AIL MADRID

from private customer to corporate client

Corporate strategy for a language institute

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AIL Madrid, from private customer to corporate client

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Preface

From March 2010 until June 2010 I’ve done my internship at AIL Madrid, an Institute that offers Spanish courses to foreign people. The main target of this internship was to do research within the company and write a final thesis about it. I’ve been doing research on the client service, and later on I’ve focussed my research on the opportunities for corporate clients, which will be the subject of this assignment. Certain people have helped me with their advice, knowledge or experience, and therefore I would like to thank the following people for their cooperation: Ania Riskoshinskaya (Work placement coordinator), Frank Rothuis (Student coordinator), Chris Howarth (Director AIL Madrid) and Maya Bychkova (Head of courses).
Summary

This paragraph will shortly describe the main outcomes of every chapter, in order to give a global description of the company, its intern and extern situation, the confrontation matrix and the general strategy, and to give the reader a main view of the assignment.

Chapter 1 AIL Madrid

AIL Madrid is a small institute which offers Spanish Courses to non-Spanish speaking persons. The company is located in Madrid, and has a small school in the centre of the city. The company employs 10 office staff members, and has got 9 teachers working for the company. The target customer for AIL Madrid is the individual that wants to learn some Spanish. They also have some contracts with other companies that send students to the school, but the main focus isn’t on corporate clients. The company also offers some additional services, with the cultural immersion program and the accommodation service as the most important services.

Chapter 2 Intern Situation

AIL Madrid is a small company and therefore has got both its strengths as well as its weaknesses. The company has a small & international team, which allows it to adapt easily to any kind of customer, and to implement changes without many problems. AIL Madrid offers high quality classes to businessmen, because of the teacher’s experience in this area. One of the strongest points of AIL Madrid is the certification by the Cervantes Institute. This proves the high quality of the Spanish courses, and allows the company to supply its non-European students with a student’s visa. The company’s weaknesses are the lack of facilities at the school, and the fact there are only 9 teachers. The company doesn’t really distinct corporate clients from normal clients, which is a weak point. The company’s last weak point is the fact that there are many trainees working and they do not have the same skills as the other employees.

Chapter 3 Extern Situation

On the meso level, the main opportunities for AIL Madrid are the corporate clients. The competition analysis shows that AIL Madrid belongs to one of the smallest language institutes, and that the company does not have many facilities and teachers. Their force is the accreditation by the Cervantes Institute, and the fact that they have seen the strategic gap related to the training companies. On macro level, there are several opportunities and threats that apply to AIL Madrid. Spain’s visa policy is an opportunity for AIL Madrid, because they can supply students with a visa, while non-certificated companies cannot do this. The threats for the company are the worsening financial situation in Spain, which means that foreigners are less likely to invest in learning Spanish and.

Chapter 4 Confrontation Matrix

From the confrontation matrix, it becomes clear that the corporate clients are the most important opportunity. The competition is a serious threat, and has to be avoided somehow. The most important strength of AIL Madrid is the accreditation by the Cervantes Institute. From the most important combinations of the element it becomes clear that AIL Madrid has got a great opportunity with its corporate clients, and that the accreditation by the Cervantes Institute should be used in order to reach this goal.

Chapter 5 General Strategy

In order to fully exploit the accreditation by the Cervantes Institute, AIL Madrid has to offer its visa service to the training companies. The following strategy can be used as a base for this negotiation.
AIL Madrid has to contact the training companies that are located in Madrid. The companies have to be provided with information, and will have to be convinced about the profit they can gain through AIL Madrid. AIL Madrid has to build a strong and long lasting relationship with the training companies, in order to keep gaining from these companies.

AIL Madrid will offer the TEFL students the possibility to obtain a student’s visa, to be able to stay up to 1 year in Spain, and legally work 20 hours per week. To obtain this visa, the students will have to follow 4 weeks of Spanish Intensive course at AIL Madrid, and will pay €730 for this. AIL Madrid’s target is to sell 40 weeks per month, which means they will have at least 10 training company students per month. This would mean a turnover of €8800 per month.

In year two, the target is to sell 240 hours of tailored class per month to the training company students and this would increase the turnover with €1800 per month. But in order to reach this second target, it is very important to have a stable relation with the training company, and to do an investigation about whether the clients are willing to pay for these extra classes or not.

All classes will be given at AIL Madrid, which is located in the centre of Madrid, and thus easy to reach for the training company students.
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Introduction
The main purpose of this assignment is developing a marketing plan for AIL Madrid. The introduction gives a very short description the company, and explains the why’s and how’s of this assignment.

AIL Madrid is an international company which offers Spanish courses to foreign people. The courses are all given in the language centre, which is located in the heart of Madrid, Spain’s capital. People of all nationalities participate with the courses, and various types of courses are offered.

Most of the people attending the courses stay in the housing offered by the company. The company helps its clients with everything, not only the language but also every aspect of living in Spain.

Reason for the assignment
I contacted the company to ask for the possibilities of doing my internship, and if they had a specific assignment for me. I was told to come up with my own assignment, and to discuss it with the company.

We then both agreed on the writing of a new strategy for the customer service. My task was to improve this customer service and to come up with a strategy to reach this goal. Which aspects can be improved, and how am I planning to reach this. During the internship, I had to work mostly with corporate clients, and I came to the sight that corporate clients are a great opportunity for AIL Madrid, and that the company should focus more on this type of business.

Together with Chris Howarth, the company director, I’ve worked on several solutions for working with corporate clients. This will be the main subject of the assignment: How can AIL Madrid adapt its strategy in order to focus more on corporate clients.

Definition of the problem
How can AIL Madrid adapt its strategy in order to focus more on corporate clients?

Research
This research consists of various parts, each part will be explained. The research is divided into these parts to provide a clear overview of the process, and to be able to draw conclusions from it. The main goal of the research is to provide the company a strategy which focuses on corporate clients. The research exists of the following parts:

1: The current intern situation (Strengths and Weaknesses) of the company
2: The current extern situation (Opportunities and Threats) of the company
3: Confrontation matrix
4: General strategy. What is the best strategy to focus on corporate clients? The strategy will be lead from the confrontation matrix.
Chapter 1 AIL Madrid

This chapter gives a general description of AIL Madrid. What is the company and what are its main activities? A more detailed description is found in chapter 2, the intern situation of the company.
AIL Madrid is an international company which offers Spanish courses to non native Spanish persons. People of all nationalities participate with the courses, and various types of courses are offered. The courses are all given in the language centre, which is located in the heart of Madrid, Spain’s capital. The company is located in a beautiful neighbourhood and is very close to a park, shops, a shopping centre and many more facilities.
AIL Madrid is a company which offers its customers the possibility to learn Spanish in a small and personal context. AIL Madrid offers a wide variety of Spanish Courses, which are all adapted to the specific wishes of the customer. This assures the student of a course that suits his wishes and expectations, in order to always have satisfied customers. The most given courses at AIL Madrid are the Intensive Spanish and Evening Spanish courses. These courses are given in the morning and in the evening.
After the courses, various activities are organised for the students. These activities have to do with Madrid or Spain in general, and are given in order to let the students learn about Spain and Madrid, and to make them meet new people during their stay in Spain.
As many of the customers aren’t Spanish residents, they need to be accommodated, which is also offered by the company. The accommodation service has got various types of accommodation throughout the city. All the accommodations meet certain standards set by the accommodation service, like distance to the school, the availability of internet at the accommodation etc. Many of AIL Madrid’s students use the accommodation service, as they normally do not live in Madrid, and thus need a place to live during their stay in Madrid.
AIL Madrid employs qualified and enthusiastic teachers, which are all native Spanish persons and all have a university degree. The teachers guarantee a pleasant but highly qualitative learning experience.
On AIL Madrid’s website, www.ailmadrid.com, they give a description of the courses, the accommodation, the school, life in Madrid and the personnel.
Chapter 2 Current intern situation (Strengths & Weaknesses)

This chapter is an internal analysis of AIL Madrid. Vision, Strategy and target are described, along with the 5 P’s of the marketing mix. The 5th P is personnel, this last factor is not always mentioned in the marketing mix, but is very relevant for AIL Madrid and therefore integrated in this chapter. Normally, the analysis of the intern situation always contains the financial situation of the company. Since I did not have unlimited access to the financial data of AIL Madrid, this part will not be mentioned in this analysis. From the analysis, strengths and weaknesses are concluded.

2.1 Organisation

2.1.1 Vision
It is our philosophy at AIL Madrid Spanish language school to provide courses which are very competitively priced whilst not compromising our commitment to superior quality teaching standards.¹

2.1.2 Strategy
AIL Madrid offers its customers the possibility to learn Spanish in a small and personal context. AIL Madrid offers a wide variety of Spanish Courses, which are all adapted to the specific wishes of the customer. As most of the customers do not live in Madrid, they also need to be accommodated, which is also offered by the company.

2.1.3 Target
Per week, AIL Madrid wants to sell >30 weeks of the intensive course, >60 weeks of the evening course and >250 nights at the accommodation.

2.2 Marketing Mix

2.2.1 Product
The company’s services can be divided into two strategic business units (SBU)², the Spanish courses and the accommodation. The first subchapter will describe the Spanish Courses offered by the company, and the second one describes the accommodation.

