



AMB TU

Autor: Eloy Becker Silvestre

Tutor: Edurne Zubiria Ferriols

**GRADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS
AE1049 – TRABAJO FINAL DE GRADO CURSO 2017-18**

INDEX

A. TABLE INDEX.....	5
B. ILLUSTRATION INDEX.....	6
C. GRAPH INDEX.....	7
0. INTRODUCTION. WORK METHODOLOGY AND WORK DEVELOPMENT PROCESS.....	8
0.1. SUMMARY.....	8
0.2. PURPOSE OF THE TFG AND JUSTIFICATION OF THE CHOICE OF SUBJECT.	9
0.3. WORK METHODOLOGY.....	9
0.4. RELATIONSHIP OF THE TFG WITH THE SUBJECTS OF THE DEGREE.....	10
1. EXECUTIVE SUMMARY.....	11
1.1. PROBLEM-SOLUTION-OPPORTUNITY.....	11
1.2. WHAT WE DO.	11
1.3. THE BUSINESS MODEL.	12
1.4. THE COMPETITIVE ADVANTAGE.....	12
1.5. THE MARKET.....	13
1.6. THE COMPETITION.....	14
1.7. THE TEAM.....	15
1.8. ECONOMIC-FINANCIAL SUMMARY.....	16
2. THE COMPANY.....	19
2.1. COMPANY'S PRESENTATION.....	19
2.2. MISSION-VISION-VALUES.....	19
2.2.1. <i>Mission</i>	19
2.2.2. <i>View</i>	19
2.2.3. <i>Values</i>	19
2.3. DESCRIPTION OF THE ACTIVITY / LINES OF BUSINESS / PRODUCTS AND SERVICES...	20
2.3.1. <i>Strategic objectives</i>	20
2.3.2. <i>Business lines</i>	21
2.3.3. <i>Products and services</i>	21
2.4. DEFINITION OF THE MARKET: DELIMITATION AND QUANTIFICATION.....	22
2.5. DIFFERENTIAL VALUE. INNOVATION.....	22
3. IDENTIFICATION, DESCRIPTION AND ANALYSIS OF THE OPPORTUNITY.....	23

3.1. DEFINITION OF THE OPPORTUNITY DETECTED.....	23
3.2. ANCHORING PROBLEM-SOLUTION.	24
3.3. ANALYSIS OF THE GENERAL ENVIRONMENT (PEST).....	24
3.3.1. <i>Political-legal factor</i>	24
3.3.2. <i>Economic factors</i>	26
3.3.3. <i>Social factors</i>	27
3.3.4. <i>Technological factors</i>	30
4. DESIGN OF THE BUSINESS MODEL.....	33
4.1. DEFINITION OF THE BUSINESS MODEL. (CANVAS).....	33
4.1.1. <i>Differential value</i>	33
4.1.2. <i>Clients- relationship with clients</i>	33
4.1.3. <i>Channels</i>	33
4.1.4. <i>Key resources</i>	34
4.1.5. <i>Key tasks</i>	34
4.1.6. <i>Partners</i>	34
4.1.7. <i>Income flow - income lines</i>	34
4.1.8. <i>Flow of expenses</i>	35
5. ANALYSIS OF COMPETITORS.....	36
5.1. SEGMENTATION OF THE INDUSTRY.....	36
5.2. IDENTIFICATION AND ANALYSIS OF THE MAIN COMPANIES IN THE SECTOR.....	37
6. SWOT ANALYSIS.....	44
6.1. WEAKNESSES.	44
6.2. THREATS.	44
6.3. STRENGTHS.....	45
6.4. OPPORTUNITIES.....	45
7. MARKETING PLAN.....	47
7.1. MARKETING MIX.	47
7.1.1. <i>Services</i>	47
7.1.2. <i>Price</i>	47
7.1.3. <i>Distribution</i>	48
7.1.4. <i>Promotion</i>	49
7.2. COMMUNICATION PLAN.	49
8. OPERATIONS. FLOWCHART.....	51
9. HUMAN RESOURCES PLAN.....	54

9.1. FUNCTIONAL FLOWCHART.....	54
9.2. COLLABORATORS.....	55
10. FINANCIAL PLAN.....	56
10.1. INVESTMENT PLAN.....	56
10.2. FINANCING PLAN.....	57
10.3. PROFIT AND LOSS ACCOUNT.....	57
10.4. TREASURY PLAN.....	60
10.5. PENSION BALANCE.....	62
11. CONCLUSIONS.....	64
11.1. IDENTIFICATION OF PROJECT CHALLENGES OR ASPECTS TO CONSIDER / HIGHLIGHT.	64
11.2. IMPROVEMENT POINTS / FUTURE OPPORTUNITIES.....	65
11.3. ASSESSMENT OF THE WORK PROCESS.....	65
11. REFERENCE LIST.....	66
12. BIBLIOGRAPHY.....	68

A. TABLE INDEX.

TABLE 1. INVESTMENT DATA.	16
TABLE 2. ANNUAL PROFIT AND LOSS ACCOUNT.	17
TABLE 3. BALANCE.	18
TABLE 4. EVOLUTION OF R & D EXPENDITURE IN SPAIN, DATA FROM 2013-2016.	32
TABLE 5. SERVICES OFFERED BY THE COMPETITION.....	36
TABLE 6. COMPETITIORS.....	43
TABLE 7. PRICES.	48
TABLE 8. FLOWCHART SYMBOLOGY.....	52
TABLE 9. INVESTMENT PLAN.	56
TABLE 10. FINANCING PLAN.	57
TABLE 11. PROFIT AND LOSS ACCOUNT.....	59
TABLE 12. TREASURY PLAN.....	61
TABLE 13. PENSION BALANCE.....	62
TABLE 14. BASIC RATIOS.	63

B. ILLUSTRATION INDEX.

ILLUSTRATION 1. MODEL CANVAS.....	12
ILLUSTRATION 2. ORGANIZATION CHART.....	15
ILLUSTRATION 3. PYRAMID OF THE SPANISH POPULATION.....	28
ILLUSTRATION 4. STRATEGIC GROUP.....	37
ILLUSTRATION 5. SWOT ANALYSIS.....	46
ILLUSTRATION 6. AMB TU LOGO.....	50
ILLUSTRATION 7. ORGANIZATION CHART OF AMB TU.....	54

C. GRAPH INDEX.

GRAPH 1. POPULATION OF THE PROVINCE OF CASTELLÓN DISTRIBUTED IN AGES, DATA OF 2014.....	13
GRAPH 2. YEAR-ON-YEAR VARIATION OF SPANISH GDP IN% OF 2016-2019....	27
GRAPH 3. UNEMPLOYMENT RATE IN SPAIN 2016-2019.....	27
GRAPH 4. SPAIN'S AGING INDEX, DATA FROM 1980-2017.	28
GRAPH 5. DEPENDENCY RATE IN SPAIN, DATA FROM 1975-2017.	30
GRAPH 6. R & D EXPENDITURE IN SPAIN, 2013-2016 DATA.	31

0. INTRODUCTION. WORK METHODOLOGY AND WORK DEVELOPMENT PROCESS.

0.1. Summary.

This project corresponds to a business plan based on a company that provides social and health services at home to children, the elderly and dependents, the company will be called **Amb tu**.

