



**UNIVERSITAT
JAUME I**

**Business plan based on a new business idea:
BEPRETTY**

Author: Marta Pecero Morales

Tutor: Edurne Zubiria Ferriols

DEGREE IN BUSINESS ADMINISTRATION

AE 1049 – FINAL DEGREE PROJECT

ACADEMIC YEAR: 2016/2017

INDEX

A. CHART INDEX	1
B. GRAPHIC INDEX	2
C. ILLUSTRATION INDEX	3
1. INTRODUCTION: METHODOLOGY OF WORK AND THE PROCESS OF DEVELOPMENT OF WORK	4
1.1. Summary.....	4
1.2. Main goal of the TFG and justification of the choice of topic.....	4
1.3. Work methodology.....	5
1.4. Link between TFG and the subjects of the Degree.....	6
2. EXECUTIVE SUMMARY	8
2.1. Problem - solution - opportunity.....	8
2.2. What do we do?.....	8
2.3. The business model.....	8
2.4. The competitive advantage.....	9
2.5. The market.....	10
2.6. Competition.....	11
2.7. The team.....	11
2.8. Economic – financial summary.....	12
3. THE COMPANY	15
3.1. Company's presentation.....	15
3.2. Mission, Vision and Values.....	15
3.2.1. Mission.....	15
3.2.2. Vision.....	15
3.2.3. Values.....	15
3.3. Description of the activity/ Business line/ Products and services.....	16
3.3.1. Activity description.....	16
3.3.2. Business line.....	16
3.3.3. Products and Services.....	18
3.4. Definition of the target market: delimitation and quantification.....	20
3.5. Innovation and comparative advantage.....	20
4. IDENTIFICATION, DESCRIPTION AND ANALYSIS OF THE OPPORTUNITY	21
4.1. Definition of the detected opportunity.....	21
4.2. Anchoring, problematic and solution.....	22
5. PESTEL Analysis	25
5.1. Political and Legal variable.....	25
5.2. Economic variable.....	26
5.3. Social variable.....	28
5.4. Technological variable.....	30
5.5. Ecological variable.....	31

6.	BUSINESS MODEL DESIGN	32
6.1.	Differential values	32
6.2.	Customers – relationship with customers.....	32
6.3.	Channels	32
6.4.	Key resources.....	33
6.5.	Key tasks.....	33
6.6.	Partners.....	33
6.7.	Income Flux and Sources of Income.....	33
6.8.	Cost Flux	33
7.	COMPETITORS ANALYSIS	34
7.1.	Analysis and Identification of the strategic group	34
7.2.	Identification and analysis of the competitors	36
8.	SWOT ANALYSIS	39
8.1.	Weaknesses	39
8.2.	Threats	39
8.3.	Opportunities	40
8.4.	Strenghts	40
9.	MARKETING PLAN	42
9.1.	Marketing mix	42
9.1.1.	Product.....	42
9.1.2.	Price	44
9.1.3.	Place	46
9.1.4.	Promotion	46
9.2.	Communication Plan.....	48
10.	HUMAN RESOURCES PLAN	51
10.1.	Functional organization	51
10.2.	Coworkers.....	52
11.	FINANCIAL PLAN	53
11.1.	Investment Plan	53
11.2.	Profit and loss account	55
11.3.	Cash Flow plan	58
11.4.	Temporary Balance Sheet	60
12.	CONCLUSIONS	62
12.1.	Identification of project challenge or issues to consider	62
12.2.	Future opportunities	63
12.3.	Valuation of the work process.....	64
13.	REFERENCES LIST	65
14.	BIBLIOGRAPHY	69

A. CHART INDEX

Chart 1. Work relationship with the subject of the degree.	6
Chart 2. Bepretty business model.	9
Chart 3. Profit and loss Account Evolution	12
Chart 4. Investment Plan.....	13
Chart 5. Temporary Balance Sheet	14
Chart 6. Competitors of Bepretty	37
Chart 7. SWOT Matrix	41
Chart 8. Bepretty Prices	45
Chart 9. Pribeauty Prices	45
Chart 10. Year - by - year Investments Evolution.....	54
Chart 11. Monthly Profit and loss Account	56
Chart 12. Evolution of the Profit and loss Account.....	57
Chart 13. Cash Flow Evolution.....	58
Chart 14. Cash Flow	59
Chart 15. Temporary Balance Sheet.....	61

B. GRAPHIC INDEX

Graphic 1. Projects in Spain of collaborative economy	10
Graphic 2. Participation in activities of the collaborative economy.	22
Graphic 3. Business with less than 10 employees which have not got a computer.....	23
Graphic 4. Business with equal or less than 10 employees without internet neither connection nor website	23
Graphic 5. Business with more than 10 employees with internet connection and website.....	24
Graphic 6. Rise of the GDP in the last 4 years	27
Graphic 7. Rise of the per capita income level in Spain	27
Graphic 8. Rise of the employment rates in Spain	28
Graphic 9. Rise of the elderly population in Spain through 2016.....	29
Graphic 10. Strategic groups	34
Graphic 11. Competence Chart.....	36
Graphic 12. Bepretty Organisation Chart.....	52

C. ILLUSTRATION INDEX

Illustration 1. Massages.....	18
Illustration 2. Make-up.....	18
Illustration 3. Hairdressing.....	19
Illustration 4. Manicure & pedicure.....	19
Illustration 5. Massage services	42
Illustration 6. Make up services	43
Illustration 7. Hairdressing services	43
Illustration 8. Manicure and pedicure services.....	44
Illustration 9. Bepretty's Brand.....	50
Illustration 10. Basic activities of the Collaborative Economy.....	63

1. INTRODUCTION: METHODOLOGY OF WORK AND THE PROCESS OF DEVELOPMENT OF WORK

1.1. Summary

The present business plan contemplates the creation of a collaborative service, which I have denominated Bepretty. I must point out that the whole following work is based on hypothetical plans, which I have pretended to bring them as close as possible to reality.

Once the project is defined, I want to emphasize that it is a fact that the collaborative economy has been increasing for the last few years. As a consequence, it is a great opportunity to focus on the growth of this model of consumption and in view of the fact that “what is yours is mine”.

This current concept has not suddenly appeared, not even two years ago. I must go back to ancient societies where was shared as a style of commerce based on collaboration and cooperation (Villaveces, 2007).

In addition, I must mention that the mentality of this project is based on the creation of a company capable of resolving people’s needs. That is why I consider society as an instrument not to maximize profit, but an instrument at the service of the satisfaction of the necessities (Monzón, 2017).

My service will be collaborative and focused on wellness but I must limit this concept because the meaning of wellness can be very wide and encompass the conception of money, health, leisure, among others...; Nevertheless, I have focused on the wellness related to the necessities which reduce the daily stress of people in order to improve their mood, either massaging, hairdressing, manicuring or many more options.

1.2. Main goal of the TFG and justification of the choice of topic

Throughout the degree, different types of projects have been performed, mostly based on marketing plans, which are based on choosing an existing company and perform an analysis both internal and external, to later assess the improvements that could be implemented in it. However, what type of project should be done if you are a restless person, who thinks you have good ideas but that are never carried out, or that you are constantly thinking about how to improve certain services or products and innovate them? This is not done with marketing plans, but with business plans based on new business ideas. Therefore, this was the motivation to choose the subject for the Final Degree Project. And among all those ideas that could have arisen over the years, it is gratifying to know how to carry out this project in order to find out whether this idea will be economically viable or on the other hand, it cannot be carried out. Therefore, that will be the main objective of this Final Project.

It is still not really known what it is to be an entrepreneur. It is normally related to being a freelance, or to setting up a small business in your home neighborhood. But to be an entrepreneur is to go further, it is to know to have a business idea and to do everything possible to carry it out, it is to want, that something in what you believe, can be fulfilled. Therefore, I will try to describe and develop this business idea by planning and defining each and every one of the necessary steps to make this dream become true.

1.3. Work methodology

Now, I will expose the discipline of work that I carried out.

The first thing I did was to conduct a tutorial with Edurne Zubiria, as mentor for the final degree project. In this meeting, the business model was explained in detail, based on a new business idea, the points that should be carried out and all the effort that would be needed by both parts for the project to be successful.

It was also indicated the broad relationship of this type of projects with the rest of subjects studied, from marketing issues, human resources, to notions of accounting and finance, among other things.

Since the beginning of the official time of selecting tutor and subject of the Final Project, there was a feedback at all times on the points to be developed, so that the project would never stagnate.

The choice of the final subject has a mixture of various aspects. First of all, the impetus to know what is happening around us and the various economies that are emerging in our society. Secondly, the technological era in which I find that demonstrates the need to get on the train of globalization and computerization of all kinds of information.

Thirdly, the subject of the project arises because of the passion for fashion, as well as other of its branches, such as a esthetics. Finally, I should take into account the interest of society to be more and more concerned for ourselves, for our health, for our wellbeing, for sport, for wanting to feel better with ourselves... All these factors are the ones that really led to want to do this project and to want to be the creators of something not new, but improved and expanded as much as possible.

Once the topic was developed, the search for information began. That is something not easy. The most used tool has been the Internet and its wide coverage, but I have still been supportive of using several books of the founders of marketing, business strategies, as well as those of the collaborative economy. Also, I have done different searches on current news about the stir that causes this kind of new economy, and also issues related to e-commerce and its influence.

1.4. Link between TFG and the subjects of the Degree

This work involves developing the different knowledge acquired over the four years of the Business Administration degree. Each and every one of the subjects that I have had, will be expressed in the present work, since, it is not only based on a specific branch, but I must have broad competences of each one of them.

I wanted to reflect some of the relationships between this project and the subjects of the degree.

Chart 1. Work relationship with the subject of the degree

Business Plan Section	Subject Used
8. SWOT Analysis	Business Management (2 ^o grade)
9. Marketing Plan	Marketing Fundamentals (2 ^o grade)
11. Financial Plan	Financial Statement Analysis (2 ^o grade)
11. Financial Plan	Financial Accounting (2 ^o grade)
10. Human Resources Plan	Human Resources Management (3 ^o grade)
1. Executive Summary 11. Financial Plan	Tax Law (3 ^o grade)
9. Marketing Plan	Operative Marketing (3 ^o grade)
7. Competitor analysis	Analysis and formulation of business strategies (3 ^o grade)

10. Human Resources Plann

Design and organizational change
(4^o grade)

**4. Identification, description and
anaylisis of the opportunity**

Sales techniques
(4^o grade)

9. Marketing Plan

10. Human Resources Plan

Source: Own elaboration.

As we can see, I have used several subjects to start our project, and they have been a great tool when it comes to being able to take certain elements into account.

2. EXECUTIVE SUMMARY

2.1. Problem - solution - opportunity

I have been able to observe a business opportunity due to the growing number of services offered based on this model. In addition, I have analysed that the service I want to launch is not found outside the main Spanish provinces considering that most of this outputs are not presented in the small national cities and it is there, along with the main cities, where I want to make a difference.

2.2. What do we do?

The main goal of this project is to analyze the viability of this business idea is through different types of economy planning as we will see later.

In regard to our role, I would like to offer our future customers the option to have different services available to a single click and in their own home, workplace, hotel, etc.

My web page will show different professionals related to the world of massage, hairdressing and nail specialists who wish to perform this service to anyone who requires it.

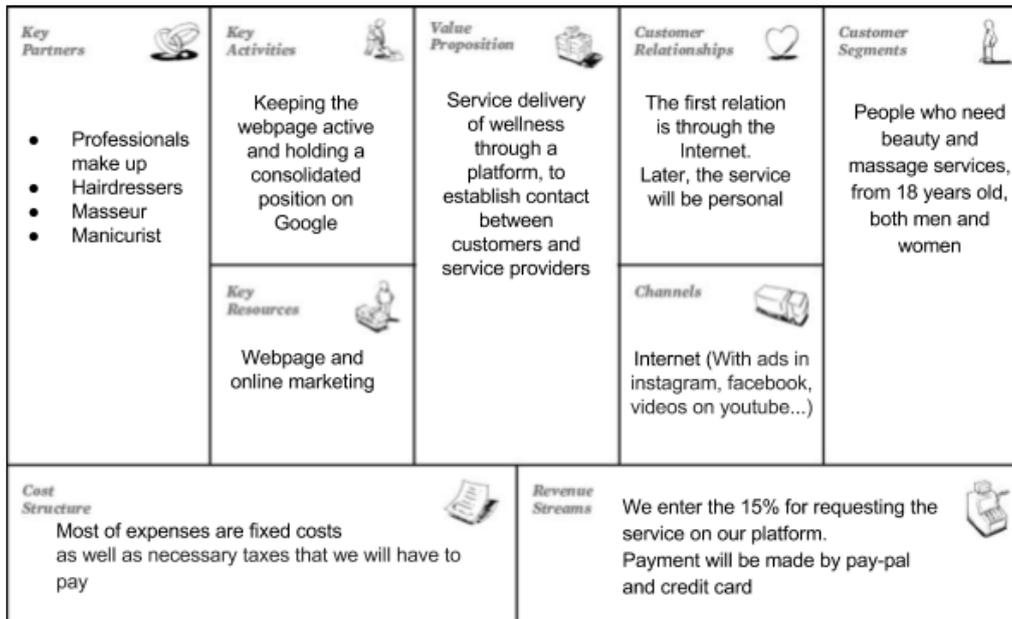
Therefore, Bepretty will be defined as a platform that unites customers with professionals.

2.3. The business model

Here there is a brief description of the key aspects of value creation in the business model.

To do this I will develop this analysis using the Canvas model in the table below (Chart 2).

Chart 2. Bepretty business model



Source: Own elaboration from Canvas Model.

Further on I will explain this Chart, because it is a summ up of the type of clients I am adressing, the key partners, the main activities that I want to keep controlled, the value preposition, the relationship with costumers, the channels I use to deal with people, the cost structure and the revenue streams.

Every one of them play a part of the Canvas business model, which can shape different aspects of our business idea.

2.4. The competitive advantage

I consider that Bepretty is a unique and exclusive service, which has not been previously provided, and may be the beginning of something innovative.

There are many types of collaborative economy but I expect this business to have a great differential value.

I will have a modern platform that allows service providers to define themselves and express their services in the best possible way and the costumers decide who wants to be the one to perform this service in full comfort.

I have an efficient distribution as this will ensure that all services can reach any city in Spain and not only the larger provinces.