Spanish Courses
AIL Madrid is a company that is focused on providing the customer a way to learn Spanish in a way the customer wants it. There is a wide range of courses available, every course with a different purpose and in a different context. Every course is given in different levels of Spanish, according to the official European system, CEFR, which goes from A1 to C2. This subchapter gives a short description of every course.

Intensive Spanish course
This is a course for people that want to learn Spanish as quick as possible. It consists of 20 hours of classes on a weekly base. Classes are given in the morning, from 9:30 until 13:20. There are five days of classes, from Monday until Friday. The duration of the course is 12 weeks.

¹ Vision of Chris Howarth – Company director
² Exploring Corporate Strategy – G. Johnson, K. Scholes, R. Whittington
Super Intensive Spanish course
This is the same course as the Intensive Spanish course, but except for the classical lessons, the customer also has got 10 hours of individual classes. This is the most intensive course offered by AIL Madrid, and it is the most effective way to learn to speak Spanish as soon as possible. The duration of the course depends on the wishes of the customer.

Long Term Intensive Spanish course
Same as the intensive course, but its duration is always longer than 12 weeks. The course is for customers having the possibility to stay longer in Spain in order to learn their Spanish.

Spanish Evening courses
A course that offers clients the opportunity of following the classes in the evening. There are two different groups, the Monday-Wednesday group, and the Tuesday-Thursday group. Courses start at 19:00 or at 20:30, and the duration is 1.5 hour, which makes a total of 3 hours of classes weekly.

Spanish and dance
This course is a combination of Spanish classes and dancing classes. The Spanish classes are the classes which are given in the evening. The dancing classes are given by various dancing schools in Madrid. AIL Madrid cooperates with these schools, and this makes both parties benefit. This course is mostly for people who come to Spain for recreational reasons.

Business Spanish
This is a very specific course, focusing on professional language. Customers already have a high level of Spanish, and wish to obtain language skills on a particular area. The classes are always adapted to the specific demands of the customer. Classes are given on an individual base, with an adapted schedule. AIL Madrid has very qualified teachers, with many experience on the business field. AIL Madrid has one of the strongest institutes in Madrid on the Business Spanish field.

Club 50+
Spanish course for people over 50. These courses are offered to groups who come to Madrid on holiday, and who like to learn some Spanish. Classes are always given due to the wishes of the customer, as is the schedule.

Gap Year Spanish course
The Gap Year course is developed for recently graduated students. It’s a course which has duration of one year, and classes are given on a daily base. The students will follow the classes ‘intensive course’, which are 20 hours on a weekly basis.

DELE Exam Preparation course
This course offers clients the opportunity to prepare themselves for the DELE exam, the official Spanish Language exam. Classes are given when the student wants them to be given. The student will be fully prepared for the exam, which will not be given at the school, but at a location chosen by the Spanish Language Institute (Instituto de Cervantes)

3 The full business program: http://www.ailmadrid.com/business-spanish/home
4 Source: Competition Research - Appendix
Spanish University Preparation course
A course offered to people planning to study in Spain. This course focuses on preparing them for their studies, and the student can either take the intensive course or the individual classes.

Spanish course with work placement
This course is offered to people that want to start working in Spain. The student follows a very intensive Spanish course for four weeks, and meanwhile the company seeks him a work placement.

Multi location Spanish course
This course is given in cooperation with various companies all over Spain. The student follows a Spanish course at AIL Madrid, but then switches to another school in another city in Spain. AIL Madrid works with schools in Barcelona, Granada, Salamanca and Valencia but is prepared to seek other school in Spain, if the student desires this.

Individual Spanish classes
These classes are given individually; they are fully adapted to the student’s desires. There’s no fixed schedule for this classes, the students indicate when, how where they want the classes. There is also the possibility to let a teacher come over to your house or company to give the classes.

Accommodation service
AIL Madrid doesn’t only offer Spanish courses, it also offers an accommodation service to the clients. A big amount of clients does not have residence in Madrid, and they need a place to stay. For this reason, AIL Madrid offers the client the possibility to obtain accommodation through the company.

AIL Madrid cooperates with Spanish house owners, who rent their flats or apartments to students. The students can choose between shared flat, living with a Spanish family, a student residence or a hotel.

Shared flat
Students live in a flat that they share with other students. The flats are furnished, but have to be kept clean by the student himself. No meals are included. It’s the most independent way of residence offered by AIL Madrid. The service is mostly used by students who come together, or elder students who are used to living alone.

Spanish family
Students move in by a Spanish host family. They have their own room, but have to adapt to the rules of the family. All meals are included; this service is mostly used by people coming alone or younger students.

Student residence
The students get a room in a student’s residence; this service is only used by students between 20-30 years old, because of the policy of the residence. Dinner and breakfast are included within this service.

Hotel
The most expensive option, and not recommend by the company, because the company doesn’t gain any profits on this option. It’s only used by people coming for a couple of days or by businessmen whose company pays for the accommodation.
The company can arrange everything for the students, if desired.
Facilities & Other services
AIL Madrid has got 5 classrooms which they use for all the given courses. Every classroom is equipped with the next standard equipment: Tables and chairs, blackboard, cd-player, air-conditioning. For the five classrooms, there is one laptop and one beamer available. This is a weak point for the company, as the technological standards are getting higher nowadays.5

Accreditation by the Cervantes Institute
Since April 2010, AIL Madrid is officially recognised by the Cervantes Institute.6 The Cervantes Institutes is Spain’s official institute for the promotion of the Spanish language. The Cervantes Institute is a very strong brand name, and to be related with this organisation proofs the high quality of the Spanish courses of AIL Madrid. The accreditation by the Cervantes Institute, or CI, is the highest proof of quality that a private institute that teaches Spanish to foreigners can obtain. Out of the more than 50 private language institutes in Madrid, only 12 have got this accreditation.7 AIL Madrid also appears on the list of certificated academies on the official websites of the Cervantes Institute, which is an important indicator for the quality of its courses. AIL Madrid is allowed to use the official Instituto Cervantes logo on all its documents, and in its marketing campaigns.

AIL Madrid offers a few other services for its students, in order to be as complete as possible in providing everything that makes a good living in Madrid. The services are available for every student.

Social and Cultural activities program
This program offers students the opportunity to discover Madrid and Spain in general. It’s also a way to get in contact with other students. Every week, 5 activities of 2 hours are given. The activities can be divided into 4 groups, Cultural Activities, Historical activities, Social activities and linguistic activities. All these activities are free of charge and available for every AIL student.

Library Service
At the school there’s a small library, for students interested in reading Spanish lecture. There are six different types of books, to provide every student with something that suits his or her level of Spanish. This activity is free of charge for every student.

Internet service
At the school there are computers available with connection to internet, all students are free to use the devices whenever the school is opened.

Level test
If a new student wants to apply for a certain course, he has to make a level test. This test gives the company an indication of the Spanish level of the student. With this information the school is able to find a suitable course for every student.

Welcome pack
Every new student get’s a welcome pack which contains information about the school, the course, the accommodation and Madrid in general.

5  PESTEL Framework – Chapter 3
6  See Accreditation by Cervantes Institute - Appendix
Airport pick up service
Student’s can, if desired, be picked up at the airport and brought to their accommodation. This extra service costs the client €75 for the arrival transfer and €125 for both the arrival as the departure transfers.

Travel insurance
AIL Madrid is working together with HCC Insurance Holdings, Inc. This is a British insurance company. Clients of AIL Madrid can arrange their insurance with HCC and get a discount for being student at AIL Madrid.

Client Service
The AIL Madrid team attends the customers through various mediums, but most customers are attended and informed by e-mail. There exist customer template responses, which are used to save time. These are prefab answers that contain information about the specific courses. These templates, which exist in various languages, are focused on younger clients. The way of presenting the information to the potential customer gives the customer the impression that he/she is going to learn Spanish, but meanwhile it will be like a holiday. For AIL Madrid’s normal clients, this is a perfect way of convincing them, but a professional client will not be convinced by this type of attendance, and would need another approach.

In order to always be informed about the student’s wishes and suggestions about the courses or the services, AIL Madrid uses evaluation forms, which have to be filled be every student when ending the course.

2.2.2 Price
AIL Madrid’s vision is:
*It is our philosophy at AIL Madrid Spanish language school to provide courses which are very competitively priced whilst not compromising our commitment to superior quality teaching standards.*

This means that prices are low, and the courses are good value for money. AIL Madrid belongs to the cheapest Spanish Institutes that are accredited by the Cervantes Institute. The prices of the two main courses are given in the following schedule:

<table>
<thead>
<tr>
<th>Course name</th>
<th>Min. duration (weeks)</th>
<th>Start dates</th>
<th>Price in Euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intensive Spanish</td>
<td>1</td>
<td>Every Monday</td>
<td>170 € per week</td>
</tr>
<tr>
<td>Super Intensive Spanish</td>
<td>1</td>
<td>Every Monday</td>
<td>320 € per week</td>
</tr>
</tbody>
</table>

*Illustration 1: Prices Intensive Spanish and Super Intensive Spanish*
The Intensive course consists of 20 hours of Spanish classes per week + 10 hours of the Cultural and Social activities program, which is free for every student of AIL Madrid. The Super Intensive course consists of 20 hours of Spanish classes + 5 hours of individual Spanish + 10 hours of the Cultural and Social activities program.