Amb tu is born with the idea of solving the socio-sanitary needs at home in a legal, fast and comfortable way, with highly qualified staff. It distinguishes itself from the competition by offering more services, speed of the process, training and excellent quality / price relationship.

The way in which we will approach our target market is through two of Kotler's (1982) competitive strategies. The first the competitive strategy chosen is differentiation. We will use the 4Ps to to differentiate ourselves from the competition with service, communication, distribution and price.

On the other hand, the second competitive strategy chosen is the 'niche' strategy detailed by Kotler and Keller in Marketing Management (2012). Our company will focus its resources on addressing only the market of the province of Castellón.

With this we want to know the potential of the market, know better the needs of customers without making a large investment and with less risk. In case of obtaining good results, we would consider carrying out a market development strategy throughout the national territory, since we would have a base of satisfied customers who can recommend us.

Our client profile usually varies depending on the service that we demand, we place the age range between 30 and 80 years. As for the purchasing power of customers, it can be contracted by all types of customers, since the price of the service is quite competitive, but it is more aimed at customers with a medium-high purchasing power.

The project will be structured in the following way. In the first place, we will try to see the analysis of current market opportunities and how to take advantage of them. We will also show what our activity will consist of and how we will differentiate ourselves from other competitors in depth.

Secondly, we will analyze the situation of the company, the environment, both the variables that can be controlled by the company and those that do not and other aspects related to marketing.

In the third place, we will make a human resources plan. In this we will deepen on the staff that will be part of the company and on what functions they will perform. And also, a financial plan on the forecast of sales of these services in order to see if the business project is profitable or not. And finally, we will try to deepen the conclusions that we have reached after the realization of this business plan.

0.2. Purpose of the TFG and justification of the choice of subject.

The main objective of this project is to investigate the potential of this market need and define the actions we will take to start up the company. Regarding the justification of the subject, we thought this business idea was interesting because this year we had the need to hire this type of services since my grandmother broke her hip. And looking for companies that were dedicated to this type of service in the province of Castellón we realized that there were few compared to other areas of Spain.

In addition, according to data from the INE (2018) the aging of the Spanish population is a reality and future predictions indicate that it will increase in the coming years. Finally, Spanish life expectancy shows increasing growth.

This is why we believe that focusing in the market 'niche' of elderly can be an interesting decision because in the most important population group in the coming years. And therefore, these services will gain weight in the market and I think it is an interesting investment today.

0.3. Work methodology.

The methodology that we have adopted to carry out the project is as follows. In the first place, I met my tutor in a meeting in which we talked about what kind businesses I was interested in, where I could look for information to inspire me and how I should do it.

Secondly, once I was clear that I would be dealing with my project, I set dates for each evaluation of each of the sections and these was sent to the tutor to keep in mind when

I was going to send each part. And thirdly, I started to develop the work in compliance with the terms previously determined.

0.4. Relationship of the TFG with the subjects of the Degree.

In the present project we have used knowledge acquired throughout the Degree in Business Administration and Management. The materials that are used for the realization of this work are the following.

Fundamentals of Marketing (2nd year) and Operational Marketing (3rd year). Especially in point 7, aspects related to Marketing are discussed, this knowledge has helped us to carry out a complete analysis and actions efficiently.

English for the company (3rd year). To carry out the project and the exhibition, the knowledge of this subject has been important to improve both for the writing and the exhibition.

Analysis and formulation of strategies (3rd year). Especially for points 5 and 6, we have used the knowledge acquired in this subject to analyze the competition and use effective strategies for the situation detected.

In this project we have also used knowledge acquired in the following subjects. Financial Accounting, Operation Management and Analysis of Financial Statements, to establish the Financial Plan and address the economic viability of the company.

1. EXECUTIVE SUMMARY.

1.1. Problem-solution-opportunity.

At present, the Spanish population is deeply aged and according to experts it will not be mitigated in the coming decades. According to data from the Transforma España Foundation, the group over 65 years of age will register a large increase, since in 1960 these represented 8.2% of the total, in 2018 it represents 19% and according to the forecasts in 2031 they will shoot up to 26, 2%. (Conde, 2018).

Another aspect to be highlighted is the increase in life expectancy in Spain, since according to the latest OECD report, Spain is the second country with the highest life expectancy of the entire OECD, with an average of 83 years. And the prospects indicate that it will increase in the coming years. (Poncini, 2017)

Taking into account these aspects, the business idea is to offer social and health services for the elderly, children and dependents, covering the province of Castellón. **Amb tu** will not use intermediaries to sell our services, and we will sell your services directly through the website and the physical store located in the city of Castellón.

This business idea could have a good opportunity in the current market, since it is a service with prospects of increasing in the future and with a competition not very fierce compared to other areas of Spain. The target audience, as we mentioned earlier, is usually a person of about 30-80 years old and with a medium-high purchasing power.

1.2. What we do.

To build this company we will have to analyze what the competition offers to have a global orientation of what it is necessary to possess to offer a quality service that satisfies our clients.










For this we will hire a group of specialists, when necessary with experience in different branches. Psychology, Medicine, Physiotherapy, Nursing, social worker and Pediatrics. These will analyze the medical situation of each client and advise the caregiver about what is to take into account and the methodology to follow. In certain cases, the specialist will be who will perform the appropriate tasks.

For the creation of the website we subcontract to a computer company to make us a current web page, safe and easy to control. Besides, we will look for a physical store to in an accessible area so that our potential customers can approach and contract our services easily.

1.3. The business model.

Next we will show the **Amb tu** business plan using the CANVAS model to see the key aspects of the organization, as it organizes the operation where the companies create value. Also, the strengths and weaknesses are captured in a very visual way. (Illustration 1)

Illustration 1. Model CANVAS.

