



**BUSINESS PROJECT OF “PRODUCTOS
CASTELLÓN ONLINE”**

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SUMMARY

Throughout the following work has analyzed the viability of a newly created company, "Castellón Online Products", dedicated to the online sale of typical and local products in the province of Castellon. It has emphasized the differential aspects of the company. On the one hand, products, high quality, which we buy from local farmers and cooperatives. On the other hand, distribution, because the only way to acquire them is through our website. It seeks at all times that the products are characterized by maintaining a great value. These two main competitive advantages are those that provide added value to the activity of the organization. The results of the project show the profitability that the company may have in the future.

Keywords: Castellón, agriculture, e-commerce, quality, products...

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1. INTRODUCTION

The business idea which will run throughout the work is a startup company that will operate in the sector of online sales, called "Castellón Online Products". Born from the need to value typical local products of high quality in the province of Castellon and thus to publicize the name of our province throughout Spain and beyond our borders. The company will sell the products only through its web www.ProductosCastellonOnline.com page, allowing its customers receive the products right at home. On the web we can see five different product sections. In the first, we find olive oil. Second, Wine. Third, the Almonds "Marcona" variety because it is the almond which the highest quality and the most demanded in the market. The fourth section is the sale of oranges and tangerines. Finally, we have a section called Other seasonal products, which are less known or perishably, ie these products should be consumed within a few days after being collected. They are seasonal products such as potato "Vistabella", truffle, tomato "forhanging" of Alcalá, artichoke "Benicarló", cherries "Salzadella ", saffron...

The main reason for developing the next business project is to analyze the viability of a company that is based on selling products in our province, which our parents, grandparents and previous generations have been getting from the field. They are traditional products to be sold only through the Internet, which will be one of our most important competitive advantages. Therefore, the company is based on two pillars, the most traditional one, the agriculture, and another more innovative and current as e-commerce. First, agriculture, which I keep a direct relationship with since my grandparents were farmers all their lives and so is my father today. Second, e-commerce, booming sector and means through which more and more people do their shopping.

Due to geographical and climatic conditions of the province of Castellón a wide variety of products are obtained fro the fields, all of them have high quality which allow us to differentiate ourselves from our competitors. In our province almonds, olives, vineyards, orange... as well as a variety of fruits and vegetables are grown. You can also obtain other products without cultivate. This is the case of the mushrooms that appear in our forests with autumn rains or truffles, fruit of the oak.

Products are purchased from local producers such as small farmers, small businesses and cooperatives. Then our role will be packaging those products. To complete the process, we will send the product to the customer through a distribution company.

Thus, the company will differentiate itself from its competitors firstly because of the quality of their products, all native of the province of Castellón, and second, by selling them only through its website. These two aspects give added value to our business idea which will be our main competitive advantages.

1.1. Academic work objectives

The overall objective of the business project is to analyze the viability of the company "Castellón Online Products." It also has other more specific objectives:

- Conduct a situation analysis: both internal and external, and to analyze the situation and perspective of the specific market on which the company will develop its activity.
- Diagnosis of the situation: after analyzing the situation, we will identify the main factors, both positive and negative and see how they affect the company.
- Set goals: to set a series of objectives that the company aims to achieve.
- Definition of strategies and action programs to do the company to achieve the proposed goals and targets.
- Set a budget: summary that is reflected in a practical way the content of the plan.

2. EXTERNAL ANALYSIS

2.1. General environment

2.1.1. Political factors

Political factors to consider are both present and foreseeable, international relations, political, economic, tax and labor ...

The Spanish political landscape has taken a huge turn. Almost from the beginning of democracy we have lived with absolute majorities and bipartisanship between the Partido Popular and the Partido Socialista. Today, new parties have emerged strongly such as Ciudadanos and Podemos, and as we saw in the last elections the end of bipartisanship is a reality.

We will not go deeper into political factors as they hardly affect the development of the activity of our company. So we can say that the impact of political factors is very marginal.

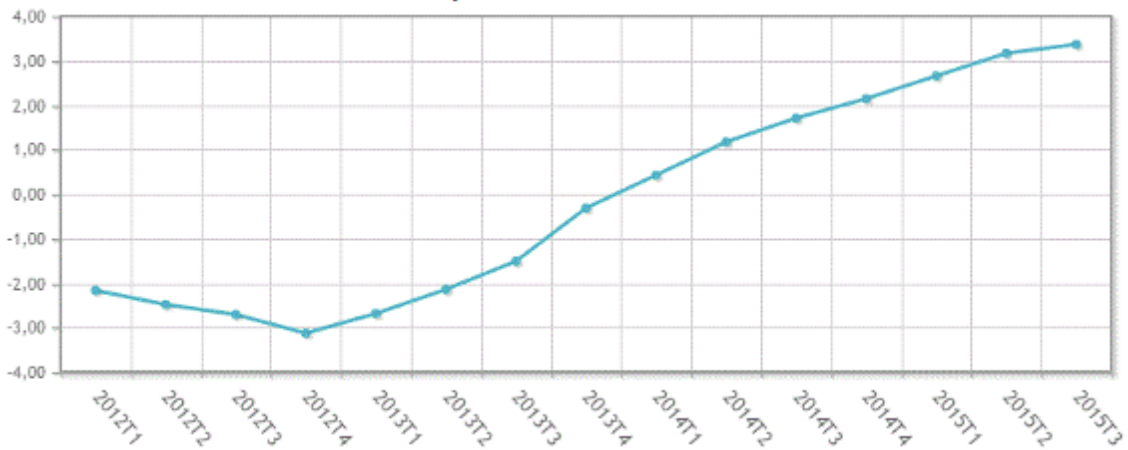
2.1.2. Economic factors

Among the economic factors that we must consider there are the economic situation in general, the levels of unemployment and inflation, interest rates, state of the financial markets, exchange rate stability, international relations, energy resources, geographical and physical aspects...

Since 2008 Spain is undergoing a severe economic crisis caused primarily by an economic crisis worldwide and the bursting of the "housing bubble". The most decisive consequences have been a high rate of unemployment and growth of public debt.

GDP, gross domestic product, has been an increase in recent quarters. In the fourth quarter of 2012, the growth of the Spanish economy became of -3.13%. From that moment the Spanish GDP has increased to stand at 3.36% growth in the third quarter of 2015. Growth forecasts in Spain for 2016 are above 3%.

Graphic 1. GDP evolution.



Source: INE

In the years before the crisis the unemployment rate in Spain was below 8%. As we can see in the chart, in the first quarter of 2013 the unemployment rate in Spain reached its highest point with a 26.94%. From there the unemployment rate has been decreasing to reach 20.9% in the last quarter of 2015. The economic situation in Spain remains very delicate since it still has a very high unemployment rate. Besides employment being created is very precarious employment characterized by low wages and temporary contracts.

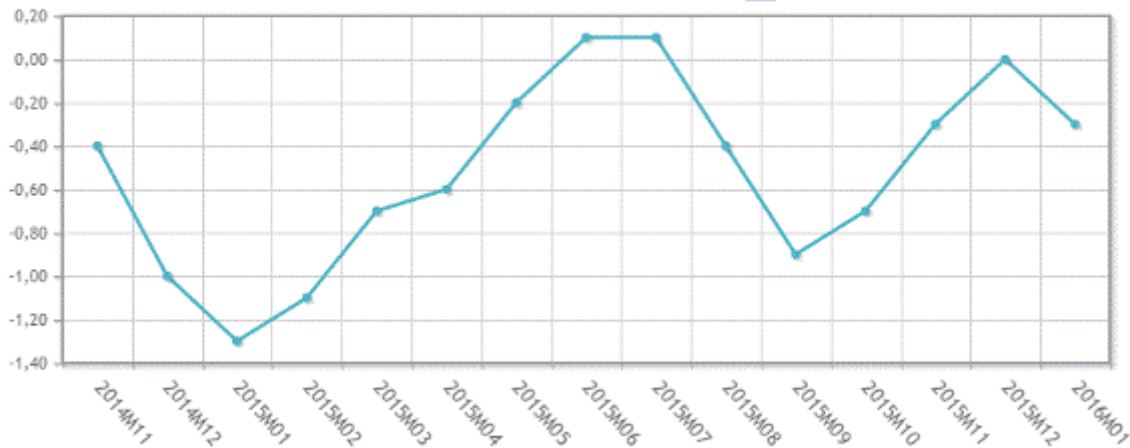
Graphic 2. Unemployment rate evolution



Source: INE

As for inflation, the CPI, consumer price index, which indicates the evolution of the set of prices of goods and services consumed in Spain, it stood at -0.3% in the first month of 2016.