All extra services offered by AIL Madrid are free of charge, except for the airport pick up service and the travel insurance. The airport pick up service costs €75 for the pickup upon arrival and €125 for the pickup upon arrival and departure.

2.2.3 Place
AIL Madrid is located in an antique building in the centre of the prestigious neighbourhood “Barrio Salamanca”. The neighbourhood is famous for its wealth and status, and various important enterprises have got their office in this neighbourhood, along with some posh hotels and restaurants. AIL Madrid’s street, Calle Núñez de Balboa, accommodates a Maserati and Ferrari dealer, various highly recommended restaurants and lawyers offices. AIL Madrid finds itself close to many facilities, such as restaurants, bars, a small supermarket, a shopping mall and the famous park of “Retiro”. AIL Madrid is easy to reach with the lines 4 and 2, which are also passing through the historical centre of the city.9

2.2.4 Promotion
As AIL Madrid is a company with clients from all over the world, it has to adapt its promotion campaigns to its customers. AIL Madrid uses various ways to get the attention of potential customers, all these ways will be described in this subchapter.

- Internet: AIL Madrid has its own website10, on which all the offered courses are described, as well as some additional information. The website is published in more than ten languages, to reach as much people as possible. On the website there’s a feedback part, with several stories of students describing their experiences with the company. On the internet the website is promoted on many other websites, amongst these the site of the Cervantes Institute.
- Mouth to mouth: Ex-students of the school talk about their experiences within their social network. For AIL Madrid, this is one of the most important ways of promoting their school. Mouth to mouth promotion is often underestimated, but it is one of the most effective ways of promoting a company, and it hasn’t got any additional costs.
- Schools and universities: AIL Madrid is promoted on schools and universities all over the world. The schools send their pupils to the institute, where they can practice their Spanish. AIL Madrid keeps in contact with the universities and schools, and they recommend AIL Madrid if any of their students want to go to Spain to learn Spanish.

2.2.5 Personnel
The team of AIL Madrid is a small and flexible team. The team exists of one director, three heads of department who each control two employees. Five of the six employees are trainees, which are cheaper but got enough skill to execute the tasks they are ought to fulfil. This hierarchy makes it very easy for AIL Madrid to make quick decisions, or to make changes on the intern policy of the company. The team exists of younger people, who are able to adapt themselves quickly to new situations. One of the strongest points of the team is the variety of languages spoken amongst the personnel. The school offers courses for people from all over the world, also from the not Anglo-Saxon countries.

9 www.metromadrid.es
10 www.ailmadrid.com
Many customers do not speak proper English or Spanish, and though prefer to be talked to in their own language. Clients feel more welcome when they are spoken to in their own language, for them, this can be a key factor in the decision making process. The following languages are spoken at AIL Madrid: Spanish, English, French, German, Dutch and Russian. AIL Madrid is a company which has a lot of contact with its clients, because of the service they offer. There are three main divisions found in the company: Teachers, Courses staff and Accommodation staff. Every group has got its own tasks, but the three divisions work closely together to offer the customer the best possible service.

- Teachers: AIL Madrid has a team of 9 teachers, which is a very small team. The teachers are all Spanish. They are certificated teachers and they give the classes. The teachers also guide the social and cultural activities. When necessary, extra teachers can be hired.
- Courses staff: The courses staff arranges everything that has to do with the courses and customer relations. They make the schedules, organize the activities, the finances and arrange everything that has to do with the courses.
- Accommodation staff: This division takes care of the accommodation service. They keep contact with the owners, search new apartments and they arrange everything for the customers.

The three divisions work together and are being controlled by the main director. He checks everything that happens within the company, especially the financial actions, which all have to be approved by the director. The staff exists of young people, and there are always a couple of trainees working at the company. This creates a big flexibility and diversity within the team, but it causes difficulties as well, because the trainees do not have the experience the normal employees have, and this causes difficulties and costs time.

### 2.3 Conclusion (Strengths & Weaknesses)

Based on the given information, the following strengths and weaknesses can be concluded:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Business Spanish</td>
<td>Few Space &amp; Facilities</td>
</tr>
<tr>
<td>Certified by the Cervantes Institute</td>
<td>No difference between clients</td>
</tr>
<tr>
<td>Prime location</td>
<td>Few Teachers</td>
</tr>
<tr>
<td>Small &amp; International Team</td>
<td>Many Trainees</td>
</tr>
</tbody>
</table>

11 Teachers are not integrated in the schedule
Chapter 3 Current extern situation (Opportunities & Threats)

Chapter 2 gives a description of the current intern situation of AIL Madrid. It shows that AIL Madrid has both its strong points and its weak points. These are the points that can be adapted in order to improve the chances of the company for reaching new goals.

This chapter describes all the extern factors that influence the business of AIL Madrid, or that will influence AIL Madrid in the future. These factors can be either positive (Opportunities) or negative (Threats). The extern situation consists of many factors, which are not to be influenced by AIL Madrid. They are given facts that have to be dealt with. For both the threats and the opportunities, it is important to foresee things that are starting to happen, or that will happen in the future. For every company, the key to success is being able to predict the opportunities and strengths, and using this knowledge to adapt the companies’ strategy.

There are two different levels\textsuperscript{12} that form the extern situation of a company. These are the Macro and the Meso level. The Macro level is the sum of all factors in a society that influence the company directly or indirectly. Examples are government restrictions, customer demand or the economic situation of a country. These factors are indicated through the PESTEL framework\textsuperscript{13}. The Meso level consists of other companies within the same industry. In this case, the industry consists out of other language institutes, which form a direct threat for AIL Madrid.

3.1 Macro Level

The Macro level consists of all the factors in society that are having influence on AIL Madrid. These are factors which have to be recognised before being able to deal with them. This is one of the most difficult parts of having a negotiation, discovering upcoming trends as opportunities and detecting changes as threats in order to protect the company against them. It’s important to discover the opportunities & threats on the Macro level before the competition does. A very important tool which can be used to discover these influences is the PESTEL framework. PESTEL stands for Political, Economic, Social, Technological, Environmental and Legal. From the influences found through this framework, key drivers for change\textsuperscript{14} should be selected. These are the factors that are likely to affect the success or failure of the company in the future.

3.1.2 Political

Spain is a constitutional monarchy, the head of state is King Juan Carlos I, and the head of government is the president of the government José Luis Rodríguez Zapatero. Spain consists of 17 autonomous communities and 2 autonomous cities, and with this result belongs to the most decentralised countries of Europe.

The Spanish Government is very supportive towards the education of the Spanish Language to foreign people. For this reason, they founded in 1991 the Cervantes Institute, an institute that has to promote the use of the Spanish language under non-Spanish natives. The main objective of this institute is to increase the number of Spanish courses given to foreigners. For this reason, the institute visits language institutes and controls them, and if they approve, they will be accredited by the CI. This brings certain advantages to the supported companies, such as the use of the CI logo at all documents, to be mentioned on the website and to be promoted on several fairs throughout Spain and Europe.\textsuperscript{15}

\textsuperscript{12} Basisboek Marketing - T. van den Heuvel, J.H.C. Post, A.L.M. Verbeek

\textsuperscript{13} Exploring Corporate Strategy – G. Johnson, K Scholes, R Whittington

\textsuperscript{14} Exploring Corporate Strategy – G. Johnson, K Scholes, R Whittington

\textsuperscript{15} Source: The information sent to AIL Madrid after the accreditation
3.1.2 Economic
Spain is one of the EU countries that are most heavily affected by the financial crisis. Spain’s government has made enormous cuts in its expenses pattern, in order to try to control the state’s debts. The minister of Spain, Zapatero, is planning to save up to 15 billion euro’s with the cuts in the government’s expense patterns. This has had an enormous effect on the confidence in the Spanish economy. The lowered trust in the economy reflects on the foreign investments, and thus the number of foreign people taking a Spanish course in Madrid will lower. The following graph shows that the trust in the Spanish economy is still low, but it is improving.

![Illustration 2: Confidence in the Spanish Economy](#)

3.1.3 Social (Demographic)
In May 2010, the Madrid area has got 6,349,901 inhabitants. Around 17% of the inhabitants are immigrants, which makes a total of 1,079,480 immigrants.\(^{17}\)

In 2010, 370,779 tourists have visited Madrid thus far, which is 19% less than 2009 the same period. The tourists have got the following spending pattern; the outer ring is for Spain, the inner ring for Madrid:

![Illustration 3: Spending Pattern Tourists in Madrid 2009](#)

16 Source: Frontur
17 Source: INE (Instituto Nacional de Estadística)
18 Source: Frontur
3.1.4 Technological
The last years, more and more developments are made on the educational field. Classes are no longer only a classroom and a blackboard. Advanced technology is being used to give classes to students. Some examples are smartboards, beamers or skype lessons. These technological inventions make it easier to make classes livelier, or even to give classes without the physical attendance of the students, but the materials are expensive to buy.