Key Partners 	Key Activities 	Value Propositions 	Customer Relationship 	Customer Segment 
IT service providers Suppliers of sanitary material Companies that organize events	Create and market care services through the website and the store	Wide variety of services Personalized service Accesible	Chat for questions Customer service Quality of service	Man and woman between the age 25 to 40 years. And 50 to 80 years old. Customers from the province of Castellón.
	Key Resources 	Professional workers	Channels 	Medium-high purchasing power
	Knowledge Capital Employees work		Web page Social networks Shops	
Cost Structure 		Revenue Streams 		
Computer platform Employee wages Local in the city		Cash Other payment methods: - Credit card - Transfer - Paypal		

Source: Own elaboration.

1.4. The competitive advantage.

The main competitive advantages the company will offer to the clients will be the diversification of services offered and the excellent quality of the service. Therefore, **Amb tu** seeks to offer a high quality home service and a wide range of services, offering practically a personalized service. The objective is that customers perceive the high quality of the service and keep it in mind over other options.

In addition, another aspect that can differentiate it from the competition is the response time in which we get in touch with our customers, guaranteeing the sending of the budget or allocation of personnel between 24 and 48 hours from the reception of the mail or the customer's visit to our local. The term of hours may vary if there is a non-working day.

Another aspect that makes us different from the rest is the professionalism of the staff, since all the workers are specialized in their field and have proven experience.

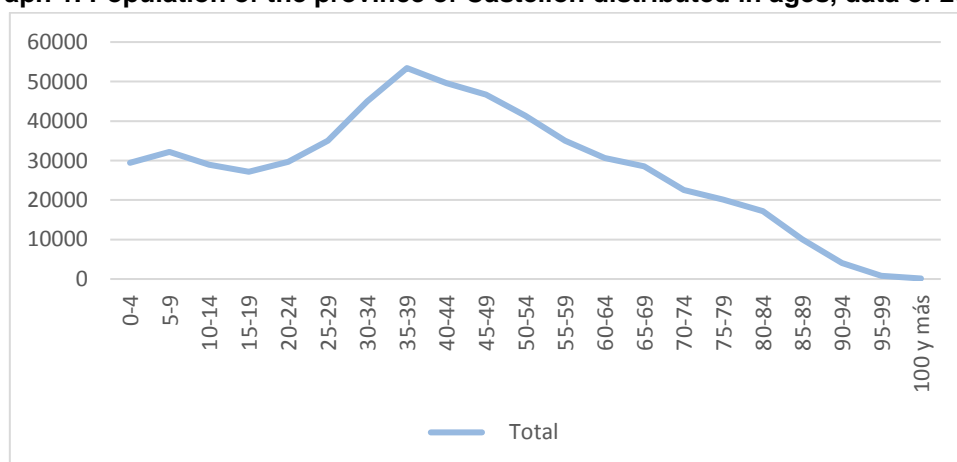
1.5. The market.

Our business idea focuses on offering socio-health services at home to the elderly, dependents and children / babies. Therefore, the profile of our potential client is a person or family unit that is responsible for an elderly person, dependent or child and can not be in charge of this 24 hours a day.

According to the latest INE data, the province of Castellón has 587,508 inhabitants and the distribution of ages is fragmented as follows. As we can see in the graph below, the population of less than 30 years is underrepresented with respect to adults from 30 to 65 years, which are the most representative age range in the population of the province of Castellón.

And finally, the age range of more than 65 years is less represented than the previous ones, but how the bulk of the Spanish population is in middle age, this suggests that in the future will grow the number of people over 65 years. (Graph 1)

Graph 1. Population of the province of Castellón distributed in ages, data of 2014.



Source: INE.

The main target audience will be elderly people who need social and health assistance at home. According to INE data, there are 103,397 people over 65 years of age in Castellón.

On the other hand, the second line of business of **Amb tu** will be the social-health service for dependents. According to the latest data from the Institute for the Elderly and Social Services, in 2017 the number of dependents in the province of Castellón was at 7.005 people, 5,770 receive financial benefits and the other 1,235 people receive no benefits. (Rios, S. y Escrig, S., 2017)

And finally, the third and last line of business of the company is the social-sanitary service to children / babies. According to the latest INE data, in Castellón there are 90,538 inhabitants who are between 0 and 15 years old.

Therefore, adding all these records, we obtain that 200,937 inhabitants are the potential clients that exist in the province of Castellón and that they may request these services in a near future.

1.6. The competition.

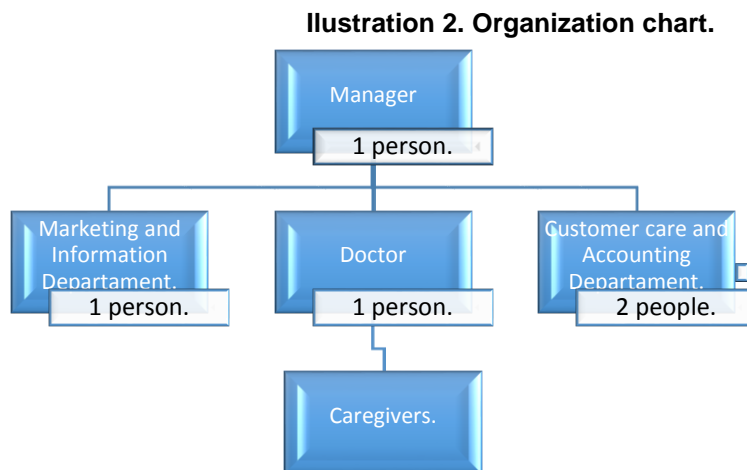
As for the competition, **Amb tu** will have an average competition, because in the province of Castellón there are seven companies that are dedicated to offer this type of services. Our main competitors operate in both the public and private sectors and often offer home services to seniors and dependents, in addition to providing cleaning services to both individuals and companies. Some competitors also offer babysitting services for babies or children. And some are also caregiver placement agencies.

After analyzing the market for these services, a large number of customers ask for assistance through a public body, the city council, and it is the city council itself that contacts the private company for their attention. So it is essential to achieve these municipal concessions to achieve customers in a short term and make our business viable.

The competitors that operate in the province of Castellón are Sain, Cuidum, Interdomicilio Castellón, Asisthogar Castellón, Ayuda Familiar Castellón, Estem per tu and Aiudo.