Graphic 3. Consumer price index evolution



Source: INE

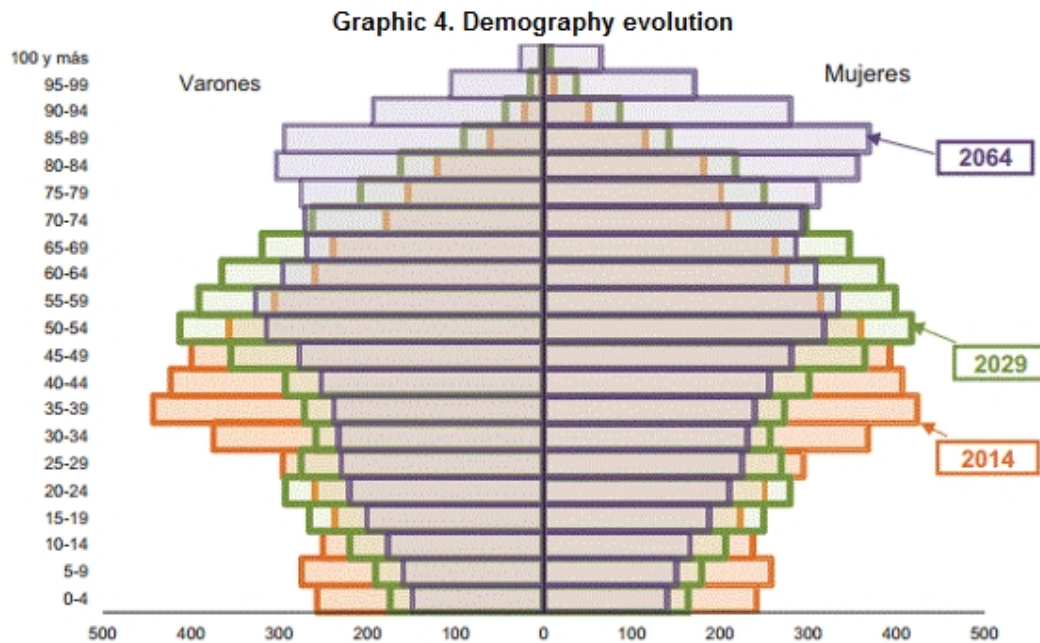
Once we commented the main economic factors we see that the economic situation in Spain is poor. As a result of the crisis, the public debt of the state has increased, the situation of families is quite alarming, because many of them have little income due to the high rate of unemployment. However it is expected economic growth and a gradual reduction in the unemployment rate in the coming years. In this case, economic factors directly affect our company and as seen the current economic situation in Spain is not the best so it will affect us negatively. We must also take into account the future prospects of the Spanish economy, which in this case point to economic growth in the coming years, which will be positive for our business.

2.1.3. Socio-cultural factors

This section must contemplate the principles and values of society, consumer behavior and citizens, demographic change, the existence of social groups, cultural, ethnic, political, or other interests, social and labor unrest, the market of work...

Spain currently has a population of over 46.5 million people. In recent years its population has been reduced mainly for two reasons. The first is that today in our country killed more people than born. The second reason is that because of the crisis, many people have decided to migrate in search of new opportunities. Its population pyramid has changed in recent years. The age range with most people is 35-39 years

in both men and women. From there it decreases as we increase the age range. Future projections indicate that as the years pass will be older and less young people. This is because families have fewer children and life expectancy increases.



Source: INE

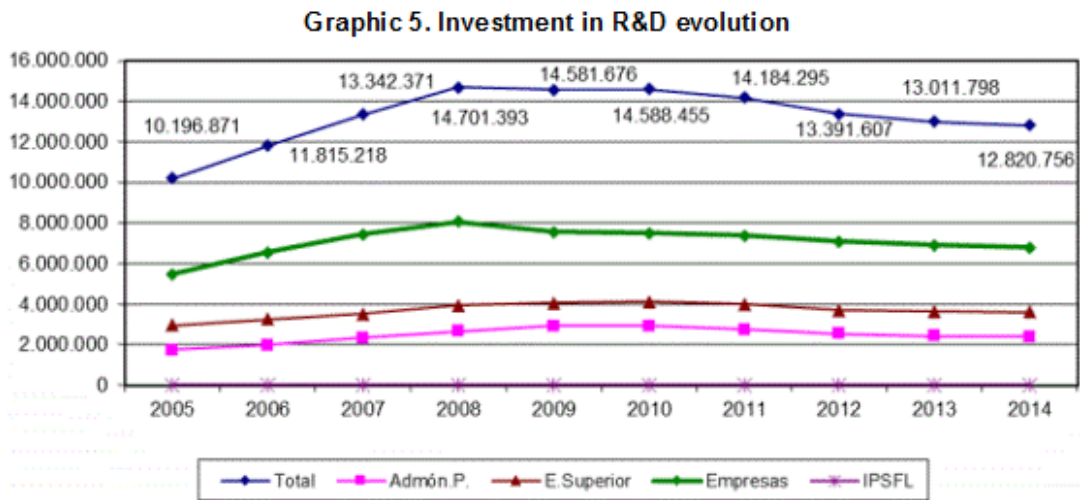
The economic crisis has changed the habits of the Spanish. Before the crisis sought high quality products. Today, it has reduced the income of many families what has caused those people who have been affected over the crisis set prices and perhaps not so much in quality. However, the vast majority of consumers base their purchases on a good value, pillar on which our products are based. The clear upward trend toward buying products through the Internet, especially food, positively affects our business way. Therefore, we can say that the trend of consumption of Spanish society affect us positively, especially by increasing purchasing online food in recent years and because in the future are expected to continue increasing sales through internet and very specifically the sale of food.

2.1.4. Technological factors

At this point we must take into account technological development and development policy R & D & I, scientific and technological infrastructure, availability of new

technologies, education system, international cooperation ...

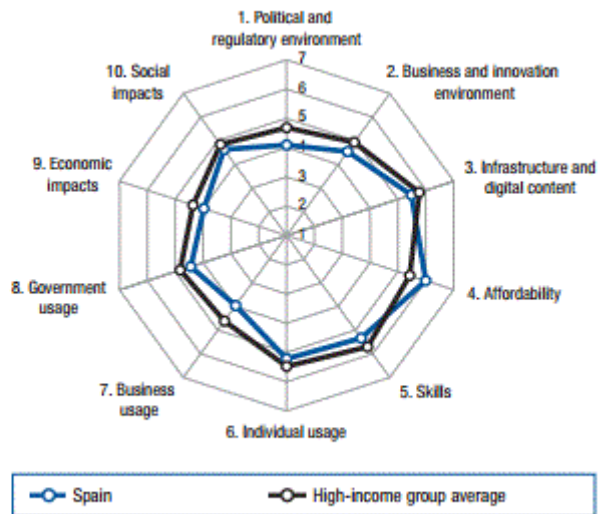
On the technology front, Spain has always been behind the most developed countries of the European Union. In this fact it must be added that in recent years spending on R & D has been declining. In 2015 investment in R & D was 1.24% of gross domestic product. Spain is one of the European countries less commitment to technological innovation in its products and services. The Spanish companies do not adapt their structure to technological changes.



Source: INE

The Global Information Technology Report 2014, Rewards and Risks of Big Data programs information technology and global communication are analyzed. Technological data found in all countries, including Spain:

Graphic 6. Spain technological data



Source: *The Global Information Technology Report 2014*

In the chart above we see the data for Spain in blue, and the average of the other countries in black. Have been taken into account ten characteristics. 1- Political and regulatory environment, 2- Business and innovation environment, 3- Infraestructure and digital content, 4- Affordability, 5- Skills Usage, 6- Individual usage, 7- Business, 8- Government usage, 9- Economic impacts, 10- Social impacts. In Spain score is lower than the average of other countries except the fourth section, Affordability.

Although Spain is not the headboards countries in terms of technology is concerned, we can take advantage of several totally free platform to design our website so we can sell our products. Our company will use Prestashop, which is a free sales platform that will help us create and successfully manage our online store. Besides all the technological advantages we must keep in mind that is free, which will allow us to save money that can be devoted to other needs. After analyzing the technological factors we conclude that we should take advantage of the great advantages we offer all the technological advances.

2.1.5. Legal factors

In legal factors we must consider the relevant legislation of economic, fiscal and labor, both present and predictable.

In the legislative section we must base our activity in Law 34/2002 of Services Information Society and Electronic Commerce. This law regulates certain legal aspects of the Services of the Information Society. These services make them up activities such as electronic commerce, online recruitment, information and publicity, and services indeterminacy. This will be true as long as these activities constitute an economic or lucrative activity for the provider. Excludes services provided by notaries and registrars of property and companies in the exercise of their public functions and services provided by lawyers and solicitors in the exercise of their duties of representation and defense in court. The free nature of a service does not determine by itself that is not subject to the law.

There are other rules governing commercial activity on the internet that we must also consider. Law 7/1996 of 15 January, of the Retail Trade. Law 7/1998 of 13 April, General Conditions of Contract. And finally, the Royal Decree 1/2007 of 16 November, approving the revised text of the General Law for the Protection of Consumers and Users and other complementary laws.

2.2. Specific environment

To carry out the specific analysis of "Castellón Online Products" we will be based on the Porter Five Forces Analysis. According to Porter we must analyze the threat of new entrants, bargaining power of buyers, the threat of substitute products or services, the bargaining power of suppliers, and finally, the rivalry between competitors.

2.2.1. Threat of new entrants

This force is used to detect companies with economic characteristics similar to ours or similar products on the market. This type of threat depends on entry barriers that there are.

In this case, e-commerce is a sector that is quite easy to access. In fact, more and more companies offer the opportunity to purchase their products through the network. In particular, companies in the food sector in recent years have used the advantages offered by internet sales. The main barriers to entry that can be found our competitors are differentiating our products and access to distribution channels. The threat of new entrants is real but we must keep in mind that can hardly offer our products.

2.2.2. Bargaining power of buyers

Buyers will have a high bargaining power when in the market there are many substitutes and at a price reduced or when the number of buyers in the market is reduced.

Our customers are looking for good value plus the convenience of your purchases will come straight home. They are willing to pay a high price for our products. Their bargaining power is reduced because there are not many companies that offer the same as us.

2.2.3. Threat of substitute products or services

At this point are taken into account if they can find real, effective and cheaper substitute products in the market that we offer as if there substitute products at a lower price we will have to reduce the price of our products if we remain competitive.

Our customers can choose other substitute products or services of lower quality and lower prices. However, the vast majority of our customers are looking for quality products and the comfort of their purchases they get home so they will not mind paying more. Therefore the threat of substitute products or services is minimal.

2.2.4. Bargaining power of suppliers

How many more providers will have less bargaining power and therefore better for our company because we get products at a lower price.

In some of our products suppliers have a high bargaining power, since only selling products in the province of Castellón there can be few suppliers. In most products will not be the supplier but the market to check prices. However, in general, the bargaining power of suppliers will not be very high.

It is interesting to note at this point to technology providers, ie, if there is a lot of supply platform to launch our website. Specifically, the platform will use our company is Prestashop which is free what will save costs.

2.2.5. Rivalry between competitors

Most companies that sell the same products that our company, whether in the province of Castellón or not, they do through physical stores, so in the field of online selling rivalry is not excessive. For greater clarity about the competition we will analyze first seeing the different levels of competition and then describing our major competitors in each of these levels.

There are four levels of competition from the consumer perspective: competition in the form of product, product category competition, generic competition and competition level budget.

Level 1. Competition in product form: refers to products and brands that provide the same service or the same need to cover the same market segments. The main competitor in the form of product is the multi-brand online sales portal MEDITERRANEANPREMIUM which provides the same service and goes to the same segment as our company.

Level 2. Competition in the product category: is those products and brands that have the same attributes but with different presence of them. They are not directed at the same target audience. The purchase via internet at any supermarket would enter into competition in the product category as some of their products are the same we offer on our website but with other features. For example, online shopping in Alcampo.

3. Generic Competition level: groups those products and brands that meet the same need. In this case the need to resolve our products is food, so all companies engaged in the sale of food products are our competitors. For example, Mercadona.

Level 4. Competition level budget: products and brands fighting for the same consumer budget. "El Hatillo" is the first internet market linking small producers in Spain. Its products are fighting for the same consumer budget as our company.

Then we will analyze the main competitors of our company, mentioned above at different levels of competition, seeing what their most important characteristics as regards the product, price, distribution and promotion.

Our main competitor is the multi-brand online sales portal MEDITERRANEANPREMIUM, S.L. On Market Group, with registered office in Avenida Jaime Chicharro, 81 Burriana (Castellón). On its website: <http://www.mediterraneanpremium.com/es/> we can find five product categories. Beverages, food, Gourmet Gift Packs, special presentation and gift presentation. Among the drinks there are spirits and wines. In food there are pates, jams, oils, candies, honey, salt, sensations of chocolate, truffle, oranges and tangerines, and finally, cheeses. In paragraph gourmet gift packs are Treasures Pack, Pack and Pack Family Cata. They are quality products and high price. The price of their food ranges from just over 1 euro costing salt until the 67,45 euros for the Selection of Christmas nougat San Luis. The cheapest drink found in 4 euros although most costs about 10 euros. The most expensive bottle reaches 30 euros. Products distributed directly through their website: <http://www.mediterraneanpremium.com/es/>. It is also advertised through their above mentioned website and social networks.

Another competitor, this case in terms of product category, buying food through Internet Alcampo. On its website: <https://www.alimentacion.alcampo.es> can find the products we offer but with different characteristics. In Alcampo products they are of lower quality and can find any products related to food. Its price is reduced. It is distributed and advertised through their website. It is also present in social networks.




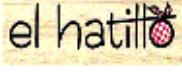
In this case we analyze Mercadona which is generic competition of our company and its products and its brands meet the same need as our food. It is a supermarket company which is present in 49 provinces of 17 regions with a total of 1,577 convenience stores. Its products are of lower quality and a, similar to those of Alcampo reduced price. It distributes its products in its supermarkets fitness but also through its website. Mercadona does not perform advertising but it is present in social networks.

Finally, we analyze the company "El Hatillo" which together with MEDITERRANEANPREMIUM is our main competitor. We have previously commented that it is competing on budget because their products and brands are fighting for the same part of the consumer's budget. "El Hatillo" is the first internet market linking small producers in Spain. We can find products from all over Spain and high quality. We can find the following categories of products: hams and sausages, cheese, beverages,

pantry, snacks, sweets, fruit and vegetables, fresh and packs. So prices quite high compared with the products we can buy in a supermarket. It distributes its products through its website: <http://www.elhatillo.es/>. It is advertised through their web and social networks.

Then analyzed information about our competitors in a summary table:

Table 1. Main competitors

EMPRESA	PRODUCT	PRICE	PLACE	PROMOTION
	Quality products, typical of the Mediterranean	High. Good value for money.	Online	Website, social networks, specialized press
	Food products of lower quality.	Low	Online, our store.	Website, social networks, specialized press
	Food products of lower quality.	Low	Online, our store.	Website, social networks, specialized press
	Quality products from Spanish producers.	High. Good value for money	Online.	Website, social networks, specialized press

Source: own elaboration

3. INTERNAL ANALYSIS

3.1. Company resources

3.1.1. Human resources

Some important aspects that must be taken into account with respect to human resources of the organization are the qualifications, composition of the workforce, labor unrest, degree of motivation and involvement, teamwork, corporate culture, wage and social policy incentives...

At first the staff of the company will consist of two workers and the owner. One of the workers will handle the administration and management activities. The most important

functions to perform this work are to manage orders and customer billing, contact and pay suppliers, contact the transport company, pass orders to other workers... This is another worker who deals elaborate packages that our customers have demanded and deliver them to the carrier. The owner will be one more worker. As different departments is concerned, during the early years of the launch of the company both the owner and employees are responsible for the functions of the various departments. As the business grows staff will be incorporated in the various departments. A management team that will be who will develop long-term plans of the company will also be created. Until the management team believes this function develop employees and owner.

It is a company that will try to have a flat structure, that is, no worker will be above the other. Besides the features mentioned may vary and each worker can perform those with whom you feel more comfortable and can contribute to a better functioning of the company, as it wants the organization to be flexible.

3.1.2. Tangible resources

Tangible assets of the company are those who have a material part and, therefore, are quantifiable and measurable. Financial assets are among the tangible resources.

The main tangible resource "Castellón Online Products" is a warehouse located in the industrial area of Vall d'Alba where customer orders will be prepared. On this ship we will have other tangible assets such as computers, furniture, bathroom, stock ...

As regards financial resources to an initial contribution of 25,000 euros is needed to deal with some expenses such as renting the ship, maintaining the website, salaries, procurement of materials ...

3.1.3. Intangible resources

Intangible resources of the company are those that are not quantifiable or measurable, ie, all that is immaterial.

The most important intangible resources "Castellón Online Products" are www.productoscastellónonline.com its website and brand. The website is very

important because through it customers can access all the information of the organization and may place orders. Moreover, the brand is indispensable. When we refer to the brand it is not only for the company but for the province of Castellon. What we want is that when someone hears the name of our province it relates to the field, with the land ultimately linking him with quality products that we offer. In this regard it is worth mentioning a project of the Council of Castellón which aims to publicize the products of the province, which will help us when promoting our products. The project is called Castelló Ruta del Sabor.

3.1.4. VRIO analysis

Then we will do a VRIO to identify if any of our resources or capabilities can become a sustainable competitive advantage over time. The VRIO is a tool that indicates the four conditions that must meet a resource or capability of a company to become a sustainable competitive advantage over time. According to Jay B. Barney, we must ask the following consecutive questions regarding a resource or capacity:

- Valuable: Does the company take advantage of opportunities or threats facing our environment?. If the answer is yes, this is a valuable resource that allows us equal to our competitors.
- Rare: How many competitors have the same resource capacity?. If the answer is very few, this is a valuable and scarce resource, which allows us to obtain a temporary competitive advantage.
- Imitable: Is it expensive to acquire or develop the same resource to your competitors who don't have it?. If the answer is yes it is expensive, this is a valuable, rare and difficult to imitate resource, which can become a sustainable competitive advantage over time.
- Organization: Do we have our policies and business processes organized to support the exploitation of this resource valuable, rare, and difficult to imitate?. If the answer is yes, this is a resource that allows us to gain a sustainable competitive advantage.

Tabla 2. VRIO analysis

RESOURCE	VALUABLE	RARE	IMITABLE	ORGANIZATION	COMPETITIVE INVOLVEMENT
HH.RR.	YES	NO	NO	NO	Competitive equality
Tangible resources	YES	NO	NO	NO	Competitive equality
Financial resources	YES	NO	NO	NO	Competitive equality
Product	YES	YES	YES	YES	Sustainable competitive advantage
Intangible resources	YES	YES	YES	YES	Sustainable competitive advantage

Source: own elaboration

The table above shows the VRIO analysis of resources in our company. First, the human resources of the organization are valuable resources but are not rare or difficult to imitate by other companies. No policies and organized processes enable the company to use this resource. Therefore, the competitive implications of human resources "Products Online Castellón" will be of equal competitiveness. Meanwhile, the competitive implications of tangible resources and intangible resources will also be equal competitiveness. As for the products we offer they are a valuable and scarce resource and we only sell products of the province so they are also difficult to imitate. This coupled with our policies and processes are arranged to support the exploitation of this resource makes us a sustainable competitive advantage. Finally, our intangible resources, ie our website, if it is valuable, rare, difficult to imitate and the company is organized to tap this resource. This implies that also it is a sustainable competitive advantage.

4. SWOT ANALYSIS

To establish a diagnosis of the company situation and the market in which it operates carry out a SWOT analysis. This is to identify those elements or factors that directly influence the company, both from an external perspective and internal to know the real situation in which the organization is located. In the external analysis of both aspects of the macro or general environment as specific elements of the microenvironment or environment closest to the area where the company operates it is included. These

factors come from outside the company and will influence positively or negatively on it, depending on the resilience of the company or its circumstances. It is said that the company is facing an opportunity when some factor that is given out is going to be favorable if known exploit. Instead we discuss threat when exogenous to the company will be negatively influenced. Companies when establishing its objectives and strategies are to proceed with an internal analysis, ie identify, assess and evaluate all those factors within the company that you are supposed to have a competitive advantage or a competitive disadvantage compared to competitors in the short and medium term. Thus we talk of strength when we refer to a characteristic or differentiating factor of the company with respect to its competitors especially valued by consumers. In contrast, a weakness is that lack or negative differential trait that the company maintains with respect to competition.

STRENGTHS:

Value of products: As has been explained, our products are of high quality and although we can not buy at a low price will always find a great value in each of our products.

Comfort and ease of purchase: one of the main features of electronic commerce is the comfort and ease at the time of purchase because with a simple "click" without leaving home can purchase any of our products and receive it in a few hours.

Delivery time: we work with the transport company SEUR, one of the best in this sector. Our customers receive their orders the next day they have made the purchase if a working day.

Reduced stock: the fact of being in continuous contact with our suppliers and the geographical proximity with them allows us to work with small amounts of stock because if you do not have any of our products in the store in a few hours they could acquire. This allows us not to have a lot of money invested in stock and to allocate money to other activities of the company.

Reduction of fixed costs: one of the main advantages offered by e-commerce is the

removal of some fixed costs represent a high cost for companies selling physical. The main costs are renting remove local sales and salary of the sellers.

WEAKNESSES:

Lack of brand awareness: being a newly established company, our brand will not be known for our potential customers so it will be important to conduct good communication to let us know.

Little experience: as has been explained, we are a startup company, which means we do not have much experience, which can lead us to make errors.

Price of products: our products are of high quality and if we add transport costs to reach directly to the home of our customers we find that the price is quite high. Given that we come from a period of crisis it is likely that some people prefer to buy cheaper and lower quality products.

Perishability of some products: some of the food we offer are seasonal and should be eaten within a few days or weeks, which can cause us to lose money if the products are no longer fit for consumption once we have them in the store. To avoid this, should not be much demand for some food perishability do not have in stock and only contact with our suppliers when a customer requests it.

OPPORTUNITIES:

E-commerce boom: from the 19th century e-commerce has become a very important tool for businesses. The food sector has been among the last to benefit from the opportunities offered for sale online.

Expand the product offering: in the province of Castellon a variety of products is produced, which gives us the ability to introduce new products in the future.

End of the economic crisis: macroeconomic data as the brunt of the severe economic crisis that began in Spain in 2008 is over. In the coming years the forecast is for

economic growth in our country. Currently, they are creating jobs, yes, very poor quality, the unemployment rate is decreasing and the number of members to social security is increasing. This has been reflected in an increase in consumption.

New technologies: the sector in which we are allows us to reap the benefits of new technologies that are appearing on the market. This is important to invest in R & D and be attentive to technological advances to adapt to market needs.

Free advertising: an aspect that can take advantage is to let us know without any cost. Social networks give us the opportunity to let us know completely free. Another way would be through illustrious people of our province and known as can be athletes, actors ... that want free help publicize the products of their land.

THREATS:

Entry of new competitors: the online sales sector is an emerging sector and more companies decide to sell their products via the Internet. The food sector has been among the last to enter this market and increasingly companies have websites and offer the opportunity to purchase their products online.

Rapid technological changes: the sector in which we are constantly evolving, especially in technology. Failure to adapt to these changes and take advantage of new technologies not we would be at a disadvantage compared to competitors.

High bargaining power of some suppliers: to restrict ourselves to sell products in a certain area we can find that there are few suppliers of a given product which will cause have high bargaining power and have to pay high prices for their products which our customers will also have to pay a higher price.

Adverse weather conditions: all our products depend largely on the weather we have. There are years when adverse weather conditions can affect the amount of production of some of our products or their quality. Weather phenomena that affect our products or your tree is frost, drought, hailstorms and even the wind. This could make a year in which we had bad harvest of some product prices adverse weather conditions: all our

products depend largely on the weather we have. There are years when adverse weather conditions can affect the amount of production of some of our products or their quality. Weather phenomena that affect our products or your tree is frost, drought, hailstorms and even the wind. This could make a year in which we had bad harvest of some product prices increase significantly.

Table 3. SWOT analysis

WEAKNESSES <ul style="list-style-type: none">·Lack of brand awareness·Little experience·Price of products·Perishability of some products	THREATS <ul style="list-style-type: none">·Entry of new competitors·Rapid technological changes·High bargaining power of some suppliers·Adverse weather conditions
STRENGTHS <ul style="list-style-type: none">·Value of products·Comfort and ease of purchase·Delivery time·Reduced stock·Reduction of fixed costs	OPPORTUNITIES <ul style="list-style-type: none">·E-commerce boom·Expand the product offering·End of economic crisis·New technologies·Free advertising

Source: own elaboration

5. MARKETING PLAN

5.1. Mission, vision and values

The mission of the company "Castellón Products Online" is to get typical and local products of high quality in the province of Castellón to all people of Spanish territory who wish through online sales.

The vision of "Castellón Online Products" is to be leader of the online sale of typical

and native of the province of Castellón in Spain products and expand sales of its products throughout Europe

The values on which the company is based are as follows:

- Quality: the company will seek excellence at all times.
- Leadership: there is no definite leader. Each member of the organization must have a spirit of leadership and entrepreneurship.
- Commitment and responsibility: commitment to our customers and environmental responsibility.
- Communication: among all members of the organization.
- Continual improvement to a rapidly changing environment with which we need a process of continuous improvement.

5.2. Objectives

Objectives should take into account the vision of the company, so some of the following objectives are related to it. The overall objective of the company "Products Castellón Online" is to offer a great service to all based on the quality of their products and the convenience of buying them through new technologies. This makes customers to be satisfied with their needs and we can keep a relationship in a long term time.

Specific objectives:

1. Loyalty more than 50% of our customers: the company seeks to meet the needs of our customers so that they reacquire our products. Avoid it a point sale. We seek to maintain a long-term relationship with our customers which will allow us to have a steady income and take advantage of free advertising that all our satisfied customers can make our company.
2. Improve continuously our service: continuous improvement must be a maxim in our company. We try to improve in all that relates to our service or products always looking to offer the best possible quality.
3. Increase the number of customers by 10% every year: the company must continuously increase the number of customers who purchase their products at least 10% each year to be growing gradually.
4. Improve brand image: we must link the name of the company to the most positive aspects of the province of Castellón and the qualities we want that customers perceive our products as quality or health.

