



Innovations pour l'éco-construction en Méditerranée



Diagnostic INSMED

Modèle de diagnostic
C4.1.1 (UPC)
CUENTAGOTAS, S.L.

2010.03.12



www.insmed.eu



PROGRAMME COFINANCÉ
PAR LE FOND EUROPÉEN
DE DÉVELOPPEMENT RÉGIONAL



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 - Fiscal/national ID: B-64468739
 - Date de création: 2007
 - Dirigeants: 3
 - Actionnariat: 1
- Personnes impliquées dans le diagnostic:
 - Vicente Baroni
 - Fonction: Administrative Manager(Owner)
 - E-mail: v.baroni@cuentagotas.net

Historique / aspects remarquables

Historique	The company was founded in 2007 with the objective of saving water and energy through education and promotion of basic par-saving systems for sustainable development
Aspects remarquables	<ul style="list-style-type: none"> •The company focuses its public awareness campaigns on 3 levels: water, energy and recycling. •The company combines quality and fair price in its products •Solutions for individuals and professionals •Exhibits at SMAGUA, a water and environmental fair.
Objectifs à court, moyen et long terme	<ul style="list-style-type: none"> •Permanent savings in energy and water. •Contribution to environmental protection and a more sustainable environment.

Informations

- Ressources humaines
 - Management: 1
 - Administratif: 2
 - Opérations:
 - Commerciaux: *3
 - *Obs.: In total, only 3 people who engage in various tasks
- Locaux
 - In Rent
 - Terrain = not applicable
 - Superficie locaux = 80 m²
 - Expansions = 50 m² (for change of location in 2008)
 - Autres

Chiffre d'affaire	2006	2007	2008	2009	2010 (prévisionnel)
Total		45.000.-	280.000.-	210.000.-	250.000.-
Marché national		45.000.-	266.000.-	178.500.-	187.500.-
Export		0.-	14.000.-	31.500.-	62.500.-

- **Description de la stratégie et des forces commerciales (national et international)**
 - Strong national subsidy for the purchase of these devices
 - Change in awareness of the business against the issue of saving water

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

Nom du produit/service	Année lancement	% du CA	Description et évolution
Consulting in ecological campaigns	2007	0%	It is not possible to provide details of an evolution in this area, as although the company offers this service in a complementary manner, giving it a certain degree of prestige as an added value, the ecological assessment and eco-audits tend to be carried out by other specialists.
Eco-Audits	2007	0%	
Economizers: aerators, flow reducers	2007	81%	Initially slow to acquire a large volume of sales until the product is known as the main products consolidated sales.
Cisterns: Pushbuttons, volumetric bags	2007	5.3%	This volume has been maintained since the beginning of marketing.

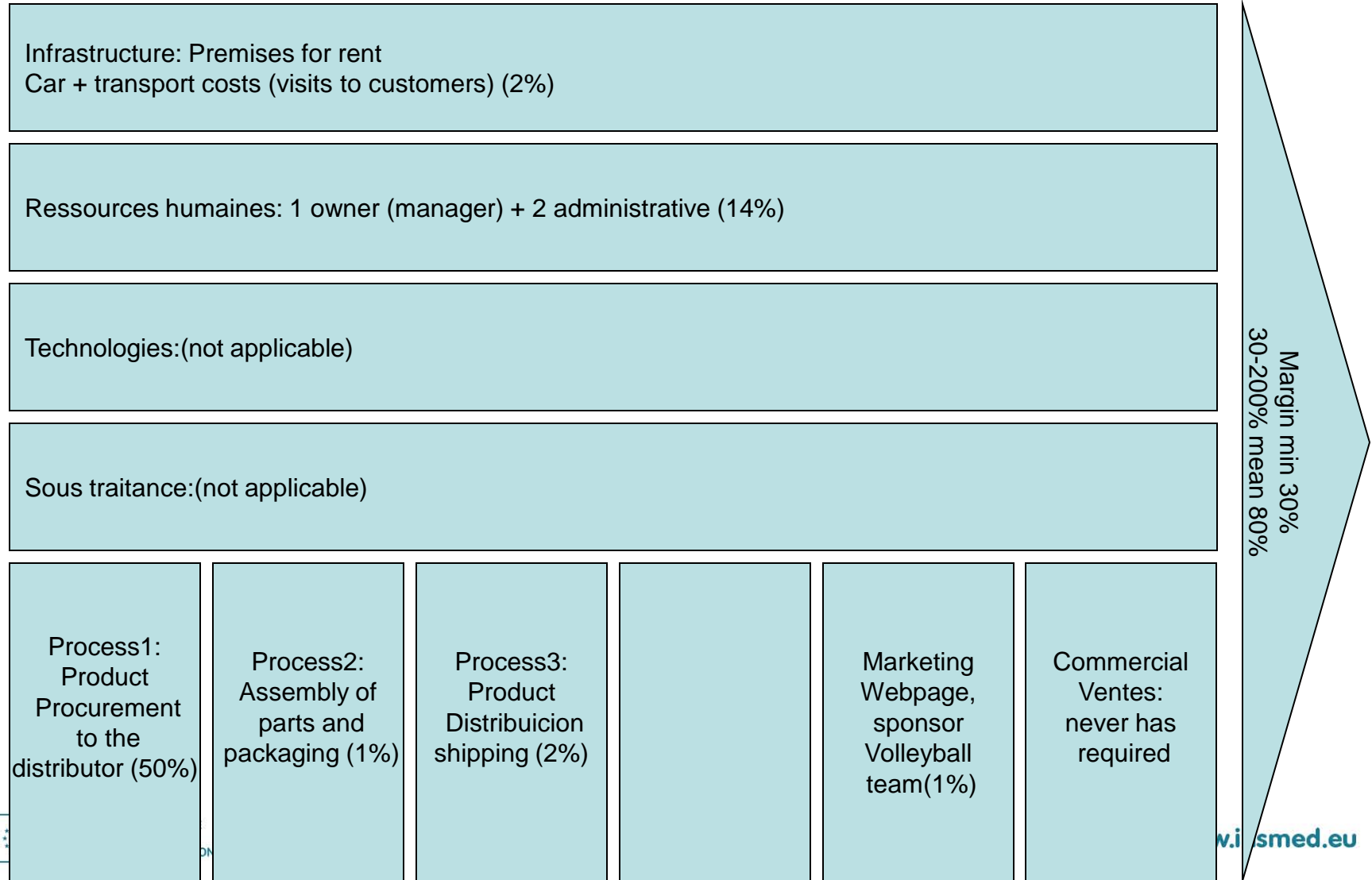
Système d'assurance qualité pour les produits et services:

The manufacturer : ISO 9001

The company: Distinctive 2007 ACA from the Agència Catalana del Agua (Catalan Water Agency), by APPLUS

(Needed to market these products)

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



Information détaillée sur les process de chaîne de valeur

- The acquisition of the products is made directly to another distributor.
- The storage does not require specialized warehouses due to the low dimension of the marketed products.
- If required by the customer, a custom packaging process is initiated through outsourcing.
- The delivery of products to the customer is done through an external distribution service.
- The only assembly process is developed in the office where the different elements and parts are grouped, which sometimes come from different suppliers, in order to form “kits”.
- In marketing, in addition to the launch of the Website which has a direct effect in attracting customers, a Volleyteam from el Prat de Llobregat (2007) and volleyball tournament in Castelldefels were sponsored, but these actions have not had a significant impact on sales volume.

Produits Services Activités	Type de clients	%CA	Caractéristiques du marché	Tendance ↗↘→	Marge 0 * ** ***
Economizers: aerators, flow reducers	-Municipalities -Hotels, hospitals and residential dwellings -Distributors -Private	90% 2% 7% 1%	Strong state grant to municipalities to fund water saving campaigns.	↘	** *** * ***
Cisterns: Pushbutton, volumetric Bag	-Municipalities -Private companies -Schools -Services	25% 25% 25% 25%		↘	** *** *** ***
Irrigation by exudation	Distributors	100%	Strong competition against traditional systems, although the product improves quality and price	↗	*
Energy: energy saving light bulbs	-Municipalities -Hotels and residential dwellings -Distributors -Private	90% 2% 7% 1%		↗	** *** * ***
Recycling: general articles	-Municipalities -Distributors -Private	90% 8% 2%	Emerging market	↗	** * ***

Besoins identifiés dans le processus de production

- The unique production process is the customization of the packaging of the products according to customer requirements, the assembly of which, depending on volume, is performed internally or through outsourcing.

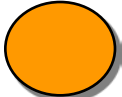
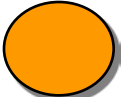

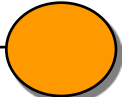

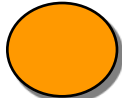

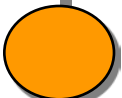
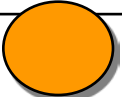


Capital matériel & immatériel

Nom de l'équipement	Description	% utilisation
Computers	3 computers, desktops, printers and fax	80%
Car	Vehicle to visit clients and used occasionally for product distribution	20%

Marques	Cuentagotas Griferías ARU distributor	90% 10%
Modèles/design		
Brevets		

	Date	Description	Montant
PRODUCTION EQUIPMENTS			
LOGISTICS & CONSTRUCTION	2009	Relocation	50%
ADMINISTRATION	2007 2008 2009	Staff increase from 1 (the owner in 2007) to be 2 in 2008 and 3 in 2009.	50% 35% 25%
CAPACITATION			
OTHERS			

- Commentaires

Stratégies génériques	Les métiers génériques de l'entreprise					
	Economizers: aerators, flow reducers	Cisterns: Pushbutton, volumetric Bag	Faucets and showers	Irrigation by exudation	Energy: energy saving light bulbs	Recycling: general articles
Fragmentation						
Spécialisation						
Volume						

Rivalités concurrentielles

Nouveaux Entrants

- * Many new post for distribution due to unemployment, and easy implementation due to low costs of infrastructure and acquisition of products

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

- ↻ Major funding through state subsidies for the purchase of products by local councils.
- ↻ Great promotion in terms of social awareness related to water saving

Fournisseurs

- * Main provider is also the distributor, thus, direct competition.
- ↻ Low acquisition costs may have great flexibility in settings of the margins.

Concurrents

- * High competition in great quantity and similarity of products
- ↻ Ease in the implementation of new products and new ideas

Clients

- * Poor knowledge on product differentiation
- * High price sensitivity
- * There are no captive customers
- ↻ Access to savings with low investment and high rate of return.

Produits de substitution

- * Prices and prestige of tap timers (traditional saving schemes).
- * Customer preference for the acquisition of only one substitute, although sometimes they are complementary

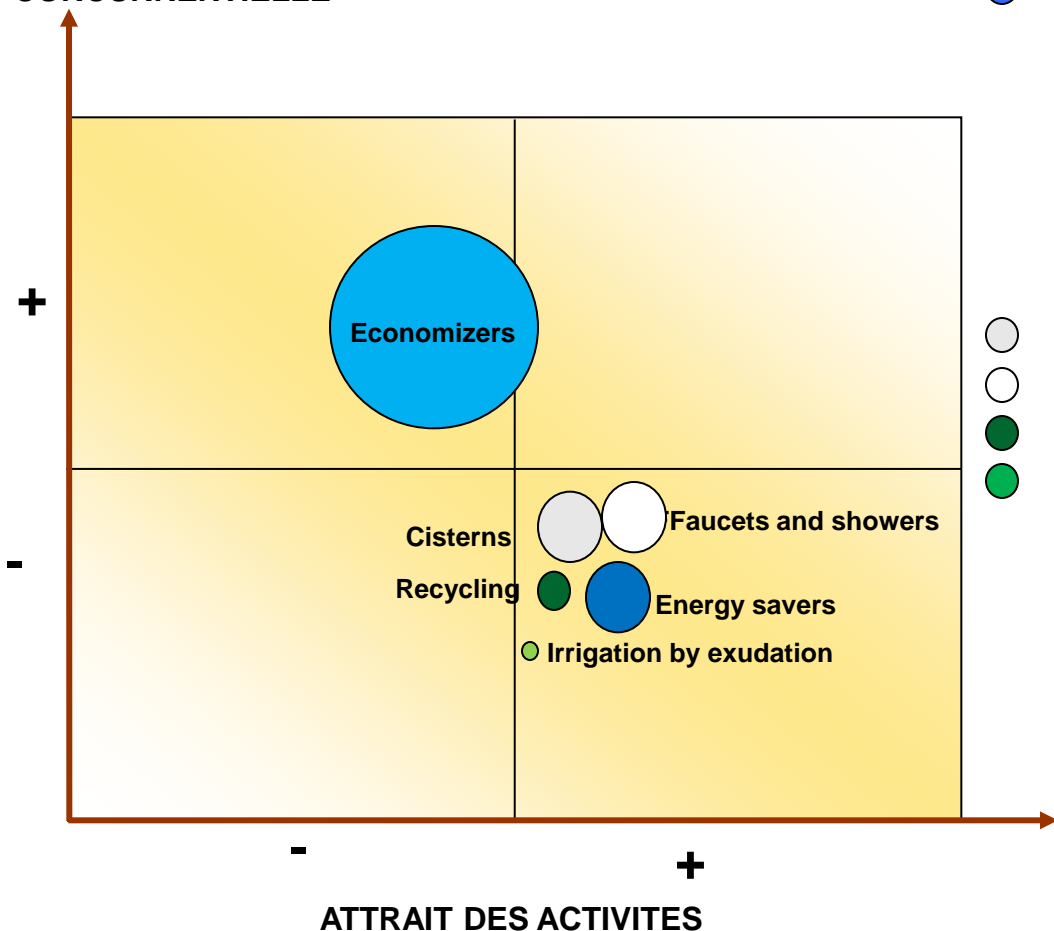
Légende :

●* Menaces

↻ Opportunités

Position concurrentielle des activités

**POSITION
CONCURRENTIELLE**



● The company enjoys an advantageous position for this product based on the company name and the widespread prestige of these economizers. However it must invest to achieve better product differentiation and expand its target markets (based on this time in municipalities): after-sales follow-up, presenting a comparative advantage, marketing campaigns.



○ The company should invest in promoting the comparative advantages of the product mainly in reference to improving their competitive position, having a potential market and diversified very advantageous for their development. Investments relating to marketing, additional services after sales and installation, monitoring and value of cash savings products.

●

●

Stratégie: Forces / Faiblesses

Principaux Points Faibles

- Lack of a vision that promotes product differentiation from competition and supplements the cost leadership.
- Dependence of a provider who is a distributor and at the same time a direct competitor.
- Excessive Dependence of the turnover of a single client (municipalities).

Principaux Points Forts

- Great marketing campaign that has succeeded in positioning the company name in the market with relatively low investment.
- Having acquired public administration as a client.
- Leadership in product price with high rate of return on investment.
- The marketing of these products does not require a large investment in infrastructure and personnel.

Stratégie : Menaces / Opportunités

Principales Menaces

- Excessive competition in the leadership in costs.
- The products are aimed at a non-captive customer market.
- Uncertainty regarding the continuity of state support for grants to municipalities.

Principales Opportunités

- State promotion and national awareness of the importance of saving water resources.
- Great state subsidy to municipalities for the acquisition of these products.
- Diversity of certifications that could lead to a wider commercial market.

- Overall, the company has a defined structure to make a contribution to the savings of non-renewable resources and environmental sustainability, and products marketed fall well within this line.
- It has three lines of marketing: Saving water, saving energy and recycling, however the volume of sales of these is not distributed evenly. Rather it tends to concentrate on one, which is related to water saving products.
- The company relies almost exclusively on the public administration, through local councils, which provides more than 81% of the volume of sales, but an excessive dependence on this client sector represents a serious risk.

Enjeux stratégiques

- The price leadership must be complemented by strategies of differentiation, and promote the comparative advantages of the products or complement the sales with after-sales services and services of tracking savings to customers. This can be expanded to attract customers and improve the competitive positioning of the company.
- In the case of products related to irrigation by exudation, while aimed at a niche market, these have strong comparative advantages that should stand out and be complemented with appropriate assessment in the installation in order to break with traditional trends.

Recommandations / potentiels de progrès

- It is recommended to focus the effort to boost the volume of sales in the products which are currently in a low level and thus achieve a diversity in marketing, due to the great threat posed by the dependence upon a single client.
- Due to the rising trend of "exports", there is a glimpse of hope in the potential of capturing and exploring new markets lying beyond traditional boundaries.
- Explore the diversity of certificates which could be acquired for each of these products, and thus broaden the geographical reach of market and promote differentiation from competition.

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.