1.7. The team.

Amb tu will be formed by a highly trained team of people to develop the operations in the best possible way. The organization chart of the company will be the following. (Illustration 2)



Source: Own elaboration.

At the top of the organization chart, the manager will solve the problems that may be in the organization, as well as make the appropriate decisions.

In the second step of the organization chart, we find 3 departments. The marketing and information department that will be formed by a person who will be responsible for the maintenance of the website and social networks.

On the other hand, the doctor who will advise the caregivers and give diagnoses to our clients, in cases where the client needs the service of a specialist, we will hire areas like physiotherapy, social worker, pediatrics and nursing that will treat to our clients and advise the caregivers.

And finally, the customer service and accounting department consisting of two people, these employees will be responsible for making budgets, ensure the viability of each service, coordinate services, administration tasks, customer service and accounting.

And in the third step, 15 polyvalent caregivers who can perform almost all the services offered by the company. These employees will work according to the demand that we have, that is, they will work for hours.

1.8. Economic-financial summary.

In this section we will see a summary of what deal with in point 10, the Financial Plan. First of all, to start up our business we will make an initial investment, since we will need both tangible, intangible and financial assets.

In the table below (Table 1), the initial investments are shown before starting the activity and the depreciations that will suffer by the fixed assets in the next 3 periods.

Table 1. Investment Data.

Concept	Initial Value	% Amortization	2.019		2.020		2.021	
			Investments	Amortization	Investments	Amortization	Investments	Amortization
Inmobilized Material	6.540,00		0,00	1.462,00	0,00	1.462,00	0,00	1.462,00
Tools, Materials, ...	3.540,00	30,0%		1.062,00		1.062,00		1.062,00
Furniture	2.000,00	10,0%		200,00		200,00		200,00
Computer equipment	1.000,00	20,0%		200,00		200,00		200,00
Intangible Assets	1.500,00		0,00	150,00	0,00	150,00	0,00	150,00
Other Intangible Assets	1.500,00	10,0%		150,00		150,00		150,00
Financial fixed assets	300,00	n.a.	0,00	n.a.	0,00	n.a.	0,00	n.a.
Bail bonds	300,00	n.a.		n.a.		n.a.		n.a.
Total annual	8.340,00		0,00	1.612,00	0,00	1.612,00	0,00	1.612,00
Total net book value at the end of the year				6.728,00		5.116,00		3.504,00

Source: Own elaboration.

In the following table (Table 2), the profit and loss account corresponding to the first three periods is shown. In it we can see that the benefits will increase in the coming years, since it is expected that the provision of services will grow.

Table 2. Annual profit and loss account.

	2.019		2.020		2.021
Concepts	Total	Variation %	Total	Variation %	Total
Sales	237.950,00	0,10	261.745,00	0,10	287.919,50
Variable purchase and sale costs	133.784,50	0,10	147.162,95	0,10	161.879,25
Gross Margin s / Sales	104.165,50	n.a.	114.582,05	n.a.	126.040,26
Wages and salaries	40.757,62	n.a.	47.597,46	n.a.	47.597,46
Social charges	9.187,01	n.a.	10.728,75	n.a.	10.728,75
Taxes: IAE, IBI, ...	99,37	0,00	99,37	0,00	99,37
Supplies: electricity, water, telephone, gas	2.400,00	0,00	2.400,00	0,00	2.400,00
Services of independent professionals.	400,00	0,00	400,00	0,00	400,00
Office supplies	360,00	0,00	360,00	0,00	360,00
Publicity and propaganda	2.500,00	0,00	2.500,00	0,00	2.500,00
Insurance Premiums	400,00	0,00	400,00	0,00	400,00
Leases	6.000,00	0,00	6.000,00	0,00	6.000,00
Endowment Amortizations	1.612,00	n.a.	1.612,00	n.a.	1.612,00
Total Operating Expenses	63.715,99	n.a.	72.097,58	n.a.	72.097,58
EXPLOITATION RESULT	40.449,51	n.a.	42.484,47	n.a.	53.942,68
FINANCIAL RESULTS	0,00	na.	0,00	na.	0,00
R.ORDINARY / BEFORE TAXES	40.449,51	n.a.	42.484,47	n.a.	53.942,68
Tax benefits	10.112,38	n.a.	10.621,12	n.a.	13.485,67
R. AFTER IMPOSED	30.337,13	n.a.	31.863,36	n.a.	40.457,01

Source: Own elaboration.

Finally, in the following table (table 3), the balance of the first year and the following two years is shown. The main aspect to be taken into account in this table is that the balance sheets are square, the asset must have the same amount as the liabilities and net worth together.

Table 3. Balance.

	Start		2019		2020		2021	
	€	%	€	%	€	%	€	%
Fixed Asset	8.340,00	69,3%	6.728,00	9,0%	5.116,00	5,0%	3.504,00	2,4%
Fixed assets Net	6.540,00	54,4%	5.078,00	6,8%	3.616,00	3,5%	2.154,00	1,5%
Net Intangible Fixed	1.500,00	12,5%	1.350,00	1,8%	1.200,00	1,2%	1.050,00	0,7%
Financial fixed assets	300,00	2,5%	300,00	0,4%	300,00	0,3%	300,00	0,2%
Current Assets	3.688,40	30,7%	67.644,37	91,0%	96.915,37	95,0%	143.477,70	97,6%
Realizable	1.688,40	14,0%	13.305,00	17,9%	14.635,50	14,3%	16.099,05	11,0%
Treasury	2.000,00	16,6%	54.339,37	73,1%	82.279,87	80,6%	127.378,65	86,7%
Total Active	12.028,40	100,0%	74.372,37	100,0%	102.031,37	100,0%	146.981,70	100,0%
Own resources	12.028,00	100,0%	42.365,13	57,0%	74.228,48	72,8%	114.685,49	78,0%
Capital	12.028,00	100,0%	12.028,00	16,2%	12.028,00	11,8%	12.028,00	8,2%
Reservations	0,00	0,0%	0,00	0,0%	30.337,13	29,7%	62.200,48	42,3%
Profit and Loss of the Year	0,00	0,0%	30.337,13	40,8%	31.863,36	31,2%	40.457,01	27,5%
Short-term Liability Liability	0,00	0,0%	32.007,24	43,0%	27.802,88	27,2%	32.296,20	22,0%
Trade creditors	0,00	0,0%	14.807,00	19,9%	16.287,70	16,0%	17.916,47	12,2%
Social Security Creditor	0,00	0,0%	765,58	1,0%	894,06	0,9%	894,06	0,6%
Other creditors	0,00	0,0%	16.434,66	22,1%	10.621,12	10,4%	13.485,67	9,2%
Total Permanent Resources	12.028,00	100,0%	42.365,13	57,0%	74.228,48	72,8%	114.685,49	78,0%
Total Foreign Resources	0,00	0,0%	32.007,24	43,0%	27.802,88	27,2%	32.296,20	22,0%
Total Liabilities	12.028,00	100,0%	74.372,37	100,0%	102.031,37	100,0%	146.981,70	100,0%
Working capital	3.688,00	30,7%	35.637,13	47,9%	69.112,48	67,7%	111.181,49	75,6%
Square balance	0		0		Yes		Yes	

Source: Own elaboration.