In addition, the main goal will be to get the maximum number of loyal customers and not those who receive the service once and do not try again.

I emphasize as a society the fact of having an exhaustive control over how our partners rent the

service, who will also be the suppliers, with the customers and that consequently there is a feedback from them later to Bepretty in a way that can improve as a platform.

2.5. The market

I believe that this is in a consumer market formed by end consumers who seek to satisfy their needs through our service.

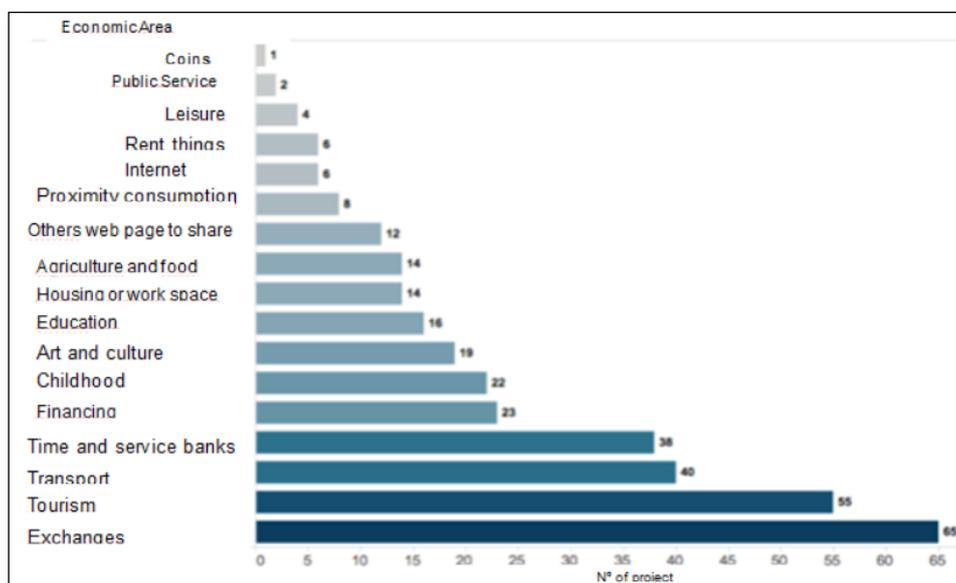
The sector where we are placed has been in continuous growth since 2010 with the publication of the book: *What's Mine Is Yours: The Rise of Collaborative Consumption*, by Rachel Botsman.

In addition, everything took an unexpected turn with a new economy propounded by Christian Felber in 2012 who shows the current economy based on capitalism, economic bubbles, unemployment, unequal distribution, climate and energy crisis, crisis of consumption, identity and democracy which have provoked a global crisis.

Considering that, I continue with the proposal to improve this market and go beyond, where Adam Smith was with his economic theory of the invisible hand, which expressed the ability to automatically obtain maximum social welfare through the pursuit of self-interest (Felber, p.31,2012).

In Spain there are different types of projects on the collaborative economy and I would like to take advantage of a segment that, as we can see in the graph below, is almost not used.

Graphic 1. Projects in Spain of collaborative economy



Source: Own elaboration from Documentation extracted from the article " Collaborative economy to survive".

Therefore, the platform will be based on a barter of those of years ago but reinvented, as R. Bostman said in *defense of the collaborative consumption (2010)*.

2.6. Competition

In the first place we have three big brands such as Groupon, Let's Bonus and Mil Anuncios, which have offers and discounts that place them in a low price position, even though the range of services offered is far from our model.

As direct competitors I have selected Youtifull, which has fairly moderate prices but whose range of services is still far from ours because they offer other type of services a little more varied, and Pribeaty whose prices are a little higher than the big brands but quite similar to Youtifull and also the range of services offered are closer to ours.

2.7. The team

The Bepretty team consists of 3 members:

Firstly, there is an employee in charge of the Marketing Area as well as Human Resources Area and the Management Department. This person will assign herself as a freelance.

Secondly, there is a person allocated in the Financial Area.

Thirdly, there is an employee in charge only of complaints and claims who may also be able to forbid the right to perform another service to an employee who has not known how to transmit a good attendance. This person has to be able to develop the website and research new competitors, the latest movements in technological variables, cultural, legal, etc. As well has to perform additional functions as a Public Relations.

2.8. Economic – financial summary

In this section we are going to show a small brief about the Economic – Financial point. It will be developed in section “11. Financial Plan”.

First of all, I want to explain the Investment Plan. That is because is really important to understand how the project starts. Therefore, the project will start in 2018, with an investment in Technological Platform. This is the most remarkable stuff of this chart (Chart 4). This investment is due to I only need the IT application for the Company. I won't need machinery, land, or items like this.

Secondly, appears a Chart (Chart 3) revealing the evolution of the Profit and loss Account. We can observe it now, but in the Financial Plan we will analyze this evolution deeply. In short, there will be an increase of profit in the course of time.

Chart 3. Profit and loss Account Evolution

2.018	2.019		2.020	
	Total	Variation %	Total	Variation %
240.295,00	1,00	480.590,00	2,00	1.441.770,00
206.653,70	1,00	413.307,40	2,00	1.239.922,20
33.641,30	n.a.	67.282,60	n.a.	201.847,80
17.939,04	n.a.	17.939,04	n.a.	41.003,76
5.561,10	n.a.	5.561,10	n.a.	12.711,17
500,00	0,00	500,00	0,00	500,00
2.960,00	1,00	5.920,00	2,00	17.760,00
300,00	0,00	300,00	0,00	300,00
300,00	0,00	300,00	0,00	300,00
3.600,00	0,00	3.600,00	0,00	3.600,00
1.800,00	0,00	1.800,00	0,00	1.800,00
720,00	0,00	720,00	0,00	720,00
3.950,00	n.a.	3.950,00	n.a.	n.a.
37.630,14	n.a.	40.590,14	n.a.	78.694,93
-3.988,84	n.a.	26.692,46	n.a.	123.152,87
-3.988,84	n.a.	26.692,46	n.a.	123.152,87
0	n.a.	6.673,11	n.a.	30.788,22
-3.988,84	n.a.	20.019,34	n.a.	92.364,66

Source: Own elaboration.

Finally, I point out The temporary Balance Sheet (Chart 5). This financial statement reflects the assets, liabilities and net worth. The most important thing is to fulfill the basic accounting principle, and I will carry out.

Chart 4. Investment Plan

BEPRETTY								
Investment and depreciation plan								
Concept	Initial Value	% Depreciation	2.018		2.019		2.020	
			Investments	Depreciation	Investments	Depreciation	Investments	Depreciation
Property, plants and equipment	0,00		0,00	0,00	0,00	0,00	0,00	0,00
Intangible Assets	15.000,00		0,00	3.750,00	0,00	3.750,00	0,00	3.750,00
IT applications	15.000,00	25,0%		3.750,00		3.750,00		3.750,00
Amortizable Expenses	1.000,00		0,00	200,00	0,00	200,00	0,00	200,00
Establishment	1.000,00	20,0%		200,00		200,00		200,00
Annual net income	16.000,00		0,00	3.950,00	0,00	3.950,00	0,00	3.950,00
Net book value				12.050,00		8.100,00		4.150,00

Source: Own elaboration.

Chart 5. Temporary Balance Sheet

BEPRETTY								
Temporary Balance Sheet								
	Start		2018		2019		2020	
	€	%	€	%	€	%	€	%
Long Term Assests	16.000,00	100,0%	12.050,00	89,3%	8.100,00	20,7%	4.150,00	2,7%
Net property, plants and equipment	15.000,00	93,8%	0,00	0,0%	0,00	0,0%	0,00	0,0%
Net Intangible Assets	0,00	0,0%	11.250,00	83,3%	7.500,00	19,1%	3.750,00	2,5%
Net Amortized Expenses	1.000,00	6,3%	800,00	5,9%	600,00	1,5%	400,00	0,3%
Current Assets	0,00	0,0%	1.448,84	10,7%	31.067,04	79,3%	148.142,64	97,3%
Cash	0,00	0,0%	1.448,84	10,7%	31.067,04	79,3%	148.142,64	97,3%
Total Assets	16.000,00	100,0%	13.498,84	100,0%	39.167,04	100,0%	152.292,64	100,0%
Equity	16.000,00	100,0%	12.011,16	89,0%	32.030,50	81,8%	124.395,16	79,6%
Share Capital	16.000,00	100,0%	16.000,00	118,5%	16.000,00	40,9%	16.000,00	10,2%
Reserves/Bases Imponibles negativas	0,00	0,0%	0,00	0,0%	-3.988,84	-10,2%	16.030,50	10,3%
Profit and Loss of the financial year	0,00	0,0%	-3.988,84	-29,5%	20.019,34	51,1%	92.364,66	59,1%
Non current liabilities	0,00	0,0%	0,00	0,0%	0,00	0,0%	0,00	0,0%
Current liabilities	0,00	0,0%	1.487,68	11,0%	7.136,54	18,2%	31.847,48	20,4%
Social costs payables	0,00	0,0%	463,43	3,4%	463,43	1,2%	1.059,26	0,7%
Other payables	0,00	0,0%	1.024,25	7,6%	6.673,11	17,0%	30.788,22	19,7%
Total Permanent Resources	16.000,00	100,0%	12.011,16	89,0%	32.030,50	81,8%	124.395,16	79,6%
Total Other Resources	0,00	0,0%	1.487,68	11,0%	7.136,54	18,2%	31.847,48	20,4%
Total Liabilities	16.000,00	100,0%	13.498,84	100,0%	39.167,04	100,0%	156.242,64	100,0%
Working Capital	0,00	0,0%	-38,84	-0,3%	23.930,50	61,1%	120.245,16	79,0%

Source: Own elaboration.

3. THE COMPANY

3.1. Company's presentation

The platform to which I am referring to in this project will be deployed in 2018 and it will be a collaborative service named "Bepretty".

It is through this platform where a customer can request any of the services, which will be provided directly.

The main goal is to boost mutual help and collaboration between people for free. Furthermore, I encourage the provision of services related to human's healthcare. This is how I put on advance the cost savings, make a sustainable development, raise the offer and create a good resources management.

3.2. Mission, Vision and Values

3.2.1. Mission

The company's mission should answer the inquiries related to what needs have to be satisfied, to whom it will be provided and how those necessities will be fulfilled (Hill & Jones, 2009).

Therefore, Bepretty's mission is to offer a wide selection of services to each person who needs a service related to personal wellness trough a collaborative system that encourages innovation, research and development.

3.2.2. Vision

I want to offer a wide range of services, all related to the healthcare with affordable prices and to be delivered to the final customer outside the traditional location where those services are currently being provided, this will rise the confidence between the professional and the customer.

To be the world leader platform in the market on time to looking for a delivery healthcare.

3.2.3. Values

The culture of the company is based on:

- Results achievements in the long run.
- Labor relationship based on a full respect and trust to the employees.
- Respectful and completely open minded attitude towards the opinions and thinking of my employees.
- High priority of the necessities of the customers for all the partners that are part of Bepretty.

- Make a difference compared to competitors by the offers that I will propose to every customer.
- Make a close follow-up of the services to gain customer's trust.
- Honesty and communication promotion will be a necessary tool to achieve the loyalty of employees and customers.
- Application of a code of Corporate Social Responsibility as a way to make sure that clients are the center of attention and I follow a corporate business transparency and following the current legislation.

3.3. Description of the activity/ Business line/ Products and services

3.3.1. Activity description

This activity belongs to the CNAE S9602. Bepretty is a platform that allows the connection between those people who are interested in a service related to healthcare; such as massages, make up, hairdressing or manicure, and to those people who are available to provide this service and who have signed up in our platform.

The program will be deployed in Spain and every service request will be distributed according to the proximity.

The basic goal is to search for professionals that promote their services on the Internet and would like to be made know using my platform.

3.3.2. Business line

As I said, the platform will be sustained on the innovation and the collaborative consume, consequently, the business line will be based on the creation of a system which can link two parts. Will be able to connect the offer with the person that offers the service and the final consumer of the service.

The business line will be divided as follows.

- Welfare → Massage services. Within this line the services provided will be:
 1. Swedish massage.
 2. Deep tissue massage.
 3. Sports massage.
 4. Trigger Point therapy (oarticulart point within a vinyl under tension).
 5. Aromatherapy massage.
- Aesthetic → Makeup service. Where we can find different features:
 1. Bride make up.
 2. To choose make up.
 3. Business make up.
 4. Simple make up.
 5. Contouring.
 - Hairdressing. With services such as:
 1. Hairstyle short/long.
 2. Keratine or japanesse treatment.
 3. Wicks (baby lights, balayage, californian...).
 4. Specific treatments.
 5. Treatment for men.
 - Nails and manicure. With features like:
 1. Cartoons manicure.
 2. French manicure.
 3. Simple manicure permanent or semi permanent.
 4. Simple pedicure permanent or semi permanent.
 5. Cartoons pedicure.

Firstly, I will present the techtools for the platform where the professionals will offer a service, and then the clients will be able to choose what service they want and who to provide it.

The role of the employees will be to have an exhaustive control of the platform and the offers that may be found there.

In principle, I will be in charge of the research actions, investigation and promotion of new ideas, achieving by that a quality signature and avoiding bad quality providers on the platform. However, I will be open-minded to new business lines such as the optimization of my site, further services

offered as *coachings*, in charge of solving the doubts or giving advices to clients concerning to their aspect, I will called it “**nutrition & sport**”.

3.3.3. Products and Services

As previously stated, the services offered are:

- Massages

Concerning this section, in the platform the different types of massages offered by professionals will be indicated, as well as the price range to make it easier to pick.

It will be compulsory to choose the geographic zone in which the service will be provided, it will also be compulsory to state the minimum duration of the massage as one hour.

Illustration 1. Massages



Source: www.google.es/massages.

- Make-up

In this section the price will be the main indicator to make easier the research of the service as well as the display of images that will show the different types available.

For this service the election of the geographic zone will be also necessary and the minimum length of the service provided will be an hour and a half.

Illustration 2. Make-up



Source: www.google.es/makeup.

- Hairdressing

As in the other offers, in this one exactly the same characteristics of the different services previously mentioned as available will be stated. The establishment time for this service will also be one hour and a half.

Illustration 3. Hairdressing



Source: www.google.es/hairdressing.