3.1.5 Environmental
During the last ten years, ‘green businesses’ have been coming up. Companies started caring about the environment, and reducing the useless waste of resources as electricity, paper and whatever more. A company that cares about the environment gets better a higher status than a company that does not care about the environment.

3.1.6 Legal
For EU residents it’s always possible to move to Spain, or to stay in Spain for over three months. For people from outside the EU, it’s illegal to stay in Spain for over three months without a visa.

With a tourist visa, which is free, they can stay in Spain for three months or less, but they need a student visa to stay in Spain for more than three months. With this visa, it’s allowed to work for a maximum of 20 hours per week. To obtain this visa, a letter from a Cervantes Instituted certificated language academy is needed. Academies that aren’t certificated by the Cervantes Institute can’t supply their students with a student visa.

3.1.7 PESTEL Framework (Opportunities & Threats)

<table>
<thead>
<tr>
<th>Political</th>
<th>Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Governmental support for</td>
<td>- Financial situation Spain</td>
</tr>
<tr>
<td>Spanish Language Institutes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social</th>
<th>Technological</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Less tourists coming to Spain</td>
<td>+ New teaching materials</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Legal</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Higher status ‘green companies’</td>
<td>+ Visa policy Spain</td>
</tr>
</tbody>
</table>

Illustration 4: PESTEL Framework

3.2 Meso Level
This is the environment that is closest to the company and is the competition for AIL Madrid. The competition can be described in three levels, the intern competition, the extern competition and the potential competitions. Porter developed the Five Forces Model to show these three different levels. This model will be used to describe the competition that will be influencing AIL Madrid. On this level, opportunities can also be found.

19 Exploring Corporate Strategy – G. Johnson, K. Scholes, R. Whittington
3.2.1 Intern Competition (Industry Rivalry)

The most direct and visible threat for AIL Madrid is the competition. Other language institutes that compete with AIL Madrid directly. In Madrid there are more than fifty language institutes that offer Spanish as a foreign language. Only twelve of the institutes are accredited by the Cervantes Institute. These are the institutes that are selected in this competition analysis, because they are the institutes with the highest quality standards. In the competition analysis, a comparison of all these companies is made, based on the following criteria: Size, Offered courses, Number of teachers, Qualification of teachers, Business Spanish and facilities for corporate clients.

This results into the following outcome:

- AIL Madrid belongs to the smallest private language institutes. Of the 12 accredited institutes, there are only 2 institutes smaller than AIL Madrid. Along the bigger institutes, there are institutes that are more than 5 times bigger than AIL Madrid. These companies can simply overrun AIL Madrid. This is a danger for AIL Madrid, as its one of the smaller players in the competition. The biggest companies are: Enforex Madrid, Sampere Madrid and International House Madrid.
- 9 of the 12 companies offer business Spanish Courses. AIL Madrid, though, is one of the companies that offers the most facilities for business clients. This gives AIL Madrid a competitive advantage over the other companies, they can offer business clients a broad spectrum of courses and facilities. The companies with the most expanded range of business Spanish are: Club de Español and Enforex Madrid.
- 6 out of 12 companies offer facilities for corporate clients. Of these 6 companies, only two companies offer in company courses. These are Club de Español and International House Madrid. AIL Madrid belongs to the top 3 in this segment, which makes it an opportunity for the company.

Illustration 5 – Porter’s Five Forces Model

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20 Exploring Corporate Strategy – G. Johnson, K. Scholes, R. Whittington

21 Competition Research - Appendix
3.2.2 Extern Competition (Suppliers & Buyers)

The extern competition exists out of two factors. The buyers and the suppliers are the two factors that influence AIL Madrid. The level of extern competition is determined by the power of either the suppliers or the buyers. When one of these groups has got a lot of power over the company, this will make it harder for the company to gain profits.

Suppliers
AIL Madrid is not being influenced a lot by its suppliers. AIL Madrid has got several suppliers, which all deliver other products. The products AIL Madrid needs for its business are products that are easy to obtain, like books and office supplies. The suppliers of these products do not have many power over AIL Madrid, because it is really easy to switch to another supplier. A good example for the lack of power of the supplier is the following: AIL Madrid needs a new printer, a unit that is able to print, scan and copy many copies at high velocity. I am in charge of finding a new printer, and I have contacted more than 10 companies. Every company has sent us various offers of printer-units, all against sharp prices. Of these companies, already 3 companies have sent a salesman to AIL Madrid to convince me about the quality and low price of their printer unit, which illustrates the effort that our suppliers make to do business with AIL Madrid. This shows that the suppliers do not have power over AIL Madrid, and thus not form a threat for the company.

Buyers
The buyers of AIL Madrid consist of 2 different groups, private customers and corporate customers:

Private Customers, customers that haven’t got a lot of power over AIL Madrid. The private customers can easily switch to another school if they want, which could be a threat, but this is not seen as a major threat by AIL Madrid. Since AIL Madrid offers good quality courses, is accredited by the Cervantes Institutes and offers reasonable prices, the company does not fear the loss of many customers to other language institutes. The private customers are individuals, and they use the products they buy for themselves, they attend at the Spanish classes. The private customers can be divided into the following groups:

Students: Customers that need a higher level of Spanish because they want to study in Spain, or they already are studying in Spain. These students normally stay for a longer period, and they normally take the following courses: Intensive Spanish course, Super Intensive Spanish course, Long Term Intensive Spanish course, Spanish Evening courses, Individual Spanish classes, Gap Year course and Spanish University Preparation course.

Professionals: People planning to start a career in Spain, or people already working in Spain. There are some business customers which come from companies cooperating with AIL Madrid, as well as particular customers. The following courses are mainly dedicated to professionals: Super Intensive Spanish course, Spanish Evening courses, Business Spanish, Spanish course with work placement, Multi location Spanish course and Individual Spanish classes.

Corporate Customers, companies that buy Spanish courses from AIL Madrid for their own employees or students. These companies have got more power over AIL Madrid. Every corporate client is different, and has got his own demands. This is more difficult for AIL Madrid, but also more rentable, because they will always sell more than one or two classes to a corporate client. There are less corporate clients than private customers, and stakes are higher when negotiating with corporate clients. AIL Madrid yet does not work a lot with corporate clients, there are some clients they have and to whom they send
a private teacher to give in company classes. This however is an occasional client, and there could be more of these clients.

3.2.3 Potential Competition (Potential Entrants & Substitutes)
The potential competition exists out of two different parts, the potential entrants and the substitutes.

Substitutes
The first part consists of the substitutes, which are indirect competition. When a potential customer chooses to do something else instead of taking a Spanish course, this is substitute competition. For AIL Madrid, it is really hard to determine this all the existing substitutes, so a specification is being made. The substitutes have to be a way of learning Spanish, but without travelling to Spain or South-America. In this category are universities, Spanish institutes in the home country of the potential student and Spanish self-study programs. These substitutes prevent a lot of potential customers from coming to AIL Madrid, but this doesn’t really threaten the company, because of one factor they cannot offer their students: To live in Madrid, the capital of Spain, while learning Spanish. This is a factor that adds a lot of extra value to the product, and is the reason why potential students decide not to stay in their own country to learn Spanish.

Potential entrants
The potential entrants do not form a threat for AIL Madrid until they enter the market and become direct competition. To determine the threat of potential entrants for AIL Madrid, the barriers to entry for the market have to be investigated. The basis needed to start an institute that teaches Spanish to foreigners is really simple. All there’s needed is a room to give classes and a teacher, who can be found easily in Madrid. It is really easy to start up a very basic institute, but in order to become a real threat for AIL Madrid, the institute will have to be accredited by the Cervantes Institute. In order to be accredited by the Cervantes Institute a company needs to fulfill certain requirements that proof its quality, and this is very difficult for starting language institutes (AIL Madrid got accredited after 10 years). For this reason, AIL Madrid does not have to feel itself threatened by potential entrants.

3.3 Conclusion (Opportunities & Threats)
From the macro and the meso analysis, the opportunities and threats can be concluded. However, not all the opportunities and threats are mentioned in the conclusions, because they were not seen as significant for AIL Madrid when I walked through this chapter with Chris Howarth, the company’s director. The following opportunities and threats are the ones that are seen as important for AIL Madrid:

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governmental support for Spanish language institutes</td>
<td>Less tourists in Spain</td>
</tr>
<tr>
<td>New teaching materials</td>
<td>Financial situation Spain</td>
</tr>
<tr>
<td>Visa policy Spain</td>
<td>Competition</td>
</tr>
<tr>
<td>Corporate clients</td>
<td></td>
</tr>
</tbody>
</table>
**Chapter 4 Confrontation Matrix**

In this chapter, the strengths & weaknesses (chapter 2) will be combined with the opportunities & threats (chapter 3). These combinations from the SWOT will lead to ways of using the strengths to grab opportunities and to defend the company from threats, and to ways of improving the company’s weaknesses in order to be able to grab new opportunities or to protect the company from external threats. These combinations will be shown in a confrontation matrix, and then every single outcome will be explained.

The outcome of the confrontation matrix will be used to develop a strategy that will give AIL Madrid a stronger position in comparison with its competitors. The key for success in a strategy is to find something to compete on without having to compete directly with your competition. This is called a strategic gap\(^2\), finding a way of competing outside of the box, on a new area, where rivalry is low. Being creative and finding new ways are the most important keys to success.