2. THE COMPANY.

2.1. Company's presentation.

We will create the company of socio-sanitary services at home at the end of 2018 and it will receive the name of **Amb tu**. This name means you.

This company arose with the idea of solving the needs of lack of services at home for seniors, children, and dependents. Also to offer a comprehensive service at home with an efficient, fast and quality service, as we offer many services such as cleaning, cooking, care, advice, personalized exercises, medical check-ups, and so on. The CNAE of these activities are 8811, 8812, 8891, 9700 and 8622.

To attract potential customers in the province of Castellón, the company will have a web portal and a physical location in the city of Castellón.

2.2. Mission-Vision-Values.

2.2.1. Mission.

The mission of **Amb tu** is to offer high-quality social-health home services for the elderly, dependents and children. Our Company is aimed to the entire population of the province of Castellón that needs this type of service.

2.2.2. View.

The vision of **Amb tu** is to be recognized as a leader in the province of Castellón in socio-sanitary services at home, offering a quality service that safeguards the health of people and contributes to the well-being of people.

2.2.3. Values.

The values of the company are the following are listed next.

- Interdisciplinarity. We favor the integration of different disciplines to offer the customer the best possible service.
- Comprehensive care. We try to offer a service that meets the needs of our clients, offering services practically on demand.

- Confidence. We plan the attention with time, we carry out follow-ups and evaluations of the service.
- Quality. Commitment in the pursuit of excellence.
- Continuous improvement. We are committed to the continuous improvement of our service processes, our technical knowledge and our clients' perception of the service.
- Commitment to people. We commit ourselves to our workers, fostering their talent with training, creating an atmosphere of respect within the organization and rewarding workers for the fulfillment of the objectives.
- Adaptability. We adapt to the needs of the client, offering a service practically 'à la carte'.

2.3. Description of the activity / Lines of business / Products and services.

The main objective of this project is to be a physical and web site that offers high quality home services for seniors, dependents and children. This service will be offered to the province of Castellón.

The main reason why we have opted for this business is due to the aging of the Spanish population and its growth prospects in the future, which will generally lead families to contract more this type of services and consequently, the number will increase of customers and the benefits. Therefore, we have seen a good business opportunity to take advantage of this situation.

2.3.1. Strategic objectives.

The strategic objectives of **Amb tu** are the following.

- Receive an 8/10 grade of quality perceived by the client in post-service surveys in 2020.
- Raise 20% of the investment made during the first year.
- Achieve a market share of 10% in our target market in 2019.
- Get more than 5000 followers on Facebook in March 2019.
- To obtain more than 5 agreements with town halls in 2019, so that through public services of social services we can get more clients.

2.3.2. Business lines.

The lines of services that we will offer our clients will be three, the line of services for the elderly, the line of services for dependents and the line of services for children / babies.

Within the first line of services, elderly people, the services offered will be these: 24-hour health service, home intervention, technical service, home physiotherapy, cleaning service, geriatric service, psychological service, food service and accompaniment to the hospital.

The second line of services, dependents, these will be the services of this line: 24h health service, home intervention, home physiotherapy, technical service, patient care, psychological services, food service and cleaning service.

And third line of services, children / babies, the services of this line will be: babysitting service, physiotherapy at home, pediatric service, 24h health service, psychological services, food service and cleaning service.

2.3.3. Products and services.

The services we offer on the website and in the physical store correspond to home care services. The services will be the following:

- Accompaniment and home intervention to elderly and dependents. (1) (2)
- Geriatrics and care for the sick. (1) (2)
- Physiotherapy at home. (1) (2) (3)
- Babysitting services for children and babies. (3)
- Cleaning service at home. (1) (2) (3)
- Psychological service. (1) (2) (3)
- Technical service, customer orientation on what services and to what extent they can be subsidized by the state. (2. 3)
- 24 hours health care. (1) (2) (3)
- Medical service. (1) (2) (3)
- Pediatric service. (3)
- Physiotherapy service. (1) (2) (3)
- Food service. (1) (2) (3)

- (1) Seniors.
- (2) Dependent people.
- (3) Children / babies.

2.4. Definition of the market: delimitation and quantification.

At this point, I will try to see the stage of life of the market in which this business is located. As the franchise portal in Spain, franquicias.es, points out, the aging of the population has created a great need for products and services for the elderly, as well as healthcare services such as cleaning. Therefore, these services register an important growth in our country. (Anonymous, 2018).

Regarding the profile and characteristics of our clients, as we have said before, these clients are both men and women from the province of Castellón who are in charge of a relative / acquaintance, dependent or child / baby.

The age range of the clients is quite different depending on the type of service they hire, so we will place this range between 30 and 80 years. A large part of the potential clients will be able to contract our services, since the prices have a good quality / price ratio, although it is intended for clients with a medium-high income.

2.5. Differential value. Innovation.

The differential value of this business is framed in offering a wide variety of services, practically on demand, of high quality with a qualified staff at a reasonable price. Offering a service with a very interesting quality / price ratio.

3. IDENTIFICATION, DESCRIPTION AND ANALYSIS OF THE OPPORTUNITY.

3.1. Definition of the opportunity detected.

The detected opportunity arises from the growing need for socio-health services for elderly and dependent people, since according to the INE (2018), the aging rate of the Spanish population is increasing during the last 37 years and future prospects predict that the age range of over 65 years will grow enormously in the next 10 years.

According to a study of the INE (2014), the aging of the population is rising due to the increase in life expectancy and the decrease in the birth rate. Therefore, adapting to the demand of this sector of the population is and will be more than interesting in the coming years.

To be successful in this business, we have opted to offer several channels of communication, that is an omnichannel, as do many of our competitors. Developing a website, as more and more people use this medium to make their purchases and / or collect information about the possibilities they have.