5. geographically expand our business to other countries in the European Union: to continue growing seek to expand the geographical area in which we offer our products. Initially we operate only in Spain, but from the fifth year will expand the business to European countries such as France or Portugal for later operate in the vast majority of countries of the European Union.

6. Expand our product offering: we must take advantage of the wide variety of products obtained in our province, so we will incorporate our products offer.

7. To reach a turnover of more than 1,000,000 euros in 5 years: before five years of the launch of the company must meet to reach a figure of more than 1,000,000 euros business.

8. Increase the company profit by 10% every year: it is not only important to increase the number of customers or turnover but this is all reflected in the benefit of the organization so try to progressively increase it further 10% each year.

5.3. Market analysis and demand

5.3.1. Size of the market

Market size is the first thing that will give us an idea of the appeal of our business. The bigger our market, will offer more opportunities, but also will cause further the interest of competition.

In Spain, the total food expenditure amounted to 98,052 million euros in 2014. The percentage of food sales over the Internet is less than 1%, representing a total expenditure on food acquired through Internet almost 10,000 million euros. Compared to other countries like Britain or France, where the figure is around 5% we see that we have much room for maneuver and food sales over the Internet can be a very important and profitable niche.

Focusing on the consumption of the products we sell the Report of Food Consumption in Spain indicates that in 2014 a total of 594,232,910 liters of oil were consumed. As for wine, another of our main products, in the same year per capita wine consumption was 8.93 liters / person / year. Analyzing the consumption of citrus, where we sell oranges and tangerines, orange is the fruit with greater presence in the homes of Spain with

20% of consumption of 102,48 kilos / person / year consumed in our country. In the section of vegetables, which could include potatoes, per capita consumption of fresh vegetables it is 85.27 kilos / person / year of which 26.9% are potatoes. As almond consumption is concerned, Spain is a deficit country, ie almond consumes more than it produces. Moreover, in recent years the consumption of almonds in Asian countries like China has increased considerably.

5.3.2. Market evolution

The next thing is to know the future trend of the market, what has been its progression in the past and what is expected in the future. It is also vital to analyze what stage is: birth, growth, maturity or decline.

From the twenty-first century internet has had a spectacular introduction in Spanish homes and today in our country it is difficult to find a home without internet or a person without a mobile with which to access the network. This fact has been exploited by companies that have been gradually entering the field of online sales. The food sector is one of the sectors that has been incorporated later to electronic commerce and so in many countries of the European Union selling online food accounts for less than 1% of total spending on food, among them is Spain. Today, although we start from different levels of development and go at different rates depending on each country, the growth of the food sector in e-commerce is a global trend. In the future, it is expected to increase food sales through the Internet. More and more people seeking the benefits of electronic commerce in the food sector and people trust more each day when making purchases online. Spain is far from certain European countries where up to 5% of total spending power corresponds to online sales as UK or France. Therefore, taking these factors into account future projections regarding the online purchase of food are very positive. We are in a market development phase.

We are in a country where total spending power is about 100,000 million euros according to the Ministry of Agriculture, Food and Environment, the percentage corresponding to e-commerce is less than 1% and with future forecasts increase. In the coming years this percentage should increase to 5% in order to equate with the leading countries of electronic commerce in food in Europe.

The following table shows the evolution of the percentage of consumers who have made a purchase power through internet from 2004 to 2014. It shows we note that in 2004 only 2.7% of people had made a purchase over the Internet and 97.3% no. Over the years the percentage of people who have made a purchase online supply has been increasing steadily to reach 10.5% in 2014. Therefore, the forecast is good and it is expected that in the future this percentage is increasing.

Table 4. Evolution who have made purchase power trough internet

(%)	2004	2005	2006	2007	2008	2010	2011	2012	2013	2014
Sí	2,7	3,5	4,3	5,4	4,7	7,8	8,5	9,5	10,4	10,5
NO	97,3	96,5	95,7	94,6	95,3	92,2	91,5	90,5	89,6	89,5

Source: *magrama*

5.4. Target audience and segmentation

The target audience is the proportion of qualified available market that the company decides to meet, that is, once the company has identified opportunities for different market segments, decide how many and which ones to go. "Products Castellon Online" has two distinct client groups. On the one hand, private consumers or covering a particular age range between 25 and 65 years and then'll break down better. On the other hand, hotel businesses, primarily restaurants and hotels.

Private consumers or individuals:

- Consumers between 25 and 35 years: are the segment of younger age at which the company is heading. People in this group are characterized as those most purchases made through the Internet and who are more related to e-commerce. By contrast, their purchasing power is quite low and concern for the quality of the products they consume is less than that of the older segments. To achieve capture our younger customers must focus our strategies to make them understand the importance of quality food products we consume.
- Consumers between 35 and 55 years: age segment is the most profitable for our company as it fulfills three important requirements to purchase our

products. First, they have internet access and are increasingly likely to make purchases online. Second, they have an average purchasing power and, finally, seek quality in the products they consume. These three features make this segment is the largest number of customers get.

- Consumers between 55 and 65 years: higher age range to which our company is headed. This segment is characterized as the least purchases made by internet because obviously as older, people are less familiar with e-commerce. They have a medium / high purchasing power and seek quality in the products they consume. To achieve capture our older customers must focus our strategies to facilitate online shopping.

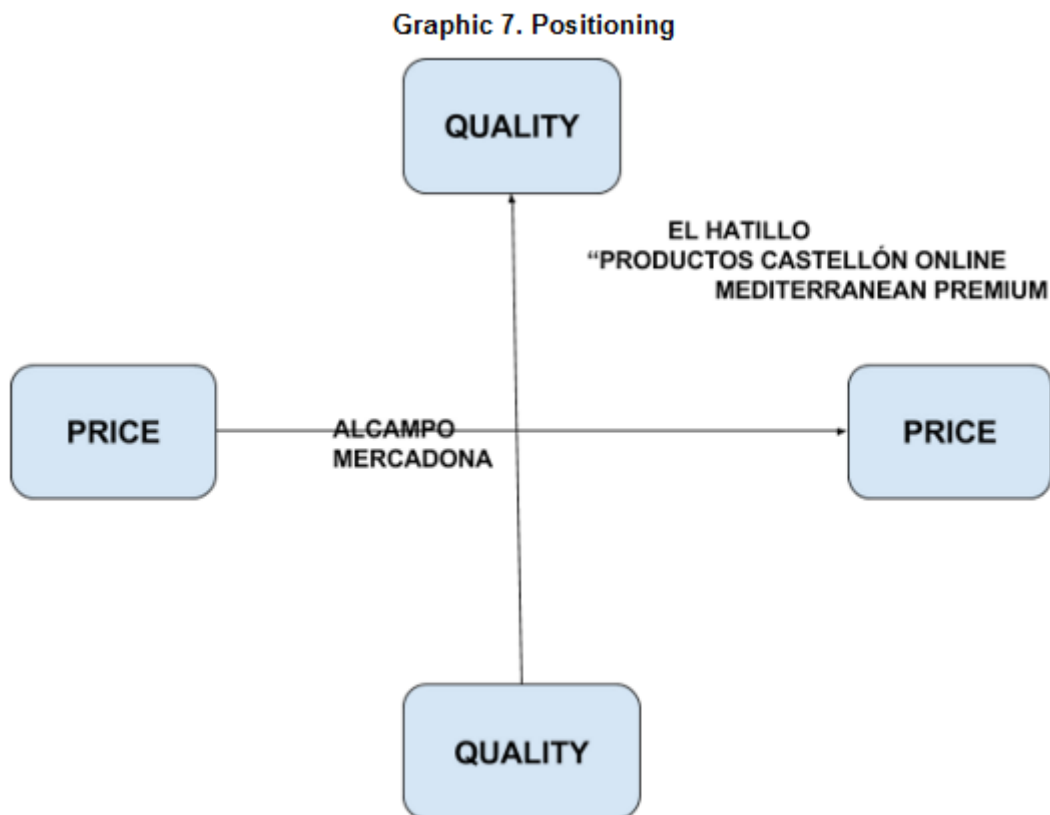
Although our main target audience is among the three age segments just explained we must consider also try to reach more people younger than 25 and 65 although it is true that occupy a very small percentage of our sales . Moreover, it is important to note that more and more elderly people making purchases online and that as they fulfill these years also will increase the age range of the last segment of age who have explained. The conclusion we draw is that our company not only seeks to satisfy a particular age segment but attempts to even get a wide range of people.

Companies of hotel and catering business: the hostelry sector is also a market segment that we are going to lead. Our main customers in this segment are the restaurants and hotels that are characterized by offering a service and quality products, as they will be who will require food products with high quality like the ones we offer.

