalis Foundation website*

Another type of actions made by the Foundation were courses aimed at entrepreneurs carried out to encourage the creation of companies with innovative elements and thus foster the innovative spirit in the territory in which Globalis operates.

- October 2015: **Itinerary of the innovative entrepreneur.** The objective of the program was to promote the creation of innovative companies in Vila-real through training in different areas of the company, with special emphasis on the definition of the business model, innovation, strategy and the elaboration of the plan.
- April 2016: **Actions for entrepreneurs: R & D + entrepreneurs.** Activities in different locations to promote innovative entrepreneurship, creativity and entrepreneurship in society.

Finally, the Foundation considers the financing of new companies as a fact of great importance, so recently, it has carried out two courses in order to inform about the best way in which the business can be financed.

- December 2015: **Innovation for Local Trade.** Globalis Foundation organized a talk that was aimed at improving economic results, innovation and key success activities of Vila-real businesses, taking advantage of the approaching Christmas shopping season.
- July 2016: **European funding H2020. How to present a millionaire proposal.** Practical workshop with the objective of knowing the European financing in

innovation projects and to know the tools and methods of management of European funds, it's normative and dynamic of work between partners.

Second, they carry out actions aimed at promoting excellence, competitiveness in the search for work and the knowledge economy.

- February - May 2014: **Workshops to improve employability.** Set of free workshops to find employment using new technologies as a differentiating tool that provides access to a greater type of job offers.
- October-November 2014. **Workshops "Develop your professional identity".** Through a series of workshops the foundation sought to improve the employability of young people by developing their professional identity. In addition, topics such as talent management, professional skills and vocational identity were also discussed.
- October 2015: **Business Opportunities.** This included a series of conferences, workshops and business meetings where different topics were addressed to offer a new perspective to entrepreneurs and self-employed, with the aim of creating a space for the development of new business opportunities and generate synergies among attendees.

**Image 4.** Photos workshops to improve employability organized by Globalis.



*Source: Globalis Foundation website*

Finally, it seeks to act as a link between capital and projects, directing private investment towards scalable, high potential business projects and in any sector of activity. It also tries to encourage networking, technology transfer and social innovation.

- September 2013: **Meeting science and innovation cities in Vila-real.** The objective was that Vila-real was one of the first cities to be "Cities of Science and Innovation" to share projects and experiences of local innovation and to find synergies and sources of collaboration among them.

- September 2013: **Vila-meeting of Business and Professional Networking.** This was an encounter that served to help entrepreneurs and professionals of Vila-real to find synergies. In it, some businesses aimed at finding allies to be able to carry them out were presented.
- April 2014: **RSEncuentro Vila-real 2014.** The objective was to connect professionals and individuals with an interest in business ethics and corporate social responsibility to cooperate and work together to promote Corporate Social Responsibility (CSR)
- June 2015: **“Intrapreneurship” workshop in Enrédate Castellón 2015.** It was a business meeting organized with the collaboration of different entities of the province related to entrepreneurship, whose purpose was to create new opportunities, generate networks, contacts, exchange opinions and meet trends.

**Image 5.** Photos workshops entrepreneurship



*Source: Globalis Foundation website*

In addition to all these actions, Globalis Foundation receives in its offices at any person, company or entity that needs some type of information about how to create a company with an innovative factor, how to manage it or what are the most recommended funding sources according to the type of company created. And on the other hand, it also helps those small companies that want to expand their business and need good contacts, to interact with large companies and to establish new business opportunities.



### Price

The price to obtain some of the services described previously is zero, since the Foundation does all these activities for free for those people, companies, start-ups or professionals who need help to develop a company or an innovative project. The objective of Globalis is to help companies to develop innovation and to foster the innovative spirit in the territory of Castellón.

### Distribution

In the case of distribution, Globalis Foundation, having an intangible product, has no distribution channels, deadlines or wholesalers to attend. The distribution of the Foundation is therefore carried out through the own office located in the centre of Vila-real, where all the projects that will be carried out later on and where companies that wish to obtain information or receive some kind of help go directly to ask.

### Communication

Globalis Foundation uses as a tool of communication the events, in order to try to transmit an entrepreneurial culture to society through projects or conferences that respond to the aspirations of citizens and professionals in the immediate future, in addition to influence the environment positively.

For this reason, the events that the Foundation realizes we can be divided into three types of days. The first one is aimed at making health and sport compatible, so every year the foundation organizes workshops to raise awareness among the population.

- November 2013: **Health and Tourism conferences.** Globalis Foundation, together with the support of Espaitec, organized a conference where the new opportunities arising from the tourism and health sector were analysed.
- December 2015: **The necessary innovation in the agri-food sector.** Globalis Foundation, being concerned about market instability, workers' incomes and climate change, held a meeting in order to maintain the capacity to produce food, manage natural resources in a sustainable manner and balance the territory.
- October 2014, November 2016: **Health, Nutrition and Sport.** Challenges and business opportunities. This included a conference with the only purpose of presenting challenges in the health, sports and food sector, in addition to promoting healthy living habits.

**Image 6.** Photos conference health, nutrition and sport



*Source: Globalis Foundation website*

The second type of events organized by Globalis includes meetings between large local companies and small innovative companies with the aim of forming synergies, working as a team and resolving conflicts. In addition, it also carries out these conferences with the purpose of promoting the talent and the R + D + i concept throughout the municipality.

- January 2013: **Conference "Business mediation"**. In order to resolve conflicts, it was analyzed that what it is necessary to reach a point of understanding is business mediation.
- February 2013: **Conference "Fiscal Benefits of R + D + I"**. The objective was to enhance R + D + I as a competitive path and to explain the requirements that a project of such characteristics must have. Apart from explaining their areas of financing or tax deduction as incentives to R + D + I.
- March 2014: **Executive Workshop - innovative strategies for growing your business**. Together with the CEEI Castellón, an executive workshop conference on innovative strategies to promote business growth was carried out.
- November 2014: **Conference Globalis Emprendedores 2014**. Conference organized by the Foundation with the objective of supporting entrepreneurs to look for new business opportunities.
- February 2015: **Conferences for Entrepreneurs 2015**. Conferences for entrepreneurs and start-ups, with the purpose of giving visibility and support in their first steps, informing and training them on aspects of business creation.
- December 2016: **Talent and Employment**. Conferences for the students of the last courses of Professional Training Degrees with the objective of bringing them to the labour reality of the local companies of business sectors related to their

studies and to know the future trends to be able to improve their employability and to be more prepared for the working challenges.

- March 2017: **Breakfast-conference "Put a start-up in your life"**. The conference was devoted to private meetings between young companies with innovative products or services and consolidated companies that want to diversify or identify new business opportunities.

**Image 7.** Photos conference "put a start-up in your life".



*Source: Globalis Foundation website*

And finally, other types of events are social events aimed at all audiences, in order to develop positively the territory of Vila-real, its city, its economy, its businesses and its population.

- November 2013: **The Real, social currency of Vila-real**. Globalis foundation promoted its own Social Currency for the Vila-real municipality, since it supposes a promotion of the collaborative culture, a support for social initiatives and a promotion of the local economy.
- October 2014: **Week of the collaborative economy**. Globalis Foundation organized the week of collaborative economy with the objective of supporting social initiatives and promoting the local economy, so that it was directed to the entire territory of Vila-real.
- January 2016: **Classroom-Company**. Programme aimed at primary school students and educational centres in Vila-real in which it was intended to awaken

the curiosity of young people about what it means running their own business through a talk with a local businessman who talked about his work experience. After that, children asked questions about the curiosities that came to them.

- December 2013, December 2014, December 2015, December 2016: **Vila-real Innovation Forum**. Aimed at start-ups, SMEs, entrepreneurs, young innovators, teachers and anyone committed to innovation. The objective is to spread the culture of innovation and achieve a change in the model of social and economic development to achieve wealth and jobs.

**Image 8.** Photos Currency "The real", forum innovation and classroom-business programme



*Source: Globalis Foundation website*

To encourage the population, it uses the promotion of sales through competitions, so that people are aware and involved in the importance that innovation has nowadays. Globalis Foundation makes competitions and prizes aimed at all types of public, from 8 year olds and young students of ESO to people with an innovative factor company without taking into account the factor of age. That is why, the Foundation has its own Globalis awards that each year gives to the best innovative company of the year.

- July 2013: **Ceramics Innovation Competition "Ciutat de Vila-real"**. The competition was aimed to encourage the participation of young students to publicize the atomic structure of the ceramic material, as well as to represent it through ceramic designs.

- September 2013: **School competition "Digital Natives"**. The prize of this competition was to select 8 participants; 4 of ages between 8 and 11, and another 4 between ages of 12 to 14; as speakers in the Roundtable "Digital Natives, consumers of the XXI century"; they also received a tablet.
- May 2015: **Createcompany**. Competition addressed to students of High School and Formative Cycles with the aim of encouraging and fomenting the entrepreneurial spirit and the business creativity among the students with prizes between 300 and 1,000 Euros.
- May 2015: **Business Ideas Competition 2015**. Contest for students of ESO, High School and Formative Cycles with the aim of fomenting the spirit and the entrepreneurial culture among the community of Vila-real students.
- December 2014: **Vila-real Efecte Awards**. Together with other entities, the Foundation organized the Efecte awards with the objective of rewarding business ideas and business projects giving € 2,500 to each prize.
- September 2014, September 2015, December 2016: **Premis Globalis**. Awards organized by Globalis directed at young companies with a high innovation component and with the aim of recognizing these companies and helping to strengthen the socio-economic fabric, diversify business activities and also promoting entrepreneurship and innovation.

**Image 9.** "Premis Globalis 2016" Photos



Source: Globalis Foundation website


The Globalis Foundation uses its website, [www.fundacionglobalis.org](http://www.fundacionglobalis.org), to provide direct information to its target audience and as a tool for disseminating materials such as brochures, publications, logos, etc. In addition, it uses its website to invite people to its events, as well as to create a specific access for companies and the media. On the other hand, from the blog of the Foundation, posts related to their projects and news of interest to the people attending will be published.


Every week, they send an electronic bulletin to all the database subscribed to it, (they have 1,435 subscribers) informing about aids, workshops, projects, events, conference of interest for entrepreneurs and companies.


In addition, they use all types of public relations such as posters, Banners, Rolls ups, diptychs, print media, digital press, online blogs and magazines.

Finally, all these events, conferences, forums, prizes and competitions are made known through viral marketing carried out by the Foundation through its social networks. The Foundation uses its four social networks with the goal of reaching its target audience, within them the most known are Facebook and Twitter.

 Through their page in the Facebook social network, the Foundation publishes all the events that it performs and the news that may be interesting for the followers of the Foundation, as they are topics of entrepreneurship and of innovation. Globalis has on its Facebook page almost 700 followers, 660 likes and a maximum reach of 1,250 people.

 Another of its most important social networks is Twitter, in which following the line of Facebook, shares those events that it performs, news or other interesting conferences to attend related to innovation and entrepreneurship. The Foundation has 1,255 followers and has a total of 1,754 likes.

 The other two social networks are, on the one hand Youtube, where it share videos summaries of the conferences, this has been thought for those who have not been able to attend them and interviews to young innovative companies finalists of Premis Globalis that briefly explain the evolution of their company.

 And on the other hand, a LinkedIn page where it has 600 followers and it is where the Foundation is announced as well as the events that it performs.

### 3.1.2. Company Capabilities

#### 3.1.2.1. Distinctive capabilities

Distinctive capabilities are what sets Globalis Foundation apart from other foundations that compete with it. It is what the foundation has done or does extraordinarily well in comparison to the remaining entities of its operating sector.

- **Private foundation-citizen platform:** Globalis is a private non-profit entity made up of social partners (civil society), business (private companies) and entities (local and regional agents). This network of different profiles with different interests, but at the same time with common ones (improving society based on the values of innovation and entrepreneurship) makes it the only private citizen platform of the environment, which is totally independent. This brings value because:
  - It is independent, the capital is private, not linked to any political force.
  - It is an inclusive entity; through the platform different social groups linked to the ecosystem of innovation and entrepreneurship are integrated.
  - It is open to society, because thanks to transparency and the open forum of opinions, it encourages citizen participation. They have the point of view and opinions of citizens that can be helpful to improve projects and plans, as well as improving projects and taxes.
  - The Executive Committee is committed to effective and transparent management.
  - They work to strengthen the role of agents and institutions by involving them in projects directly.
- **Vila-real: city of science and innovation.** Globalis Foundation is located in the centre of the Ecosystem of Local Innovation, in which there are a number of agents and a set of resources destined to develop innovation in the territory, as well as a group of companies and entrepreneurs who wish to work in this line. For these reasons, the town of Vila-real has been recognized with the "City of Science and Innovation" brand awarded by the Ministry of Economy and Competitiveness with which it will compete in the national and international environment.

This recognition is the result of intense and participative work that summarizes the essence, values and attributes of the locality, and seeks the positioning as a

city that drives change in the economic model, fostering innovation, as a catalyst for this change.

- **Point PI+D+i of the CDTI.** The Foundation is recognized as the PIDi point of the PIDi network promoted by the CDTI (Centre for Industrial Technological Development, launched by the Ministry of Economy and Competitiveness). It is the second PIDi point in the province of Castellón. It is a Network created with the aim of being the unified public service for companies and entrepreneurs, on the various programs supporting R + D + I, covering all administrative areas, from local programmes to European ones and all areas of innovation. This network acts as a single point of access in matters related to the information on financing of R + D + I projects of companies and entrepreneurs, regardless of the size of the entity and the geographical location of it.
- **Recognitions received:** its work in favour of innovation and society has been recognized and rewarded by different entities:
  - National Prize: Most Innovative Idea Prize, awarded by NCIS 2015 - National Congress of Innovation and Public Services, Madrid 21<sup>st</sup> of April 2015.
  - National Prize: Citizens Prize, awarded by the Citizens Foundation, [www.premiosciudadanos.com](http://www.premiosciudadanos.com) Madrid, November 26<sup>th</sup>, 2015.
  - National recognition: Social Innovation Project: The Real, social currency, National Forum of Social Innovation, [www.forodeinnovacionsocial.org](http://www.forodeinnovacionsocial.org). Year 2015.
  - Membership of "Table CSR Castellón", a group of companies and social entities dedicated to the promotion and development of corporate social responsibility in the province of Castellón. Year 2017.
- **Innovation Club.** Globalis Foundation has signed the Public Innovator Commitment and it is part of the Innovation Club. They wanted to acquire the "Public Innovator Commitment" voluntarily, which is a recognition given to those social agents who work for innovation in society. In this club, those entities that promote and foster the development of innovation in their environment can only be admitted.



### **3.2. External analysis**

The analysis of the environment is necessary to identify those aspects that the foundation cannot control since they are out of its reach, whose objective is to identify opportunities to take advantage of them and threats to reduce their impact lately

#### **3.2.1. Macroenvironment (PESTEL Analysis)**

The objective of the analysis of macroenvironment is to define the context in which the foundation operates through analysis of a series of external factors: political, economic, technological, sociocultural, ecological, and finally, legal.

##### **3.2.1.1. Political Factors**

As the political situation in Spain in recent years has been quite unstable. In the first place, the financial crisis that has crossed Spain left in very bad position the political leaders, that is the reason why the Spanish population leaved to stopped trusting politics and it caught up with all the Spanish territory when creating new companies. In addition, due to the crisis, unemployment increased considerably so that few people were in a position to create their own innovative company as there was no money to do so.

Second, the repeated elections in 2016 left Spain in a situation that had never experienced before, a year of political blockade. The citizens were deeply disappointed with the political leaders, as they were unable to unite and form a government. Once the government is formed, the vision is more hopeful, and Spain is expected to recover gradually.

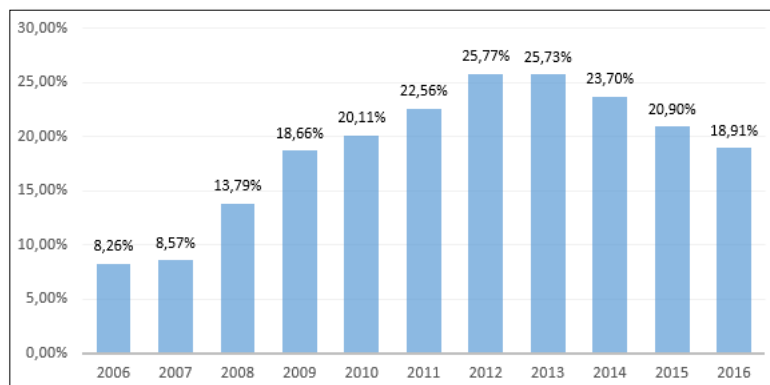
The fiscal policy that has been used and will continue to use the government of Spain in 2017 is an expansionary fiscal policy in which it plans to increase revenues and increase spending progressively in pensions, health and investment in R & D, Which is the latter beneficial for the creation of new companies with innovative factors in the Spanish territory.

Finally, in the territory of Vila-real, the political party PSOE won with an absolute majority in the municipal elections held in 2015 and Jose Benlloch became its mayor again. Since 2011, the date of creation of the Foundation and previous municipal elections, this one has an agreement of aid with the town hall that, for now, it will remain three years until 2019 that is the reason why the incomes of the Foundation will continue in the same form until that moment.

3.2.1.2. Economic factors

Considering the economic factors, the economic crisis that Spain experienced from 2008 to 2012, left as a result a considerable increase in the unemployment rate in Spain. As shown in graph 7, in 2006 the unemployment rate in Spain was 8% of the population and ten years later, in 2016, the unemployment rate is almost 19% of the population, more than double than in 2006. Since 2012, the year in which the highest unemployment rate was obtained in Spain, the rate continues to fall steadily, although the result that has left the economic crisis has been the precariousness of labour throughout the territory, with minimum wages and temporary contracts.

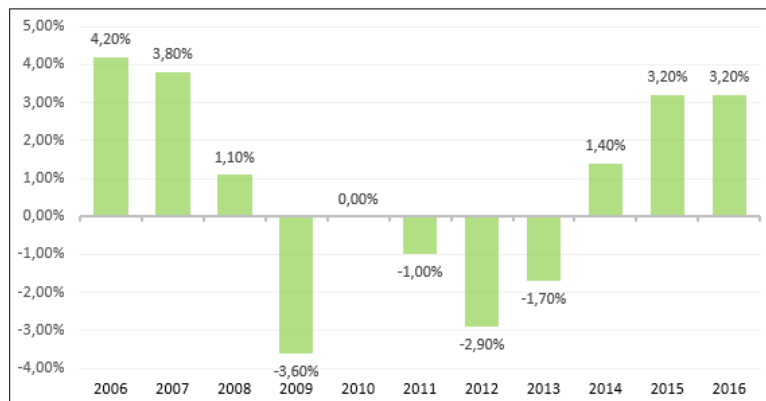
**Graph 7.** Unemployment rate in Spain in the period between 2006-2016



*Own elaboration. Source: National Statistics Institute*

Another economic factor to measure the consequences of the crisis in Spain is the GDP growth rate (Gross Domestic Product). GDP grew in Spain to 4.2% in 2006, and after the first year of economic crisis, in 2009 the GDP fell by -3.6% and it was not until 2014 that it started to increase again. This last year the GDP increased by 3.2%, which little by little evidences the recovery of the Spanish economy and it is expected to continue improving in the following years.

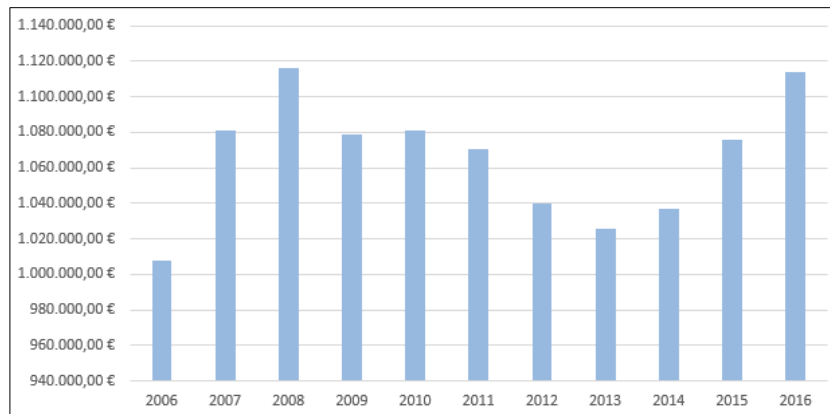
**Graph 8.** GDP growth rate in Spain, period between 2006-2016



*Own elaboration. Source: National Statistics Institute*

As for the annual evolution of GDP in Spain, before the crisis in 2008, the country had almost 1,120 billion Euros, so it was in a good economic situation. As can be seen in graph 9, with the start of the crisis, GDP began to decline steadily until that in the year 2013 it stood at just over 1,102 billion Euros. Finally, the economy has been recovering and in 2016 GDP was at the same level as in 2008, one of the best figures in Spain, which is an evidence of the continuous improvement of the Spanish economy.

**Graph 9.** Annual evolution GDP Spain, period between 2006-2016



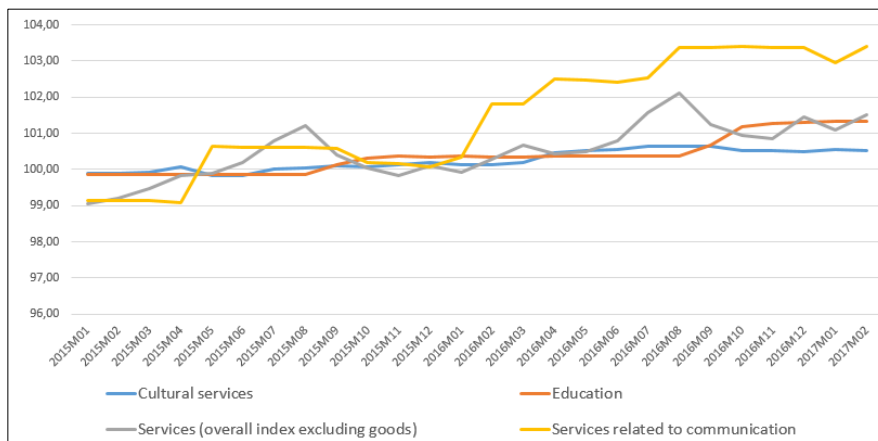
*Own elaboration. Source: National Statistics Institute*

And finally, another economic factor to analyse is the Consumer Price Index (CPI). Graph 10 shows four activity indexes related to the foundation. As for the index of cultural services and the index price of education, in the year 2015 they make the same movements, but by the end of 2016 the prices of education increased more significantly than that of cultural services.

On the other hand, the index price of services in general in 2015 begins very low and increases throughout the year until August, where it reaches its highest point, and decreases subsequently until the month of November. On the other hand, in 2016, it steadily increasing and the highest point can be seen in the month of August as the year before, where prices are higher.

The last index of activity is the prices of services related to communication. The index begins 2015 below 100, rises in the first months of the year, and finally the index ends above 100, so prices rise. In 2016, the index of services related to communication is soaring and increasing to 103, so that prices increase greatly in 2016.

**Graph 10.** Rate of Consumer Price Index for the period between 2015-2016



Own elaboration. Source: Eurostat

### 3.2.1.3. Sociocultural factors

As for the sociocultural factors to be analysed in respect to foundations, in the first place, we need to consider which image the population has about them. According to a study carried out by the University of Oviedo on the image of foundations in today's society, it confirms that foundations have a positive image in society, despite the continuous scandals about irregular foundations. Knowledge about foundations, their activities and their social purpose make the population have a good image of the foundational sector. To continue with the positive image of the foundations, the report says that the own foundations should transmit as much as possible information about their activities. Finally, the report stands out that it is positively valued that foundations are innovative and entrepreneurial in nature to respond specifically to society. Therefore, it can be concluded that for the population a foundation is a positive element that is why we can say that everyday more and more people trust them.

On the other hand, the GEM (Global Entrepreneurship Monitor) report for the year 2014, made a list of the 33 most entrepreneurial countries, as can be seen in table 3. Spain is listed in number 24, a good place if we observe which is ahead of many G8 countries such as France, United Kingdom, Italy, Canada, Germany, and Japan. Therefore, we can say that Spain is one of the 33 most enterprising countries in the world, and the forecasts are that the Spanish entrepreneurial population will continue to increase.

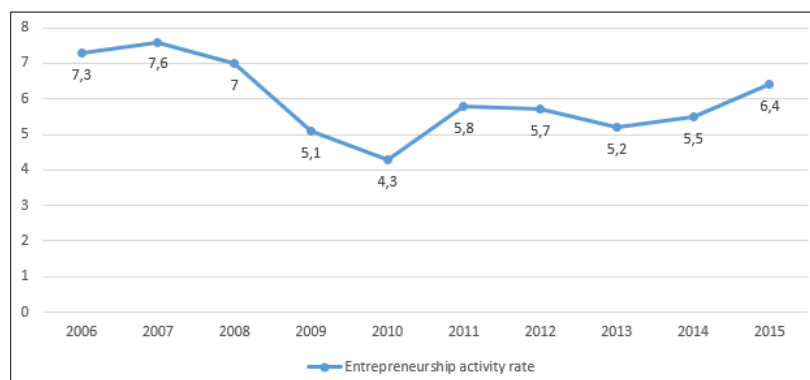
**Table 3.** Ranking of the 33 entrepreneurial countries, year 2014

1	India	11	Suiza	21	Eslovenia	31	Alemania
2	Turquia	12	Holanda	22	Grecia	32	Bélgica
3	EEUU	13	Israel	23	República Checa	33	Japón
4	Brasil	14	Eslovaquia	24	<b>España</b>		
5	China	15	Polonia	25	Portugal		
6	Islandia	16	Noruega	26	Dinamarca		
7	Irlanda	17	Suecia	27	Francia		
8	Rusia	18	Luxemburgo	28	Reino Unido		
9	Estonia	19	Corea del sur	29	Hungría		
10	Austria	20	Finlandia	30	Italia		

*Own elaboration. Source: Global Entrepreneurship Monitor 2014 Report*

Another factor to take into account is the Spanish entrepreneurship activity rate, which measures all the entrepreneurial initiatives of less than three and a half years that exist in the market. As seen in graph 11, the evolution of the rate of entrepreneurial activity in Spain in 2006 and 2007 was 7%, when the economic crisis appeared the rate fell to 4,3% but after 2013 it has begun to improve and each year it is continuously increasing. The latest data recorded in the GEM 2015 report places the entrepreneurship rate at 6,4%, one of its best figures in recent years, and it is expected to continue rising in the coming years.

**Graph 11.** Evolution of entrepreneurial activity rate



*Own elaboration. Source: Global Entrepreneurship Monitor 2015 Report*

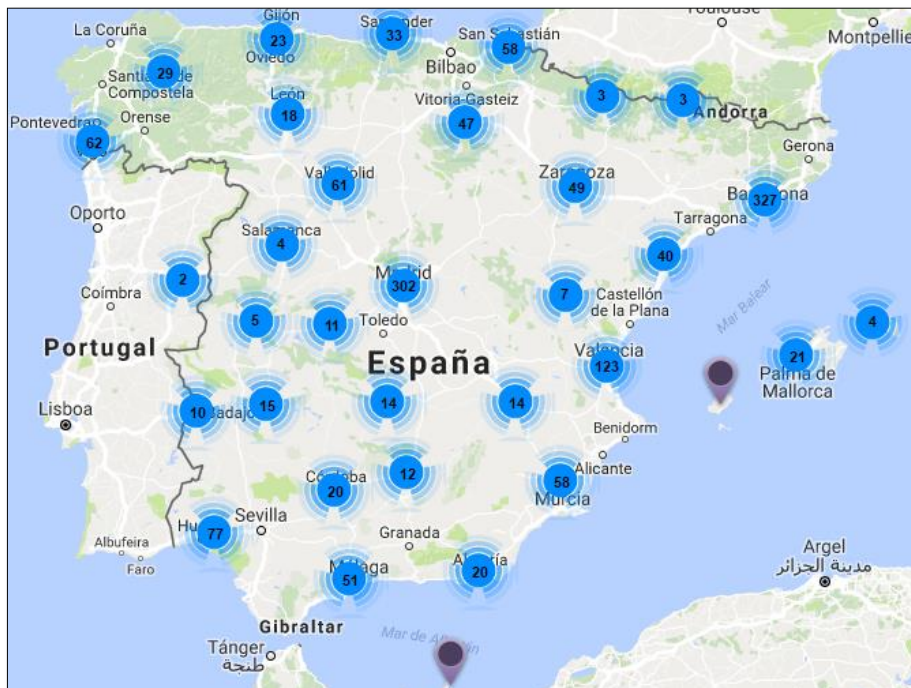
#### 3.2.1.4. Technological factors

Regarding the technological factors, technology is currently a major element for human development. It is necessary to say that today technological changes occur daily at a really high rate, so it is almost uncontrollable. Moreover, it should be added that technology does not advance in a single market but in the vast majority of markets there are updates and technological developments. That is why technology is fundamental today for any company that wants to thrive.

In the time of economic crisis, the fact of carrying out R + D + I programmes was very profitable for companies, as they all wanted to survive and be competitive. Therefore, today companies must continue this way, as they have a challenge and this is to be innovative and seek the competitive advantage that allows them to continue in the market and increase their competitiveness. That is why companies must work on product development so that they do not become obsolete and continue to improve until they reach success.

There is a number of organizations that help companies in everything related to R + D + I, such as private research and technology organizations, universities and public research organizations, and, finally, manufacturing and service companies. Spain is not a leader in innovation, but it has a good raw material. The problem is found in technological centres that help companies. The vast majority of these, which can be seen in image 10, help traditional sectors such as the agricultural sector or the traditional industrial sector. Only a few centres are dedicated to digital innovation, artificial intelligence, biocomputing or supercomputation. Currently, the government has presented the general budgets for the year 2017 and it will provide 800 million Euros to finance aid to R & D projects, with the aim of increasing the number of companies and developing technology centres to help companies.

**Image 10.** Map of technology centres in Spain



Source: Spanish Foundation for Science and Technology

Finally, other factors that are directly related to the Foundation are the start-ups, to which Globalis provides support for its development. These are developing companies and they are generally associated with new innovative technologies. In 2014, there were about 2,000 start-ups in our country. A year later, in 2015, there were more than 2,500 innovative start-ups. And in the year 2016 there were approximately 2,700 start-ups, which shows that it is a sector that is booming and, with the economic recovery, it is still expected to grow much more.

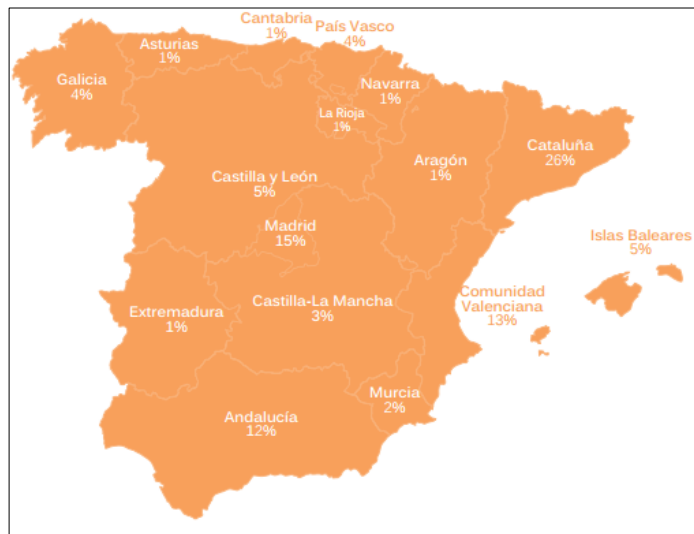
#### 3.2.1.5. Ecological Factors

Considering the ecological factors, the web site of tiendo.com, an app leader in catalogues and offers online, has performed interviews with its users to find out how much Spanish people are concerned about the environment in the buying process and how it influences their purchase decision. The result has been that 8 out of 10 people have respect for the environment and the type of manufacture of the products is decisive when buying them. In addition, they add that the majority of consumers take into account if the origin of the products is local. For the 11% it is important to consider whether the product has been manufactured without damaging the welfare of animals and also the preservation of natural resources is the most important aspect for most consumers.

For all this, the population's image of organic products, their manufacture and distribution is essential at the time of purchasing, so more and more companies try to use ecological measures to try to improve the purchase of their products.

Another ecological factor according to the report of the ecological sector in Spain 2016 carried out by the company Eco logical, a company expert in consulting services of the food and ecological sector, is the consumption of organic products in Spain. As can be seen in the image 11, it is unequal in the different autonomous communities and the ones that consume the most are Catalonia with a 26% and Madrid with a 15%. The third community that consumes the most organic products is the Valencian Community with 13% of the products, so it is a good opportunity for the creation of companies with ecological factors. These have better possibilities for the growth of the company since the community itself is one of the most consuming communities in Spain.

**Image 11.** Consumption of organic products by Autonomous Communities



Source: Ecological sector report Spain 2016

### 3.2.1.6. Legal factors

Foundations are, as established in Art. 2 of Law 50/2002 on Foundations, "... non-profit-making organizations that, by the will of their creators, have a lasting impact on their heritage to the realization of Purposes of general interest. ", and they are protected by Art. 34.1 of the Spanish Constitution.

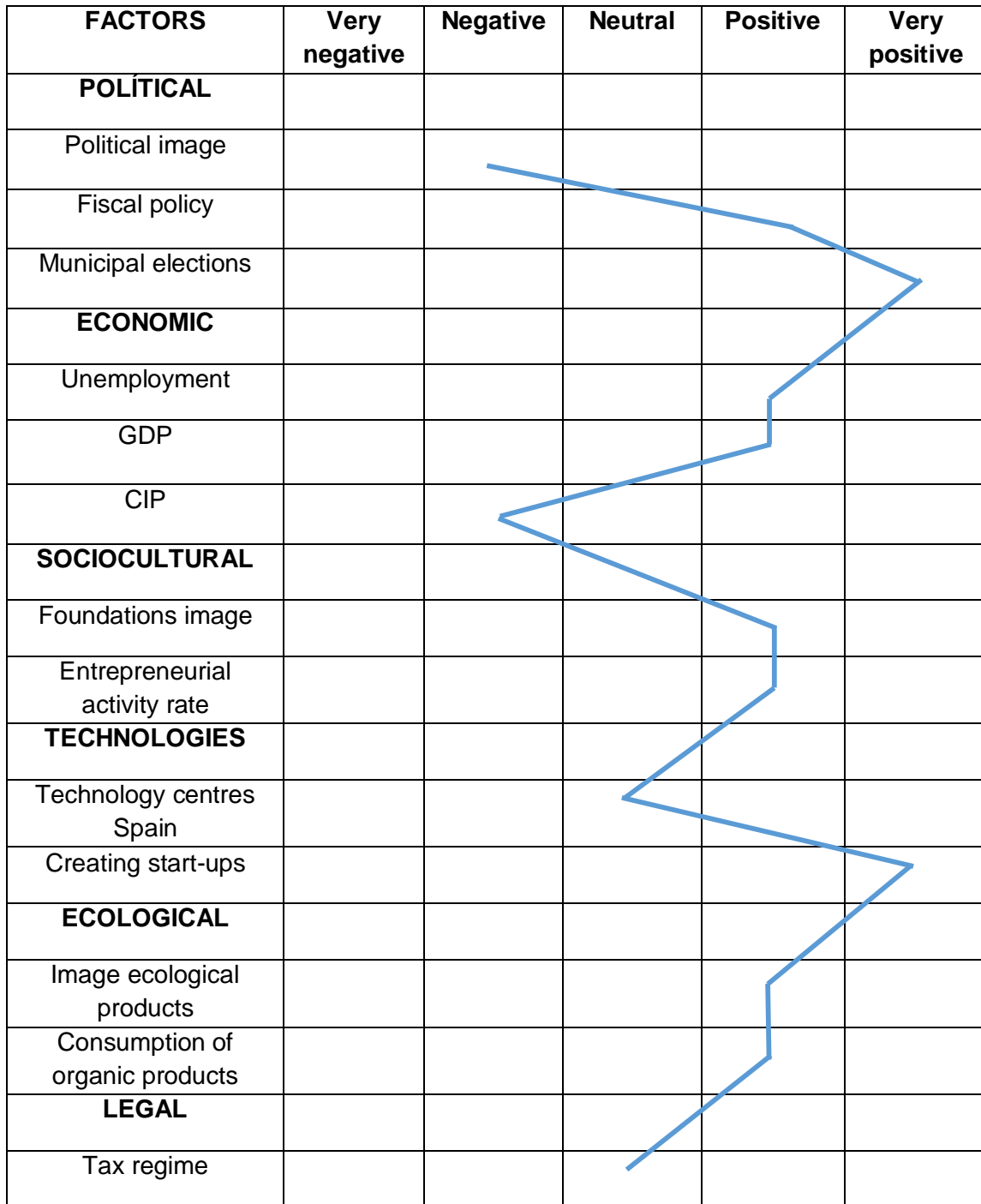
They are governed by the Law of Foundations 50/2002, when they are of state competence, that is to say, when they act in more than one Autonomous Community, or the Autonomous Community lacks specific legislation. Otherwise they will be governed by the specific Autonomous legislation, as it occurs with the Community of Madrid where they have the Law of Foundations of the Community of Madrid. The Autonomous Communities of Andalusia, the Canary Islands, Castile and Leon, Catalonia, Galicia, La Rioja, Madrid, Navarre, The Basque Country and the Valencian Community have their own laws on foundations.

Order HAC / 3219/2003, of November 14<sup>th</sup>, approved the 182 model of informative declaration of donations and contributions received, as well as the physical and logical designs for the substitution of the inner sheets of this model by supports directly legible by Computer, and it established the conditions and the procedure for its telematics presentation through the Internet.

Law 49/2002, dated December 23<sup>rd</sup>, established the new tax regime for non-profit entities that makes flexible the requirements to take profit from the tax incentives it establishes and it also provides sufficient legal security to such entities in the development of activities which they carry out in pursuit of the aims of general interest that they pursue.



**Graph 12.** Influence of macro-environment in Globalis Foundation



Own elaboration

### **3.2.2. Microenvironment (PORTER Analysis)**

In order to analyse the microenvironment affecting the foundation, we are going to use the Porter analysis, in which, from the analysis of five different forces, we obtain the level of competence and the development power of the business strategy.

#### 3.2.2.1. Bargaining power of customers

The bargaining power of customers is the degree to which customers have to impose lower prices or better quality services.

In the case of the foundation, clients have a medium bargaining power since on the one hand, instead of attending the events and conferences performed by the foundation, they can visit other events made by different foundations that can be more of their interest or that they have more benefits from them. Because of this, customers always expect a high-quality service that can benefit their business, society or anyone to whom the service is directed.

But on the other hand, clients do not have the ability to decide on projects, awards or conferences that the foundation does, but it is the foundation the one that decides which projects to carry out and how to do it.

#### 3.2.2.2. Bargaining power of suppliers

The bargaining power of suppliers is the degree to which they impose prices, availability and the ability to create agreements that control supply.

In the case of Globalis foundation, its suppliers are those who provide resources, whether economic or physical, so that all the projects of the foundation can be carried out. In this case, the power of negotiation is high, since the largest supplier of the foundation is the town hall of Vila-real, because it contributes the vast majority of the economic resources that the foundation obtains and because it provides public spaces for the realization of some events, conferences or forums organized by the foundation. For all this, the town hall expects that the projects of the foundation have a great impact on society and to achieve the evolution of the population towards innovation. If this is not the case, the town hall could stop providing assistance to the Foundation, so it has a very high bargaining power.

#### 3.2.2.3. Threat of new competitors

It refers to the entry barriers of new competitors, the easier it is to constitute a foundation the greater the threat will be.

In the case of foundations, there are different entry barriers that hinder access to the foundational sector. On the one hand, legal barriers must be taken into account, since the foundations have special requirements for their constitution and in case of a breach it would not be possible to formalize the foundation.

Another barrier to entry for newly founded foundations is the lack of experience in the sector. The rest of the foundations have already an experience of how to carry out their projects and have good contacts that provide help or support. The foundational sector still has very little experience compared to the new ones that are entering.

Another barrier to entry is the marketing investment that foundations must make to obtain a good position in the sector quickly, since as being new they do not have a good positioning which is necessary to attract the attention and trust of the clients.

#### 3.2.2.4. Threat of substitute products

Substitute products are those that are easy to imitate and that therefore satisfy the same need to the customer, that's to say, the value received by the service provided by a foundation or by another is the same.

In the foundations sector, the threat of substitute products is high, as many people vary the provision of aid to different foundations and also apply to services from different foundations, as they perceive the same added value.

In the case of Globalis foundation, the nearest substitution services such as assistance at conferences, events or provision of aid, are carried out by any entity that performs support activities and events aimed at developing companies. An example of such entities is the Espatec, which provides a broad portfolio of support and training services to companies. And another entity would be the CEEI Castellón, which offers support services to entrepreneurs and SMEs at the moment of boosting the idea of business or the business project.

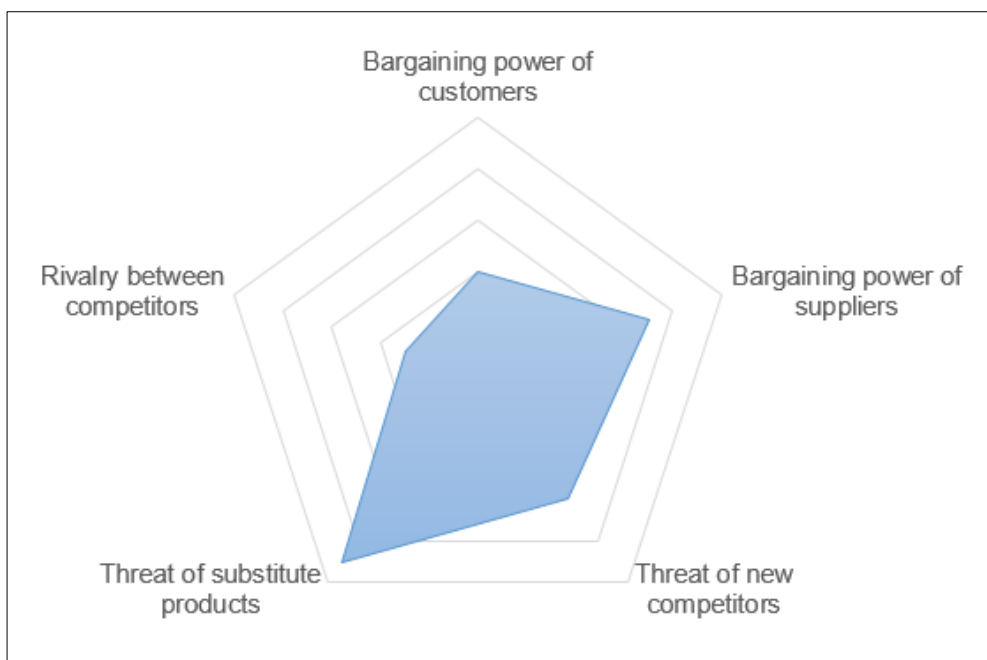
#### 3.2.2.5. Rivalry between competitors

The rivalry between the competitors is the result of the previous forces, in which the less foundations exist, the more profitable it will be for the foundational sector.

Generally, in Spain there are between 7,000 and 8,000 active foundations, so the competitiveness between foundations is high, since all of them want to obtain funds and help society as much as possible.

Foundations with the same social objective as Globalis compete for greater donations from the government and the population with which to carry out more activities in support of innovative companies. On the other hand, they also compete to attract more people to their events and conferences than the rest of entities. And finally, they compete to obtain a better position in the minds of the clients or beneficiaries, that is to say, that their image is more positive than the rest of the competition.

**Image 12.** Influence of Porter's five forces in Globalis Foundation



*Source: Own elaboration*

### 3.2.3. Competitive Analysis

It is important to carry out the analysis of the Globalis Foundation competition, as it allows us to understand the competitors better, to observe the factors that differentiate them and what is the competitive advantage that Globalis has over other foundations. In addition to this, it allows observing the movements that the competitors perform and this can be taken as an advantage by the foundation to anticipate to them.

It is necessary to say that Globalis is a foundation, so the competition is totally different from that of a common business. In the case of Globalis, it does not see its competitors as such, but all foundations operating in the territory in which Globalis does, it's

cooperate and help one another in order to foster entrepreneurship in the province of Castellón and to promote the creation of enterprises with innovative factors; So it is not competition between foundations but "coompetition". "Coompetition" is based on cooperation and, at the same time, competition from foundations, all entities obtain benefits if they help and support one each other, because the common objective that they pursue with the realization of activities and services is to improve the territory of Castellón and its population.

The entities to be named below are the entities that provide most support to Globalis and to which Globalis also provide more aid, since publicity is carried out among them so that the population also attends its events and, in addition, they collaborate together in the organization of conferences in order to reach more target audience. The reason for this cooperation is that all entities pursue the same common objective, so they have understood that if they join forces and resources, they can go further than in solitary.

The three entities that compete the most, but at the same time, more cooperate in the realization of services and activities of Globalis foundation are mainly the CEEI of Castellón, Espatec of the UJI and Efecte Vila-real.

- **CEEI**

The European Center of Innovative Companies of Castellón is constituted as a Non-profit Association, of regional scope, formed by juridical persons. It was created in 1997; it is part, together with the CEEI of the Valencian Community and the 13 Technological Institutes, of the Network of Technological Centers of support to SMEs promoted by IVACE.

The CEEI Castellón supports the entrepreneurs of Castellón, stimulating local resources to stimulate and favour the creation and growth of innovative companies, and promote innovation as a strategic factor. It is a support organization for entrepreneurs and SMEs to promote the economic and social development of the province of Castellón from a key element: innovation.

The CEEI Castellón offers a wide range of services and activities, and it has a team of experts who help transform the business idea into a viable business project, all of which fosters cooperation between entrepreneurs and innovative companies. The services offered by the CEEI are:

#### **1. Dissemination actions of entrepreneurial culture and innovation:**

- Empredeplus
- Conferences and workshops

- Evaluation of the entrepreneurial capacities and the maturation of the idea
- E+ competitions
- Monkey Awards and Prizes IVACE-CEEI Castellón
- Day of the Entrepreneur

## **2. Support services for innovation and business creation**

- Personalized advice and tutoring for start-up of business projects
- Definition of the business model
- Business Plan: support in its elaboration
- Conferences, workshops and seminars for entrepreneurs, networking.
- Search for funding: aids and subsidies, private financing

## **3. Services to support innovation and competitive improvement for companies**

- Growth plan, strategic planning (Planninglab)
- Search and collection of public and private funding
- Appreciation of investment in R + D + I
- Internationalization of the company
- Workshops, seminars, conferences and business networking activities:
  - Workshops
  - Networking Activities, Relational Capital: Business Opportunities
- Development and management of innovative projects
  - Economic and financial planning
  - Advice for the development of the different areas of Marketing
  - R + D + I management systems
  - Generation, management and maturation of ideas (Idealab)
  - Diagnostic commercial department (Comercialab) and innovation (Checkinlab)
  - Diagnostics of intellectual and industrial property (Securitylab)

## **4. Company Nursery**

- Incubation of innovative companies
- Physical SME incubator and Virtual SME incubator
- Cowork-inn space

Regarding the price to pay for the services carried out by the CEEI Castellón, attendance at conferences and events carried out by the CEEI are free for all the population that wishes to attend.

On the other hand, the business incubator has an economic cost, since it offers the possibility of renting offices and equipped modules, meeting rooms, function rooms for events and the training room.

Moreover, the distribution of the CEEI takes place in the offices of its building located in Ginjols Street number 1, next to the Chamber of Commerce of Castellón. In the offices, the projects to carry out are organized and in their large rooms, a large number of conferences organized by the entity are held.

The communication made by the CEEI to make the entity and its projects known is mainly through its website, where you can find all the information about the entity and the services they offer. Furthermore, they hold conferences, events and prizes in order to make themselves known and also to stimulate the population.

They also use social networks as a means of communication such as Facebook, where they have more than 2,000 followers; Twitter, with 4,000 followers in their account; Youtube, with more than 100 subscribers; and finally, LinkedIn, with more than 500 contacts.

Finally, the CEEI has a blog where they report those events that the organization is doing, and, in addition, after each act done by the CEEI, it sends a press release to all the local press for its later publication.

#### • **ESPAITEC**

As explained in its website “Espaitec is the Science, Technology and Business Park of the Universitat Jaume I of Castellón. An innovative area made up of technology-based companies, research groups and public organisations that work in different economic sectors to contribute, in a quantified and recognized way, to the socio-economic development of the province of Castellón, and also to the diversification of its business fabric through innovation.”

“In short, it is an area of the Universitat Jaume I where experimentation can be done through innovation; to create new professional opportunities by generating technology-based companies; to bring talents and disciplines together; to promote 360° innovation as a way of life; to generate wealth through transferring knowledge to society.”

The specialized services offered by Espatec to users and companies are:

 CORPORATE FINANCE	Support in the search of financing and help to make the business more attractive to investors, both private and public
 THE BRIDGE OF INNOVATION	Service for internationalization, way for the transfer of technology and innovation. It facilitates the international launch of the business project.
 TECHNOLOGY MATCHING	Active technological surveillance, to identify trends for strategic differentiation. The objective is to anticipate the competition.
 EXPERIMENTAL INNOVATION	Approximation of consumers, producers and researchers to encourage the creation of new products and innovative services.
 SMART BUSINESS	Support service regarding the strategic definition of companies to impact on the market. It emphasizes the added value of the company.
 THE AGORA MARKET	Communication consulting service and improvement of the visibility of the projects. It defines how to promote the company and the innovative product.
 S2B AND B2S TRANSFER	Active technological transfer service, it is in charge of bringing science and research closer to concrete market needs.
 TALENT FOCUS	Identification of the talent and connects with companies in search of specialized profiles.

In addition to the aforementioned services, Espatec offers an office at Espatec offices, providing benefits such as having the company's postal address in Espatec, free access to meeting rooms of the building Espatec 1, 24-hour access to Espatec facilities, with security and maintenance included. It also offers the following: collection of mail and messaging, Internet connection, inclusion of a plaque with the company logo on the Espatec website, and finally, to have up-to-date information on events, training, subsidies, and business opportunities.



As for the price for its packages of services, in Espaitec each of the packages has a different budget. On the other hand, the rental of an office also supposes a cost for the users who want to settle in Espaitec, in which the rates are adjusted to the spaces occupied by each company. And finally, the price of attendance to their conferences and formative workshops is largely free but there is another part which carries an economic cost.

Regarding its distribution, Espaitec is located on the campus of the Jaime I University where it has two buildings. A building of 2,000 m<sup>2</sup> in which the central facilities of the park and different spaces designed for the different stages of a business project are. And another one of 9.700m<sup>2</sup>, where there are spaces aimed at companies in the growth phase and innovative companies consolidated with offices, workshops and laboratories.

Finally, the communication of Espaitec to make itself known is through information conferences for users. This is done through social networks like Facebook and Twitter, where it has 1,000 and 2,100 followers respectively. And, mainly, through its website, where it explains in detail all its services, conferences, projects, facilities and all the information about Espaitec.

#### • EFECTE VILA-REAL

Efecte Vila-real is the business centre of Caixa Rural Vila-real, its objective is to stimulate the local economy and that entrepreneurs and companies can carry out their ideas or projects without taking great risks with the initial investment.

Efecte Vila-real believes that training is one of the pillars of business success, so it carries out a varied range of courses and workshops.

Among the services offered we can observe:

- Customized offices
- Technical support. Technical support for the professional development of the activity. With the collaboration of the technicians of the CEEI Castellón, among others.
- Advice and financial support.
- Virtual office.
- Support in the diffusion of the activities of the company.
- Coworking area.
- Training room and meeting room.
- Diverse and continuous business training.

- Organization of trade fairs, congresses and conventions. And the possibility of using an auditorium with capacity for 300 people to organize conferences, commercial presentations, etc.

As for the price of its services, the attendance to its courses and training workshops is free for all the attending public. On the contrary, the price for the rent of personalized offices and all that entails, supposes an annual cost for all the people who wish to rent one of the offices.

The distribution of Efecte Vila-real takes place in its offices located in the centre of Vila-real, in La Murá Street number 3. In its offices we can find the personalized offices and its meeting rooms and it is where the projects are organized by the entity.

The communication that Efecte makes to publicize its activities and services is mainly through its website. It also has profiles in popular social networks such as Facebook and Twitter, where it has 600 followers in each one, and it also has social networks less known as LinkedIn.

### **3.3. Market situation**

Regarding the situation of the foundations in Spain, it is necessary to say that all the information that it is presented below, it's obtained from the report of the Foundational Sector in Spain in the period between 2008 and 2014, published in December 2016 by the Spanish association of foundations.

It should be noted that the Spanish foundational sector has become a key agent of social and economic development. Its growing relevance is reflected in the number of organizations that comprise it, the number of beneficiaries they serve and the employment they generate.

It has been eight years since one of the most disturbing crises suffered by the world economy in its history was triggered, from which new economic and social scenarios are observed.

#### **3.3.1. Census and status of foundations: level of activity**

The estimated total number of registered and non-extinguished Spanish foundations with some level of activity in the year 2013 has been 13,963, while for the year 2014 the advanced data places us in a total of 14,120 foundations.

If we compare the data with the beginning of the series (2008) we can see an increase in active foundations until reaching 13,981 foundations in 2010, but from this moment on, it produces a significant drop in 450 foundations in 2011. While that starting in 2012, there is a slow but gradual recovery to reach 14,120 foundations in 2014.

**Table 4:** Active Foundations

	2008	2009	2010	2011	2012	2013	2014
<b>REGISTERED ACTIVE FOUNDATIONS</b>	13,334	13,731	13,981	13,531	13,797	13,963	14,120
<b>EFFECTIVE ACTIVE FOUNDATIONS</b>	9,594	9,823	9,545	9,126	8,744	8,767	8,866
<b>EFFECTIVE ACTIVE FOUNDATIONS WITH EMPLOYMENT</b>	6,597	6,131	5,698	5,621	5,508	5,523	5,499

*Source: Own elaboration based on the AEF database*

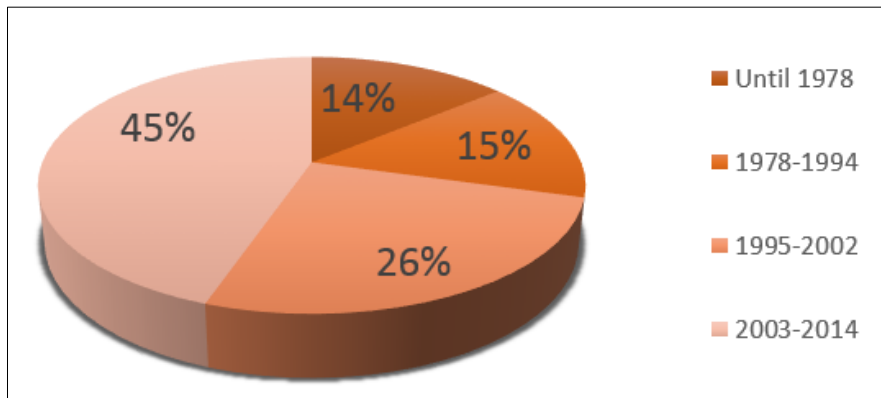
In addition, we have proceeded to estimate the number of effective active foundations. Table 4 shows similar behaviour to registered foundations. It can be observed an increase to 9,823 operating foundations in 2009 to start a fall to 8,743 effective active foundations in 2012, and it is confirmed in the advance of 2014 with 8,866 operational foundations.

Finally, we have also calculated the number of effective active foundations with employment, in this case, the temporal behaviour is slightly different since the reduction in the number of foundations starts in 2008 and it is maintained until 2012, significantly, losing 1,089 foundations with registered employment in this period. However, in 2013 there is a slight rebound to 5,523 foundations.

### 3.3.2. Creation of new foundations. Antiquity

The 71% of the active foundations had an age of less than twenty years in the year 2014 that is why they had been constituted after the first Law of Foundations of 1994. The 26% of the foundations were constituted in the seven years following their promulgation (1995-2002) and the 45% from 2003 to 2014. With regard to active foundations created prior to 1994, 14% started before 1978, while 15% were constituted between 1979 and 1994. Thus, we can see that the constitution of new foundations was accelerated in the period 2003-2014.

**Graph 13.** Age of Spanish foundations



Source: Own elaboration based on the AEF database

### 3.3.3. Geographical distribution

Regarding the geographical distribution, we are going to analyse the foundations constituted in the Valencian Community. As shown in table 5, from 2008 to 2010 there was a continuous increase in foundations. But from the year 2010, as a result of the economic crisis, until 2012 there is a considerable decline of foundations. In the year 2013 the creation of active foundations was increased again and finally, in the year 2014 in the Valencian Community there are 777 foundations, a better data than in the year 2010.

**Table 5.** Creation of foundations in the Valencian Community

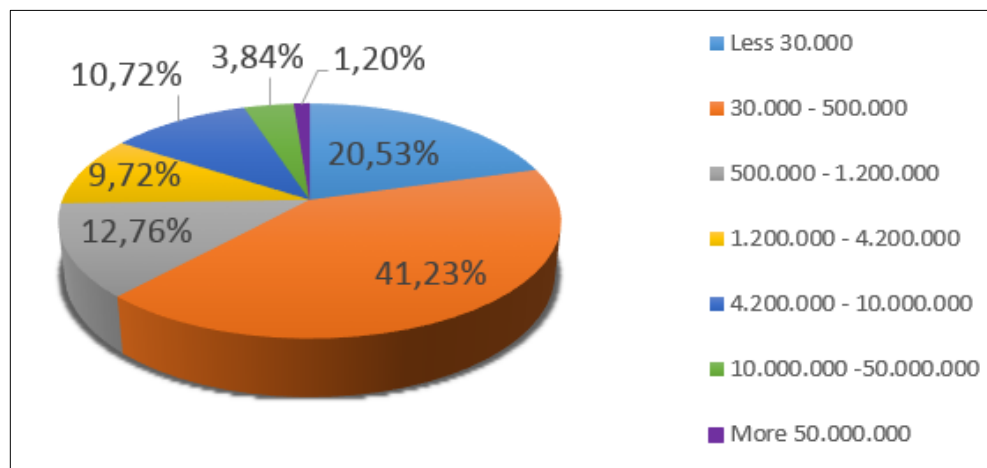
	2008	2009	2010	2011	2012	2013	2014
<b>VALENCIAN COMMUNITY</b>	665	686	747	659	623	696	777

Source: Own elaboration based on the AEF database

### 3.3.4. Size

As can be seen in Graph 14, during the period considered, the largest percentage of active Spanish foundations corresponds to small foundations, with annual incomes between 30,000 and 500,000 Euros, representing 41.2% of the total active foundations in 2014. They are followed by micro-foundations taking into account the order of importance, those with annual incomes of less than 30,000 Euros, which stand at 20.53 percent in 2014.

**Graph 14.** Size of effective active foundations in Spain



Source: Own elaboration based on the AEF database

### 3.3.5. Beneficiaries

The number of direct and final beneficiaries of the general interest activity of the foundations is one of the key indicators of the social impact of the sector, to the point of being required by law to publish the number of beneficiaries of their actions in the corresponding annual memory, constituting a key indicator to evaluate the evolution and continuous improvement of its activities.

As shown in Table 6, the aggregate dimension of estimated net direct beneficiaries of Spanish foundations has been increasing over the years until reaching a maximum of 35.62 million beneficiaries in 2014. Between the years 2008-2014, the number of beneficiaries has practically doubled, which indicates the relevance achieved by the social impact that the foundational sector has to meet the set of needs derived from a crisis as long and deep as we have suffered and it has generated new and greater social needs both quantitatively and qualitatively.

**Table 6.** Net beneficiaries of Spanish foundations (millions of people)

	2008	2009	2010	2011	2012	2013	2014
<b>NET BENEFICIARIES</b>	17.8	23.2	28.62	31.37	29.68	32.65	35.62

Source: Own elaboration based on the AEF database

It has been changed from finalist foundations with a small number of beneficiaries to generalist foundations with a large number of beneficiaries, which is definitively confirmed with the data from the years 2013 and 2014, since the percentage of foundations that attend more than 1,000 beneficiaries account for 65.47 percent of the

total and those that serve more than 10,000 beneficiaries are 33.43 percent of effective active foundations.

**Table 7.** Direct beneficiaries

BENEFICIARIES	2008	2009	2010	2011	2012	2013	2014
<b>1-100</b>	27.05%	27.50%	23.01%	11.12%	7.35%	7.38%	7.81%
<b>101-1.000</b>	34.76%	34.29%	34.13%	22.22%	26.47%	29.64%	28.59%
<b>1.001-10.000</b>	23.26%	23.33%	24.61%	33.33%	33.83%	26.99%	32.04%
<b>MORE THAN 10.000</b>	14.93%	14.88%	18.25%	33.33%	32.35%	35.42%	33.43%

Source: Own elaboration based on the AEF database

The aggregate dimension of the beneficiaries of the Spanish foundations has to be nuanced by the important diversity of the sector that causes heterogeneous categories to be divided:

- Users of activities, programmes or services of the foundation. They range from visitors to exhibitions or users of libraries, to participants in training activities (conferences, courses, etc.). It is about counts for each visit or repeated use by the same user being counted as a beneficiary.
- Receivers of monetary aids or in species from foundations. It is about nominative counts, which necessarily reduces the number of beneficiaries reported by foundations dedicated to granting scholarships or research grants, for example.

If we consider the geographical distribution, in the Valencian Community, the net beneficiaries of the foundations in 2008 were little more than one million people. Until the year 2010, the beneficiaries of the foundations of Valencian Community increased to reach almost two million people, but with the arrival of the economic crisis the number of net beneficiaries was affected until 2012. Finally, in the year 2014, the two million beneficiaries of the Valencian foundations were surpassed.

**Table 8.** Net beneficiaries of the foundations of the Valencian Community

	2008	2009	2010	2011	2012	2013	2014
<b>VALENCIAN COMMUNITY</b>	1,320,385	1,684,623	1,913,219	1,518,452	1,358,323	2,009,782	2,052,181

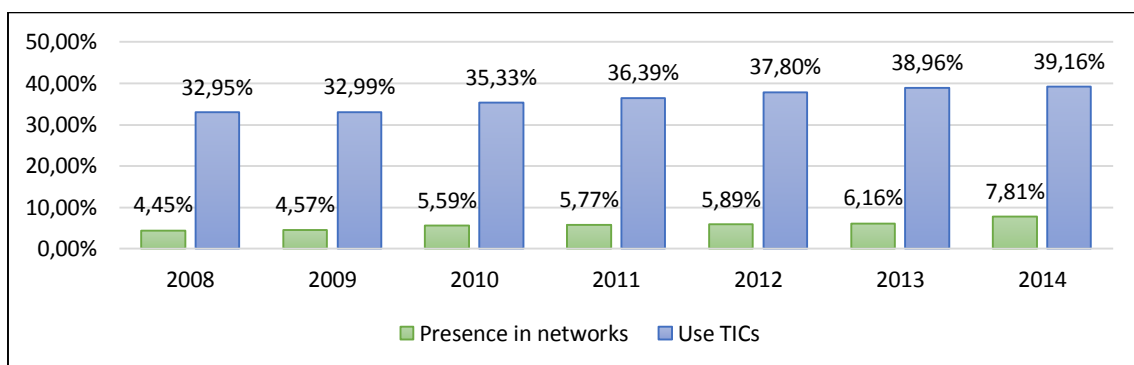
Source: Own elaboration based on the AEF database

### 3.3.6. Use of new information and communication technologies

In a globalized and interconnected world, new information and communication technologies (ICTs) and its presence in social networks—are becoming increasingly important. These activities are communicated and perceived by society as a whole, while it is enriching to have both the comments and suggestions of beneficiaries and the public in general and their reactions and responses to different proposals and initiatives.

As shown in Chart 15, in 2008, 32.95 percent of the active Spanish foundations had their own website, increasing this percentage during the period considering to stand at 39.16 percent in 2014. Likewise, we find a nascent presence in social networks of active foundations since, in 2008, only 4.45 percent of the total participated in them, increasing that percentage to 7.81 percent in 2014. The effort, in this regard, in a period of crisis is important as it has practically doubled the presence in social networks and has increased by almost 8 percentage points the layout of web pages.

**Graphic 15.** Use of ICTs and presence in social networks



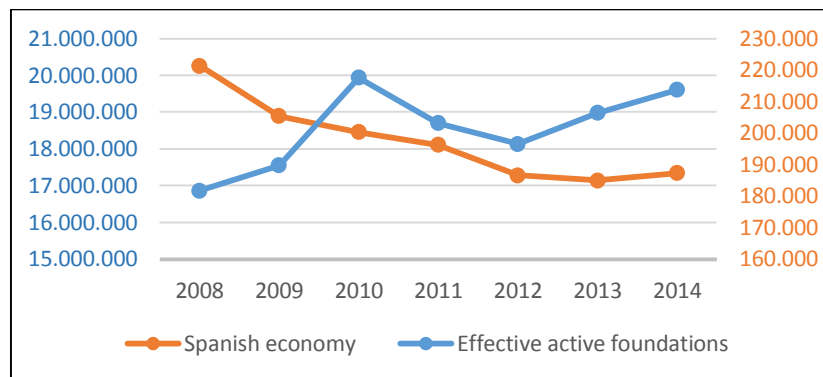
Source: Own elaboration based on the AEF database

### 3.3.7. Direct employment

The behaviour of the foundational sector from the point of view of employment generation since the beginning of the current crisis has been positive compared to the whole of the Spanish economy.

While employment of the Spanish economy fell by 4.52% between 2008 and 2010, employment in effective active foundations increased by 9.54%, while in 2013 total employment fell by 0.83% and that of the foundations expanded by 5.01%. Even though in the founding sector, the job recovery started consistently and increasing from 2012, with an average growth rate of 1.77 % per year, for the economy as a whole, the average annual growth rate in that period was 1.39 % negative. As a result of this disparate behaviour, the average annual increase in employment over the period 2008-2014 stands at 2.95% for foundations and -2.52% for the economy as a whole.

**Graph 16.** Employment evolution in the foundational and total sector of the Spanish economy



Source: Own elaboration based on the AEF database

### 3.3.8. Foundation endowment, income and expenses

Table 9 presents the main economic data of active foundations from the budgetary point of view. As it can be seen, the aggregate founding endowment of active operational foundations in 2009 amounted to 7,810 million Euros, which was reduced over the years to stand at 7,404 million Euros in 2012. The years 2013 and 2014 point at a slight upward inflection of this clipping dynamic of the founding endowment, being in 2014, according to progress, 7,466 million Euros. This behaviour is related to the overall evolution of the Spanish economy and the rest of the macro variables of the foundational sector that are beginning to show a slow recovery.

It should be noted that over the entire period that has been considered, expenditure has exceeded revenues, with the exception of 2009, which explains this marked reduction of foundations and assets, that is to say, the capital has been used and undressed in order to maintain the foundational activity, considering the behaviour of income and expenses.

**Table 9.** Economic data of the active foundations (million Euros)

	2009	2010	2011	2012	2013	2014
<b>FOUNDATIONAL ENDOWMENT</b>	7,810	7,611	7,603	7,404	7,425	7,466
<b>TOTAL REVENUE</b>	9,550	7,564	7,663	7,373	7,347	7,398
<b>TOTAL EXPENSES</b>	8,520	8,180	8,295	7,939	7,982	8,066

Source: Own elaboration based on the AEF database

### 3.3.9. Origin of income

The income structure of Spanish active foundations is characterized by an important degree of diversification in two ways: combining private and public sources, on the one



hand, and categories of income generated in both ways: internally (Service rendering and heritage income) or externally (Donations and subsidies), on the other.

As it can be appreciated in Table 10, the main source of financing for Spanish active foundations resides in the private sector, increasing their share of the total from 73.11% in 2008 to 73.81 % in 2014, with a single setback in 2010. Public funding, on the other hand, shows a downward trend, decreasing its relative weight from 16.37% in 2008 to 15.53% in 2014. Finally, the financial management of its resources supposes something more than 10% of the total, experiencing slight ups and downs in the period.

**Table 10.** Sources of income of Spanish active foundations by category

	2008	2009	2010	2011	2012	2013	2014
<b>PUBLIC</b>	16.37%	16.06%	15.92%	15.82%	15.70%	15.62%	15.53%
<b>PRIVATE</b>	73.11%	73.54%	73.42%	73.55%	73.67%	73.74%	73.81%
<b>FINANCIAL</b>	10.52%	10.40%	10.66%	10.63%	10.63%	10.64%	10.66%

*Source: Own elaboration based on the AEF database*

Considering the source of income presented in Table 11, 54.11% of the foundations income came from donations and subsidies, while 36.15% were the result of sales of goods and offer services. The third source of resources is the obtaining of yields and products of foundational heritage, representing in 2014, 9.74% of the sector income.

We can observe a reduction of the block of Subsidies and donations in global funding financing of around 1%, as well as a reduction close to 0.9% in the yields generated by the founding patrimony. On the other hand, the funding of the foundations has been gaining a greater relative importance (1.9%) through the sale of goods and services. This behaviour is typical of a crisis situation in which there are different donations, but especially we can stand out public subsidies. These circumstances would have prompted much of the foundational fabric to increase the provision of goods and services intended to cover general interest purposes in order to maintain a reasonable level of funding to maintain its foundational objects.

**Table 11.** Sources of income of the Spanish active foundations

	2008	2009	2010	2011	2012	2013	2014
<b>DONATIONS AND SUBSIDIES</b>	55.28%	55.12%	55.09%	55.10%	55.09%	55.09%	54.11%
<b>SERVICES AND SALE OF PROPERTY</b>	34.21%	34.48%	34.25%	34.26%	34.28%	34.25%	36.15%
<b>HERITAGE PERFORMANCE</b>	10.51%	10.40%	10.66%	10.64%	10.63%	10.66%	9.74%

*Source: Own elaboration based on the AEF database*

#### 4- DIAGNOSIS OF THE SITUATION

Image 13. SWOT

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Serious and consolidated project.</li> <li>• Positive image of Foundation.</li> <li>• Personalized service.</li> <li>• Interaction through their social networks with society.</li> <li>• The foundation is part of the PIDI point of the CDTI.</li> <li>• Good funding.</li> <li>• Important founders and patrons.</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Limited professional services.</li> <li>• Lack of human resources.</li> <li>• Improve their social networks.</li> <li>• Little experience in the foundational sector.</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Economic improvement of Spain.</li> <li>• Increased budget by the Government for donations to foundations.</li> <li>• Social networks are very present in the population.</li> <li>• Boom in new technologies and increase of start-ups.</li> <li>• Positive image of foundations by the population.</li> <li>• Boom of the ecological sector in Spain.</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Increasing number of non-profit organizations.</li> <li>• Uncertainty in the innovation sector.</li> <li>• Competence of foundational sector.</li> <li>• Limited purchasing power of the population.</li> </ul>

Source: Own elaboration

### Strengths

- **Serious and consolidated project.** Globalis foundation is a serious project created in 2011 and consolidated by all the members that form it. The objective of the Foundation is clear: this is to help companies, SMEs and people to develop their business and get the territory to have an innovative spirit.
- **Positive image of Foundation.** Through all its events and conferences, the Foundation has achieved to have a good image throughout the territory of Vila-real, a transparent and serious foundation image that works effectively, so that more and more people seek help in it.
- **Personalized service.** Apart from offering meetings and conferences to business, Globalis offers personalized services in its offices so that people can consult any type of doubts or solve any problems they have in their company.

- **Interaction through their social networks with society.** The foundation Globalis is very aware of the importance of social networks in the current environment, so it uses them regularly to communicate with society and inform them of the meetings, projects, awards or conferences that it carries out.
- **The foundation is part of the PIDI point of the CDTI.** Not all entities are able to join the CDTI, so thanks to its PIDI network, the Foundation is able to obtain a number of advantages such as accessing databases with information from other companies that can help companies that are starting in the territory of Vila-real.
- **Good funding.** The Foundation, through agreements with Vila-real town hall, obtains approximately 80% of its income each year, so that being a public entity provides security at the time of funding.
- **Important founders and patrons.** The Foundation is supported by its founders and patrons, as they are important members in the territory of Vila-real and the region of Castellón, this is the reason why the foundation is protected by them.

## Weaknesses

- **Limited professional services.** Although the Foundation helps companies that come to their offices, the service offered is limited, since the foundation can only provide information to companies, but it is not involved in the execution of projects.
- **Lack of human resources.** The Foundation has two employees and a group of volunteers; however it is necessary to increase the staff of the Foundation, which can provide help in the areas of communication and innovation, in order to help the foundation continue growing and also to make it being involved in more sectors.
- **Improve their social networks.** Although the Foundation communicates through its social networks, the scope expected by the Foundation is not obtained, so it would be necessary to increase the scope of its news and make some changes to improve it.
- **Little experience in the foundational sector.** Globalis Foundation was established in 2011 and therefore it is relatively young compared to other foundations in the Vila-real territory, this implies that it may be affected by lack of experience in the sector.

## Opportunities

- **Economic improvement of Spain.** After the years of economic crisis, Spain is beginning to recover and the forecast for the following years is to continue improving economically. This is a benefit for the entire population, which will also increase the activity of the Foundation.
- **Increased budget by the Government for donations to foundations.** As a result of the economic recovery mentioned above, the Government will allocate more funds to the funding of the foundations in Spanish territory in the coming years, which is a great advantage for Globalis as it may obtain some benefits.
- **Social networks are very present in the population.** Social networks are a widely used element by the population to make any news known. For Globalis, it is an opportunity to publicize all its events through social networks as they are much more used, they have a greater scope and they also are more effective than other elements of communication.
- **Boom in new technologies and increase of start-ups.** New technologies are developing at an accelerated pace, this has encouraged the increase of start-ups in our country. Much of the Foundation's role is to provide help to new start-ups, so if more and more enterprising companies are created, the Foundation can continue to grow and advance.
- **Positive image of foundations by the population.** According to the performed studies, the Spanish population has a positive image of the foundations and non-profit organizations. For the population, it supposes a positive aspect to, help others without receiving anything in return, and more and more people are willing to help or to be part of the projects.
- **Boom of the ecological sector in Spain.** More and more people believe in the ecological market and create businesses with ecological factors. On the other hand, the population has also a positive vision about the purchase of organic products, due to this the sector is booming in our country. In addition, in recent years, the creation of innovative companies of organic products has doubled.

## Threats

- **Increasing number of non-profit organizations.** In recent years, the creation of foundations or non-profit organizations has increased in Spain, so the population has more entities to direct their help and the market is has been divided.
- **Uncertainty in the innovation sector.** Although it is a sector that is growing more and more, it isn't still known by a large number of people, as they are reluctant to evolve or get out of the traditional. In addition, the business innovation sector is very insecure, as not all projects go as expected.
- **Competence of foundational sector.** More and more foundations are constituted in Spain, and all of them compete to obtain a greater part of resources, donations or subsidies both public and private by society.
- **Limited purchasing power of the population.** Although the economic perspective is positive, the reality is that today the economic crisis supposed spending all the family savings to survive the situation in Spain. This has meant the reduction of savings in Spanish households, which is why the creation of new innovative companies is limited and, therefore, adversely affected.

## 5- MARKET SEGMENTATION

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In terms of segmentation, it is important to analyse it, since it allows to identify opportunities and to identify the target audience correctly. In addition, it allows a better adaptation to the customer and it is more effective in allocating marketing mix resources.

To analyse the market of Globalis foundation we have used three criteria of segmentation: demographic, psychological and economic criterion.

Regarding the demographic criterion, we have identified that Globalis is directed, on the one hand, to people between 8 and 25 years, who are studying in schools, high schools or professional training with the aim of forming themselves to have a good future. On the other hand, it is addressed to people over 18 years old without an age limit, since 18 years is the minimum age to be able to create a company, and therefore, it is addressed to all types of companies, these can be consolidated and new entrepreneurial

companies. In addition, Globalis is addressed to both private entities and public entities. Finally, it should be added that the sex of individuals is indifferent for the foundation, so they can be men or women.

As for the psychological criteria, they must be people or entities with values similar to those of the foundation, such as local and national development of the territory, entrepreneurial values and innovative initiatives. In addition to this, values such as leadership and social and business innovation are very important in the foundation.

Considering the economic criterion, the income of the clients to whom the foundation offers the services is not necessary, since the cost is zero for each service. On the other hand, the income of those entities that provide grants and subsidies it is relevant, since they are the income that the foundation obtains annually.

Taking into account the previously mentioned segmentation criteria, Globalis foundation is aimed at four different segments, as shown in the 14 image.

**Image 14.** Market segments of Globalis foundation



Source: own elaboration

- **Young student population:** This segment is composed by children and young students, between 8 and 25 years old. Usually they are students of primary, secondary and professional training, which the foundation offers: Training conferences with the aim of learning and developing in the working world, prizes for all ages with the aim of motivating them and taking the most creative and innovative side of the young, and finally, educational talks to the little ones to make them know concepts such as innovation and entrepreneurship.
- **Consolidated companies and start-ups:** This segment includes consolidated companies and enterprising companies or start-ups. It is characterized by being people older than 18 years, who have the capacity to be able to constitute a company with values such as innovation, entrepreneurship and local development of the territory. As for the economic aspect, the foundation does not receive any kind of money from these companies, so it is irrelevant to Globalis. The foundation offers, to this segment, conferences and events where both consolidated companies and start-ups are related to obtain synergies and joint benefits, training workshops on how to run a company, how to finance or how to undertake.
- **Private entities:** This segment includes, on the one hand, all those private entities or private companies that help Globalis through grants and donations, and on the other hand, those entities that hire the foundation for the accomplishment of some specific task or a specific provision of services. The first group that provides support through donations to the foundation does it with the objective of giving visibility to its company, supporting caring events and promoting a good image of the sponsoring company towards the population. The second group of private companies that hires the foundation has the following objective: that is to obtain own business benefits helped by the foundation, so it does not seek visibility but a provision of services by Globalis.
- **Public entities:** In this segment, all public entities that provide resources and support to the foundation are included so that it can continue to operate. An example of these entities is the Vila-real town hall, among others, which seeks to develop Vila-real's territory and its population through all projects carried out by the foundation explained above. In addition to this, it also seeks to instil an entrepreneurial and cooperative spirit in the population.

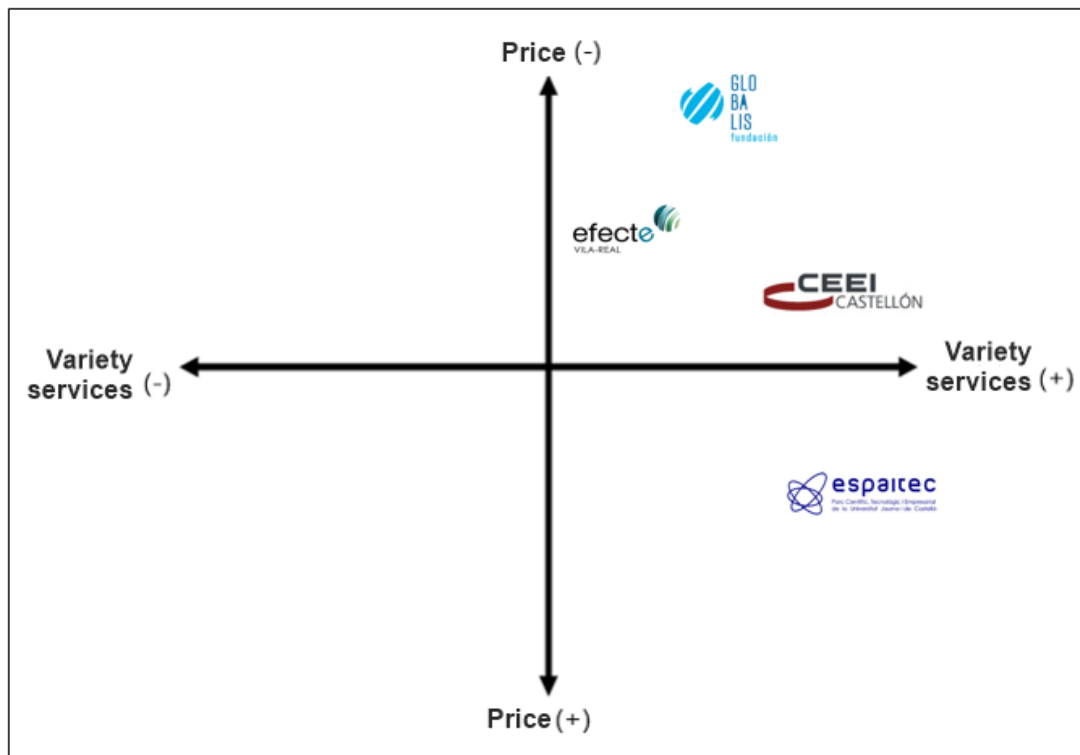
**5.1. Positioning**

In order to carry out the positioning map, the criteria we have selected have been, on the one hand, the price of services offered by each of the competitors of Globalis foundation. And on the other hand, the diversity or variety services they offer in order to qualitatively measure the services of each of the competitors.

Globalis is positioned as an entity that offers a medium-high service, since it offers a variety of media services and the cost of its services is free, so it has a good positioning against its competitors, as seen in the image 15 .

With respect to its competitors, Efecte Vila-real is in a medium-low position, as it offers less variety of services and the rent of its facilities supposes a great cost. On the other hand, the CEEI of Castellón and Espaitec, offer more varieties of services but their cost is also greater, mainly the one of Espaitec.

**Image 15.** Positioning Map



Source: own elaboration



## 6- MARKETING OBJECTIVES

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### **General objective.**

To get the territory of Vila-real and its area of influence, through a change towards innovation, become generators of wealth and social welfare. In addition to all this, it helps companies to be sustainable and have an innovative spirit.

### **Specific objectives.**

#### Business Relationship Objectives

1. To Increase the visits of social networks of foundation Globalis, 30% in 12 months.
2. To attract new customers, 20% in the next 12 months, through campaigns across their website and social networks.
3. To increase the participation of the clients in the foundation, with the realization of new prizes and competitions.
4. To obtain 90% of the satisfied clients in the next 12 months, to get them to go the foundation in the future when they need help or to carry out projects that are interesting for the foundation.
5. To offer a totally personalized service to clients, so that they obtain an added value thanks to the help of the Foundation.

#### Business Objectives of Marketing Activities

6. To increase the number of foundation projects by 5% over the next 12 months.
7. To make packages of services, where the services that the foundation makes according to its characteristics are grouped, with a single price for each package.

#### Financial objectives of the foundation

8. To increase the foundation's profit by 10% over the next 12 months.

## 7- MARKETING STRATEGIES

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### **7.1. Growth and diversification strategy**

Globalis foundation will use two growth strategies: product development and market penetration.

Regarding the strategy of *product development*, it is a good strategy for Globalis, since each year it carries out new services and projects so that the population can innovate and not just being repetitive conferences, events or awards. In addition, the foundation wants to develop part of its current services and organize them into service packages with the aim that the population goes to the foundation with a specific objective or need.

Through the strategy of *market penetration*, Globalis Foundation aims to increase the number of participants in its events, conferences, courses and awards by increasing the marketing activities explained in the section on marketing actions below.

### **7.2. Competitive strategies**

Competitive strategy depends largely on the position in which the company is located against the competition.

In the case of Globalis foundation, the best competitive strategy to follow is the strategy of *specialized niches*. Globalis is targeting a defined market segment, which is the business innovation market. Large foundations do not have much interest in markets related to innovation, so Globalis must offer personalized services and thus specialize in each of its niche markets in order to defend and cooperate with its current competitors.

### **7.3. Strategy as competitive advantage**

The strategy according to the competitive advantage of Porter to be adopted by Globalis foundation is the strategy of *differentiation*. The foundation must be distinguished from its competitors by offering a unique and high quality service for each person or company with a low economic budget, with which they obtain an added value. The added value offered by the foundation is the high quality services, the innovation update and with fully qualified and specialized staff, to offer a unique service.

**8- ACTION PROGRAMMES**

**8.1. Summary of action plans**

<b>ACTIONS</b>	<b>OBJETIVES</b>
<b>Action 1: New training course for entrepreneurs</b>	4. To obtain 90% of the satisfied clients in the next 12 months 6. To increase the number of foundation projects by 5% over the next 12 months.
<b>Action 2: Summer course for young entrepreneurs in English</b>	2. To attract new customers, 20% in the next 12 months. 6. To increase the number of foundation projects by 5% over the next 12 months.
<b>Action 3: Unify your services into service packages</b>	4. To obtain 90% of the satisfied clients in the next 12 months 5. To offer a totally personalized service to clients. 7. To make packages of services with a single price for each package.
<b>Action 4: Prices of new service packages</b>	5. To offer a totally personalized service to clients. 7. To make packages of services with a single price for each package. 8. To increase the foundation's profit by 10% over the next 12 months.
<b>Action 5: PremisGlobalis 2017</b>	3. To increase the participation of the clients in the foundation. 4. To obtain 90% of the satisfied clients in the next 12 months 6. To increase the number of foundation projects by 5% over the next 12 months.
<b>Action 6: Draw in social networks of packages of services Globalis</b>	1. To Increase the visits of social networks of foundation Globalis, 30% in 12 months. 2. To attract new customers, 20% in the next 12 months. 3. To increase the participation of the clients in the foundation. 4. To obtain 90% of the satisfied clients in the next 12 months.
<b>Action 7: Advertising posters</b>	1. To Increase the visits of social networks of foundation Globalis, 30% in 12 months. 2. To attract new customers, 20% in the next 12 months.

<b>Action 8: II Conference put a start-up in your life</b>	4. To obtain 90% of the satisfied clients in the next 12 months  6. To increase the number of foundation projects by 5% over the next 12 months.
--	--

Next we will explain the actions that the company will carry out. The images will be in Spanish, since the foundation will release the version in the same language, although they will be explained in English.

**8.2. Product decisions**

Action 1: New training course for entrepreneurs

<b>Objectives to which it contributes:</b>
4. To obtain 90% of the satisfied clients in the next 12 months  6. To increase the number of foundation projects by 5% over the next 12 months.
<b>Implementation period:</b> 2 months
<b>Budget:</b> 1,000€

Globalis foundation provides new training courses, free of charge so that all those interested can attend, each year. In this way, the foundation helps the population to form and develop in an entrepreneurial way, with the aim of increasing the creation of innovative companies in the territory of Vila-real and its surroundings.

For this reason, I propose to Globalis Foundation the realization of a new theoretical-practical training course aimed at entrepreneurs, start-ups and anyone committed to innovation; with the objective of imparting a course in which all the necessary tools that must be known by those people who want to carry out an innovative company are completely unified. Being a formative course of great qualitative and quantitative weight, its duration would be of a total of 120 hours, divided in 15 hours weekly, for this reason its duration would be of 2 months.

The subjects of the training programme would be the following, carried out in the suggested order, one a week during the 8 weeks of the course.

1. To know the skills needed to be an entrepreneur
2. To expose viable innovative business ideas
3. To learn how to work out a viable business plan
4. To know the importance of a good team
5. Funding sources for entrepreneurs
6. Accelerating tools available for your business
7. To know how to manage your company in social networks
8. Case study: setting up an innovative company

The advertising poster to promote the course is shown in the image 16. It contains the deadline for registering to the course, the months in which it will be taught and the timetable for the sessions.

**Image 16.** Advertising poster theoretical-practical course for entrepreneurs



*Own elaboration*

Action 2: Summer course for young entrepreneurs in English

**Objectives to which it contributes:**

- 2. To attract new customers, 20% in the next 12 months.
- 6. To increase the number of foundation projects by 5% over the next 12 months.

**Implementation period:** 2 months

**Budget:** 1,000€

Globalis foundation mainly directs its training courses to entrepreneurs with the age to create their own business, that is, those over 18 years old. But, there is a younger audience to whom it is also necessary to conduct training courses so that they know first-hand the instruments that exist in the business world.

For this reason, I propose to Globalis Foundation the realization of a summer training course about how it is possible to undertake or innovate, if you want, in the future, to form your own business. The realization of the course would be in July and August, months in which young people have no longer lessons, and it would be free for all young people who would like to attend with an age between 10 and 18 years.

In addition, it would not be a training course simply, but it would be a course for young people conducted in English, as we believe that having languages can be very beneficial in the future work. In this way, Globalis Foundation would conduct a course for young innovators, differentiating itself from the rest of the courses made up to that time since it would be in English. So, it would also differentiate Globalis from other foundations for highlighting the importance of knowing or learning others Languages.

In order to communicate the course to the young participants, they would take advantage of their visits to the schools during their "Createcompany" conferences, where talks about innovation are held and you can see real examples of enterprising companies that are interesting. In addition, they would use their website and their social networks to spread the course poster and to inform to all their followers.

**Image 17.** Advertising poster summer course "Small entrepreneurs"



*Own elaboration*

Action 3: Unify your services into service packages

**Objectives to which it contributes:**

- 4. To obtain 90% of the satisfied clients in the next 12 months
- 5. To offer a totally personalized service to clients.
- 7. To make packages of services with a single price for each package

**Implementation period:** 1 week

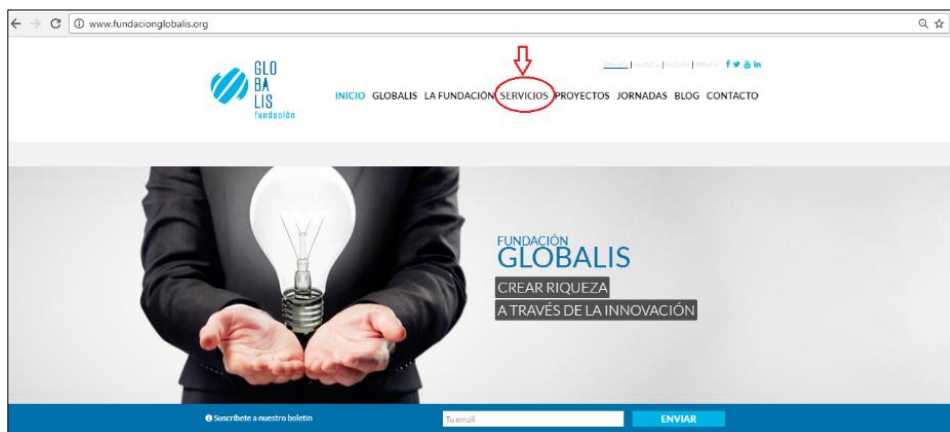
**Budget:** Free

Currently, Globalis foundation carries out, in its offices, support services to individuals and companies that go to the foundation with doubts regarding issues related to their company in a personalized way.

Therefore, I propose to Globalis foundation, the unification of all its services with similar characteristics in various packages of services. It consists of organizing all the services offered by the foundation according to their common characteristics, in order to offer a personalized service to the people who come to Globalis in search of professional help for their business.

In the first place, it would be necessary to incorporate the option of the services in its web page, so that it was visible to all those interested people who visit the web.

**Image 18.** Incorporation of services on the website of Globalis Foundation



*Own elaboration*

Once inside the services, the image that would be observed is the name of the packages that exist. The best way to divide the service packages has been in 5 groups, these are

called: Financing to innovate, launch of innovative project, generation of network and contacts, internationalization and, finally, events and communication.

**Image 19.** Packages of services on the website of Globalis foundation



*Own elaboration*

Clicking on each one of the options of the available packages, a new tab would be open where, according to the package chosen, it would describe in each case the services contained in each package.

**Image 20.** Globalis Foundation services packages

<p><b>FINANCIACIÓN PARA INNOVAR</b></p> <ul style="list-style-type: none"> <li>• Búsqueda financiación para proyectos I+D+i</li> <li>• Asesoramiento solicitud financiación</li> <li>• Redacción memoria para convocatorias de ayudas a la I+D+i</li> <li>• Búsqueda inversores para nuevo proyecto</li> <li>• Búsqueda de inversión privada</li> </ul>	
<p><b>GENERACIÓN DE RED Y CONTACTOS</b></p> <ul style="list-style-type: none"> <li>• Servicio de búsqueda de socios y partners comerciales/tecnológicos</li> <li>• Generación de red y contactos en un ecosistema de innovación</li> <li>• Servicio búsqueda y gestión de colaboración con grupos de investigación</li> </ul>	<p><b>LANZAMIENTO PROYECTO INNOVADOR</b></p> <ul style="list-style-type: none"> <li>• Servicios de asesoramiento para la creación de nuevas empresas</li> <li>• Formación en gestión empresarial básica y avanzada</li> <li>• Asesoramiento modelo de negocio</li> <li>• Asesoramiento plan de negocio</li> <li>• Análisis viabilidad proyecto</li> </ul>
<p><b>INTERNACIONALIZACIÓN</b></p> <ul style="list-style-type: none"> <li>• Asesoramiento solicitud de financiación para la internacionalización</li> <li>• Redacción de memorias para convocatorias de ayudas a la internacionalización</li> <li>• Servicios de apoyo al Soft-landing</li> </ul>	<p><b>EVENTOS Y COMUNICACIÓN</b></p> <ul style="list-style-type: none"> <li>• Organización de congresos, conferencias, jornadas y talleres</li> <li>• Servicios de apoyo a la comunicación y promoción de la empresa y/o el producto</li> </ul>

*Own elaboration*



### 8.3. Price decisions

#### Action 4: Prices of new service packages

**Objectives to which it contributes:**

- 5. To offer a totally personalized service to clients.
- 7. To make packages of services with a single price for each package.
- 8. To increase the foundation's profit by 10% over the next 12 months.

**Implementation period:** 12 months

**Budget:** Free

Currently, all services offered at Globalis foundation are free. In order to create new service packages, I propose to Globalis Foundation to put a single price for each of its five packages. The objective is to obtain benefits in the foundation by means of the realization of own services and, also, to offer clients a clear price to pay for the service that they want to obtain.

The first step is to add a price link within the service packages with the corresponding information. And then, to specify the price of each package of services according to their colour.

**Image 21.** Add prices for Globalis services



*Own elaboration*

Image 22. Global Services Prices



SERVICIOS GLOBALIS	
FINANCIACIÓN PARA INNOVAR	35 €
GENERACIÓN DE RED Y CONTACTOS	40 €
LANZAMIENTO PROYECTO INNOVADOR	30 €
INTERNALIZACIÓN	60 €
EVENTOS Y COMUNICACIÓN	50 €

Own elaboration

The price of the packages is related to the difficulty that the foundation has in providing the services, being the cheapest the "Launching innovative project" package, and the most expensive the "Internalization" package, this is due to its difficulty in providing the service.

The service has a half-year duration, since the expected results in each of the packages are obtained before six months. After that time, the company you want can buy another package, another six months, and continue to develop your company.

#### **8.4. Communication decisions**

##### Action 5: PremisGlobalis 2017

###### **Objectives to which it contributes:**

- 3. To increase the participation of the clients in the foundation
- 4. To obtain 90% of the satisfied clients in the next 12 months
- 6. To increase the number of foundation projects by 5% over the next 12 months.

**Implementation period:** 2 months

**Budget:** 4,500€

As every year, Globalis Foundation makes its PremisGlobalis at the end of the year, aimed at SMEs, individual entrepreneurs, shops and hotel establishments, regardless of their legal form. These prizes are accessible to those young companies with some innovative character that are no more than five years old. In it, a prize of 1,500 € is

awarded to the best young company of the year and 500€ to the second and third best companies.

For this reason, I propose Globalis Foundation to continue with a tradition of the foundation as its awards, but to introduce some improvements in order to thrive and innovate year after year.

As for the economic amount that the winners will receive, a change will be made, as for PremisGlobalis 2017 the first prize of the best innovative company 2017 will receive 2,000 € for its business. Moreover, the company that occupies the second place will receive a prize of 1,000 € to be able to invest in its business. And finally, the company that occupies the third place will receive a prize of 500 €.

In addition to the economic awards, the first five companies will receive all packages of services offered by the Foundation free of charge with the aim of being able to boost their business and in this way, publicize the services offered by Globalis to the population.

On the other hand, I propose to Globalis Foundation, not only to direct its prizes to companies constituted with innovative factor, but also to introduce prizes for the smallest, in a range of age from 14 to 18 years. The name of this new prize would be consistent with the current one, but related to the age of the participating children, so it would be called MiniPremisGlobalis 2017. The objective is to perform in the same event, prizes for companies with adult audiences and prizes for the younger population.

The bases of the contest for the little ones would be based in improving or developing a common element that they use every day such as games, instruments, objects, etc .; Using some kind of innovation. The prize for the participant who has the best object to innovate will be a scholarship worth 1,000€, to encourage the development of the youngest population in the territory of Vila-real.

The registration of all the people who want to participate in both prizes will be possible within a month, specifically in the month of November, where a jury will decide the finalists, both prizes, among all participants.

Finally, the day that the event will be held, will be on December 22nd, due to the proximity of Christmas and the end of the year.

This event will serve to Globalis Foundation to attract the collaboration of companies or private entities that wish to sponsor the event and give visibility, as well as a good image, to your company. This fact supposes the obtaining income or resources for the foundation, reason why it is a very positive and beneficial factor.

Finally, a viral marketing of the poster will be carried out in its social networks to give visibility to the event and to obtain a greater public. On the other hand, to promote the social networks of Globalis, you can tweet and comment the prizes with the hashtag #premisglobalis, as seen in its advertising poster.

After the event, the foundation will make a video summary of its prizes for people who have not been able to attend the event and upload it to their Youtube account, to increase the number of subscribers to their account.

**Image 23.** “PremisGlobalis 2017” Poster



*Own elaboration*

Action 6: Draw in social networks of packages of services Globalis

**Objectives to which it contributes:**

1. To Increase the visits of social networks of foundation Globalis, 30% in 12 months.
2. To attract new customers, 20% in the next 12 months.
3. To increase the participation of the clients in the foundation
4. To obtain 90% of the satisfied clients in the next 12 months.

**Implementation period:** 2 months

**Budget:** 4,500€

Conducting contests in social networks increases the interaction of users and their loyalty to the company. In addition, the company manages to improve its image and to increase the number of followers in its social networks.

That is why I propose to Globalis Foundation that a draw may be made in their social networks of all their packages of services. The goal is to publicize the new addition of Globalis service packages to the entire population, as well as to increase visits to its social networks and the number of followers. On the other hand, it will increase customer satisfaction and increase its participation in social networks.

The requirements to participate are as follows:

- To Follow the Facebook page of Globalis Foundation.
- To Give likes to publication the draw on Facebook, share the publication, and, in addition, add two friends in the shared publication.
- To Follow Globalis foundation account on Twitter.
- To Retweet the publication of the draw on Twitter, in addition of making a positive comment on the services that Globalis foundation offers, and if you wish, in what aspect they could improve.

Through its sharings on both main social networks, such as Twitter and Facebook, the poster of the draws of the foundation can reach a larger target audience and more people will know the foundation and its social networks.

The draw will begin to be promoted in early June, and by the end of the month the winner will be known. Once satisfied that the winner meets all requirements, the name of the winning person will be posted on their website, in order to increase the visits of your page, and through the foundation's weekly newsletter, with the aim of increasing the number of subscribers.

**Image 24.** Twitter draw of Globalis Packages



*Own elaboration*

**Image 25.** Facebook draw of Globalis Packages



*Own elaboration*

**Action 7: Advertising posters**

**Objectives to which it contributes:**

1. To Increase the visits of social networks of foundation Globalis, 30% in 12 months.
2. To attract new customers, 20% in the next 12 months.

**Implementation period:** 2 months

**Budget:** 3,000€

Globalis foundation, uses its social networks and its web page, to make itself known to the population. Using only digital media may not be the best option for the foundation, as it is interesting to observe advertising posters that encourage people to be interested in knowing what it is.

For this reason, I propose to Globalis Foundation to install, in April and May, 10 billboards in different strategic locations in the province of Castellón, and especially in the territory of Vila-real. In addition, I propose to install 15 canopies at the nearest bus stops, study centres, technology centres and science parks, since it is where the majority of the public can reach the Foundation.

On the billboards, first, you will find the Globalis logo. Secondly, you will find the message that the foundation wants to convey: "Do you have an innovative idea or project? We help you to create your business. "And, finally, some of the services provided by Globalis and the contact of its social networks will be added so that they can look for more information. In the canopies nearest bus stops, you will find Globalis logo, and a message other than the billboards: "Business support for your innovative project." Finally, you will find the social networks that the Foundation has.

**Image 26.**Globalis FoundationAdvertising Billboard



*Own elaboration*

**Image 27.** Advertising canopy of Globalis Foundation



*Own elaboration*

Action 8: II Conference put a start-up in your life

**Objectives to which it contributes:**

- 4. To obtain 90% of the satisfied clients in the next 12 months
- 6. To increase the number of foundation projects by 5% over the next 12 months.

**Implementation period:** 1 day

**Budget:** Free

Globalis Foundation recently held a conference "Put a start-up in your life" , which consisted of private meetings between young companies with innovative products or services and consolidated companies that want to diversify or identify new business opportunities.

I propose to Globalis Foundation to carry out the II Conference "Put a start-up in your life", to serve as a link between young companies, with innovative products that want to get contacts to develop their idea or product, and consolidated companies that want to get business opportunities.

The objective is to make the Foundation known through the realization of the conference where a large number of companies of both types are expected. Besides serving as a link between all the companies, and thus be able to obtain a wider audience for the usefulness of their conferences and events.

**Image 28.** Poster II Conference "Put a start-up in your life"



*Own elaboration*



### 9- TIMELINE

Once the action plans proposed to the foundation have been set forth, the timetable for each action is given in the following table.

ACTIONS	1	2	3	4	5	6	7	8	9	10	11	12
Action 1: New training course for entrepreneurs												
Action 2: Summer course for young entrepreneurs in English												
Action 3: Unify your services into service packages												
Action 4: Prices of new service packages												
Action 5: PremisGlobalis 2017												
Action 6: Draw in social networks of packages of services Globalis												
Action 7: Advertising posters												
Action 8: II Conference put a start-up in your life												

## 10- BUDGET

In the following table we can see the budget of each action. The required investment to carry out the proposed actions would be in total 10,500 €.

ACTIONS	¿WHO DOES THE ACTION?	PRESUPUESTO
<b>Action 1: New training course for entrepreneurs</b>	Course instructor	1.000 €
<b>Action 2: Summer course for young entrepreneurs in English</b>	Course instructor	1.000 €
<b>Action 3: Unify your services into service packages</b>	Own development	Free
<b>Action 4: Prices of new service packages</b>	Own development	Free
<b>Action 5: PremisGlobalis 2017</b>	Own development	4.500 €
<b>Action 6: Draw in social networks of packages of services Globalis</b>	Own development	Free
<b>Action 7: Advertising posters</b>	Advertising agency	3.000 €
<b>Action 8: II Conference put a start-up in your life</b>	Own development	Free

## 11- CONTROL

To detect possible errors in the proposed plans and to ensure that they are carried out correctly, we have established the following control elements:

ACTIONS	MEASURING FREQUENCY	CONTROL METHOD
<b>Action 1: New training course for entrepreneurs</b>	Quarterly	Number of new visits in their social networks
<b>Action 2: Summer course for young entrepreneurs in English</b>	Quarterly	Number of new clients in the Foundation
<b>Action 3: Unify your services into service packages</b>	Biannual	Number of participants in total of all prizes and contests
<b>Action 4: Prices of new service packages</b>	Quarterly	Number of complaints and comments in social networks
<b>Action 5: PremisGlobalis 2017</b>	Quarterly	Personalized surveys about the services of the Foundation
<b>Action 6: Draw in social networks of packages of services Globalis</b>	Quarterly	Number of new projects / projects previous year
<b>Action 7: Advertising posters</b>	Biannual	People who have used the new Global service packages
<b>Action 8: II Conference put a start-up in your life</b>	Biannual	Annual benefits compared to previous year's profit

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