For this reason, developing a useful, complete and dynamic web is vital for our future clients to see us as a possibility to be taken into account. And through it, people can communicate with us and / or contract our services.

We will also use the physical store to make our services tangible and reach a greater number of customers. According to a study by Deloitte, sales in Spain through the physical store occupy 95% of total sales, so that e-commerce sales despite their remarkable growth are still very low.

This study also concludes that many users use the online medium to search and consult, and later buy in the physical store. A good example would be online companies like Amazon or Apple that are opening physical stores because their customers want an omnichannel experience. (Betrian, 2017).

3.2. Anchoring problem-solution.

The aging of the population is an important social problem that affects Spanish society, as the rates show that aging is increasing and forecasts indicate that in the coming years it will increase even more. (INE, 2018).

These problems come from the declining birth rate and the increase in life expectancy. These causes are joined by the effect of the baby boomers, people who were born between 1958-1977 and in which the birth rate increased significantly, who are entering very advanced ages which causes further exacerbation of aging. (Anonymous, 2017)

All this endangers the existing welfare system in Spain, since with the reduction of the number of taxpayers of working age and the increase in the number of pensioners makes the system little viable. (Torres, 2017)

And with the growing aging of the population, social services for dependent people become saturated and the neglect of these people who have to wait a long time to receive attention by the public system grows. (Borraz y Pi, 2015)

For all this and in order to solve the problems of care for the elderly and / or dependents that currently exist and may be in the future, **Amb tu** will offer its customers a quality care service to solve these problems of neglect offering a service practically à la carte and with a good quality / price ratio.

3.3. Analysis of the general environment (PEST).

In this section an external analysis of the environment will be carried out, through the PESTEL analysis, where these four factors will be seen: the political-legal, economic, socio-cultural and technological factor. Looking at these factors we can better evaluate the current situation of the sector and detect possible threats and opportunities for the company.

3.3.1. Political-legal factor.

At this point we will take into account legal aspects that may affect the operation of the company.

This service has the complexity that the State finances this type of services, so it is quite regulated as it should be the service, the requirements and others. But also each community has laws independent of the others, then as our target market is centered in the province of Castellón, we will take into account the laws of the Valencian Community. And we will also take into account the laws that favor the creation of new companies and entrepreneurship.

- Law 5/1997, of June 25, regulates the Social Services System within the Valencian Community. It regulates and structures the public system of the community. Preventing, treating and eliminating any cause or marginalization or social inequality. The coordination of resources and private and public initiatives, as well as social aspects of health and education systems. The development of people within society and the promotion of solidarity and citizen participation in the field of social services.
- Royal Decree-Law 4/2013, article 7, in which they approve a reduced tax rate for newly created entities. They will pay in this reduced tax in the first tax period in which the tax base is positive and in the next. First, the tax base will be 15% and in the remaining time 20%.
- Law 14/2013, of September 27, on support for entrepreneurs and their internationalization. Law that aims to support entrepreneurs and promote their growth and internationalization, promote entrepreneurial culture and a favorable environment for economic activity.
- Royal Decree Law 3/2012, of February 10, in this Law aims to support entrepreneurs when hiring workers with an indefinite contract. Being able to deduct fiscally the payroll of the workers and reduce the quota of the Social Security of the entrepreneur.
- Royal Decree 1077/2017, of December 29, which sets the minimum interprofessional salary for 2018. This law details the minimum interprofessional salary, which is set at 10,302.60 euros.
- Decree 62/2017, of May 19, which establishes the procedure to recognize the degree of dependence to people and access to the public system of services and economic benefits. Applied with the Valencian council.

- Law 39/2006, of December 14, on Promotion of personal autonomy and attention to people in situations of dependency.

With regard to fiscal policy in Spain, Article No. 31 of the Spanish Constitution establishes that all, companies and individuals, will contribute to the maintenance of public expenditure each will contribute depending on their economic capacity. Inspired by principles of equality and progressivity.

On the occasion of the economic crisis, the Government of Spain reduced taxes in order to boost the growth of companies and create jobs. Therefore, public revenues have been reduced by the reduction in the number of taxpayers and by the reduction of taxes.

In conclusion, this factor affects the company and it is important to take it into account because an alteration of any rule can affect the profitability of the business or the breach of a rule for not being aware, with the consequent possibility of receiving an economic sanction.

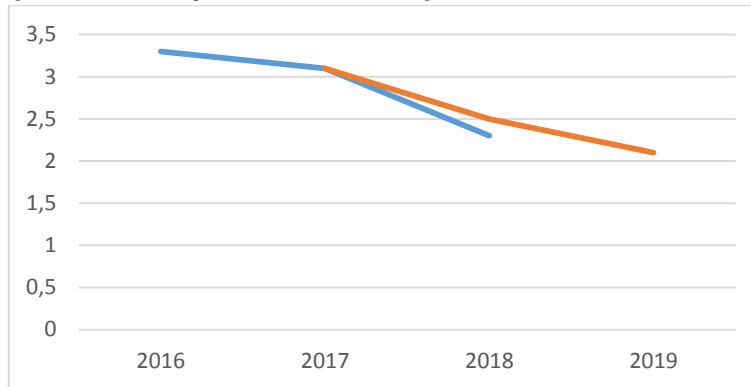
3.3.2. Economic factors.

In this section we will see economic aspects that will be taken into account for the development of the business idea. The economic crisis that began in 2008 was one of the most serious crises in history. According to the data, Spain has not yet recovered to pre-crisis levels in many parameters. For example, in the increase in wage inequality or the high rate of unemployment that affects our country. (Sánchez, 2017)

But the data of recent years and macroeconomic forecasts and other economic data show us that the economy is recovering. As we see the following graph, the forecast of the unemployment rate is that it will be reduced in the coming years, as well as the year-on-year variation in GDP. (Graph 2 and 3)

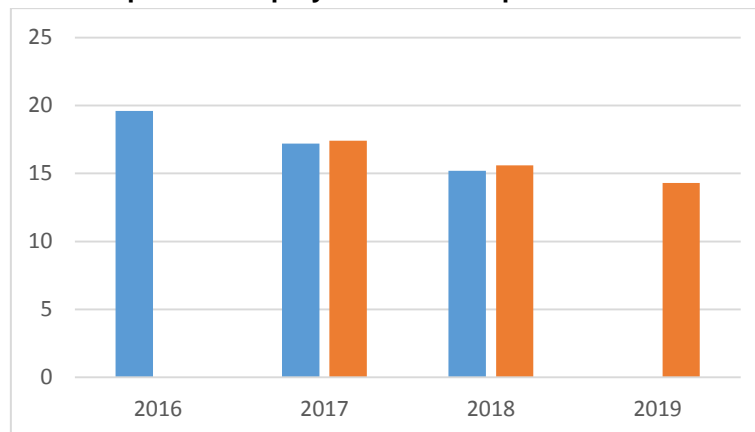
In conclusion, this factor affects the company and it is interesting to take it into account in the future, because with it you can estimate the disposable income that our target audience will have, and thus have an approximation of the sales figure for that year.

Graph 2. Year-on-year variation of Spanish GDP in% of 2016-2019.



Source: UE y el Ministerio de Economía.

Graph 3. Unemployment rate in Spain 2016-2019.



Source: UE y el Ministerio de Economía.

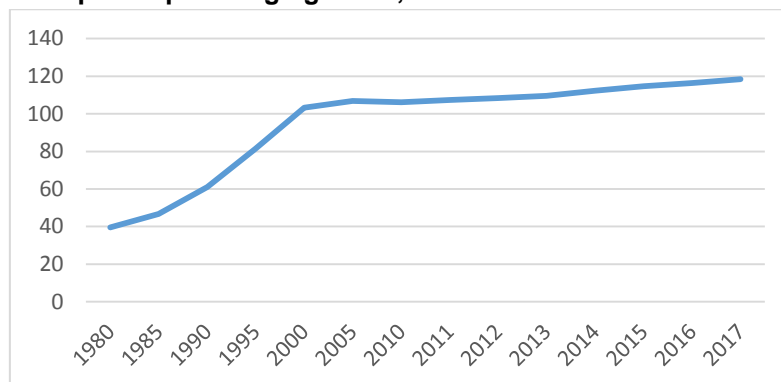
3.3.3. Social factors.

At this point we will focus on the Spanish society, especially in the aspects of the elderly and dependent, since it is the target market to which this business mainly focuses.

According to the latest data of the INE (2018) that encrypt the year 2017, the total Spanish population is 46.549.045 people, of which 22.838.035 are men and 23.711.009.

The following graph shows the evolution of the aging index in Spain in the last 37 years. This index expresses the relationship between the number of adults over 65 and the number of people under 15 years of age. (Graph 4)

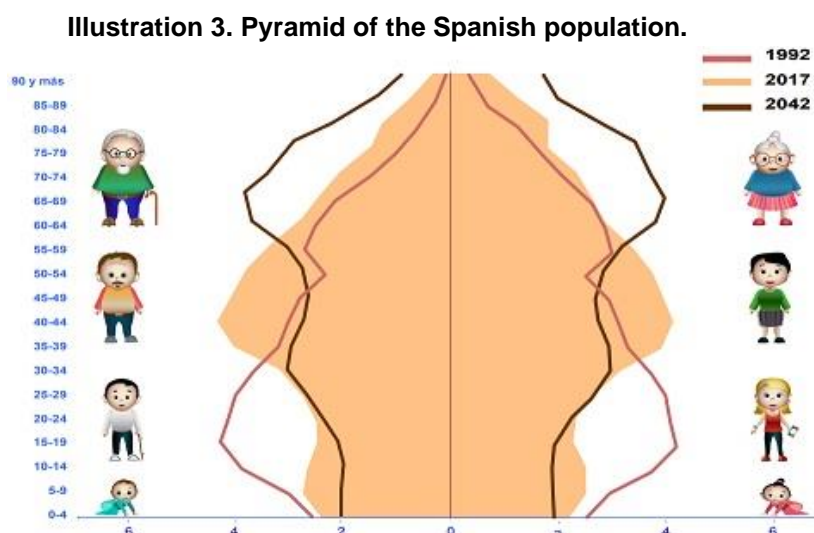
Graph 4. Spain's aging index, data from 1980-2017.



Source: INE.

In the graph we can see that the index had a sharp growth in the period from 1980 to 2000. Later it stabilized and even in the period from 2005 to 2010 it was reduced. Until finally in the last 4 years it is growing at 2% per year. This continuous increase is due to the increase in life expectancy and the decrease in the birth rate.

In order to deepen more in the aging of the Spanish population, we will see next the pyramid of Spanish population. Showing the variation of the years 1992, 2017 and the prediction for 2042. (Illustration 3)



Source: INE.

We can see in the graph, the evolution of the Spanish population pyramid. In 1992, staged with the red stripe, the bulk of the population was concentrated in the age range of 15 to 30 years (young), this is the so-called baby boom, increased birth rate in the

period between 1958 and 1977. As soon as middle-aged people are not as represented as the previous age range, and finally, people over 65 who are the least represented.

In the year 2017, which is staged with orange stripe, we can see that there has been a great variation with respect to the previous period moving the bulk of the baby boom up. In the age range from 0 to 30 years there has been a large decrease compared to the previous period. In terms of the median age range, there has been a great growth as commented above. And finally, in people over 65 there has been an increase.

In the forecasts of the INE (2018) for 2042, brown line, we can see that as in the last year analyzed in 2017 the bulk is moving up. In the lower age range there is a significant decrease, therefore, it is predicted that the birth rate in Spain will decrease as has happened in recent years.

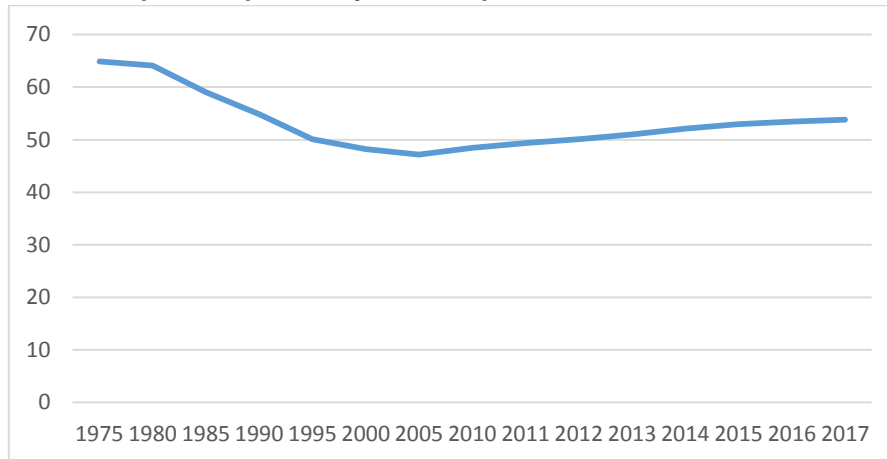
The range of middle age is expected to decrease because in the previous period fewer people were born than in the 1992 period. And finally, older people are expected to increase enormously compared to the previous period, representing the bulk of the population the Spanish population.

After seeing the two previous graphs, we can conclude that Spain has a social problem and that in the future it will go further if measures are not taken. Also that the result of the increase in the population over 65 is a good business possibility to adapt to the needs of this sector of the population.

Because in the very near future it is a more than profitable option. We can also conclude that the result of declining birth rates, the demand for services for babies or children will not increase in the future.

A dependent person is one who has limitations to perform one or several basic activities of his life, such as dressing or washing. I think it is important to see the evolution that this group has had in recent years. Next we will see the evolution of dependent people in Spain during the last 42 years. (Graph 5)

Graph 5. Dependency rate in Spain, data from 1975-2017.



Source: *INE*.

In the graph we can see that the dependency rate in 1975 had a very high value and that it was reduced year by year until the year 2000 when it stabilized. From this year to 2010 it remained fairly constant. And finally, from 2010 to 2017 there has been constant growth.

In conclusion, this factor affects the company and is important, since the business idea arises because of the social problem that currently exists regarding the growing aging of the Spanish population. Therefore, studying its evolution will help us to adapt to new needs that may arise in the future.

3.3.4. Technological factors.

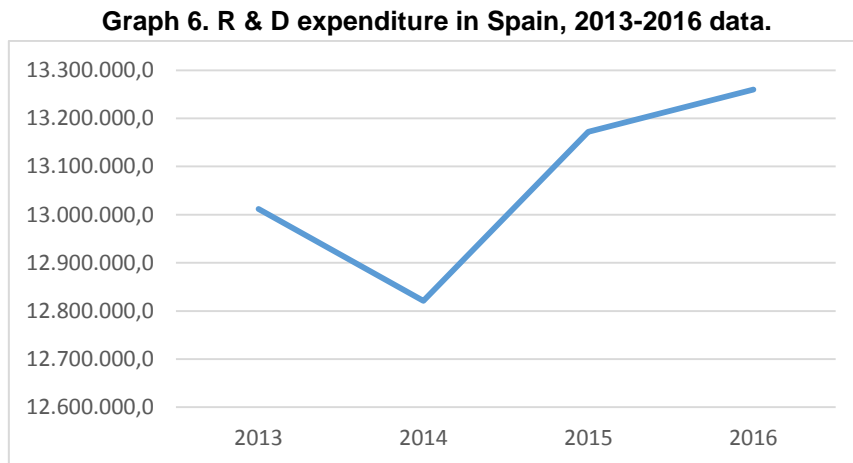
At this point we will see the evolution of technological research that is happening in Spain. As it is understood, technological research is vital for the economic development of a country, because it increases the added value of the offer, improves competitiveness and reduces costs. (Valente, 2015)

For the creation of **Amb tu** will be very important to know the technological advances in different branches, for example in the computer science, since how we will develop a web page it is important to be attentive to the innovations that can improve the online experience of our clients.

Also apply new techniques of physiotherapy or pediatrics that can improve the functionality or development of our clients. As well as using new products that are more respectful with the environment. Therefore, it will be vital to be informed of these

innovations to adapt them to the company and anticipate the competition by offering the best possible service.

As indicated by the INE (2018), R & D expenditure in Spain in 2016 stood at 13,259 million euros, equivalent to 1.19% of GDP. Next, we will see the evolution of R + D + i spending in Spain over the last 4 years that we have data. (Graph 6)



Source: INE.

In the previous graph we can see that in 2014 it decreased compared to the previous year and that in 2015 and 2016 this expenditure has grown considerably compared to previous years.

This may be due to the improvement of the economic situation, since if we look at the following table (Table 4) that shows the expenses in R & D taking into account the evolution of GDP in Spain we can see that the percentage allocated to these expenses is decreasing. Taking into account the GDP.

Table 4. Evolution of R & D expenditure in Spain, data from 2013-2016.

	(R+D Expenditure/GDP)*100: Total
2016	1,19
2015	1,22
2014	1,24
2013	1,27

Source: INE.

In conclusion, this factor does not directly affect the company but it is important to take it into account as our company will offer a quality service and it is vital to be attentive to new technological or methodological innovations that arise.

4. DESIGN OF THE BUSINESS MODEL.

4.1. Definition of the business model. (CANVAS)

4.1.1. Differential value.

As we have mentioned before, what differentiates **Amb tu** from the competition is the great variety of services offered to the elderly, dependents, children or babies offering a high quality service with a good quality / price ratio.

Another feature that we intend to offer is the speed of response and to provide the service, since we guarantee a response time of less than 48 hours, through the online or physical means.

4.1.2. Clients- relationship with clients.

It is important to define our customer segment to which we want to go. This segment will differ depending on the type of service that clients contract, that is, if the service is child or baby care, the market segment of the person who hires this type of service will be a man and a woman between 25 and 40 year old.

In the case of the elderly care service, those who contract this type of service are family members or themselves, therefore, the age range will be 50 to 80 years. And regarding the profile that hires the services to dependents will have a wider age range, since the dependent person can not be framed in any limited age range.

In addition, the clients of the company will be from the province of Castellón, since it is the target audience to which we want to go to short term. And as for the purchasing power of clients, we want to target clients with a medium-high purchasing power.

4.1.3. Channels.

As we have said before, the company will use an omnichannel strategy to be more present in the market, using three channels. The first channel is the physical store that will be located in the city of Castellón. The second channel will be the company's website and third, social networks.

4.1.4. Key resources.

One of the key resources for the good functioning of the business will be a team of highly qualified professionals in different fields to offer a quality service to our clients. Another key resource will be the possession of the necessary capital to start the business.

And finally, another basic resource for the operation of the company is the work and commitment of each of our employees.

4.1.5. Key tasks.

The key business activities will be to coordinate the team to offer a quality service to our clients, get clients through negotiations with town halls and promotions on the web and physical store and standardize the tasks we perform as much as possible. Guarantee the economic viability of each service offered.

4.1.6. Partners.

The providers will serve us as material to perform the service in the best possible way. We will make sure to choose suppliers that offer quality products that are up to date with the latest innovations.

The products will be cleaning, physiotherapy material, school material, orthopedic material, etc.

4.1.7. Income flow - income lines.

The payment of the services can be made through the website or in the physical store. