



InsMed

Innovations pour l'éco-construction en Méditerranée



Diagnostic INSMED

Modèle de diagnostic

C4.1.2 (UPC)

COPERSA, S.A.

2010.03.12



www.insmed.eu



PROGRAMME COFINANCÉ
PAR LE FONDS EUROPÉEN
DE DÉVELOPPEMENT RÉGIONAL



(COPERSA S.A.)

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- 🌐 Website: www.copersa.com
- 📧 Email: comercial@copersa.com
- NIF : A58033572
- Date de création: 1983
- Dirigeants: 2
- Actionnariat: 5
- Personnes impliquées dans le diagnostic:
 - Peter Coperstake
 - Función: Technical Director

Historique / aspects remarquables

<p>Historique</p>	<p>The company began operations in 1983 as a division of the Anglo-Spanish SA WRIGHT IRRIGATION founded in 1960.</p> <p>Since its inception, the essential motivation of this family company has been innovation coupled to a direct and personal customer service.</p>
<p>Aspects remarquables</p>	<p>It is a company with substantial basis, whose team over a period of more than 40 years, has provided the technical Spanish agrarian world, with an important number of technical innovations, from spray irrigation of low rainfall, the total coverage system with pipe and aluminum, through the introduction of the first drip irrigation systems and the widespread use of inexpensive disposable tubing (drip tape).</p>
<p>Objectifs à court, moyen et long terme</p>	<p>Currently, in addition to products that could now be termed traditional (tape, drip, micro-sprinklers and accessories), the company has been increasingly oriented towards technology-intensive systems of irrigation water management, including an extensive range of articles for filtration: the control and monitoring of moisture levels in soil and water needs, and the forecasting of hydric and meteorological needs; fertirrigation and the incorporation of gases into the soil and automation in all its facets.</p> <p>In an increasingly parallel form, the company is developing its activities in the industrial field, especially in the areas of fire protection with automatic valves and wastewater treatment chiefly in agriculture and food, and wine sectors.</p>

Informations

- Ressources humaines
 - Management: 5
 - Administratif: 4
 - Opérations: 2
 - Commerciaux: 4
- Locaux
 - Location
 - Superficie locaux: office 1: 210m²; office 2: 288m²

Chiffre d'affaire	2006	2007	2008	2009	2010 (prévisionnel)
Total	900.000.-	900.000.-	900.000.-	700.000.-	700.000.-
Marché national	810.000.-	810.000.-	810.000.-	630.000.-	630.000.-
Export (Portugal)	90.000.-	90.000.-	90.000.-	70.000.-	70.000.-

- **Description de la stratégie et des forces commerciales (national et international)**
- The products are promoted through commercial sellers visiting the various installers of irrigation systems in Spain.
- It is marketed to various irrigation engineering firms.
- In Portugal there is a commercial sales person, working under commission.

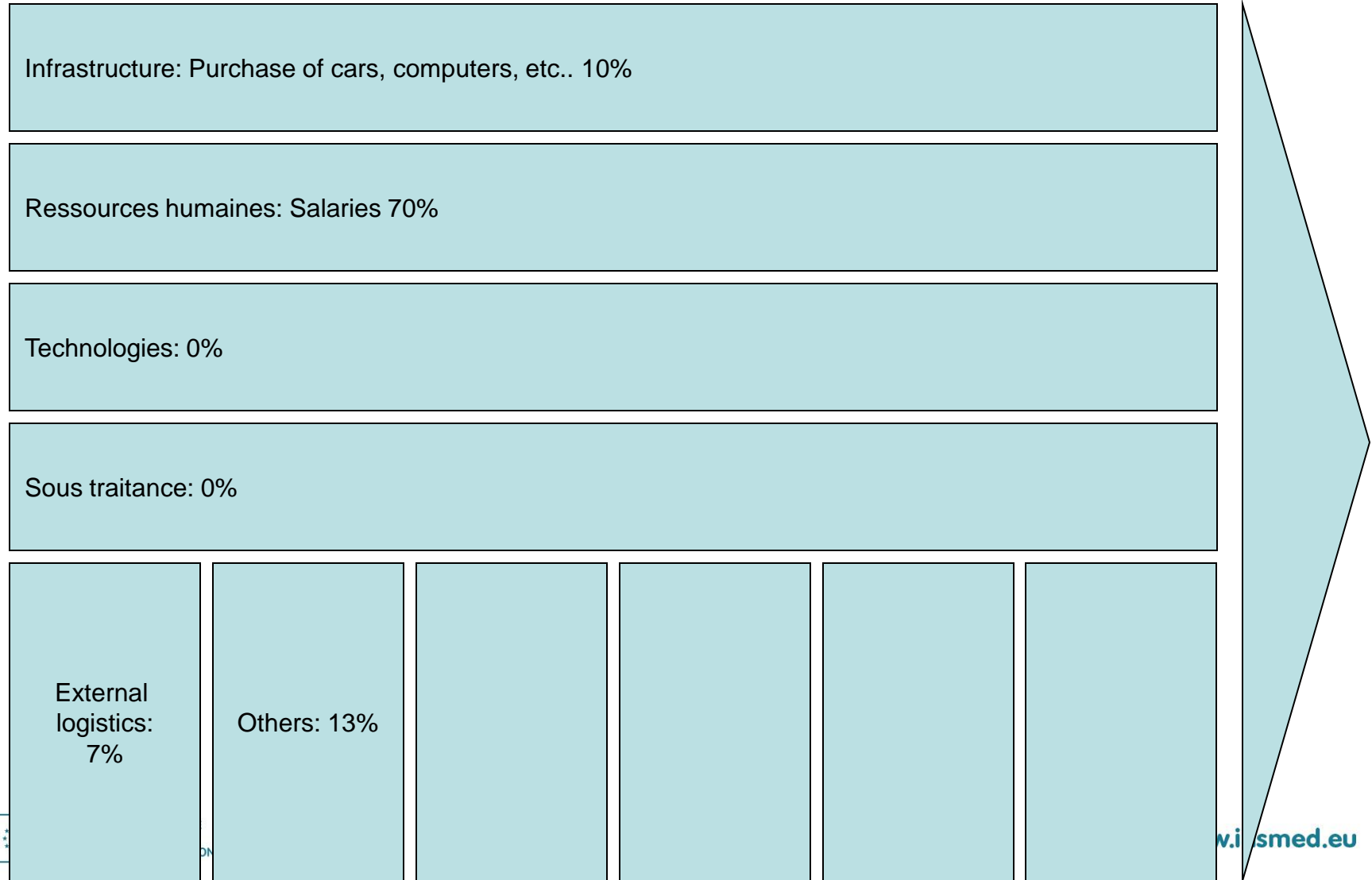
Description des produits, services ou activités en liaison avec l'éco-construction

Nom du produit/service	Année lancement	% du CA	Description et évolution
Watering & Accessories: drip irrigation sprinkler-flat hose -micro spray- spray-pressure controllers - control- windy - fertigation	1980	35%	Traditional products that have evolved over time in technology, quality, efficiency and cost.
Instrumentation and control: -Moisture meters -Instrumentation and control -Murphy-Control	1983 1990 1953	25%	Moisture meters and tensiometers are considered today as the most eco-efficient products within the activity.
Leaks and valves: -filter-cups-drivers-meter-Moisturisers-Accessories-hydraulic valves - flow-limiting control	1980-1983	40%	The main developments that these products have undergone have been the shift from manual to automated systems.

Système d'assurance qualité pour les produits et services:

The certifications offered belong to the manufacturers (except U.S. manufacturers, who often do not have certifications) such as ISO 9000 and ICE, and have not been acquired by the company.

Chaîne de valeur (en liaison avec l'éco-construction)



Information détaillée sur les process de chaîne de valeur

- Of the total number of entries, 26% are invested in the company, i.e. some 800,000 .- Euros. With this information we build a chain of company value.
- Virtually all the costs of primary activities, from internal logistics to marketing, are integrated into the margin of the sold price.
- The development of new technologies, if these are considered, is required and developed by manufacturers, being integrated into the acquisition costs.

Produits Services Activités	Type de clients	%CA	Caractéristiques du marché	Tendance ↗↘→	Marge 0 * ** ***
Watering & Accessories: drip irrigation sprinkler- flat hose -micro spray- spray-pressure controllers -control- windy - fertigation	Irrigation facilities or gardening	35%	Market with strong competition but does not compete in quality	↘	*
Instrumentation and control: -Moisture meters -Instrumentation and control -Murphy-Control	Irrigation facilities or gardening	25%	Niche market where marketed products are unique.	→	**
Leaks and valves: -filter-cups-drivers- meter-Moisturisers- Accessories-hydraulic valves - flow-limiting control	Irrigation facilities or gardening	40%	Market with strong competition	↘	*

Besoins identifiés dans le processus de production

- No such production process exists.