- Nails

Finally, this service will show the same characteristics as other sections will have. The minimum established time for this service will be half an hour.

Illustration 4. Manicure & pedicure



Source: www.google.es/manicure.

3.4. Definition of the target market: delimitation and quantification

Bepretty is in a growth target market, because the current sales are still very low and just the most innovative clients will be the ones who will acquire the service. Therefore, I will also need to make an investment in advertisement, research and strategic allies. However, in the first few years I will only make an advertising investment of 50 € monthly.

The service offered is supposed to be orientated to reach people between 18 and 40 years that want to live a professional customizable experience, all this no matter what their social status, sex or income is due to the affordable prices.

Moreover I take into account psychographic aspects, those constrains are related to the lifestyle and attitudes of the consumer to the service, use level and the profit that they are looking for in the attention.

In this case I am confronting a target customer concerned by his style, who needs our makeup services, hairdressing, manicure or massage to fulfill the necessity as well as the special comfortable environment of the service. Because I qualify my services as complementary in our daily life.

3.5. Innovation and comparative advantage

The dynamics of collaborative consume of services is increasing since 2010, and to be able to offer this type of economy the operation system is based on the innovation, development and investigation.

The comparative advantage of Bepretty to the clients and services offered is done through the platform as well as the monitor, control and design of the site. The relationship between Bepretty and their customers is very close.

I also highlight the affordable prices that the platform offers.

4. IDENTIFICATION, DESCRIPTION AND ANALYSIS OF THE OPPORTUNITY

4.1. Definition of the detected opportunity

The 6th of October of 2010 in Viena a process called “economy of the common good” (Felber, 2012) was launched, which encouraged a lot of enterprises to meet up in this change of the economy. According to the survey of the Bertelsmann Association (Fresnada, 2014), a 88% of Germans and a 90% of the Austrians would like to have a change in the new economic order. This order considers the common welfare as a value to everyone and is a very good chance (Felber, 2012).

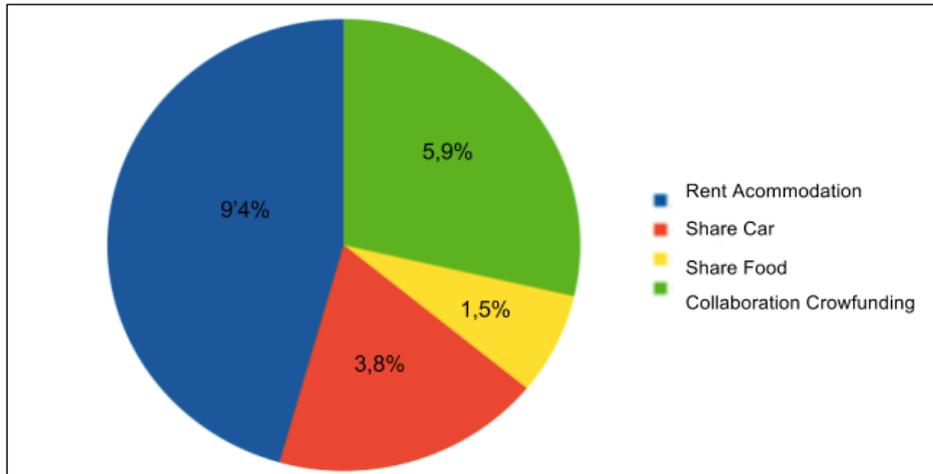
Additionally, seven years ago, since the launch of the book of Rachel Botsman (2011) *What´s mine is yours the collaborative economy* was kind of a mess, however, today we have reached to a point where the platform Airbnb is pioneer in this type of selling. A player that has reached more power than any other traditional hotel holding in the world, and the change in the mentality of the consumers is a good opportunity that we take in advantage to innovate the sector of the healthcare.

With this service I will try to take in advantage the confidence that clients give me when they subscribe a service based in the collaborative economy, and that fulfills the personal necessities of the client. Furthermore, the main purpose for consuming this service is for economic reasons, the comfortable environment that I provide and the possible relationship with other people and cultures that customers can have.

It is a fact that this type of consume is bombing and Spain is in the head of this market. Concerning to the European figures, a 6% of the Spanish population is enjoying the benefits of the collaborative economy, the highest pike in Europe (Merlo, 2016).

The next figure shows the participation of the Spanish population in this kind of activities (Graphic 2).

Graphic 2. Participation in activities of the collaborative economy



Source: Own elaboration from AIMC (2016).

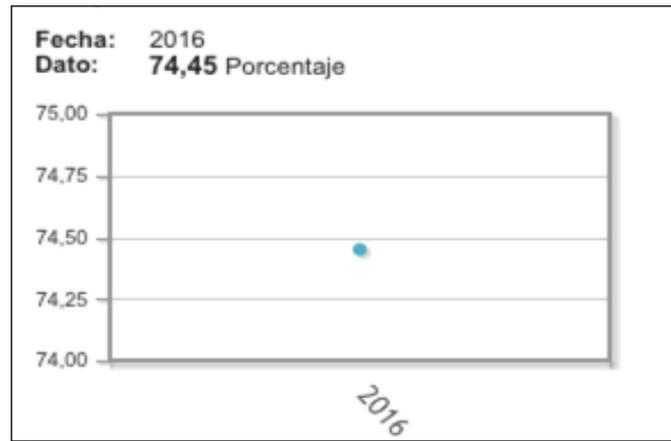
As may have been observed, there is a great competitive advantage affording services of the collaborative economy and Bepretty would be glad to be in the future among options in the graphic as a healthcare provider.

4.2. Anchoring, problematic and solution

When it came to start this new innovative service I reached a main problem affronting the development of collaborative service, the lack of technological resources of the providers of healthcare services. According to a recent study in style tendencies (Beautymarket,2011), most of the enterprises related to the healthcare, such as beauty salons, hairdressers, masseurs... do not have enough technology resources and just a 22% of the beauty sales have internet and less of a 15% have an online site.

There is an example about this in the next graphic we analyze business with less than 10 employees, those corresponding to the services that I want to provide (Graphic 3).

Graphic 3. Business with less than 10 employees which have not got a computer



Source: INE, Indicators on ICT use in enterprises (2015-2016).

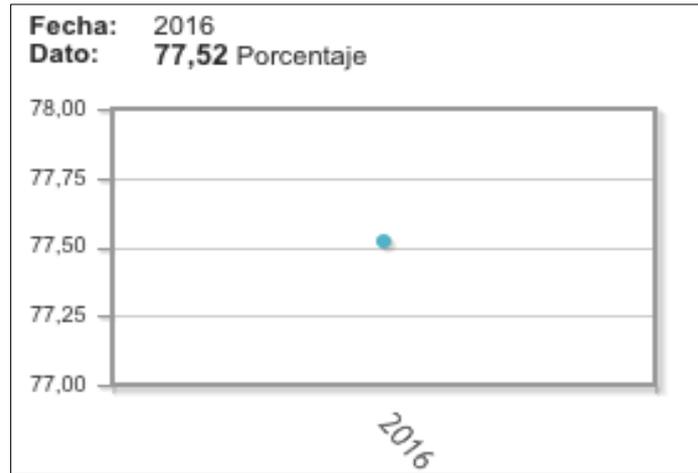
Here we may see the great difference between businesses which have a web site and the enterprises that have more than 10 employees (graphic 5), and those who have ten or less employees (Graphic 4).

Graphic 4. Business with equal or less than 10 employees without internet neither connection nor website



Source: INE, Indicators on ICT use in enterprises (2015-2016).

Graphic 5. Business with more than 10 employees with internet connection and website



Source: INE, *Indicators on ICT use in enterprises (2015-2016)*.

In those figures we can see the lack of technologic resources in the beauty and style sector that we want to reach.

What is the solution that we can find to this problematic?

Firstly, we have seen how most of the population of the sector is outdated and outmoded when it comes to cyberspace (unless the enterprise has more than 10 employees), and I take into account also the desire to take part in the economy of the collaborative economy.

On the other hand, according to the Spanish newspaper La Vanguardia (2015), a decline in the turnover has been detected since 2014 in the hairdresser with a 5'8% reduction as well as a pike in the informal and out-taxed economy. The clients, instead of going to the beauty salons, are being provided these services in an illegal form and out of the common professional places (Anonymous 2014). With my idea, I want to eliminate these problems and these hairdressers, masseurs, beauty salons, etc. put their service available on the platform and make themselves known quicker.

5. PESTEL Analysis

The analysis that follows, is a study of the external environment where the platform will be launched and that will take into account the factors of the socioeconomic situation that may affect the enterprise.

Firstly, I will identify the different variables that may have an influence in the economic activity and their complexity. I will be centered in Spain as the platform will be launched in the national territory of this country.

Once delimited the analysis level, we will observe the main variables and classified them as political, economic, sociocultural, technologic, ecological and legal (Priede; López; Benito, 2010).

5.1. Political and Legal variable

There is quite a controversy with the new collaborative economy and according to the country will be present a legislation or another one.

If we take into account the directive of the European commission of the second June 2016: *as it is concerned to all other participants of the economy, the service providers of the collaborative economy should pay the taxes that they concern. Those taxes should include the personal income taxes, the society taxes and the added-value taxes. It is encouraged to the state members of the European Union to continue the simplifying and clarification of the legislation in taxes affecting the collaborative economy. Those collaborative platforms should lend their total collaboration with the national authorities to register the activity and make easier the taxes collection* (European Commission, 2016). Consequently, we should take into account the Spanish taxes to provide the service.

On the other hand, in order to be a digital agent, a provider of services of the information society, I will be covered by the application of the Directive of the E-Commerce. The Spanish legislation that contemplates this sector is the law 34/2002 of the 22nd of July of Services of the Information Society and Electronic Commerce (LSSI). It establishes that in a first term I will not be responsible for the services and goods provided by the users and the professionals through our platform (Miguel, 2016).

In addition to those restrictions, we should take into account the opinion of López (2014), "the normative to the collaborative economy is clear and we should be get registered as a lucrative activity for the long run and employed by our own". Furthermore, the personal income taxes should include all the profit achieved, produced either by the work, the economy activity, the investment or the gaining by heritage, unless there is no obligation to present the tax return according to the national figures. The services should be constrained also by the added-value taxes. What this means is that I am affected by the tax legislation and I will be affected in case of change of those

laws or prohibition of the relationship and partnership platform-client.

I should highlight also some laws that are designated to push the entrepreneurship and I may take profit as I start this new project. For example, in Spain there are 415 public aids to start a business or to sustain one that has been already launched and I should have a look to those aids (Mateos, 2012).

These are just some of the factors that I should take into account when I launch the platform to the market, but I cannot stand out more restrictions due to the development of the strategy B2C in which I am and might find less constraints than in the B2B.

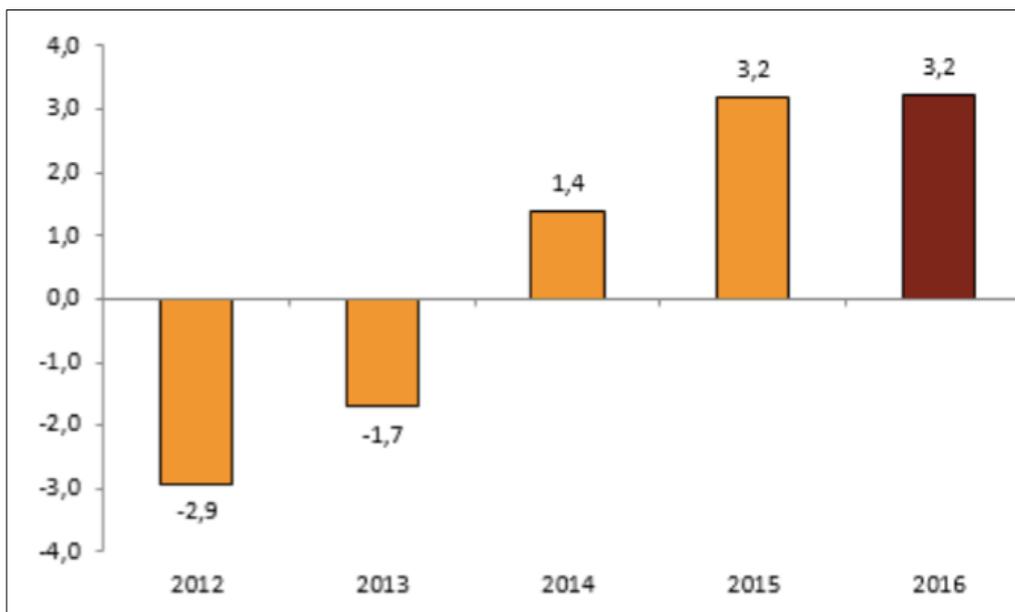
5.2. Economic variable

Ever since the irruption of well-known crisis of 2008, we should take hardly this variable into account because not all the population will have such a purchase power to afford our services.

However, the Spanish GDP has increased in the last years, what is an advantage and affect directly the business.

We can see an instance in the Graphic 6.

Graphic 6. Rise of the GDP in the last 4 years



Source: INE, Population figures, migration statistics 2015, acquisitions of Spanish nationality of residents

From 2012 to 2016 we may see a considerable rise in the market value of all the final goods and services produced in Spain and, 2015 has experimented the highest rise of the GDP ever since the start of the crisis. This is an advantage for me and I should take it into account.

Another one of the economic factors to look up is, the Spanish per capita income level, currently the Spanish society is a medium-high class, what positively affects me (graphic 7) and we should also have a look into the unemployment rate in Spain in the graphic 8.

Graphic 7. Rise of the per capita income level in Spain

Pregunta 27

Pensando en los ingresos netos que por todos los conceptos entran en su hogar cada mes, incluyendo los suyos, ¿en cuál de los siguientes tramos que voy a leerle se situaría Ud.?

Menos de 1.100 €	29,8
De 1.100 a 1.800 €	30,2
De 1.801 a 2.700 €	20,1
De 2.701 a 3.900 €	9,4
Más de 3.900 €	4,2
N.C.	6,3
(N)	(1.510)

Source: CIS, March 2017 Barometer

Graphic 8. Rise of the employment rates in Spain

Pregunta 28
¿En cuál de las siguientes situaciones se encuentra Ud. actualmente?

Trabaja	47,5
Jubilado/a o pensionista (ha trabajado)	22,4
Pensionista (no ha trabajado)	2,5
Parado/a y ha trabajado antes	11,1
Parado/a y busca su primer empleo	0,7
Estudiante	8,8
Trabajo doméstico no remunerado	6,8
Otra situación	0,1
N.C.	-
(N)	(1.510)

Source: CIS, March 2017 Barometer.

According to these two graphics, the Spanish society is considered a medium-high working class, and it is a situation that I can take advantage of and I should carry on with a close up in those indicators of the national economy through the development of the enterprise

5.3. Social variable

I will stand out the rise of the amount of population who is ageing, a social variable that affects me particularly.

As it can be seen in the graphic 9, in the short period of time between 2015 and 2016, Spain has gone through a rise of the number of people between 40 and 60 years old, while, the younger target market of the platform between 20 and 40 years old has decreased.

In Spain, in the year 2012 there were a 17.4% of old people and it has been registered a phenomenon of population ageing that, if that continues as what we have seen during the last decade, by 2050, Spain will have a 30% of age people older than 65 years old. A progression that affects the business negatively, as strong influence that I will take into account to know the viability of the project (Barcelona activa, 2013).

These variables are difficult to control and change, however I cannot leave them aside, because they are quite important on time to know if the project will be viable or not.

Graphic 9. Rise of the elderly population in Spain through 2016

Grupos de edad	Población a 1 de enero		Crecimiento anual(*)	
	2016(*)	2015	Absoluto	Relativo (%)
TOTAL	46.438.422	46.449.565	-11.142	-0,02
0 a 4 años	2.200.892	2.256.693	-55.800	-2,47
5 a 9 años	2.476.890	2.484.376	-7.486	-0,30
10 a 14 años	2.345.166	2.308.009	37.157	1,61
15 a 19 años	2.185.067	2.153.295	31.771	1,48
20 a 24 años	2.280.074	2.319.300	-39.226	-1,69
25 a 29 años	2.562.881	2.640.339	-77.458	-2,93
30 a 34 años	3.098.744	3.269.864	-171.120	-5,23
35 a 39 años	3.847.932	3.949.790	-101.858	-2,58
40 a 44 años	3.924.265	3.889.668	34.597	0,89
45 a 49 años	3.712.227	3.691.008	21.219	0,57
50 a 54 años	3.460.752	3.408.997	51.755	1,52
55 a 59 años	3.073.635	2.978.374	95.261	3,20
60 a 64 años	2.568.517	2.507.836	60.680	2,42
65 a 69 años	2.348.384	2.357.513	-9.129	-0,39
70 a 74 años	1.975.841	1.949.028	26.814	1,38
75 a 79 años	1.584.541	1.553.066	31.475	2,03
80 a 84 años	1.431.100	1.425.565	5.535	0,39
85 a 89 años	889.533	855.423	34.109	3,99
90 a 94 años	371.283	357.162	14.121	3,95
95 y más años	100.698	94.256	6.442	6,83

(*) Datos provisionales

Source: INE, screening of the population of Spain 2014-2064.

However, as a variable advantage, I may highlight the rise of the confidence of the consumers. Thanks to the convergence of technologies, the average consumer has a higher interest in to the classifications, opinions and they check regularly in the social networks. This has changed the average purchase modus of the consumers as well as their needs and habits.

5.4. Technological variable

Due to the progression of the technologies, we have gone through an optimization of the resources and distribution of the information in the whole world, a variable that is positively related to the development of my platform. This technological element is really important in the project, so we must be attentive to possible changes that may affect us.

We have to stand out the social and technologic factors as the most beneficiary for the activity and the compromise with the investigation, development and research, will give me a comparative advantage regarding to competitors.

The development and progression of the ICTs is also a fact that I am taking into consideration and allows an interconnected web in several places at the same time and that will enable me a high rate growth.

According to Gratton (2012) and the five forces that engine the world, currently the ITCs are developing a Cloud or digital library strategy and all the information is translates into this format, which benefits the platform.

As I have said, Bepretty will have a connection with all the centers of population that would like to be provided by this service, however I may find places where the internet connection could be weak and it will affect the deal negatively.

Finally, I stand out to the rise of the technological purchase power among the population. Already in 2016 there were 7.800 millions of technological gadgets, and from these, 740 millions of technological devices wearable, smart watches, connected clothes... and this progression of the interconnectivity will play on my favor (El Comercio, 2015).

5.5. Ecological variable

Over the time, the population is much more concerned with the climate change problematic and the need to preserve the environment and more and more, enterprises are concerned to the Corporate Social Responsibility.

We have a clear example in the multinational and technological giant Google. Even if I am not a productive enterprise, but based upon the technology and innovation, I would like to implement the same compromise with the environment as whatever other enterprise compromise is with the production of goods and services and spread environment solutions and the ecological footprint.

We should stand out also the positive environment impact of the development of the platform in this economic case scenario. All due to the reuse and share of the services of healthcare that contributes to the sustainment and support to the environment (EAE Business School, 2016).

6. BUSINESS MODEL DESIGN

6.1. Differential values

As can be expected an economic dynamic of an increasing collaborative economy, is based in the ethics, in the mutual confidence, cooperation, desire to share and innovate, our business model will be sustained in this values that stand out those factors (Felber, 2012).

The comparative advantage of Bepretty is due to the relationship with the clients and the wide range of services offered in the platform, as well as the control, monitoring and design of the site.

The lower prices may be stranded out as well.

6.2. Customers – relationship with customers

The first contact with the clients will be reached through the Internet while lately the contact will be direct.

For a mutual benefit relationship, I should encourage a good control over the platform with the presentation of references in a way to receive the service properly and achieve the enough quality to the satisfaction of clients, what will encourage other clients through the world of mouth.

I will develop a direct marketing policy based on the telemarketing and newsletters to well understand the client and its needs as well as to be open to the improvement measures of the site (Hernández, 2012).

The high priority of the platform is the loyalty of clients and all complain and request should be taken into account.

6.3. Channels

I will let us know through the Internet with the use of direct social sites such as Instagram, Facebook and Twitter and I will publish videos in a Youtube's Channel with the experiences of customers.

6.4. Key resources

Bepretty is based upon the online marketing and my own site, but I would like to stand out as well the work of the employees in charge of the business tasks.

6.5. Key tasks

Bepretty will be a platform of diffusion of offers and petitioner of services related with the healthcare and the welfare. The client may ask for a service in this platform that will be provided directly.

6.6. Partners

Due to my desire of credibility within clients, I would like to make agreements with different public entities such as influencers or actors that may take profit and enjoy the services and after promote me.

As well, I would like to take advantage of the public grant of the Technological web Ministry reaching a co-funding with the public sector.

6.7. Income Flux and Sources of Income

In my case the income revenues will come through different resources.

Firstly we will have a 15% of the revenues provided by the purchase of the service if it is completely provided by the platform, the contact between the client and the provider is made through the enterprise.

6.8. Cost Flux

The costs will be monthly sustained and divided between the expenses on RH and salaries, the monthly budget for marketing and the cost of the use and development of the platform and the site.

7. COMPETITORS ANALYSIS

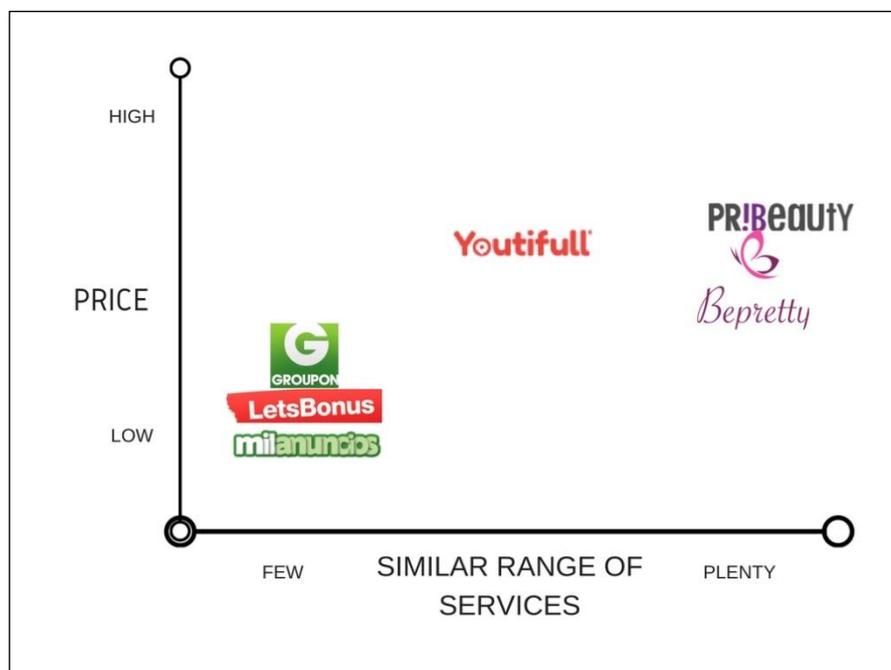
7.1. Analysis and Identification of the strategic group

With this term I would like to reference a “conglomerate of business that group up within an industry with similar business models or combinations of strategies” (Guerras & Navas, 2007).

The main goal will be to identify the strategies of the direct competitors as well as the resources and the responsiveness. I will also try to predict the strategic developments of the future movements of competitors, all this according to the Analysis and Formulation of the Strategies (Guerras & Navas, 2007).

The next graphic 10 shows the strategic groups in the activity sector according to the price and the similarity of the service offered.

Graphic 10. Strategic groups



Source: Drawn up by Universidad Jaume I (2015). Unit 3: Strategic analysis of the environment (Notes of the subject AE 1024). Unpublished material.

In the Spanish market we may stand out four types of business compromised to the collaborative economy in the beauty and healthcare.

Firstly, we may find Mil Anuncios, this website does not offer exactly the same service that I provide because its content is different. There you can find adverts of all kinds, housing sector, employment, education, books, technology, garden, sports, hobbies or even more, but within this offer there is a section of beauty and massages. Services that are offered through the whole Spain and that are covering a wider demand than Groupon.

In the same line we have to stand up Let's Bonus, a platform of general interest within different services and areas and that offer healthcare and beauty products as well as services related to hobbies, travels, formations or products...

In the Section of beauty and Healthcare we may find services such as Corporal treatments, face treatments, Spa, Massages, waxing, manicure and pedicure, dental treatments and other offers of health and beauty services.

The peculiarity of this site is that it covers a wider range of consumer with presence not just in Spain, but also in Chile, Italy or Portugal. The offered service is offered in the locations selected by the platform such as hotels or beauty saloon, not in the houses.

We find also the site of Groupon. This well-known platform has also a wider range of services such as hobbies, gastronomy, beauty, healthcare, welfare, personal services electronic, house, shopping or travels.

If we take into consideration the platform of Groupon, just the services provided by this platform that may affected me as competitor are the beauty, healthcare and welfare services, those are offered through the whole country but they haven't got the house option and are provided in special centers.

We will also take a look to Youtifull, professionals of beauty and healthcare that may adapt to the rhythm of life of the client. This platform offers services such as beauty and healthcare like personal beauty advisers, stylist, hairdresser and makeup artist.

In the healthcare sector we may find services such as acupuncture, coaching, personal trainers, physiotherapist, nutritionist, psychologies, podiatrist, occupational therapist, speech therapist and naturopath.

This website offers home delivering services in some of the cities, they have a geographic range smaller than my goal.

Finally, I have chosen as a direct competitor Pribeauty - *beauty in your measure*. A platform that offers services of hairdressing, beauty, personal advise in mode, waxing, fitness and wellness, make up, massages, specialties for wedding, manicure, as well as a section to the professionals and a blog.

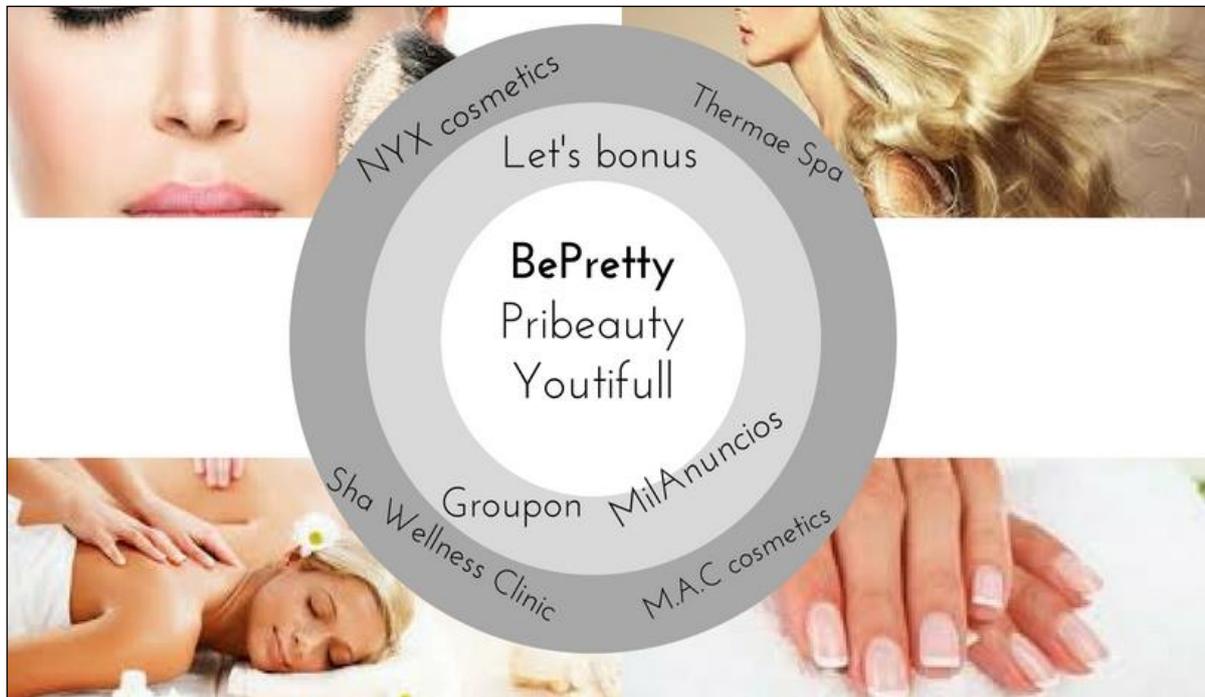
This platform distributes its services in some areas of Spain, especially in large cities such as Madrid and Barcelona.