### 4.1 SWOT Analysis

This is the full SWOT analysis, and it is used to clearly show the outcomes of the chapters 2 and 3. These are the strengths, weaknesses, opportunities and strengths.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Business Spanish</td>
<td>• Few Space &amp; Facilities</td>
</tr>
<tr>
<td>• Certified by Cervantes Institute</td>
<td>• No difference between clients</td>
</tr>
<tr>
<td>• Prime location</td>
<td>• Few teachers</td>
</tr>
<tr>
<td>• Small &amp; International Team</td>
<td>• Many trainees</td>
</tr>
</tbody>
</table>

**Opportunities**

- Governmental support for Spanish Language Institutes
- New teaching materials
- Visa policy Spain
- Foreign companies

**Threats**

- Less tourists in Spain
- Financial situation Spain
- Competition

*Illustration 6: SWOT Analysis*
4.2 Confrontation Matrix
This is the actual confrontation matrix that indicates the relevancy of the strengths and weaknesses in relation to the opportunities and threats.

<table>
<thead>
<tr>
<th>Confrontation Matrix</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Governmental support for Spanish language institutes</td>
<td>New teaching materials</td>
</tr>
<tr>
<td>Business Spanish</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Certified by Cervantes Institute</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Prime location</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Small &amp; International team</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Few Space &amp; Facilities</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>No difference between clients</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Few teachers</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Many trainees</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Illustration 7: Confrontation Matrix

The numbers indicate the relevancy of the different relations.

1 = No relevancy

3 = Relevant, but not really important for the company

5 = Very relevant, important for the company

The relevancy of a combination for AIL Madrid has been determined using the opinion of various people within the company, and using my own experience in the company. The following employees of AIL Madrid have helped me with the decision making on the relevancy of the different relations for AIL Madrid: Ania Rikoshinskaya, Chris Howarth and Maya Bychkova.

4.2.1 Results from the confrontation matrix
When summing up the points of the matrix, the importance of the elements will be expressed in numbers. The most important elements for AIL Madrid will be used in the strategy.
<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified by Cervantes Institute</td>
<td>Few Space &amp; Facilities</td>
<td>Corporate clients</td>
<td>Competition</td>
</tr>
<tr>
<td>Prime location</td>
<td>Few teachers</td>
<td>New teaching materials</td>
<td>Financial situation Spain</td>
</tr>
<tr>
<td>Business Spanish</td>
<td>No difference between clients</td>
<td>Visa policy Spain</td>
<td>Less tourists in Spain</td>
</tr>
<tr>
<td>Small &amp; International team</td>
<td>Many trainees</td>
<td>Governmental support for Spanish Language Institutes</td>
<td></td>
</tr>
</tbody>
</table>

The results show that the accreditation by the Cervantes Institute is the most important strength of AIL Madrid. This strength has to be used in order to grab opportunities. The weaknesses that should be enforced are the fact that there is few space & facilities available, AIL Madrid has got few teachers and there is no difference between clients. The foreign companies are by far the most important opportunity for AIL Madrid, but the threat from the competition is strong.

There are 8 relations which are very relevant for AIL Madrid. These are combinations which offer a great opportunity for the company, and the ones which are most likely to succeed will be used to write the strategy.

**Certified by Cervantes Institute > Governmental support for Spanish Language Institutes**
The Spanish Government supports all the certified language institutes. These institutes are mentioned on the official website of the Cervantes Institutes, and they are allowed to show the logo on all their documents, as a proof of the accreditation. This is an enormously strong marketing instrument, and will allow AIL Madrid to position itself as a supplier of high quality courses.

**Certified by Cervantes Institute > Visa policy Spain**
Spain’s visa policy obliges a company to be accredited by the Cervantes Institute. Without the accreditation, a language institute cannot supply its students with a student visa. This gives AIL Madrid a competitive advantage over more than 38 other institutes in Madrid, which are not able to supply students with a student’s visa.

**Certified by Cervantes Institute > Corporate clients**
This is a very strong relationship. During my internship, we have been discussing the opportunity of using the visa service for other companies. AIL Madrid is now doing research on training companies, companies that offer TEFL courses (Teaching English as a Foreign Language) to English native speakers. These companies cannot supply their non-European students with a student visa, because they are not accredited by a relevant Spanish institute. Their students now have got two options, or to stay 3 months or less, or stay illegally in Spain.

**Certified by Cervantes Institute > Competition**
The certification by the Cervantes Institute gives AIL Madrid a competitive advantage over more than 38 other language institutes in Madrid. In total 12 out of the more than 50 institutes are certified by the Cervantes Institute, and for these companies, it is easier to compete with the non-certified companies.
**Business Spanish > Corporate clients**
AIL Madrid can use its business Spanish for the employees of corporate clients. Instead of offering only regular Spanish classes, AIL can offer them classes that focus on their business field.

**Prime location > Competition**
AIL Madrid can use its prime location as a strong point when offering courses to its clients.

**Few Space & Facilities > Competition**
AIL Madrid has only got 5 classrooms, which aren’t equipped with the newest teaching facilities. This gives AIL Madrid a disadvantage regarding the competition.

**No difference between clients > Corporate clients**
AIL Madrid doesn’t use a special policy for corporate clients. If a company clients get’s in contact with AIL Madrid, he needs to be treated in a different way. The keys for negotiating with a corporate client are giving useful information, offering good prices and always accomplish made appointments.
Chapter 5 General Strategy

The general strategy is the answer to the problem stated in the introduction of this assignment:

*How can AIL Madrid adapt its strategy in order to focus more on corporate clients?*

With this chapter, AIL Madrid can adapt its strategy in order to focus more on corporate clients. They can use this strategy only for its corporate clients, and meanwhile keep working with the old strategy for the private customers. From the confrontation matrix, it became clear that there exist various points on which AIL Madrid should focus its new strategy for corporate clients. The most important for AIL Madrid is to find a field to work on without having to fight the fierce competition, existing on the market where AIL Madrid is operating recently, Spanish courses to foreign students. From one relation, Certified by Cervantes Institute > Foreign Companies, it became clear that there is a possible strategic gap for AIL Madrid. The new strategy will be mainly focussed on this strategic gap. The other relations that were led from the confrontation matrix are also integrated in the strategy, but not always mentioned explicitly.

### 5.1 Market Segment

AIL Madrid’s traditional clients are individual clients. From the SWOT it becomes clear that corporate clients are a great opportunity for the company. The segment on which AIL Madrid will focus is a very specific segment. AIL Madrid needs to work with a very specific company type. AIL Madrid’s customer has got the following specifics:

“An English Teaching Institute, a company that offers TEFL (Teaching English as a Foreign Language) courses to future English Teachers”

- The company has to be located in Madrid
- It’s necessary for the students to have a student’s visa

This is a very specific segment, and AIL Madrid will not find many of these companies. In total, 7 companies in Madrid of the TEFL courses. AIL Madrid, however, will be the only company that works with these training companies, and this fact makes it attractive for AIL Madrid to start working with these companies.

### 5.2 Targets

AIL Madrid wants to reach the next targets with the new strategy:

- To sell at least 40 weeks of the Spanish Intensive Course (40*170=€ 6800) per month to the training companies (This means 10 students per month)
- To sell at least 240 hours of tailored classes (10*180=€ 1800) per month to the training companies in year 2

### 5.3 General Strategy

AIL Madrid’s target is selling 40 weeks of the Spanish Intensive Course per month to the training companies. The service that AIL Madrid can offer to the training companies is providing their students with a student’s visa. This will allow the students to stay one year in Madrid, while following their course at the training company and giving English classes in Madrid. Before, the students could only stay for a maximum of 3 months in Spain, before their tourist visa expelled. Many students kept working in Spain, but without a legal status. In order to make this process profitable for AIL Madrid, the students will follow Spanish courses at AIL Madrid and pay for them.
5.4 Strategic Directions
There are various strategic options for AIL Madrid to choose from. The Ansoff matrix shows the different strategic options in a very clear way.\textsuperscript{23}

\begin{center}
\begin{tabular}{|c|c|}
\hline
Existing Products & New Products \\
\hline
Market Penetration & Product Development \\
\hline
Market Development & Diversification \\
\hline
\end{tabular}
\end{center}

\textit{Illustration 8: Ansoff’s model}

\textbf{Market penetration}
The company tries to gain market share with the same product on the same market. For AIL this would mean trying to sell more Spanish course in the way they always were, without any innovation.

\textbf{Product development}
The organisation modifies or develops a product and delivers it to an existing market.

\textbf{Market development}
The company offers an already existing product on a new market.

\textbf{Diversification}
The company offers a new product on a new market. This is the most radical strategic change, and it is hard to fulfil this task.
AIL Madrid will use the strategy of diversification. This implicates offering a new product, the visa service, to a new market, the training companies. The product that AIL Madrid is selling literally are the Spanish Courses, but in order to reach this, they will have to “sell” the visa service to the training companies.