Capital matériel & immatériel

Nom de l'équipement	Description	% utilisation




Marques		
Modèles/design		
Brevets		

Investissements

	Date	Description	Montant
PRODUCTION EQUIPMENTS		Cars	80.000.-
LOGISTICS & CONSTRUCTION		Logistic	50.000.- (incorporated in the margin)
ADMINISTRATION			
CAPACITATION			
OTHERS			

Stratégies génériques

- In products related to instrumentation and control of irrigation, there is a tendency for differentiation in leadership, which could lead to better margins.
- Strong price adjustments in irrigation products and accessories, as well as filtrations and valves, have taken place in order to enter the market. This has not achieved cost leadership, but nevertheless this has been offset by the prestige of the products sold.

Stratégies génériques	Les métiers génériques de l'entreprise		
	Watering & Accessories: drip irrigation sprinkler-flat hose - micro spray- spray-pressure controllers -control- windy - fertigation	Instrumentation and control: -Moisture meters -Instrumentation and control -Murphy-Control	Leaks and valves: -filter-cups-drivers-meter-moisturisers-Accessories-hydraulic valves - flow-limiting control
Fragmentation			
Spécialisation			
Volume			

Rivalités concurrentielles

Nouveaux Entrants

↻ No se registran en el último tiempo nuevas entradas.

Environnement politique, normatif et réglementaire (REACH, HACCP, ISO...)

- ↻ High cost of water promotes the acquisition of savings products.
- ↻ To a greater number of regulations, easier the sale of monitoring equipment.

Fournisseurs

- ↻ Long trajectory of providers, reliable product availability and price maintenance.
- ↻ Easy access to various existing subsidiaries, located in various parts of Spain and Europe.

Concurrents

- ☛ high number of competitors with lower prices
- ↻ They often have poor transparency in relation to the origin of products marketed and are often of lower quality

Clients

- ☛ Very sensible to prices
- ☛ A certain indifference against the comparative advantages of quality.

Produits de substitution

- ↻ No replacement products that compete directly in terms of price, and simplicity of operation.

Légende :

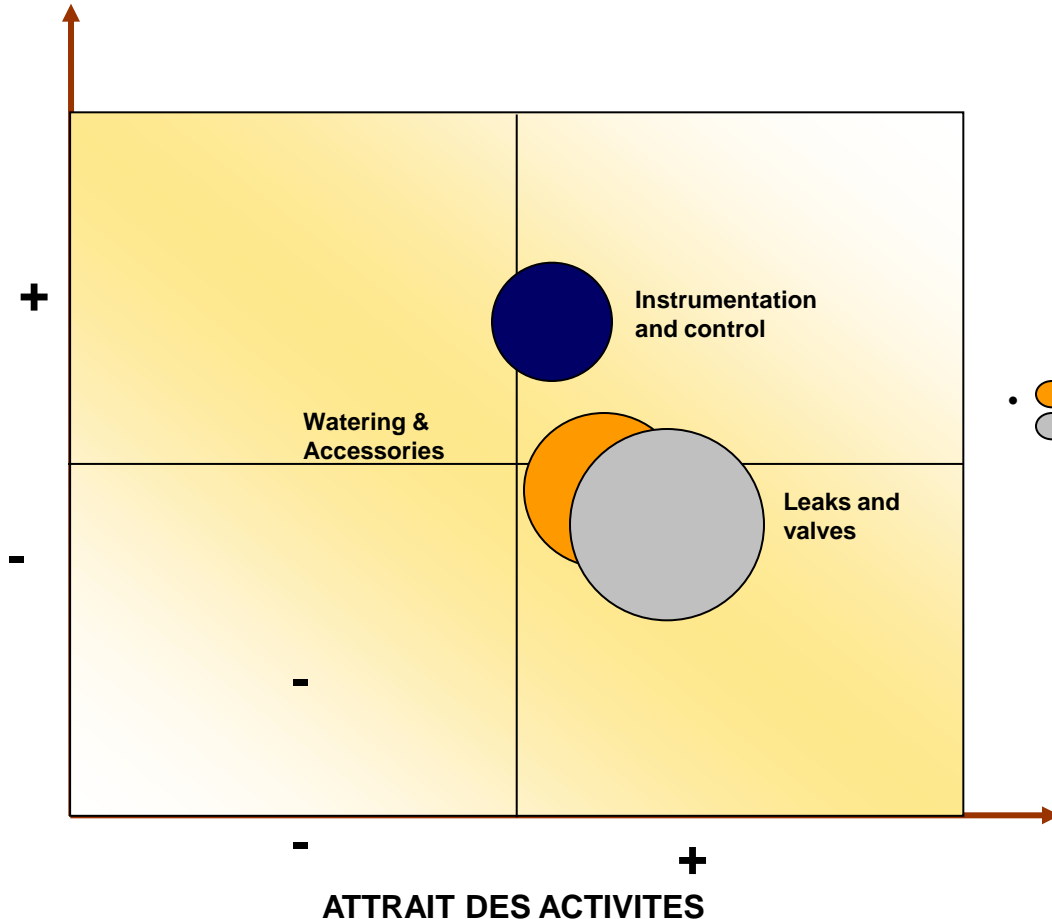
☛ Menaces




↻ Opportunités

D'après Michael Porter

Position concurrentielle des activités

**POSITION
CONCURRENTIELLE**



-  The company enjoys an advantageous position for these products based on the name of the company and supplemented by the prestige of the brands sold. However, it must invest in marketing in order to enhance product differentiation and achieve expansion in its target markets, especially the international ones: new marketing campaigns, post-sales tracking, facilitating the presentation of the comparative advantages of the products.
-   The company must invest to promote the comparative advantages of products mainly refer to improving its competitive position and try to diversify its target market. Investment in marketing, additional after-sales services and facilities, monitoring of the cash savings of products.

Stratégie: Forces / Faiblesses

Principaux Points Faibles

- Lack of capacity in improving the trend of sales volume in products with strong competitive differences.
- Excessive dependence on a single class of customers.
- While products are marketed as contributing to eco-efficient water saving, this is not mentioned explicitly in the information displayed on the website.
- Dangerous downward trend in products with higher sales volume.

Principaux Points Forts

- Transparency in the presentation of technical details and source of the goods.
- Marketed products enjoy a strong reputation for quality in the market.

Principales Menaces

- There is a high number of competitors offering low prices, and despite not being competitive in terms of quality, these might enter the market, and over time will transform and consolidate their position offering direct competition.

Principales Opportunités

- High cost of water promotes the acquisition of savings products.
- A greater number of regulations will make it easier for the sale of monitoring equipment.
- There are no replacement products that compete directly in terms of price, and simplicity of operation.

- Copersa S.A. is a company historically related to agricultural irrigation, and over time has incorporated new lines of marketing, seeking to diversify its target markets, exploring new opportunities in the fire-fighting systems, instrumentation for animal husbandry and for industry.
- In general, water, and hydro efficiency are issues intrinsic to the agro-irrigations line, but are not necessarily explicit in their promotion, and the new implemented marketing lines should consider this topic in order to avoid blurring the potential of the company's image related to water efficiency and eco-products.
- Agricultural irrigation is the line that is directly related the theme of ecological construction, with 80% of the volume of sales being made to agricultural customers and 20% being made to the public administration for the irrigation of parks and gardens. However to date the company has not been able to enter the market for domestic consumption.

Enjeux stratégiques

- The company avoids direct sales to end users, with the principal customers being companies responsible for the installation of engineering systems, and those holding the responsibilities of after-sales services.
- The price leadership is not the strategy sought by the company, given that the products have strong competitive advantages, but sharp reduction in marketing margins has been necessary to maintain the volume of sales.
- Differentiation strategies to promote the comparative advantages of products and services being compensated, as well as improving the final sales margins.

Recommandations / potentiels de progrès

- It is recommended to review the possibility of investing in marketing strategies that improve the product differentiation to the competition, and thereby prevent reductions in sales margins. Even this investment can be estimated and obtained from the previously achieved reductions.
- Targeting this distinction on the intrinsic potential of the product on their contributions relating to cost savings over other traditional systems, presenting the rates of return on investment (ROI) relating to each project undertaken, and thus enabling the monitoring of the ecological footprint of each client.
- Since the marketing of the product is not made directly to end users, is proposed to establish protocols for project monitoring and tracking quality standards of dealers and installers, and thereby establish a policy for the protectionism of the company's image.
- Investing in marketing strategies that relate the company to eco-construction could mean opening up new potential markets, including domestic markets.

Accompagnements proposés dans le cadre d'INSMED

- The INSMED platform, by consolidating the value chain relating to eco-construction, in both Spain and Europe, would enable visualizing the competitive positioning of the company related to these activities.
- In this way it would be possible to identify the strategic needs in order to access potential markets.
- Understanding the different components of the value chain for these specific activities and with this, identify the opportunities offered by cooperation between the parts.
- Developing business linkages that will expand the geography of business opportunities in and beyond Spain.
- Understanding the added value which is implicit in the various actors, and thereby identify the needs to improve the positioning of the products.
- Promoting products related to eco-construction and establish comparative benefits compared to traditional systems in terms of economic sustainability.
- Supporting social awareness of the importance of eco-construction and saving non-renewable resources at the level of companies as well as private individuals.
- Open access platform that would enhance and promote business geography of eco-efficient products by providing access to information.