Bepretty will have a business model that combines the strategies of Youtifull and Pribeauty, with a shorter location in the graphic because of the prices offered. I want to offer more affordable prices to the clients.

7.2. Identification and analysis of the competitors

Here I will do a deep analysis of the competitors due to the capital importance of the well-known market and reach clients properly and fulfill their prospects, with this I will be able to achieve a wider market quota.

Graphic 11. Competence Chart



Source: Own elaboration from Pedro J. García Pardo, Universidad Carlos III Madrid.

In the visual, we may observe all the competitors related to the beauty and healthcare sector, however, the direct competitors of the enterprise will be: Pribeauty and Youtifull.

The category of service competition will therefore be: Groupon, Mil Anuncios and Let's Bonus.

Finally, other competitors will be the rest of brands related to beauty and healthcare that offer those products though they are not direct competitors as ShaWellnessClinic, M.A.C Cosmetics, NYX Cosmetic among others. They offer the same services as I do, but not in the same way or with the same operational modus, however I should take them into consideration as well as the illegal house deliver activities of non-register beauty and healthcare treatments.

Here appears the chart 6, a visual sum up of the information displayed in this section.

Chart 6. Competitors of Bepretty

Company	Mision	What does it offer?	Area of distribution
 <p>PR!Beauty Belleza a domicilio</p>	<p>"We carry out your projects for you, without the need for an internal human resources team to avoid you unnecessary expenses."</p>	<ul style="list-style-type: none"> • Hairdresser's • Beauty • Fashion Counseling • Waxing • Fitness & wellness • Make up • Massages • Special brides • Nails • Section for professionals • Blog 	<ul style="list-style-type: none"> • Madrid • Barcelona
 <p>Youtifull</p>	<p>"Bring together professionals from the beauty and health segment with people who need / care for themselves"</p>	<ul style="list-style-type: none"> • Healthy • Beauty • Section for professionals • Image Advisors • Beauticians • Acupunturist • Coaches • Personal training • Physical therapist • Speech therapist • Naturopath • Nutritionist • Podiatrist • Psychologist • Occupational therapists 	<ul style="list-style-type: none"> • Abarán • Alcoy • Cartagena • Ceutí • Elche • Fuenlabrada • Guardamar del Segura • Los Belones • Madrid • Murcia • Rivas-Vaciamadrid • Torrelavega

Source: Drawn up by myself within the data of the official sites of Pribeauty and Youtifull.

Chart 6. Competitors of Bepretty

Company	Mision	What does it offer?	Area of distribution
 <p>LetsBonus</p>	<p>"Being a place of great discounts and offers, to offer negotiated prices with volume discounts "</p>	<ul style="list-style-type: none"> • Healthy • Beauty • Body treatments • Facial • Spa & massages • Waxing • Nail • Pedicure • Dental treatment • More healthy & beauty 	<ul style="list-style-type: none"> • Spain

Source: Drawn up by myself within the information of the official site of Let's Bonus

Chart 6. Competitors of Bepretty

Company	Mision	What does it offer?	Area of distribution
	<p>"Groupon is a day deals website that features discount coupons usable at local and national companies"</p>	<ul style="list-style-type: none"> ● Gastronomy ● Things to do ● Beauty ● Personal services ● Fitness & wellness ● Woman ● Electronics ● Home ● Shopping ● Trips 	<ul style="list-style-type: none"> ● Spain ● International destinations
	<p>"Most popular free classified ad in Spain according to Google"</p>	<ul style="list-style-type: none"> ● Engine ● Employment ● Services ● Informatics ● Telephony ● Home & garden ● Babies ● Sports & seamanship ● Developer ● Business ● Image & sound ● Games ● Training & books ● Fashion & accessories ● Hobbies & leisure ● Pets 	<ul style="list-style-type: none"> ● Spain

Source: Drawn up by myself within the information in the official site of Groupon & Mil Anuncios.

8. SWOT ANALYSIS

The SWOT analysis is a sum up of all the strategic development of our business with intern and extern variables presented as a whole that allows an easier summary (Guerras & Navas, 2007).

8.1. Weaknesses

Firstly, Bepretty is a first mover in the market, and has not such a lot of financial resources as the other enterprises already positioned since a long time ago in the market may have. This means that I should put a big effort in the resourcing and efficacy of this high initial investment.

As well the enterprise would need to invest a lot of money on marketing in order to make people know it.

On the other hand, I emphasize the lack of knowledge of the company by the consumers, since I am still in a very embryonic phase and I do not have the sufficient visibility of the one that I would like to have.

8.2. Threats

The main threat is the lack of confidence among the target clients to allow a person enter in their houses and provide the service by a not known professional. This prejudice has been improved with the proliferation of the collaborative economy but it is still present and does not allow a 100% confidence in the provider of the service.

Secondly, we might see how easy a new enterprise could enter in the market due to the proliferation of the ICTs.

And also we might highlight the problematic with the regulation of the new collaborative economy and the presence of a big range of legislation that are aiming to reduce the activities in this sector. (Alonso, 2014).

The crisis situation in the current economy is another concern at the moment due to the decrease of the purchase power and employ among the Spanish population.

8.3. Opportunities

Through this analysis I have observed how the biggest opportunity of Bepretty is the preexisting population that use usually the internet and purchase through the Internet, that has experimented a strong rise in the last years and might still continue as good.

Another of the opportunities is that there is a quick technology evolution that allows a worldwide connection, and, as I mentioned previously, I may have the opportunity to do strategic allies to achieve a quicker growth.

8.4. Strengths

My stronger strength is the knowledge of the personal of Bepretty sustained in the experience, without them nothing would be possible, the innovation, enterprise culture and values, the Corporate Social Responsibility, etc.

Another strength that I might mention is the innovation in the services and the systematically analysis that I pretend in my site, the implication to the client to maximize his experience.

Next we will show a table to show the matrix in a more visual form (Chart 7).

Chart 7. SWOT Matrix

<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none">✚ Knowledge and experience✚ Corporate culture✚ Involment on consumers✚ Coporate Social Responsibility✚ Quality✚ Values	<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none">✚ Many people connected on Internet✚ Fast techonological evolution✚ Discover new cultures✚ Strategic alliances
<p style="text-align: center;"><u>WEAKNESS</u></p> <ul style="list-style-type: none">✚ Few financial resources✚ Too innovate service✚ Few staff members✚ Low visibility	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none">✚ There are not entry barries✚ Economic situation✚ Lack of trust✚ Reputation

Source: Own elaboration.

9. MARKETING PLAN

9.1. Marketing mix

According to Kotler analysis, The Marketing Mix is the set of controllable variables that the firm can use to influence the buyer's response (Mahajan, 2013). Because of that, I am going to show the main factors of the marketing mix. These kind of factors are split in four sections: Products, Price, Place and Promotion.

9.1.1. Product

As I have said, Bepretty will provide a wide range of services that I may divide in two proposals.

Firstly, I have the healthcare services where we find the massages, and in the second place the style services with services as hairdressing, make up or manicure.

As follow, here we might see the different services in these lines.

Illustration 5. Massage services

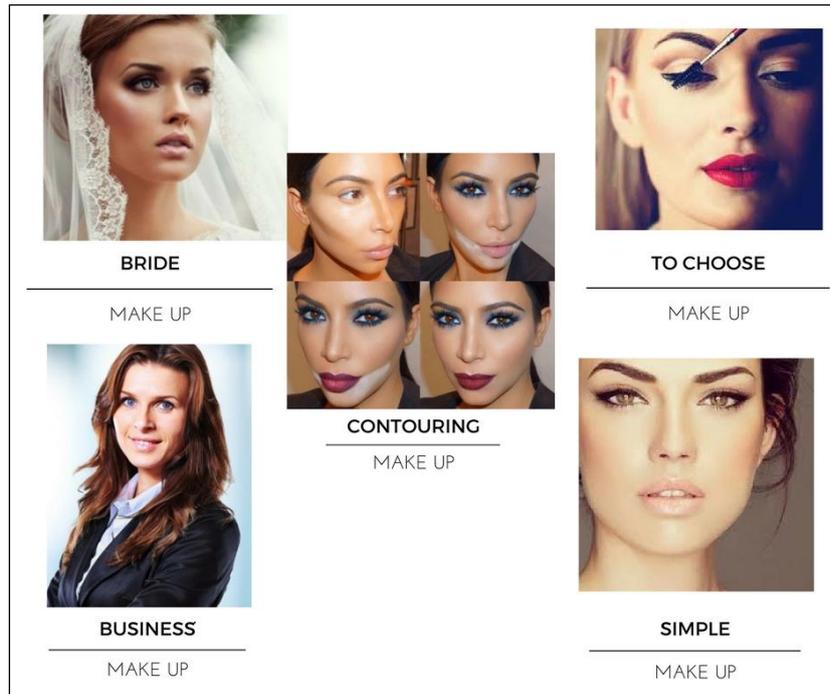


Source: Drawn up by myself within google images.

On the other hand, I want to illustrate the services of the other line of the platform, that is, aesthetics.

I have four different services. First, the make-up section (Illustration 6).

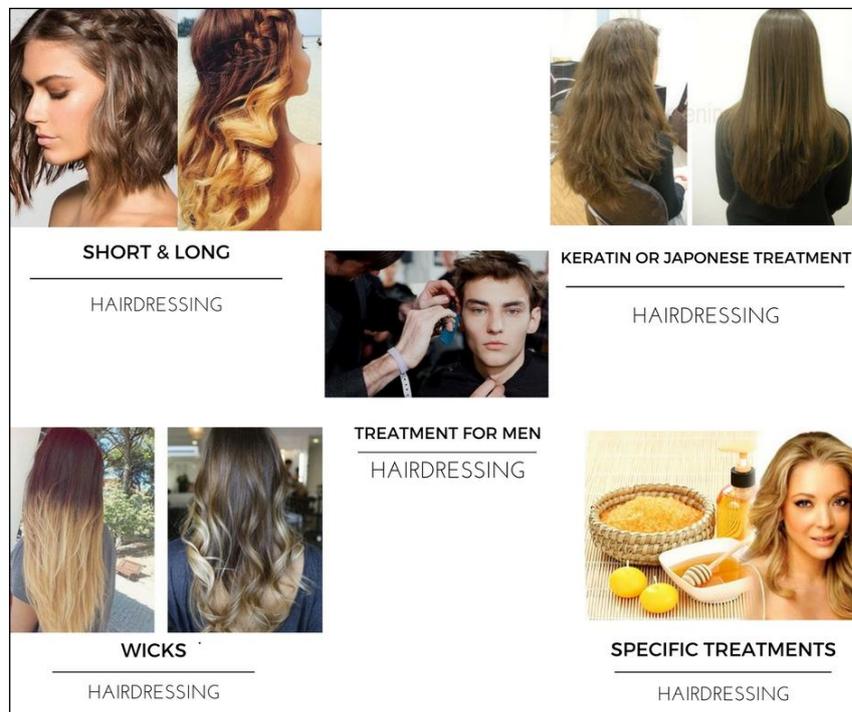
Illustration 6. Make up services



Source: Drawn up by myself using google images.

After this first service, two more services will be offered (Illustration 7 and 8), there below.

Illustration 7. Hairdressing services



Source: Drawn up by myself using google images.

Finally, the last section, manicure and pedicure (Illustration 8).

Illustration 8. Manicure and pedicure services



Source: Drawn up by myself using google images.

I would also like to stand out the mission as marketing mix to create a tangible and visible service in a manner that the client does not need to know perfectly what will be the final result of his service purchase and give us a 100% confidence without needing a previous judgment (Kotler & Amstrong, 2013, pp.209).

9.1.2. Price

The second variable of this analysis is the price, and this is a very important one because it is the only one that generates an income (Gómez - Zorrilla, 2015).

I should take into account, words from Santesmas (2012, p.98) that "the price is not only the money that is paid for the delivery of a service or the obtained of a good, but also the time invested to reach it and the effort put on it to achieve it".

Bepretty has done a survey to estimate the most convenient price of its services.

Previously I have seen the variability of the price because of the different characteristics of each service.

In the previous sections, it was established that the price had a certain variability, since depending on the service would have some ranges or others.

I am going to make an approximation of that (Chart 8).

Chart 8. Bepretty Prices

SERVICES	PRICES
Massages	Minimum 25 € - 50 € Maximum
Make up	Minimum 10 € - 30 € Maximum
Hairdressing	Minimum 10 € - 100 € Maximum
Manicure and pedicure	Minimum 5 € - 15 € Maximum

Source: Draw up by myself.

The chart is adapted to the different services provided and all the services have a range of prices with a minimum and a maximum amount.

To calculate it I have taken as a reference the prices of the direct competitor Pribeauty, chart 9.

Chart 9. Pribeauty Prices

SERVICES	PRICES
Make up	Minimum 15 € - 200 € Maximum
Hairdressing	Minimum 14 € - 120 € Maximum
Manicure and pedicure	Minimum 5 € - 35 € Maximum

Source: Drawn up by myself from the official page of Pribeauty.

As we may see, Bepretty provides a cheaper service than Pribeauty and it is a characteristic that I would like to stand out, as well as the quality of the service.

I should highlight that the platform will have some promotional prices, for example, some days in some special dates such as the "Fallas", First Communion, Weddings... I will attract the clients with a decrease of the price of the services, mostly related to esthetic (Kotler & Keller, 2012).

Also the fidelity of the clients will be encouraged with discounts to the costumers that would have been enjoying the services for a while, a line that I should still work on but will be developed as soon as I start having loyal clients.

9.1.3. Place

The third variable is where the delivery of the service will be provided.

As it is said by Santesmases (2012, p.516): The place as a marketing tool is the relationship between the production and the consumption of the good or service. Its mission is to make the product available for the final consumer in the desired quantity, the moment required and the place where it would be liked to be acquired. Moreover, from a marketing perspective, the distribution implies also some activities such as; education, promotion, introduction of the product on the purchase place to stimulate the acquisition of the good or service.

The channel of distribution of the enterprise will be the Internet, as it is notorious I will use this tool to reach the contact between the clients and professional partners providers of the service. Internet as a channel will be the mean to distribute our service, obviously the delivery of the service of healthcare and/or beauty will be provided on the tangible world directly to the consumer. Internet is the distribution channel to my services and the platform to make ourselves well-known through the social networks. I will use it to start making me known through ads on social networks, videos, etc.

9.1.4. Promotion

The promotion is the fourth and last variable of this analysis marketing mix.

This factor is pretty important, since even though I have a good product, price and distribution, the variable promotion is the one that will really make the service known.

According to Kotler & Keller in their book Marketing Management (p.25), the promotion is the tool of an enterprise to inform, convince and remember its goods or services to the big public, direct or indirectly. Those campaigns of marketing mix represent the image of the brand and make possible a bidirectional feedback between the enterprise and the consumers.

Bepretty will carry out a series of promotions as follows:

- Direct marketing, since the organization is mainly based on trying to promote its activities through advertising, using email and making the company known. For this purpose I will use the Mailchimp program, in which I can also prepare a Newsletter so that the customers can register.

Within this section, I highlight social networks (Instagram, Facebook, Twitter, LinkedIn, YouTube...), which will be the most important factor to be able to promote me. I will have to make several publications throughout the weeks so that client never loses sight

of us.

Within the direct marketing, I want to carry out a good management of databases, to be able to have the updated data of the habitual collaborators, as well as of the potential clients, in such a way that I would know which client can receive a treatment a little more 'Special', and increase loyalty.

- Publicity and Public Relationship. Bepretty needs these two tools in order to grow once the implementation of the enterprise has been done, I may achieve this goal through other enterprises or institutions, with tools such as newspapers, radio, television...
- Sales promotion. This factor is also very important, since I want to encourage customers to continue to trust me. Therefore, Bepretty will reward with discounts vouchers to all those customers who make the service known to friends, family, etc.

I would also like to be able to make a series of 'gift tickets' from certain demanded services, or some coupons with discounts on complementary services, etc.

These would be the promotional actions that I will carry out, given the high costs that would lead me to carry out advertising campaigns.

The main goal for Bepretty is to be nationally known, and to reach out to all possible target audiences. Therefore, I would also like to hold events and conferences in the different aesthetics and wellness centers that are advertised on the platform, so that I can show you how Bepretty is and what it is based on.

9.2. Communication Plan

Bepretty is aware that this type of service is not very common nowadays among a number of Spanish people. Although there are certain firms that are more known, it is still a new service, and a little unknown.

Because of that, the Communication Plan must be fundamental for the company, and thus get into the minds of consumers.

According to Santesmases (2012, p.630), "Promotion essentially is communication. It's an information transmission between the seller and the buyer, The content of this dialogue refers to the product or the business which manufactures or sells it. This task is performed through different personal and impersonal means for the sake of stimulating the demand".

I conclude with this that Bepretty will carry out a series of strategies to transmit this information to its final consumers, and that will be closely related to the promotion above-named.

The strategy of the first stage in the communication that will be used, is "*pull*", this strategy consists in "make powerful communication campaigns aimed to the final public. The objective is that this person is the one that asks for the product to the distributor, and therefore, stimulates the manufacturer's demand" (Marín & Pérez, 2007).

Therefore, I will define the following tasks:

1. Target Audience Election: As I have previously stated, Bepretty is targeted to people who are searching for a personal satisfaction, which is subsidiary to their day-to-day lives, Furthermore, the services are aimed for people between 18 and 40 years old who have a low/medium economic status and are concerned about their welfare.
2. Communication Objectives Definition: Bepretty has to design a very powerful campaign using social networks, using online marketing. In addition, it has to advertise using emails (E-mail marketing). I have also mentioned in other sections of the project that I have to use different Influencers who can use the service so other customers can have confidence on me. I will offer them free services so they can try my platform and give their opinion to other web surfers.

The most important part to help Bepretty to be well-known is the use of social networks such as; Instagram, Twitter, Facebook, uploading videos to Youtube talking about previous experiences, etc.

3. Message Design: Using the webpage, I must convey an emotional and motivational message for the customer who wants to receive the service. For example, the satisfaction to receive a message or having your make-up ready in your own house. The possibility of enjoying this service with a friend, family member, etc. Therefore I have to take under

consideration that the introduction letter will be the webpage, so I will have to make sure that it is updated using a modern style, as for example, '*Parralax*' which it has recently been used by many businesses. I will have to also make sure that it does not have any mistakes and that it is very clear. Bepretty will have to assure that it offers comfortable, straightforward services with simple transactions, etc.

4. Communication Channel election: As I have previously said in "9.2 Communication Plan". The channels can be personal or impersonal. Bepretty has to use both means. This means that when I have influential individuals using the service and making promotion via Word of mouth (direct marketing) to people around them, I will be using a personal mean. However, when I design advertisement campaigns using social networks, I will be using an impersonal mean.
5. Feedback: Using online Marketing, the person in the business in charge of this section, has to control the impacts that the campaign will have, and to analyse the statistic variables that Google Analytics offers, as well as the ones in social networks.

We want to take under consideration that the image that Bepretty can show to its clients is very important. Consequently, as Kotler & Amstrong (2013, p.215) says "brands are not only names and symbols. They are essential in the business' relationship with the customers". Based on this, Bepretty has created a brand that wants to have a differentiating effect of power, in such way that it reaches a brand capital effect. Therefore, to the future loyal customers, I would not only like that Bepretty would be a service that joins professionals with people, I also want that Bepretty becomes a unique experience which any other brand cannot offer as good as me. For these reasons, the brand's slogan is '*Be yourself*', the most important aim for Bepretty is that customers are themselves and that they fell as good as they can.

Here below, I show the brand of the Company, just as it's Brand slogan (Illustration 9).

Illustration 9. Bepretty's Brand



Source: Own Elaboration.

10. HUMAN RESOURCES PLAN

10.1. Functional organization

The business' organisational structure has a functional distribution. In this type of structure "occupational specialities are gathered according to resemblance or kinship" (Robbins & Decenzo).

Bepretty considers that the most important factor, even more important than money and benefits, is the human touch. Furthermore, Christian Felber (1912,p.60), drives attainment of our vision to the concept that there is a need of "commitment, totality, ability to measure the results of the performance, comparability to be able to compensate people who are successful, clarity and visibility to show the businesses' initiatives." This will enable us to build a transparent market. Bepretty wants to deal with all of these needs, therefore, the best option is to involve workers and make them participate to make sure that these needs are covered. It is a good way to make sure that I reach my objectives. If I rely on my workers, I will be able to have the organisation that will cope with the partners and customers, making me keep on working.

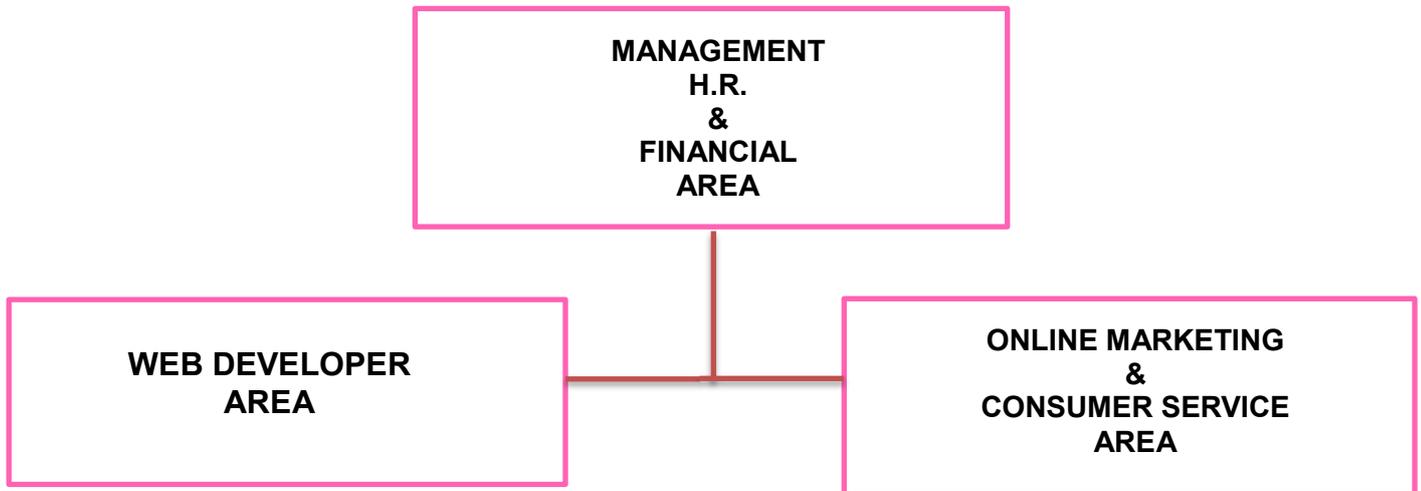
Firstly, I will have the Business Director who will have the control to take strategic decisions. This person will also have to manage the marketing and HR departments. The Director will not have any problems to cope with these tasks because he/she has studied the Business Administration and Management degree. This person shall be allocated as a freelancer and will manage the business' finances. This person's assignments not only have to do with calculations, ratios, statistics; he/she will also have to follow the business values including the CSR. The Director will have to compose a Corporate Social Responsibility report which will encompass the business annual report reflecting the customers, professionals, the environment, the business model, etc.

Secondly, there will be an I.T. technician in charge of developing the website and managing any I.T task. This person will also have to forbid the access to the platform for those partners who received bad ratings (or comments) published in the site and people who are not able to offer an appropriate service will be immediate and automatically deleted from Bepretty.

Finally, there is a person in charge of online marketing. This person will have to manage both the claims and complaints sections. Bepretty deems that there has to be customer service before, during and after the service has been offered. This customer service will be targeted to the partners (when they enter the platform) and to the customers who will receive the welfare and beauty treatments. Thus, this division should include a claim and complaint section which will follow a series of rules in order to resolve possible issues that customers may encounter.

Moreover, even though the manager is in charge of the business strategic procedures, every single trainer in Bepretty is important and has to cooperate with the rest of departments whenever they think it is relevant or find it necessary.

Graphic 12. Bepretty Organisation Chart



Source: Own elaboration.

10.2. Coworkers

As previously stated, Bepretty is a website platform which enables wellness and beauty professionals to offer a home delivery service. This is why, these professionals, who we consider the partners, are a key element to assure the success of my project. Most of the businesses that offer their services in a collaborative economy place a lot of importance to the comments that users publish on their sites, and in turn, the influence that these comments have on future consumers. The moment a supplier/partner provides a non-satisfactory service or receives negative feedback on the site, this partner will no longer be offered as a possibility on the webpage. Future clients will not be able to go for their services. This is a very good way to assure that partners will guarantee to offer their best possible service. Good feedback will mean a bigger chance to be selected when people are choosing a service. As mentioned, partners will give Bepretty the reputation and brand image. Therefore, the business has to filter and guarantee that every partner that wants to be part of the platform has to be a wellness and beauty treatment professional. The minimum requirements are that the partners have to provide a certificate to accredit their knowledge in massages and a certain experience degree on each of the four types of services that I offer.

11. FINANCIAL PLAN

As Bepretty is a new Project, it is pretty necessary to analyze the workability of it. For that reason, I am going to develop a Financial Plan, including the main things that we have to know about the financial section of this start-up.

The Company will be constituted with an initial capital of 16000€. This amount of money will be paid by the freelancer, and the starting year is 2018.

11.1. Investment Plan

Certainly, this project has a lack of investments. Nevertheless, it requires an important IT platform. Owe to this, I will not have huge investments in lands and natural assets, neither in building of premises, or raw materials, etc.

Moreover, I have been developing the idea that this plan is totally technological, so I reiterate that the only investment to make will be in IT applications. I also have to bear in mind the depreciation that these functions will suffer. Consequently, in the Chart 6 will appear also a column with the depreciation.

Likewise, I want to add that it is not necessary to invest in furniture, or establishments. I said in other paragraphs that Bepretty would be installed itself in a Coworking area.

However, I must to invest 1000€ in terms of expenses on the first establishment. In other words, expenses as setting up, registration, notary, etc.

Here below exemplify the aforementioned (Chart 10).

Chart 10. Year - by - year Investments Evolution

BEPRETTY								
Investment and depreciation plan								
Concept	Initial Value	% Depreciation	2.018		2.019		2.020	
			Investments	Depreciation	Investments	Depreciation	Investments	Depreciation
Property, plants and equipment	0,00		0,00	0,00	0,00	0,00	0,00	0,00
Intangible Assets	15.000,00		0,00	3.750,00	0,00	3.750,00	0,00	3.750,00
IT applications	15.000,00	25,0%		3.750,00		3.750,00		3.750,00
Amortizable Expenses	1.000,00		0,00	200,00	0,00	200,00	0,00	200,00
Establishment	1.000,00	20,0%		200,00		200,00		200,00
Annual net income	16.000,00		0,00	3.950,00	0,00	3.950,00	0,00	3.950,00
Net book value				12.050,00		8.100,00		4.150,00

Source: Own elaboration.

11.2. Profit and loss account

As we can may note from the next chart (Chart 11). I have done a study about the profit and loss that the project will have during its first year.

For that purpose, I have based on a study executed by *Fintonic*. This review assert that Spanish women spend an average of 67 € / month in products and beauty treatments. It is during the summer months when there is a cheaper investment in this kind of goods. But, when spring arrives there is an increase in the consumption. However, the highest increase is in March (81 €) and December (75 €) (Orozco, 2015).

Based on this, and my own conclusions, we can see how during March and December is when the sales of the services increase more than in any other month. Sales are kept high during the months of "Fallas", communions, weddings, graduations, etc. (May, June and July). In the rest of months, sales are less variable as the others.

We must to consider other aspects as payments. Because I have to pay taxes like: IBI, coworking hire, telephone charges, Internet, water, light, advertising, etc. Furthermore, I am in charge to pay the gasoil expense to the coworkers. There are times that professionals have to go to a city far away from them, so we must to consider this rate. That cost will be around 150 €/month, and I will add it in leases.

In this Account, it is important to highlight the salaries that I pay to the driver people of this project. They work 6 hours per day during their first and second year. But is from the third year (when the Company will be based) when I will be able to allow to increase the full-time work with its respective salary increase.

Following I will show the Profit and loss Account Chart, with the result after taxes during the first year.

Chart 11. Monthly Profit and loss Account

BEPRETTY														2.019		2.020	
Profit and loss Account														2.019		2.020	
Concepts	January	February	March	April	May	June	July	August	September	October	November	December	Total	Variation %	Total	Variation %	Total
Sales	12.250,00	19.375,00	23.785,00	19.385,00	21.637,50	34.177,50	29.142,50	14.967,50	12.915,00	14.220,00	13.880,00	24.560,00	240.295,00	1,00	480.590,00	2,00	1.441.770,00
Buying and selling variable costs	10.535,00	16.662,50	20.455,10	16.671,10	18.608,25	29.392,65	25.062,55	12.872,05	11.106,90	12.229,20	11.936,80	21.121,60	206.653,70	1,00	413.307,40	2,00	1.239.922,20
Gross margin on sales	1.715,00	2.712,50	3.329,90	2.713,90	3.029,25	4.784,85	4.079,95	2.095,45	1.808,10	1.990,80	1.943,20	3.438,40	33.641,30	n.a.	67.282,60	n.a.	201.847,80
Wages and salaries	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	1.434,32	17.939,04	n.a.	17.939,04	n.a.	41.003,76
Social contributions	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	5.561,10	n.a.	5.561,10	n.a.	12.711,17
Taxes: IAE, IBI, ...	500,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	500,00	0,00	500,00	0,00	500,00
Supplies: light, water, telephone, gasoil	240,00	240,00	260,00	240,00	240,00	260,00	240,00	240,00	260,00	240,00	240,00	260,00	2.960,00	1,00	5.920,00	2,00	17.760,00
Office supplies	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	300,00	0,00	300,00	0,00	300,00
Publicity and promotion	50,00	50,00	50,00	0,00	0,00	0,00	0,00	0,00	0,00	50,00	50,00	50,00	300,00	0,00	300,00	0,00	300,00
Insurance Premiums	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	3.600,00	0,00	3.600,00	0,00	3.600,00
Leases	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	1.800,00	0,00	1.800,00	0,00	1.800,00
Other Operating Costs	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	720,00	0,00	720,00	0,00	720,00
Fixed Assets Depreciation	329,17	329,17	329,17	329,17	329,17	329,17	329,17	329,17	329,17	329,17	329,17	329,17	3.950,00	n.a.	3.950,00	n.a.	n.a.
Total Operating Costs	3.612,51	3.112,51	3.132,51	3.062,51	3.062,51	3.082,51	3.062,51	3.062,51	3.082,51	3.112,51	3.112,51	3.132,51	37.630,14	n.a.	40.590,14	n.a.	78.634,93
OPERATING RESULT	-1.897,51	-400,01	197,39	-348,61	-33,26	1.702,34	1.017,44	-967,06	-1.274,41	-1.121,71	-1.169,31	305,89	-3.988,84	n.a.	26.692,46	n.a.	123.152,87
PROFIT OR LOSS BEFORE TAX	-1.897,51	-400,01	197,39	-348,61	-33,26	1.702,34	1.017,44	-967,06	-1.274,41	-1.121,71	-1.169,31	305,89	-3.988,84	n.a.	26.692,46	n.a.	123.152,87
Income tax													0	n.a.	6.673,11	n.a.	30.788,22
NET PROFIT													-3.988,84	n.a.	20.019,34	n.a.	92.364,66

Source: Own elaboration.

As we can contemplate on Chart 11, the first year I have a loss around -3.988'84 €. However, I have incorporated a variation over sales of 1% on the first year, and a variation over sales of 3% on the third year. This is because I am on a start-up which doesn't need external financing to set up the Company and grow quickly. To sum up, I will have an increase profit during the next two years (Chart 12).

Chart 12. Evolution of the Profit and loss Account

2.019		2.020	
Variation %	Total	Variation %	Total
1,00	480.590,00	2,00	1.441.770,00
1,00	413.307,40	2,00	1.239.922,20
n.a.	67.282,60	n.a.	201.847,80
n.a.	17.939,04	n.a.	41.003,76
n.a.	5.561,10	n.a.	12.711,17
0,00	500,00	0,00	500,00
1,00	5.920,00	2,00	17.760,00
0,00	300,00	0,00	300,00
0,00	300,00	0,00	300,00
0,00	3.600,00	0,00	3.600,00
0,00	1.800,00	0,00	1.800,00
0,00	720,00	0,00	720,00
n.a.	3.950,00	n.a.	n.a.
n.a.	40.590,14	n.a.	78.694,93
n.a.	26.692,46	n.a.	123.152,87
n.a.	26.692,46	n.a.	123.152,87
n.a.	6.673,11	n.a.	30.788,22
n.a.	20.019,34	n.a.	92.364,66

Source: Own elaboration.

11.3. Cash Flow plan

Cash Flow involves the activities that allow a firm to increase capital, and shows the company's financial strength. We can say that this concerns the movements of money of the Company.

In my particular case, payments and debts are made in cash. This can be showed in Chart 14, where we can see that the first year Final balance is positive. So, Bepretty would provide liquidity to cope a unexpected events or liabilities in a short-term.

I will also show the Cash Flow Evolution for the next two years (Chart 13).

Chart 13. Cash Flow Evolution

2.018	2019	2020
Total		
	1.448,84	31.067,04
240.295,00	480.590,00	1.441.770,00
16.000,00	0,00	0,00
50.461,95	100.923,90	302.771,70
306.756,95	581.513,90	1.744.541,70
204.250,75	408.501,50	1.225.504,50
2.402,95	4.805,90	14.417,70
17.939,04	17.939,04	41.003,76
5.097,68	5.561,10	12.115,33
500,00	500,00	500,00
2.960,00	5.920,00	17.760,00
300,00	300,00	300,00
300,00	300,00	300,00
3.600,00	3.600,00	3.600,00
1.800,00	1.800,00	1.800,00
720,00	720,00	720,00
16.000,00	0,00	0,00
0,00	0	6.673,11
45.430,08	89.448,95	265.524,46
4.007,62	12.499,20	37.247,24
305.308,11	551.895,70	1.627.466,10
1.448,84	29.618,20	117.075,60
1.448,84	31.067,04	148.142,64

Source: Own elaboration.

Chart 14. Cash Flow

BEPRETTY														
Cash Flow 2018 All dates are with VAT														
Concept	Start	January	February	March	April	May	June	July	August	September	October	November	December	Total
Initial Balance (1)	0,00	0,00	-918,02	-592,49	455,89	-261,49	507,81	3.377,18	3.699,40	3.338,80	2.606,30	874,49	269,17	
Collection of receivables		12.250,00	19.375,00	23.785,00	19.385,00	21.637,50	34.177,50	29.142,50	14.967,50	12.915,00	14.220,00	13.880,00	24.560,00	240.295,00
Financial Funding (Equity-Non current liabilities)	16.000,00													16.000,00
VAT Impacted		2.572,50	4.068,75	4.994,85	4.070,85	4.543,88	7.177,28	6.119,93	3.143,18	2.712,15	2.986,20	2.914,80	5.157,60	50.461,95
Total Incomes (2)	16.000,00	14.822,50	23.443,75	28.779,85	23.455,85	26.181,38	41.354,78	35.262,43	18.110,68	15.627,15	17.206,20	16.794,80	29.717,60	306.756,95
Purchase payments		10.412,50	16.468,75	20.217,25	16.477,25	18.391,88	29.050,88	24.771,13	12.722,38	10.977,75	12.087,00	11.798,00	20.876,00	204.250,75
Payment for other variable costs		122,50	193,75	237,85	193,85	216,38	341,78	291,43	149,68	129,15	142,20	138,80	245,60	2.402,95
Wages and salaries		1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	1.494,92	17.939,04
Social contributions			463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	463,43	5.097,68
Taxes: IAE, IBI, ...		500,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	500,00
Supplies: light, water, telephone, gasoil		240,00	240,00	260,00	240,00	240,00	260,00	240,00	240,00	260,00	240,00	240,00	260,00	2.960,00
Office supplies		25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	25,00	300,00
Publicity and promotion		50,00	50,00	50,00	0,00	0,00	0,00	0,00	0,00	0,00	50,00	50,00	50,00	300,00
Insurance Premiums		300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	300,00	3.600,00
Leases		150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	150,00	1.800,00
Other operating expenses		60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	60,00	720,00
Initial Investments	16.000,00													16.000,00
Corporate Tax														0,00
VAT Supported		2.385,60	3.672,38	4.473,02	3.663,68	4.070,48	6.339,41	5.425,89	2.865,88	2.499,40	2.741,38	2.679,98	4.612,99	45.430,08
Quarterly VAT Settlement (4)					1.105,10			1.718,43			1.184,09			4.007,62
Total expenses (3)	16.000,00	15.740,52	23.118,22	27.731,47	24.173,23	25.412,08	38.485,40	34.940,21	18.471,28	16.359,64	18.938,01	17.400,12	28.537,93	305.308,11
Cash period = (2)-(3)+(4)	0,00	-918,02	325,53	1.048,38	-717,38	769,30	2.869,37	322,21	-360,60	-732,49	-1.731,81	-605,32	1.179,67	1.448,84
Final Balance = Cash period + (1)	0,00	-918,02	-592,49	455,89	-261,49	507,81	3.377,18	3.699,40	3.338,80	2.606,30	874,49	269,17	1.448,84	1.448,84

Source: Own elaboration.

11.4. Temporary Balance Sheet

As we know, the balance sheet shows a company's financial place in a specified date. With that in mind, as the way as I show in Chart 11, the liability will equate to zero, owe to don't get a financing of any entity. So the obtained funding will be the own contributions.

There is a percentage in the right part of the Chart 15. This means that in 2018 (for instance) the 12050 € of long term Assets represent the 89'3% concerning the 13.498'84€ of the Total Assets. The same will happen during the next years too.

Also, I must emphasize the working capital information, and we can analyze on Chart 15 several things. First of all, we must see the first year, where the short term liability is higher than the short term Assets. As well as I have said before, Bepretty performs all payments – debts by cash, so this effect will not be an issue for the Company.

Similarly, if we analyze the following years, we can comment that the working capital is increasing. Consequently, I conclude that there would not be any trouble when it comes to dealing with short-term debts.

Chart 15. Temporary Balance Sheet

BEPRETTY								
Temporary Balance Sheet								
	Start		2018		2019		2020	
	€	%	€	%	€	%	€	%
Long Term Assests	16.000,00	100,0%	12.050,00	89,3%	8.100,00	20,7%	4.150,00	2,7%
Net property, plants and equipment	15.000,00	93,8%	0,00	0,0%	0,00	0,0%	0,00	0,0%
Net Intangible Assets	0,00	0,0%	11.250,00	83,3%	7.500,00	19,1%	3.750,00	2,5%
Net Amortized Expenses	1.000,00	6,3%	800,00	5,9%	600,00	1,5%	400,00	0,3%
Current Assets	0,00	0,0%	1.448,84	10,7%	31.067,04	79,3%	148.142,64	97,3%
Cash	0,00	0,0%	1.448,84	10,7%	31.067,04	79,3%	148.142,64	97,3%
Total Assets	16.000,00	100,0%	13.498,84	100,0%	39.167,04	100,0%	152.292,64	100,0%
Equity	16.000,00	100,0%	12.011,16	89,0%	32.030,50	81,8%	124.395,16	79,6%
Share Capital	16.000,00	100,0%	16.000,00	118,5%	16.000,00	40,9%	16.000,00	10,2%
Reserves/Bases Imponibles negativas	0,00	0,0%	0,00	0,0%	-3.988,84	-10,2%	16.030,50	10,3%
Profit and Loss of the financial year	0,00	0,0%	-3.988,84	-29,5%	20.019,34	51,1%	92.364,66	59,1%
Non current liabilities	0,00	0,0%	0,00	0,0%	0,00	0,0%	0,00	0,0%
Current liabilities	0,00	0,0%	1.487,68	11,0%	7.136,54	18,2%	31.847,48	20,4%
Social costs payables	0,00	0,0%	463,43	3,4%	463,43	1,2%	1.059,26	0,7%
Other payables	0,00	0,0%	1.024,25	7,6%	6.673,11	17,0%	30.788,22	19,7%
Total Permanent Resources	16.000,00	100,0%	12.011,16	89,0%	32.030,50	81,8%	124.395,16	79,6%
Total Other Resources	0,00	0,0%	1.487,68	11,0%	7.136,54	18,2%	31.847,48	20,4%
Total Liabilities	16.000,00	100,0%	13.498,84	100,0%	39.167,04	100,0%	156.242,64	100,0%
Working Capital	0,00	0,0%	-38,84	-0,3%	23.930,50	61,1%	120.245,16	79,0%

Source: Own elaboration

12. CONCLUSIONS

We can take out a variety of conclusions of the work performed, as a summary, that I will explain below.

This section is bisected in three points: the identification of project challenge or issues to consider, then the future opportunities and finally, the valuation of the work process.

12.1. Identification of project challenge or issues to consider

Collaborative economy is a burgeoning model defined as "a system of relationships and set of activities (cultural, social, economic and political)" (Cañigüeral, 2015,p.7).

Moreover, the Collaborative economy involves individual exchanges, redistributing, renting, sharing, and donating information, goods and talent (Heinrichs, 2013).

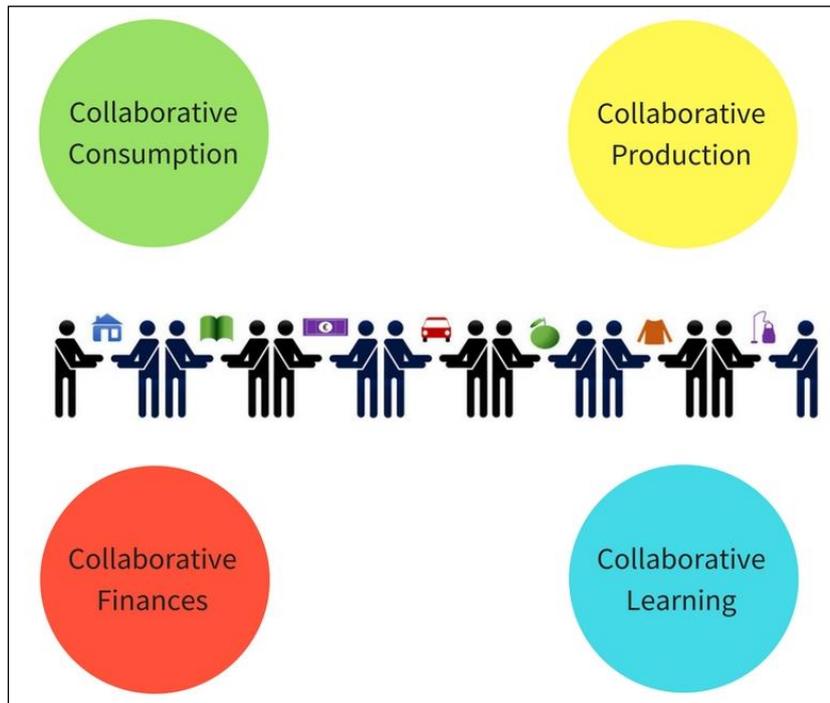
As on several occasions, I have definite what the Collaborative economy is. Due to this, I consider that it is a process which is growing and we have to be aware of it. In addition, based on the purpose that it has the Collaborative economy, we notice that, according to Alfonso (2016,p.5), the first purpose is the Collaborative economy itself. This provide the access to goods or services through a series of tools.

The second activity, is the Collaborative economy production, where the distribution of this economy is located. In this activity, groups of people cooperate on the collaborative design too.

The third activity, is the Collaborative learning, in which knowledge is shared jointly.

Finally, the Collaborative finances. This consist in leaving aside the traditional finances, and encourage the new ones. We see examples like, crowdfunding, peer-to-peer, the complementary currencies or the collaborative insurances (Illustration 10).

Illustration 10. Basic activities of the Collaborative Economy



Source: Drawn up by myself from CIRIEC España.

With this illustration, we must finish the conglomerate that the Collaborative economy has. Including the processes on which it is based on. So that we take into account and improve the aspects related to the purposes of this new way of seeing the economy. In addition, in Spain, around 500 companies offer proposals of Collaborative economy (Antena 3, 2016). This is a signal of the growing territorial expansion.

Focused on my project. The first challenge to highlight is the first year that Bepretty will face. Because I don't have much budget, and as we have observed, the first year I will have losses. However, in the second year I have high expectations of the success that Bepretty will have in the Spanish market. So, in addition to increasing profits, little by little I can expand the lines of business and even reach the internationalization.

12.2. Future opportunities

Bepretty could make certain improvements as a company. In this globalized world, the transmission of information is in continuous development, and we must be fast and efficient in order to survive. So I must improve in every aspect and reinvent myself as far as possible. Therefore, the main opportunity I have is to grow, and to increase knowledge.

I also have other types of opportunities, for example I could achieve recognition, I could add more lines of business. In that way, I will be able to develop my target.

I also believe it is important to grow both externally and internally. So, as far as I can, I will increase my field of employment so that I can be more efficient and offer a more effective service.

12.3. Valuation of the work process

After developing the project, I see that the first question mark exposed at the beginning, has sense. Because, after analyzing the viability, we see how Bepretty is a viable project and will succeed over time. I have exposed many factors that will accompany Bepretty to grow. The main one is the increased Collaborative economy. With all this, its repercussions along with the increase of the TIC's, will make grow the company without problems.

On the other hand, the company cannot forget what its target audience is, owe to it should focus its marketing campaigns to this one. In addition, I have assumed that Bepretty has innovative skills and knowledge, which should never be overlooked. This will be fundamental to the viability. It should also be mentioned that this type of service is unique nowadays, so I must take this chance. Finally, I highlight again the activities carried out by the professionals, and it is that although I have concluded that Bepretty will be viable economically and financially, this factor is the most important to be able to carry out this new experience.

13. REFERENCES LIST

- Alfonso, R (2016). *Collaborative economy, the new market for social economy*. CIRIEC, 5. Recovered 4 May from: <http://ciriec.es/wp-content/uploads/2016/07/COMUN-215-T10-Rosalia-Alfonso-Sanchez-ok.pdf>.
- Anonymous (2015). *The hairdressing and beauty sector loses 428 million and 4,000 jobs*. Recovered January 27, 2017 from: <http://www.lavanguardia.com/de-moda/belleza/20150409/54429771429/el-sector-de-la-peluqueria-y-belleza-pierde-428-millones-y-4-000-empleos.html>.
- Anonymous (2011). *Studies on trends in beauty centers, hairdressing and aesthetics*. Recovered February 8, 2017 from: <http://www.beautymarket.es/peluqueria/estudio-sobre-tendencias-en-centros-de-belleza-peluqueria-y-estetica-peluqueria-3826.php>.
- Anonymous (2015). *The hairdressing and beauty sector loses 428 million and 4.000 jobs*. Recovered February 5, 2017 from: <http://www.lavanguardia.com/de-moda/belleza/20150409/54429771429/el-sector-de-la-peluqueria-y-belleza-pierde-428-millones-y-4-000-empleos.html>.
- Antena 3 (2016). *Collaborative consumption, an updated version of barter or exchange*. Recovered November 6, 2017 from: http://www.antena3.com/noticias/economia/consumo-colaborativo-version-actualizada-trueque-intercambio_20160315571a7f416584a8abb57f9a96.html.
- Barcelonaactiva (2013). *Wellness and personal image*. Recovered February 7, 2017 from: http://w27.bcn.cat/porta22/images/es/Barcelona_treball_informe_sectorial_Bienestar_imagen_personal_2013_es_tcm24-4076.pdf.
- Botsman,R (2010). *In defense of collaborative consumption*. TED. Recovered December 18, 2016 from: https://www.ted.com/talks/rachel_botsman_the_case_for_collaborative_consumption?language=es#t-426375.
- Cañigueral,A. (2015). *Welcome to the collaborative economy. Course of collaborative economy*. OuiShare Academy.
- CIS (2017). *Consumer Confidence Indicator*. Estudio nº 3171.
- EAE Buisness School (2016) *What is collaborative economics and what are its benefits?*. Recovered February 1, 2017 from: <http://retos-directivos.eae.es/que-es-la-economia-colaborativa-y-cuales-son-sus-beneficios/>.
- El Comercio (2015). *The six most anticipated technological devices for 2016*. Recovered February 7, 2017 from: <http://elcomercio.pe/tecnologia/gadgets/6-dispositivos-tecnologicos-mas-esperados-2016-noticia-1868321>.
- European Comission (2016). *A European Agenda for Collaborative Economy*. Recovered January 26, 2017 from: http://europa.eu/rapid/press-release_IP-16-2001_es.htm.

- Felber, C (2012). *The economy of the common good*. Barcelona: Grupo Planeta.
- Fresneda, C (2012) *The economy needs to align with human values rather than practicing cannibalism*. Recovered January 25, 2017 from: <http://www.elmundo.es/opinion/2014/02/21/53079c7422601de33d8b4585.html>La economía.
- Gómez-Zorrilla, J.M (2015). *Marketing culture*. Recovered April 5, 2017 from: <http://laculturadelmarketing.com/el-precio-la-p-del-marketing-mix-menos-valorada/>.
- Gratton, L (2012) *The 5 forces and 5 capitals of Lynda Gratton in the future scenario of 2025*. Recovered March 27, 2017 from: <http://blog.agencialanave.com/lynda-gratton-5-fuerzas/>.
- Groupon. *Official website*. Recovered December 18, 2016 from: <https://www.groupon.es/>.
- Guerras & Navas, J. E. (2007). *The strategic direction of the company*. Pamplona: Aranzandi S.A
- Heinrichs, H. (2013). *Sharing economy: A potential new pathway to sustainability*. GAIA, 228-231. Recovered May 3, 2017 from: <http://www.ingentaconnect.com/content/oekom/gaia/2013/00000022/00000004/art00005>.
- Hernández Díaz, A (2012). *Direct marketing advantages and disadvantages*. Recovered February 9, 2017 from: <http://alfredohernandezdiaz.com/2012/06/04/que-es-el-marketing-directo-ventajas-marketing-relacional/>.
- Hill, C & Jones, G (2009). *Strategic management*. Part 1. 8^o Edition. Ed: Mc Graw Hill.
- INE (2014). *Projection of the population of Spain 2014-2064*. Recovered February 16, 2017 from: <http://www.ine.es/prensa/np870.pdf>.
- INE (2016). *Population figures, migration statistics 2015, acquisitions of Spanish nationality of residents 2015*. Recovered February 5, 2017 from: <http://www.ine.es/prensa/np980.pdf>.
- INE (2016). *Survey on the use of ICT and e-commerce in companies*. Recovered February 8, 2017 from: http://www.ine.es/dyns/INEbase/es/operacion.htm?c=Estadistica_C&cid=1254736176743&menu=ultiDatos&idp=1254735576799.
- Kotler, P & Keller, K (2012). *Marketing Management*. México: Pearson.

- Kotler,P & Armstrong, G (2013). *Fundamentals of Marketing*. México: Pearson.
- Let's Bonus Official website*. Recovered December 28, 2016 from: <http://es.letsbonus.com>.
- López, M.A (2014). *Legal aspects in the collaborative economy*. Recovered January 28, 2017 from: <https://www.mylabogados.es/aspectos-legales-en-la-economia-colaborativa/>.
- Mahajan. N (2013). *The thinker interview with Philip Kotler, the Father of Marketing*. Recovered April 4, 2017 from: <http://knowledge.ckgsb.edu.cn/2013/10/08/marketing/philip-kotler-interview-four-ps-marketing/>.
- Marín, C & Perez, C (2007). *Fundamentals of Strategic Marketing*. Delta. Publicaciones.
- Mateos, M (2012). *Take advantage of the help of the autonomies to create your company*. Emprendedores y Empleo. Expansión. El Mundo.
- Medrano, M (2012). *Opportunities and financial aid to undertake. Juventud y emprendimiento. Una oportunidad en tiempos de crisis, nº 99 (53)*. Recovered February 6, 2017 from: <http://www.injuve.es/sites/default/files/2013/11/publicaciones/RevistaInjuve99.pdf>.
- Merlo, Y, (2016). *Spain's leading European collaborative economy*. Recovered 26 January, 2017 from: http://cincodias.com/cincodias/2016/09/08/pyme/1473329116_494742.html.
- Miguel Fj (2016). *Collaborative economy and regulation*. Recovered February 5, 2017 from: <https://ecolaborativa.com>.
- Mil Anuncios Official website*. Recovered December 20, 2016 from:<https://www.milanuncios.es/>.
- Monzón, J (April 26, 2017). II Conference Cooperativism & Entrepreneurship (Vila-real).
- Notas de prensa (2017). *Estimation of quarterly GDP*. Recovered January 27, 2017 from: <http://www.ine.es/prensa/cntr0416a.pdf>.
- Orozco, A 2015. *Spending on beauty in Spain*. Recovered April 28, 2017 from: <http://www.beautytoday.es/2015/12/30/el-gasto-en-belleza-en-espana/>.
- P. Robbins, S. & A. Decenzo, D. *Fundamentals of administration*. Pearson. Prentice Hall.
- Paniagua, E (2014). *Collaborative economy to survive* . El Mundo. Recovered December 18, 2016 from: <http://www.elmundo.es/grafico/economia/2014/12/14/548b3af4268e3e03108b4571>.

Pribeauty Official website. Recovered January 8, 2017 from: <https://www.pribeauty.com/>.

Priede, T; López, C ; Benito, S. (2010). *Creation and development of firms*. Chapter 4, ed. Pirámide.

Santesmases, M (2012). *Marketing Concepts and Strategies*. Madrid: Pirámide.

Universidad Jaume I (2015). *Unit 3: Strategic analysis of the environment* (Notes of the subject AE 1024).
Unpublished material.

Villaveces, S (2007): *Introduction to the collaborative economy*. Recovered December 25, 2017 from:
<http://www.youngmarketing.co/una-introduccion-a-la-economia-y-al-consumo-colaborativo/>.

14. BIBLIOGRAPHY

- Alonso, A (2014). *Determinants of collaborative consumption as a new economic paradigm*. Recovered Januray 26, 2017 from: https://buleria.unileon.es/bitstream/handle/10612/4051/71467693T_GCI_Diciembre14.pdf?sequence=1.
- Averkamp, H (s.f) . *Balance Sheet Explanation*. Recovered May 8, 2017 from: <https://www.accountingcoach.com/balance-sheet/explanation>.
- Horta, F (2017). *Factors and characteristics that attract capital investment in the collaborative economy*. Recovered January 6, 2017 from: https://upcommons.upc.edu/bitstream/handle/2117/101232/TFG_IKER_JONAMA_ANDA.pdf.
- Indra, K (2015). *The rise of the collaborative economy in Spain, evolution of a growing sector*. Recovered Januray 15, 2017 from: <http://www.elreferente.es/tecnologicos/directorio-plataformas-economia-colaborativa-espana-28955>.
- Investopedia (s.f). *Cash Flow From Financing Activities*. Recovered May 3, 2017 from: <http://www.investopedia.com/terms/c/cashflowfromfinancing.asp>.
- La empresa y el mercado (2010). *B2C Electronic Commerce Study, Electronic document*. Recovered December 24, 2016 from: http://educativa.catedu.es/44700165/aula/archivos/repositorio/2750/2775/html/32_la_empresa_y_el_mercado.html
- Levante-emv (2016). *How to perform the working capital of a company*. Recovered 5 May 2017 from: <http://www.levante-emv.com/economia/2016/04/27/interpretar-fondo-maniobra-empresa/1410075.html>.
- Macroeconomía (2012). *Economy*. Recovered Januray 27, 2017 from: <http://mundodelaempresa.blogspot.com.es/2012/11/macroeconomia-que-es-el-pib-como-se.html>.
- Nova, J (2013). *What is a start-up?*. Recovered April 25, 2017 from: <https://www.elblogsalmon.com/conceptos-de-economia/que-es-una-startup>.
- Quinones ,A, Augustine,A (2015). *Technology and Confidence: How the Collaborative Economy Is Changing Consumer Behavior*. Recovered February 8, 2017 from: https://www.bbvaresearch.com/wpcontent/uploads/2015/11/151120_US_SharingEconomy_esp.pdf.
- Santesmases, M (2012). *Marketing Concepts and Strategies*.(p.635) Madrid: Pirámide.
- Universitat Jaume I (2015). *Unit 3: Decisions of price* (Notes of the subject AE1025). Unpublished material.

Universitat Jaume I (2016). *Unit 4: Customer Service and Claim Management* (Notes of the subject AE 1031). Unpublished material.

Wikipedia (s.f). *Conflict between Uber and taxi drivers*. Recovered March 21, 2017 from: https://es.wikipedia.org/wiki/Conflicto_entre_Uber_y_los_taxistas.