5.5 Positioning
AIL Madrid offers a service to another company in order to sell the company Spanish Classes. AIL Madrid will have to profile itself as a professional and liable business partner, because the service will be sold on a contract base. AIL Madrid is responsible for the appliance for the visa’s, and has to carry out its expertise on this field. The certification by the Cervantes Institute is the proof of the liability and quality of AIL Madrid, and will convince the companies of AIL Madrid’s potential.
Since AIL Madrid will rely on the training company and vice versa, thrust is an important factor in the business relation. AIL Madrid has to position itself as a business partner which is fair and able to maintain a long lasting business relation.

\textsuperscript{23} Exploring Corporate Strategy – G. Johnson, K. Scholes, R. Whittington
5.6 Product Life Cycle
The product life cycle is used to place a product or service in a certain phase in the life cycle. These phases are development, introduction, growth, maturity and decline. The visa service already exists, and is being used by AIL Madrid for non EU residents that want to study for a period over three months. This, however, is not the way the visa service will be used for the training company students. The visa service as it will be used for the training companies is in an early stage, the service has already been developed, and has now to be introduced to the training companies, which means that it’s in its introduction phase.

Illustration 9: Product Life Cycle

5.7 Marketing Mix
The marketing mix consists out of 4 elements which are controlled by AIL Madrid. With these four elements, AIL Madrid can influence the decisions of its customers, the training companies. The marketing mix consists out of Product, Price, Place and Promotion.

Product
The main target of AIL Madrid is selling Spanish Courses to the clients of the training companies. To reach this target, AIL Madrid has to offers these clients something that the training company can’t offer the client, a student’s visa. These two products are the base for the negotiation with the training companies:
- Student’s Visa
- Spanish Course

Every student from the training companies will have to take 4 weeks of the Spanish Intensive course. The visa service will include the visa letter that’s needed to apply for a student’s visa, and support when needed.

25 See: Visa application process - Appendix
26 See: Visa letter template - Appendix
In order to improve the quality of the Spanish courses, AIL Madrid will invest in equipment for the classroom. The target will be to equip every classroom with a laptop and a beamer. This will give AIL Madrid a stronger position regarding its competition. This equipment will also attract more private customers to the company.

In year two, AIL Madrid will offer the students from the training companies the possibility to take classes that are designed for the TEFL students only. This will be 2 classes of 3 hours per week. The content of these classes will have to be discussed with the training company and the students, in order to tailor the classes 100% to the needs of these students.

**Price**

The main profit for AIL Madrid will be in the Spanish Courses, the visa service will not be charged, because it’s costless for AIL Madrid.

Option 1:
The costs for the Spanish course will be: €680 + €50 enrolment fee. In this fee, the costs for the visa service are included. This is the normal price for the Spanish Intensive Course. When the target of AIL Madrid will be reached, the following results will be the outcome:

<table>
<thead>
<tr>
<th>Clients per month</th>
<th>Weeks sold per month</th>
<th>Turnover Month (€)</th>
<th>Weeks sold per year</th>
<th>Turnover Year (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>40</td>
<td>8800</td>
<td>480</td>
<td>€105600</td>
</tr>
</tbody>
</table>

If 40 weeks per month are sold, this will mean that AIL Madrid will make more profit on the intensive courses (120 weeks have to be sold per month to be profitable), the rest of the weeks will be sold to particular clients.

To the students of the training companies the entire course, so the TEFL and the Spanish course, will be offered for €2000 euro’s. The training company will then pay the €730 for the Spanish course to AIL Madrid.

Option 2:
The costs for the Spanish course will be the same: €680 + €50 enrolment fee, but the students have got the option of following tailored courses in the afternoon, only for the training company students.

These classes will take place two times a week, and are 3 hour classes. This means a total of 24 hours of extra classes. AIL Madrid will charge the clients 180 for these tailored classes. This will mean an extra turnover of €1800 per month.

<table>
<thead>
<tr>
<th>Clients per month</th>
<th>Extra classes per month</th>
<th>Turnover Month (€)</th>
<th>Extra classes sold per year</th>
<th>Extra turnover year (€)</th>
<th>Turnover Year (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>240 hours</td>
<td>10600</td>
<td>2880 hours</td>
<td>21600</td>
<td>€127200</td>
</tr>
</tbody>
</table>

Option 2 has to be discussed, and will be introduced in year 2, when AIL Madrid already has a good relationship with a company, and when the target is reached.

27 Source: Finances AIL Madrid

28 See: Spanish Teaching and Immersion program - Appendix
Place

The school is located in the heart of Madrid, and this is where the courses will be offered. This is an advantage because the school is easy to reach and situated in an area with many companies. The training companies are located close to AIL Madrid:
**Promotion**

The traditional way of promotion for AIL Madrid has always been through advertising on the internet and at institutes. This promotion is focused on individual clients, which is a totally different way of marketing. These clients stay for a maximum of one year, but most students stay for less than 4 weeks. The training companies need another approach, namely the set up of a long lasting business relation. This doesn’t demand flashy advertisements or temporal discounts, but liable and useful information about how the business will be set up, and what will be the advantages for both companies. AIL Madrid has to contact the training companies, and has to interest them for the visa service opportunity. When a company is interested, a relationship has to be build. This is a long lasting process, and requires the following components:

- Contacting training companies by telephone
- Sending all the advantages and information by e-mail
- Visiting the training companies

The promotion of the Spanish Courses to the students of the training companies will be done by the training companies. These companies already have their customers, and will convince them about the advantages of taking the Spanish Courses, which allows them to apply for a student’s visa. The companies have their own promotion plan, and will keep going on with these plans, including AIL Madrid’s visa part. The certification by the Cervantes Institute will play an important role in the promotional campaign, this is a strong point which proofs the quality of AIL Madrid’s courses.
Chapter 6 Recommendations

In this chapter, recommendations for AIL Madrid will be given. The recommendations are points that AIL Madrid has to pay special attention to. The recommendations will be of a general character, the specific details will have to be worked out by AIL Madrid. This chapter does not relate with the objective of this assignment, which is chapter 5, but is integrated in the assignment in order to give AIL Madrid general instructions that explain some elements that will be needed in order to successfully execute the new strategy.

• It is very important for AIL Madrid to have a stable relation with the training companies. AIL Madrid will depend on these companies, and thus has to maintain good contact and trust. This will lead to better business results. The company has to invest in this process, by visiting the partners, business dinners and frequent contact with the partner.

• AIL Madrid will have to do an investigation on the possibilities of offering the training company students tailor-made classes, so they can make more profit on them. This investment will have to be qualitatively very high, with the most important factor to research being the opinion of the students.

• AIL Madrid needs to maintain its accreditation by the Cervantes Institute, they can’t afford to lose it. When losing the accreditation, they will not be able to supply visa letters anymore. The quality of the classes must be kept high in all situations, conform the norms of the Cervantes Institute.

• AIL Madrid will have to make the students from the training companies feel very welcome, and give them the feeling that they are taking classes in a very personal and caring environment. This because the world of the training companies is rather small and mouth-to-mouth is one of the most important marketing tools. Potential new students are very likely to ask for feedback from former students before deciding on going to Spain to do the TEFL course with the Spanish course at AIL Madrid.

• AIL Madrid will have to put one employee in charge of the TEFL students. This person needs to be 100% informed about the visa appliance, and this person will also do the administration for and the contact with the training companies and their students. In cooperation with AIL Madrid’s director, this person has to maintain contact with the training companies, and will start new relationships with them.
Literature


Appendix

1. Cervantes Institute Certificate

[Image of the certificate]

Por la presente se hace constar que el centro de:

ACADEMIA INTERNACIONAL DE LENGUAS MADRID, S.L.U.  
CIF: B-84717180 con domicilio en la calle Núñez de Balboa nº 17, planta 2, dcha.  
28001 Madrid

ACADEMIA INTERNACIONAL DE LENGUAS MADRID

es miembro de la “Red de Centros Asociados” del Instituto Cervantes,  
de acuerdo con los términos del convenio de colaboración firmado  
el día 22 de marzo de 2010, con la denominación

“CENTRO ACREDITADO POR EL INSTITUTO CERVANTES”

El convenio de colaboración entre el Instituto Cervantes y ACADEMIA  
INTERNACIONAL DE LENGUAS MADRID, S.L.U. entró en vigor el día 1 de abril de  
2010 y su vigencia se extiende hasta el día 31 de marzo de 2013 (fecha inicialmente prevista para su finalización).

La firma del convenio y por tanto la incorporación a la “Red de Centros  
Asociados” significa que el programa de español de ACADEMIA INTERNACIONAL  
DE LENGUAS MADRID, ha superado las condiciones de calidad establecidas en el  
Sistema de Acreditación de la calidad de centros de enseñanza de español como lengua extranjera del Instituto Cervantes. Dicho Sistema mide indicadores de calidad de su Actividad académica y calidad docente, Instalaciones y  
equipamiento, Organización administrativa, Información y publicidad, así como  
Requisitos jurídicos.

Madrid, 5 de abril de 2010

Carmen Pérez Fragoso Rodríguez de Tembleque  
Secretaria General del Instituto Cervantes
2. Competition Research

<table>
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<tr>
<th>Eureka</th>
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<tbody>
<tr>
<td>Size (Students enrolled in previous course)</td>
<td>628</td>
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</table>
| Offered courses               | Intensive 20 hours  
Intensive 30 hours  
Spanish Language & Culture  
DELE Exam preparation  
Business Spanish             |
| Number of teachers            | 8         |
| Qualification of teachers     | Graduate/Doctorate level, Experts in Spanish as a foreign language (ELE) |
| Facilities for corporate clients | None     |

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<thead>
<tr>
<th>Club de Español</th>
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<td>Size (Students enrolled in previous course)</td>
<td>850</td>
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| Offered courses               | Intensive 20 hours  
Spanish language and conversation (15 hours/week)  
DELE exam preparation  
Business Spanish             |
| Number of teachers            | 8         |
| Qualification of teachers     | Experts in Spanish as a foreign language (ELE), Graduate/Doctorate level |
| Facilities for corporate clients | Spanish Course for Business – One to one tuition  
Spanish Course for Business – Two students group  
Spanish Course – In Company  
Spanish Group Course – In Company |

<table>
<thead>
<tr>
<th>Madrid Plus</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (Students enrolled in previous course)</td>
<td>600</td>
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| Offered courses               | Intensive 20 hours  
Intensive 30 hours  
DELE exam preparation  
Business Spanish             |
<p>| Number of teachers            | 6         |
| Qualification of teachers     | Experts in Spanish as a foreign language (ELE), Graduate/Doctorate level |
| Facilities for corporate clients | None     |</p>
<table>
<thead>
<tr>
<th><strong>Enforex Madrid</strong></th>
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</thead>
<tbody>
<tr>
<td>Size (Students enrolled in previous course)</td>
<td>3500</td>
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| **Offered courses** | Intensive 30 hours  
Spanish language and culture  
DELE exam preparation  
Teacher training  
Business Spanish  
Spanish through Internet |
| **Number of teachers** | 40 |
| **Qualification of teachers** | Experts in Spanish as a foreign language (ELE),  
Graduate/Doctorate level |
| **Facilities for corporate clients** | Individual classes for professionals  
Business Spanish + Preparation for the DELE Business exam  
Spanish for Engineers  
They don’t offer In Company classes |

<table>
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<tr>
<th><strong>Sampere Madrid</strong></th>
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<tbody>
<tr>
<td>Size (Students enrolled in previous course)</td>
<td>1800</td>
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| **Offered courses** | Intensive 20 hours  
Intensive 30 hours  
Spanish language and culture |
| **Number of teachers** | 20 |
| **Qualification of teachers** | Experts in Spanish as a foreign language (ELE),  
Graduate/Doctorate level |
| **Facilities for corporate clients** | Taylor made course for corporate clients |

<table>
<thead>
<tr>
<th><strong>Paraninfo</strong></th>
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</thead>
<tbody>
<tr>
<td>Size (Students enrolled in previous course)</td>
<td>500</td>
</tr>
</tbody>
</table>
| **Offered courses** | Intensive 20 hours  
Intensive 30 hours  
Spanish language and conversation (15 hours/week)  
Spanish language and culture  
DELE exam preparation  
Business Spanish |
| **Number of teachers** | 10 |
| **Qualification of teachers** | Experts in Spanish as a foreign language (ELE),  
Graduate/Doctorate level |
<p>| <strong>Facilities for corporate clients</strong> | None |</p>
<table>
<thead>
<tr>
<th>Institution</th>
<th>Size (Students enrolled in previous course)</th>
<th>Offered courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tandem</td>
<td>1000</td>
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<td>OISE</td>
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<td>10</td>
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<tr>
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<td>Experts in Spanish as a foreign language (ELE), Graduate/Doctorate level</td>
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<td>None</td>
</tr>
<tr>
<td>In Company Training Programs</td>
<td>In Company Training Programs</td>
<td>In Company Training Programs</td>
</tr>
<tr>
<td>Institute</td>
<td>Size (Students enrolled in previous course)</td>
<td>Offered courses</td>
</tr>
<tr>
<td>-----------------</td>
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<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Inhispania</td>
<td>1500</td>
<td>Intensive 20 hours&lt;br&gt;Intensive 30 hours&lt;br&gt;Spanish language and conversation (15 hours/week)&lt;br&gt;Spanish language and culture&lt;br&gt;DELE exam preparation&lt;br&gt;Teacher training&lt;br&gt;Business Spanish</td>
</tr>
<tr>
<td>Number of teachers</td>
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<tr>
<td>Qualification of teachers</td>
<td>Experts in Spanish as a foreign language (ELE), Graduate/Doctorate level</td>
<td></td>
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<tr>
<td>Facilities for corporate clients</td>
<td>Taylor made course for corporate clients</td>
<td></td>
</tr>
<tr>
<td>King's Training</td>
<td>200</td>
<td>Intensive 20 hours&lt;br&gt;Intensive 30 hours&lt;br&gt;Spanish language and conversation (15 hours/week)&lt;br&gt;Spanish language and culture&lt;br&gt;DELE exam preparation&lt;br&gt;Business Spanish</td>
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<tr>
<td>Number of teachers</td>
<td>6</td>
<td></td>
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<tr>
<td>Qualification of teachers</td>
<td>Experts in Spanish as a foreign language (ELE), Graduate/Doctorate level</td>
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<tr>
<td>Facilities for corporate clients</td>
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<td></td>
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<tr>
<td>AIL Madrid</td>
<td>400</td>
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</tr>
<tr>
<td>Number of teachers</td>
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<td></td>
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<tr>
<td>Qualification of teachers</td>
<td>Experts in Spanish as a foreign language (ELE), Graduate/Doctorate level</td>
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<td>Facilities for corporate clients</td>
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### 3. Prices courses and accommodation

#### COURSE AND ACCOMMODATION FEES

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<thead>
<tr>
<th>Course name</th>
<th>Min. duration (weeks)</th>
<th>Start dates</th>
<th>Price in Euros</th>
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<tbody>
<tr>
<td>Intensive Spanish</td>
<td>1</td>
<td>Every Monday</td>
<td>170€ per week</td>
</tr>
<tr>
<td>Super Intensive Spanish</td>
<td>1</td>
<td>Every Monday</td>
<td>320€ per week</td>
</tr>
<tr>
<td>Spanish and Dance</td>
<td>1</td>
<td>Every Monday</td>
<td>295€ per week</td>
</tr>
<tr>
<td>Long Term Intensive Spanish</td>
<td>8</td>
<td>Every Monday</td>
<td>153€ per week</td>
</tr>
<tr>
<td>Gap Year in Spain</td>
<td>12</td>
<td>Please contact us</td>
<td>153€ per week</td>
</tr>
<tr>
<td>Spanish University Preparation Program</td>
<td>10</td>
<td>Please contact us</td>
<td>From 153€ per week - Please consult</td>
</tr>
<tr>
<td>DELE Spanish Exam Preparation (2, 3 or 4 week course)</td>
<td>2</td>
<td>Please contact us</td>
<td>340€ for 2 week course</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>495€ for 3 week course</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>660€ for 4 week course</td>
</tr>
<tr>
<td>Multi Location Spanish</td>
<td>8</td>
<td>Every Monday</td>
<td>Please consult</td>
</tr>
<tr>
<td>Business Spanish</td>
<td>1</td>
<td>Every Monday</td>
<td>Please consult</td>
</tr>
<tr>
<td>Evening Course</td>
<td>4</td>
<td>Every Monday</td>
<td>95€ - 4 weeks</td>
</tr>
<tr>
<td>Semi Intensive Spanish (10 hours/wk)</td>
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<td>Every Monday</td>
<td>230€ - 12 weeks</td>
</tr>
<tr>
<td>Club 50+</td>
<td>1</td>
<td>Please contact us</td>
<td>210€ per week</td>
</tr>
<tr>
<td>Individual Spanish classes</td>
<td>-</td>
<td>Any</td>
<td>45€ per hour</td>
</tr>
<tr>
<td>Work Placement Program</td>
<td>12</td>
<td>Any</td>
<td>1,295€ for 12 weeks</td>
</tr>
<tr>
<td>Spanish and TEFL</td>
<td>8</td>
<td>Every Monday</td>
<td>2,000€ for 8 weeks</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accommodation</th>
<th>Minimum stay (weeks)</th>
<th>Price per week per person</th>
<th>Additional nights</th>
</tr>
</thead>
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<td>Spanish host family</td>
<td>1</td>
<td>195€</td>
<td>170€ per week</td>
</tr>
<tr>
<td>Shared flat</td>
<td>1</td>
<td>140€</td>
<td>110€ per week</td>
</tr>
<tr>
<td>Student residence</td>
<td>1</td>
<td>From 230€ - 8 weeks</td>
<td>28€ per night</td>
</tr>
</tbody>
</table>

- Hotel - Please contact AIL Madrid to discuss your requirements
- Other
  - Madrid airport taxi service: Arrival only - 75€
  - Medical Insurance: Please consult
- Enrolment fee: 50€ - This includes placement test, initial course textbook and all supplementary learning materials, welcome lunch, welcome pack, free internet access, library service, free rental of Spanish mobile phone, intercambio, 24th emergency number, and an end of course certificate.

#### METHODS OF PAYMENT

A deposit of 200€ is required prior to your arrival to confirm your enrolment. For security reasons, please note that we do not accept cash payment by post.