As for segmentation, demographic segmentation will continue, which will classify our customers by age, just as we have discussed above. This will allow us to better understand each group and make marketing strategies more in tune with their needs and look for products that best meet. The price of our products will be the same for any of our customers. In the future, as the company achieves expand to other countries it would be important to a geographical segmentation to take into account other aspects that can help us better meet the needs of our customers. For buyers residing in other countries the products will have a slightly higher price due to increased cost of distribution company.

5.5. Positioning

We define the relative position as the image, with respect to competition, a product occupies in the minds of customers (Kotler et al, 2000). To better understand the positioning strategy "Products Online Castellón" We have prepared a map of perception which also appear our main competitors, which already analyzed, based two variables: price and quality.



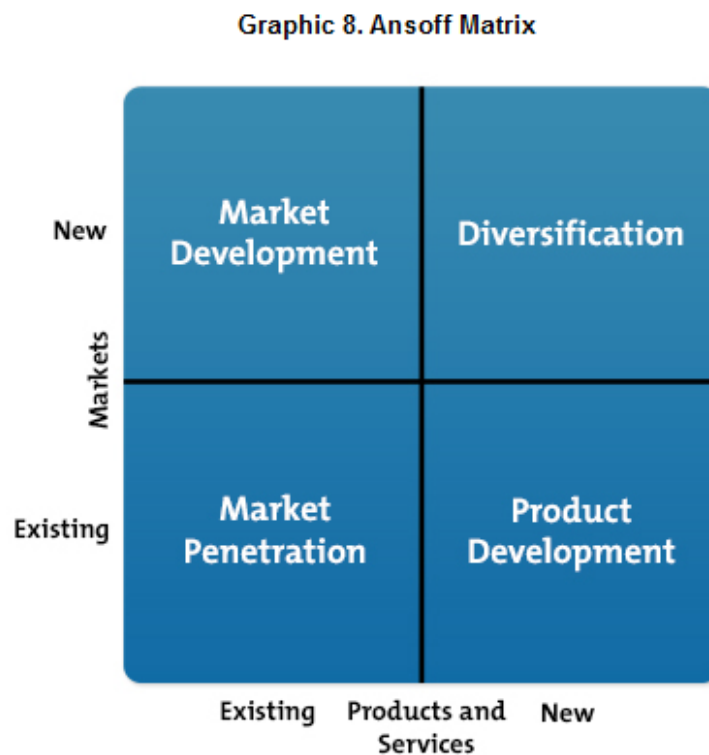
Source: own elaboration

In the previous positioning map we can see how much Alcampo as Mercadona occupies in the minds of consumers brand positioning products that offer far less quality than us but also offer a considerably reduced price. Meanwhile, MEDITERRANEANPREMIUM and El Hatillo are similar to ours with a high price and high quality in its products situation.

5.6. Strategies

5.6.1. Corporative strategy

According to Pedro Parada and Marcel Planellas, professors at ESADE, the main concern of corporate strategy is: Where compete?. To do this we will build on the Ansoff Matrix:



Source: internet

Ansoff (1976) defined the basic strategies of growth or development, referring to the relationship between the situation in the company and the possibility of development of both products and markets. As we can see, the Ansoff Matrix related products to markets based on whether they are current or new. In this case, our company will use the strategy of development of new markets.

The strategy of developing new markets enables the company to grow into other

markets. The first option is presented to the company's expansion into new segments. In this case you should not forget that the target a new segment should not weaken the position of the company in the previous segment. Another possibility is geographic expansion, either at local, regional or international level. The target different markets may favor stability over time, and not be dependent on a single resource. The intention of our company is geographically expand our business to other countries of the European Union.

5.6.2. Competitive strategy

Strategies that will come up are based on the classification made by Porter (1982) and are based on the competitive advantage that the company intends to achieve. These strategies can be based on the cost, ie price leadership for the market, based on differentiation based on the approach or specialization.

The competitive strategy that will "Products Castellón Online" will have, it will be the differentiation. In this case the product or service, in this case several products the company sells are perceived by consumers as unique, special or superior thanks to its characteristics and they are willing to pay a higher than average price.

Following Munuera and Rodriguez (1998) there are several ways by which a company can differentiate their offerings: product or service quality, product reliability, innovation, service, image, personal, differentiation through distribution channels. Our company must differentiate itself by combining several of them. First, the quality of our products, as we mentioned on other occasions the quality of our products will be a key aspect when to differentiate ourselves from our competitors. This will allow us to sell at higher prices, which will mean greater profitability for the company. Another way to differentiate is through the distribution channel, which is to exploit a distribution channel that is not used by other competitors. We are known for selling our products only through Internet.

5.7. Marketing MIX

5.7.1. Product

The product is the most important tool that the company has. The company "Castellon Products Online" offers typical and local products in the province of Castellón, which we will detail below, with the added value of the products reach you directly home as only can be purchased through their website. All will be purchased from local producers such as farmers, small businesses and cooperatives and our main function will be packaging and packaging for subsequent delivery to the delivery company .. In the website the following products can be purchased:

- Olive oil
- Wine
- Almendra "Marcona"
- Oranges and tangerines
- Other season: they can buy lesser known or perishability products, ie, products that should be consumed within a few days of being collected. They are seasonal products such as potato "Vistabella" Truffle Tomato "hang" of Alcalá, Artichoke "Benicarló, cherries "Salzadella", saffron ...

5.7.2. Price

The price is the mechanism by which the sale becomes into incomes and is therefore the way in which the survival of the company is generated. As has been commented on the development of this project we like to have a relationship great value. Our prices will be high, always according to the quality of our products.

The method for pricing that we will continue in our company is fixing prices by margins. Specifically, we will apply a margin of 10% to the total cost for us to have the product until it is available for sale. This cost includes all operating expenses and supplies, personnel expenses, depreciation, advertising, financial expenses ... Then add the cost of transport being borne by the customer. The transport company which work with is SEUR. The products will reach our customers the next day to make the purchase, yes, as long as it is working. The cost involved our shipments varies according to weight. So, for less than 3 kilos packages cost is 12 euros, for packages of more than 3 pounds and less than 10 the cost is 19 euros, and packages more than 10 pounds and less than 20 the cost is 26 euros.

It is very difficult to make an accurate estimate of which will be the price of each of our products as the purchase price for our company will not be always the same and varies

depending on the time of year when we are. Therefore, the prices that we set for our customers also vary during the year.

5.7.3. Distribution

In general, in the distribution process it is working with two things, ownership and possession of the goods. Both can be transmitted or not, through various intermediaries. In the distribution process that follows our organization, first is the company who has the ownership of the products. Once the customer has made their order, the company delivers the product to the company SEUR, the dealer, who then have possession of the goods and deliver it to our customers the next day of ordering provided is working. Once the product reaches the customer's home becomes the property of this and ends the distribution process.

5.7.4. Communication

Communication in our company has two main objectives. On the one hand reporting, ie, providing information or evidence or decision to recipients, and on the other hand, persuading.

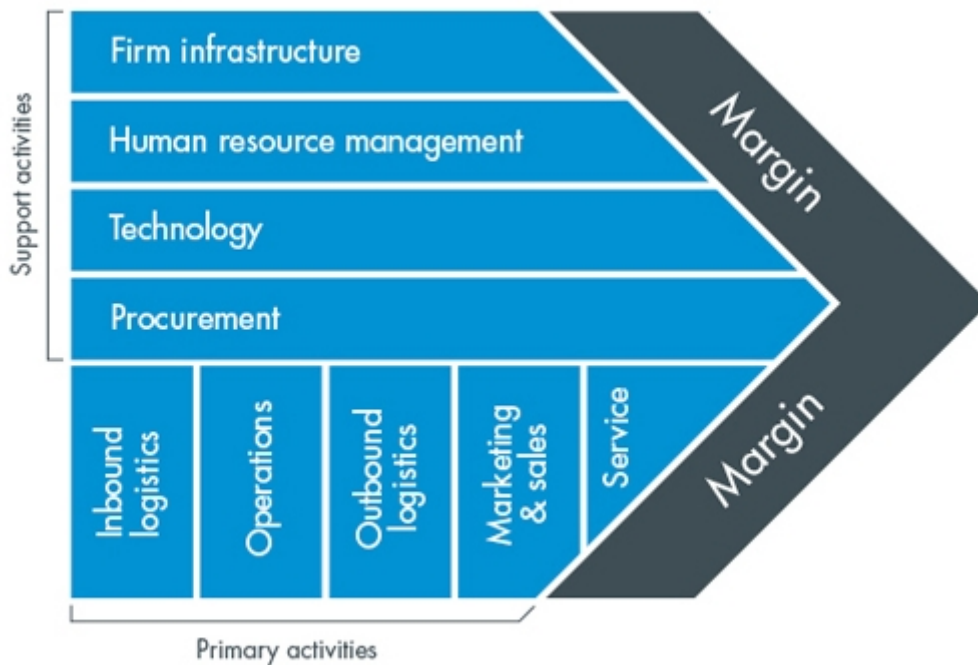
When find ourselves known to be effective in the message we want to convey and do so at a reduced cost. We try to link to our company and our products with quality and with the province of Castellón. To achieve a low cost use above our website and social networks. We also find that illustrious people of the province as can be athletes, actors... want to collaborate with us to publicize the name of our province through our products. In the first months of life of the company we will focus most of our efforts to raise awareness of both our products and the company.

6. PRODUCTION PLAN AND OPERATIONS

When we refer to the production plan and operations of a company we refer to the value chain. Porter (1985) defines the value chain as a theoretical model to describe the activities of an organization to generate value to the end customer and the same company. Based on this definition, it is said that a company has a competitive advantage over another when it is able to increase the margin, either lowering costs or

increasing sales.

Figure 1. Value chain



Source: internet

The primary activities in the value chain are those that are involved in the physical creation of the product, its sale and transfer to the buyer and assistance after sale. They are divided into the following five categories:

- Internal logistics: the first stage of the value chain is the internal logistics. All companies need to manage and administer how to receive and store the raw materials needed to create the product. In our case, we have a great strength in this aspect because when we need raw materials in our warehouse in a few hours we will have them. This is due to the proximity with all our suppliers and good relationship and communication with them. The more efficient internal logistics, the greater the value generated in the first activity.
- Operations: The next step in the value chain are operations. At this stage of the value chain raw materials are taken from inbound logistics and the product is created. In our company, the transformation is minimal and the only thing to do is to pack our operators and package raw materials so that they are ready for

the next step. Naturally, the more efficient are the operations in the company, the more money you can save the company, which will provide added value to the end result.

- External logistics: Once the product is finished we move to the next activity of the value chain, external logistics. It is at this stage when the product leaves our warehouse and delivered to dealers. The distribution company with which work is SEUR. The distribution is a big part of the final product price. The products will reach our customers the next day, yes, as long as it is working. The cost for our shipments varies according to weight. So, for less than 3 kilos packages cost is 12 euros, for packages of more than 3 pounds and less than 10 the cost is 19 euros, and packages more than 10 pounds and less than 20 the cost is 26 euros. This cost will be borne by the customer. This stage ends when the product reaches the final consumer.
- Marketing and sales: marketing and sales are the fourth primary activity of the value chain. It will be vital good coordination between the marketing department and sales department. The main purpose is to inform both the company "Castellón Online Products" and their products to get sales that after all is where the company gets the benefits.
- After-sales services: the last primary activity of the value chain is the service. Services cover many areas in our company, but I would emphasize customer service after the sale of the product. After-sales service and management of claims and complaints are very important today. We must make a great service throughout the sales process and follow up after itself for the loyalty of our customers. Having a strong service component in the supply chain will provide our customers the support and trust necessary, which increases the value of the product.

Support activities in the value chain Michael Porter are those that support primary activities and support each other. They are providing purchased inputs, technology, human resources and various functions across the enterprise. The infrastructure is not associated with any of the previously mentioned primary activities but supports the entire chain:

- Sourcing: sourcing, machinery... major purchases to be made in our company are the different products we sell, the containers that we will use for packaging,

utensils or machinery that we will use in day to day ...

- Technological development: very important in any business activity. In our case, we focus on the design of our products, especially in that related to the packaging, ie everything related to packing, crating or packaging of our products. We must also focus on market research.
- Human resources management: This activity covers aspects such as recruitment, training, remuneration system, recruitment, staff motivation ... everything related to human resources management in our company has already been addressed in the plan organization and human resources.
- Infrastructure company: regarding the latter activity support, our company will make different aspects such as financing, planning, investor relations, accounting ...

Finally, it is important to note the almost absolute need to implement a system of total quality management. In the Report of the Total Quality Leadership Steering Committee and Working Councils (Evans, 1992) to total quality management as defined a management system focused on people who are looking for the continuous increase of consumer satisfaction at a real cost less continuously. It is a complete system approach (not an isolated area or program), and an integral part of high-level strategy; works horizontally across functions and departments, it involves all employees from the top to the base, and extends backward and forward to include supply chain and customer chain. Emphasizes learning and adaptation to continuous change as key to organizational success.

In our case, being a newly created company, obtaining some form of certification or verification will become an absolute priority and should be addressed from the outset, as the deadlines for accreditation are not short. The ISO 9001 standards are the most widely used at European level and provide a framework for developing a system of quality assurance structuring explicitly organization.

7. ORGANIZATIONAL PLAN AND HUMAN RESOURCES

We should note that our company is small and that in the first year of creation is expected to be only two workers the owner. Thus, during the early years of the launch of the company both the owner and employees are responsible for the functions of the

various departments. As the business grows staff will be incorporated in the various departments. A management team that will be who will develop long-term plans of the company will also be created. Until the management team is created this function will be developed by the employees and owner.

Considering the life cycle theory of the organization, organizations are born, they grow old and eventually die. Throughout this process, organizational structure, leadership style and all administrative systems follow a predictable pattern over the life cycle stages. According to Daft (2007), the organizational life cycle has four main stages that are entrepreneurial stage, community, formalization and development. As our organization to evolve along these four stages changes will take place in the structure, control systems, innovation and goals.

At present, the company is in the entrepreneurial stage which we will develop and explain. When the organization is born, emphasis on creating a product or service and trying to survive in the market is exactly what we are doing in "Castellón Online Products". The founders, in this founder and owner case are entrepreneurs and devote their efforts mainly in the technical activities of production, in our company is everything related to products and packaging, in technical marketing activities, as at the beginning is very important to raise awareness of both our products and our company. The organization will be informal and non-bureaucratic. Control is based on the supervision of staff and owner. As organization begins to grow, the increase of owners can cause problems, so the employer must adjust the structure of the organization to suit continued growth.

Special mention we must make human resources department. In human resource management will be two distinct tasks. On the one hand, everything related to routine administration, ie, routine tasks such as payroll calculation and payment, high and low labor, processing tax ... On the other hand, everything that has to do with personnel management as a valuable resource of the company and thus addressed to ensure your satisfaction, motivation and appropriate involvement in the business project. It will not be the exclusive task of the human resources department, but throughout the company, although it is true that it will be the human resources department which is responsible for coordination.

Our company is an SME and in it there are two different work positions. A job focused on the administration and management where the most important functions to be held in this position are to manage orders and collections from customers, contact and pay suppliers, contact the transport company, pass orders to the other ... the other worker jobs we will have in the company is the operator, who is mainly responsible for receiving the products, developing packages that our customers have demanded and deliver them to the carrier.

Once you defined functions and seen the life cycle of the organization will discuss the selection of staff. One of the goals of the company is to provide work for common people, in this case from Vall d'Alba, or nearby villages. The main skills and attitudes that people look at when selecting them are:

- Teamwork.
- Leadership.
- Involvement and commitment to the company.
- Academic training.
- Experience and knowledge.

Another aspect to consider is the retention policy. We seek to create a stable environment for the retention of employees and to maintain adequate performance. Among its pillars are the wage policy and promotion and development. The wage policy aims to attain a fidelity and commitment of employees and ensure obtaining a sufficient degree of satisfaction from them. In this case the salary of our employees will consist of a fixed part and a variable to be measured in terms of employee productivity. This variable part, serve as an incentive to improve company results. As far as promotion and career development is concerned, initially it will be quite limited as we are a small company, and it will as our organization grows in size when we offer a development of attractive career to our employees. Therefore, promotion and career development are directly linked to the growth of our organization. The company will be attached to the collective agreement through which trade can regulate aspects of the employment relationship between workers and the company.

One of the most important aspects is training, both initial for the start of the activity,

such as continuing education for our employees. The training will focus on two main points. First, for the knowledge of the workings of the company and structure formation. Second, employees will receive more specific training for job performance. Training will be provided both from within the organization itself, in the case of very specific questions, or abroad, for more generic issues. The company will try to access credit formation of the Tripartite Foundation, which helps both employers and employees to improve their skills by accessing free quality training for workers.

8. FINANCIAL PLAN

The economic-financial plan reflects the evolution and status of the economic situation of the company. It constitutes the fundamental axis on which most of the information centers, as it is where the economic viability of the project and the survivability of the company is reflected. To analyze the economic-financial aspects of the organization will develop pension statements and financial reports to 5 years time. We will analyze the necessary investments, we will make an estimate of expenditure, see the funding needs and will make an estimate of revenue. Finally, we will produce results pension account and a balance pension situation we will calculate NPV and IRR to see all the comments in a practical way.

Overall, "Castellón Products Online" will seek to make profitable investments long term. One aspect that wants to promote is to try to eliminate the maximum fixed costs and that most of their costs are variable, ie, depending on the amount of products sold. This is very important for the survival of the company and thus want to avoid drowning fixed costs the company in its first months. The company will seek ways to finance the lowest possible cost trying not borrow excessively. You will need the estimates of the company income approaching the maximum reality and sin not optimistic.

8.1. Investment needed

Some investments are needed to equip themselves with the necessary infrastructure for operating activities are long term and provide returns for its use and other investments, long or short-term aim to achieve profitability by means other than the use for activity, either by leasing to third parties, or because they provide regular income or subsequent sale at a higher price.

Investments that should make the company are not too high. Correspond to tangible assets, especially machinery, mainly computers and machinery for packaging and packaging products. The first year the investment is higher because for the launch of the company need the machinery we have discussed and the need to adapt the premises in which we will operate furniture. The following years the investment is smaller but necessary, since the growth of the company must be accompanied by the necessary investments. In this case, as you increase the size of the organization computer equipment and packaging machinery and besides going renovating the plant material to be obsolescent package they will be needed. The first year, and using that property prices have been greatly reduced because of the crisis, the company will acquire a local to carry out its main tasks and where will their stock.

8.2. Estimated expenditure

According to the General Accounting Plan expenses are decreases in net, other assets of the distributions of funds from the entity to the owners as a result of the economic activity of procurement of goods and services or as a result of changes in the value of assets and liabilities. Expenses materialize in the delivery of assets and assumption of liabilities.

The most common expenses are operating expenses, which are those related to the regular activities of the company and its non-financial assets and liabilities and financial expenses from assets, liabilities and financial transactions. We could also include the income tax is among the most common business expenses. These are the costs that will be considered in the estimate of expenditure that will make then for the next five years.

In the forecast of expenditure made for the first five years of life of the organization virtually all expenses correspond to operating costs. The biggest expense that the company is on the supply, which is increasing year after year. also includes staff costs and advertising expenses. Regarding financial expenses are concerned, they are not too high because the company does not seek to borrow too much when getting financing. For its part, the tax benefits that the company will pay each year corresponds to 25% of profits, since it is an SME. This amount increases each year because they also expected an increase in profits. Overall, the company will always seek to have the

minimum fixed costs, so most business costs are variable.

8.3. Financing needs

Companies require financial resources or funding sources. These resources may come from creditors and must be repaid at maturity, external financing or liability, or may come from the owners of the company, own financing or equity.

In this case to start the company we will require both external financing and self-financing. One of the maxims that will keep our organization is not borrow excessively. The first year will be when further investment is required, especially for the acquisition of the premises. As for external financing sources we will use one of the new ways that have appeared in the business world, the Crowdfunding. It is a type of financing collectively, which means that a group of people funded initiatives by other individuals or organizations. As explained on the website of UniversoCrowdfunding operation is as follows:

- The entrepreneur sends the project to the web indicating the amount needed.
- The project is published during a given period.
- It is touted as possible.
- The deadline. It may be supported or not.

8.4. Estimated incomes

Based on the definition of the General Accounting Plan, revenues are increases in equity, other than contributions of funds to the entity by the owners as a result of the economic activities of selling goods or services or as result of changes in the value of assets and liabilities. In any case, revenues materialize in increases in the value of assets or decrease in the value of its liabilities.

Revenues are classified as operating income, which are related to the usual activities of the company and its non-financial assets and liabilities and financial income, those from assets, liabilities and financial transactions. Based on these types of income we will make the revenue estimate for the company for the next five years.

On the revenue side, all relate to the sale of goods. The company will be dedicated only to selling their products and will not engage in any financial transaction to get some kind of return. It is for this reason that the company will not have any financial

income.

8.5. Balance sheet and income statement

To continue the economic and financial plan of the company and translate in a practical way everything just discussed will make the income statement for each of the first five years of the organization to see the evolution that the company must continue . We will also make a balance sheet of the first year.

As far as the income is concerned, as in the General Accounting Plan defined, also called income statement shows income earned by an economic unit and the necessary costs incurred to obtain those for a period of time, resulting difference net profit or loss. In the following table we can see the net cash flows of the first 5 years.

Table 5. Income statement

INCOME STATEMENT	Year 1	Year 2	Year 3	Year 4	Year 5
INCOME	128.700	205.700	392.700	689.000	1.267.200
1. Sales	128.700	205.700	392.700	689.000	1.267.200
EXPENSES	116.000	186.000	356.000	626.000	1.151.000
1. Purchases	50.000	100.000	250.000	500.000	1.000.000
2. Personal expenses	28.000	42.000	56.000	70.000	84.000
3. Other expenses	33.000	38.000	43.000	48.000	58.000
Rentals	0	0	0	0	0
Supplies	3.000	3.000	3.000	3.000	3.000
Advertising	25.000	30.000	35.000	40.000	50.000
Hired services	1.000	1.000	1.000	1.000	1.000
Insurance	2.000	2.000	2.000	2.000	2.000
Other supplies and services	1.000	1.000	1.000	1.000	1.000
Tax	1.000	1.000	1.000	1.000	1.000
4. Amortization	5.000	6.000	7.000	8.000	9.000
A) RESULT OF EXPLOITATION	12.700	19.700	36.700	63.000	116.200
2. Financial expenses	1.000	1.000	1.000	1.000	1.000
B) FINANCIAL RESULT	1.000	1.000	1.000	1.000	1.000
C) PROFIT BEFORE TAX	13.700	20.700	37.700	64.000	117.200
Corpotation tax	3.425	5.175	9.425	16.000	29.300
RESULT AFTER TAX	10.275	15.525	28.275	48.000	87.900

Source: own elaboration

As shown in the General Accounting Plan, the Balance Sheet represents the financial position of an entity at a given time. The balance sheet shows the assets of an economic unit and liabilities that fall on it, showing the difference between them, the

value of its net assets.

Table 6. Balance sheet

ASSETS		LIABILITIES	
NONCURRENT ASSETS	125000	EQUITY	60000
Intangible assets	0	Capital	50.000,00 €
Aplications	0,00 €	Other contributions	
Other Intangible Assets	0,00 €	Grant	10.000,00
Inmovilized Material	125.000	NONCURRENT LIABILITIES	75000
Land	0,00	Lending L.P.	0,00 €
Buildigs and constructions	100.000,00 €	Creditors L.P.	
Facilities	0,00 €	Other creditors L.P.	75.000,00
Machinery	10.000,00 €	CURRENT LIABILITIES	40000
Tools	5.000,00 €	Comercial Debtors	40.000,00
Furniture	5.000,00 €	Other creditors C.P.	
Conveying elements	0,00 €	Total Equity and Liabilities	175000
Computer equipment	5.000,00 €		
Other Immobilized Material	0,00 €	Square	Yes
Financial Investments L.P.	0		
Local bail	0,00 €		
CURRENT ASSETS	50000		
Stocks	25000		
Stock	25.000,00 €		
DEBTORS	0		
Various debtors	25.000,00 €		
Input VAT	0,00 €		
TREASURY	25000		
Treasury	25.000,00		
Total Assets	175000		

Source: own elaboration

8.6. PAYBACK, NET AND IRR

To end the economic and financial plan we will analyze, Payback, NPV and IRR. Net Present Value (NPV) represents the increase to the decrease in the value of the company as a result of the realization of an investment. Meanwhile, the Internal Both of Return (IRR) is the update of both r equaling the NPV of an investment to zero. The payback measures the time that must pass for the NCF equalize the initial outlay.

With net cash flows obtained above we can calculate the payback, NPV and IRR using the Excel computer program:

Table 7. Payback, NVP and IRR

NCF	-100000	10275	15525	28275	48000	87900
PAYBACK=	3,96 years					
NVP=	30776					
IRR=	18,08%					

Source: own elaboration

The Payback tells us that we will take 3.94 years to recover the investment. On the other hand, the NPV and IRR indicate that the investment is profitable. Once analyzed the economic-financial part of the plan we can say that the project is viable.

9. CONCLUSION

Finally, we will discuss the main conclusions regarding the work goals. The overall objective of the business project is to analyze the viability of the company "Castellón Online Products". Once completed the study, we conclude that the project is viable and we can offer attractive returns.

Regarding the more specific objectives, we conducted an analysis of the situation both internally and externally, as well as market on which the company will develop its activity. We have subsequently made the diagnosis of the situation to identify the main factors, both positive and negative and see how they affect us. Some of the main points for the great value of our products, distribution, the fact of being in a booming sector and the ability to take advantage of new technologies. The most negative aspect is the lack of brand awareness, ie, lack of experience, and especially the entry of new competitors. We have established goals and strategies and programs to achieve them. Finally, the economic and financial plan have embodied in a practical way the content of the plan is viable where we see the business idea we have discussed.

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