**Debit/Credit Card**

Please either call or email AIL Madrid with the following details: 16 digit card number, expiry date, and 3 digit security code.

**Important Note:** Please note that there is a 2% surcharge to the total price for debit and credit card transactions.

**International Bank Transfer:**

- Bank Name and Place: Barclays Bank, Madrid, Spain
- Account holder: Academia Internacional de Lenguas Madrid S.L.
- Account number: 0065 0246 10 0001025937
- SWIFT / BIC code: BARCESMM
- IBAN (International Bank Account Number): ES87 0065 0246 1000 0102 5937

AIL MADRID, FROM PRIVATE CUSTOMER TO CORPORATE CLIENT
4. Visa application process

1. Obtain Passport (can take more than 6 weeks)
   (May take up to 4 weeks to obtain. If done right the first time)
   a. Go to local police department ask for certificate of absence of police records/letter of good conduct (may have another name)
   b. Local police chief must sign this letter, and his signature must be notarized (very important)
   c. The notarized letter must be mailed to the States Department of the Treasury Division of Revenue (check your state’s website for address and procedures for receiving an Apostille) with a cover letter stating the following
      i. How many documents are in the letter
      ii. Which country you are sending the letter to
      iii. The attached document requires an “Apostille of the Hague Convention”
      iv. Appropriate fees
   d. You can expedite the process and pay an extra fee (check for your state’s requirements)
3. Medical Certificate
   a. Doctor’s statement on a doctor or medical center letterhead, indicating that the student has been examined and found in good physical and mental health to travel to study abroad and is free of contagious diseases.
4. Travelers Health Insurance
   a. International insurance coverage for health/accident with a minimum coverage equal to €30,000 ($50,000) during the planning period of stay in Spain or its equivalency in dollars.
   b. Many students have used HCC Medical Services before and found that the coverage has been comprehensive and good value for money. Click on the link below to obtain an instant quote https://www.worldtrips.com/quotes/atlas/?language=english&referid=23684
5. Proof of financial means
   a. Please provide one of the following:
      i. Letter from the University or School in Spain or in the USA assuming full financial responsibility during your stay (this is often included into the acceptance letter)
      ii. Proof of financial aid or scholarship for at least $1,000 per month for room and board.
      iii. Notarized letter from your parents or legal guardians assuming full financial responsibility for at least $1,000 per month for room and board. Suggested wording: “I hereby certify that I’m the (father/mother/other) of (...), will support him/her with a monthly allowance of at least $1,000 while he/she is in Spain and that I’m financially responsible for any emergency that may arise”.
      iv. Personal bank account statements showing at least $1,000 per month of stay.
6. Letters of acceptance as a full time student
   a. Letter of acceptance as a full time student from Spain’s University/School with hours of study per week which must be no less than 20.
7. Fill out of two Schengen Applications
   a. Schengen Application
8. 4 recent passport photos
   a. These must be of the proper size and shape
9. If under 18
   a. Notarized authorization letter to travel and study abroad from the parents or custodians
10. Money Order
    a. “Money-Order” to pay the non-refundable visa fee.
    b. $100 made out to the Spanish Consulate
11. Pre-paid Express mail envelope
    a. Self-addressed and Pre-Paid US “Express-Mail” envelope from the USPS if you wish to have your passport returned by mail. No other types of courier of messenger service are accepted. Tracking of mailed items is the sole responsibility of the applicant.
5. Visa letter template

ADDRESS OF SPANISH EMBASSY IN RELEVANT COUNTRY

Asunto: Certificado de Inscripción de X

Apreciados Señores,

Esta carta es para confirmar que el/la Señor/ita X, nacido el X, de nacionalidad X, con el domicilio INSERT ADDRESS, y con número de pasaporte X se ha registrado en un curso de español con actividades culturales y formación práctica (20 horas por semana/4 horas por día) en la Academia Internacional de Lenguas de Madrid del START DATE de 2009 hasta el FINISH DATE de 2009.

El/la Señor/ita XX ha pagado todas las cuotas correspondientes en relación del depósito y la matrícula [AMOUNT].

Para cualquier duda y/o información del estudiante en cuestión, no duden en ponerse en contacto con nosotros.

Atentamente,

Chris Haworth
Director de la Academia
chris@ailmadrid.com
Tel: +34 917256350
Fax: +34 917254188
6. Spanish teaching and immersion program

The Spanish, Teaching and Cultural Immersion Programme

Information Key

<table>
<thead>
<tr>
<th>Type of course</th>
<th>1 year Spanish, teaching and cultural immersion programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>2000 euros. Unlike other large institutions with high overheads, we are a small and personal institution that can offer a cost effective course for your year in Spain.</td>
</tr>
<tr>
<td>Visa type</td>
<td>Student visa (1 year)</td>
</tr>
<tr>
<td>Entry requirements</td>
<td>21 years with a university degree or equivalent. We do make exceptions to the educational qualification based on work experience, personality and previous studies (this is done on a case by case basis)</td>
</tr>
</tbody>
</table>

Introduction

We have provided extensive information in this guide to our programme. We know that making the leap to a new country is an exciting step but we also know it comes with worries and concerns so we have tried to provide as much relevant information as possible. You also have the opportunity to speak to or email our previous graduates.

As you may be aware coming to Madrid as a non-EU citizen means that after your 3 month tourist visa has expired, you are living here without legal status. Whilst thousands of people do this every year, our Spanish, Teaching and Cultural Immersion Course means that you do not have to.

A student visa gives you the right to live and study in Spain for a year legally (with possible options to extend). Student visas are granted for those enrolled at institutions accredited by the Spanish authorities.

The Course

- 4 week intensive TEFL course - first month
- Extensive Spanish programme – months 2-12
- Spanish culture programme – months 2-12
- Weekly lesson planning sessions months 2-12 (excluding Christmas, Easter and Summer holiday)
- Ongoing professional development training 2-12 ((Friday only)

Month 1 - The TEFL Programme

The TEFL course is very intensive and you will be in the school from 09.30 to 19.00 each day and you will also be required to complete coursework and assignments in the evenings and on weekends. Our graduates have great success getting work because our course is recognized within the industry as having the highest standards and most relevance to the current market. The TEFL course is also moderated and accredited by the International Association of TESOL Qualifying Organisations, which means that a globally recognized independent body other than ourselves ensures we keep up our standards. It also means that the certificate is recognized and accepted around the world.
During the first week of the course you will observe experienced teachers teaching the Spanish students. You will see a variety of teachers with very different personalities but all using the same methodology. We run four levels of English classes for English language learning students who receive the classes free. These classes enable you to practice your teaching skills in a real classroom with real students. The students are from all walks of life and are very supportive of your development. You will also participate in classes on lesson planning, teaching skills, materials, the four skills (reading, writing, speaking and listening), grammar and phonetics. It is a very practical course and we always keep it very up to date to meet the needs of the current teaching market. In the second week of the course you start your teaching practices (six teaching classes in total). All your teaching practices are observed by one of our TEFL trainers who will give you written and verbal feedback after the class. Feedback is designed to be a positive process by which you are given practical and constructive advice, so you can develop your skills for the next class. Your lesson planning is also done with trainers to guide and help you. Our school is full of the latest books and resources to ensure your courses are fun and dynamic. You can bring your laptop with you and connect to our wifi or you can use the computers at the school.

Months 2-12

1. The Spanish Programme

Whilst you do not need Spanish to teach English, learning Spanish will allow you to actively participate in the social and cultural life which is not only interesting and exciting but also allows you to grow on the personal level and AIL Madrid can help you with this! You will see how fast you will progress and how many doors the new language will open for you.

AIL Madrid has excellent facilities and is in a setting conducive to learning.

Features of the classes include:

- Small classes — maximum 8, average 5
- Centrally location — in the heart of Barrio Salamanca, AIL Madrid is located in one of the city’s wealthiest and most fashionable neighbourhoods characterised by lavishly decorated buildings, luxury hotels and designer stores
- International environment — multicultural diverse students from all over the world
- Professional teachers — all the teachers are native speakers, educated to degree level and qualified instructors of Spanish as a foreign language
- Cater for all ability levels — from complete beginners to fluent speakers
- Self Study Centre

2. The Cultural Programme

You will have 10 hours per week of our Cultural and Social Activities Program (usually daily from 14:30 to 16:30), which is aimed at improving your knowledge of Madrid itself (through our walking tours of the city and visits to world-famous art museums) and also the culture and customs of Spain. This program also involves ‘Cañas y Tapas’ evenings, where you can enjoy food and drink typical of Spain, whilst making friends with other students from the school.

This is an integral part of you being able to practice the Spanish that you are learning in the classroom. It is also for you to get to know and understand the culture and history of the real Spain.
3. Lesson Planning and Ongoing Professional Development Programme

Continuous development and training as a teacher is key to being a successful teacher. For two hours every day, you will have access to all the books, resources and guidance and one of the trainers to help develop your lesson plans for the coming weeks.

You will also participate in regular Friday workshops 3-6 hours depending on the topic. These will increase your skills and knowledge in teaching business English, phonetics, material design and application and many other skills that are important to the teacher. Experts within the industry will regularly lead or take part in these sessions.

Total Hours of Study

The total number of classroom based time during the Programme is between 18 and 24 hours per week.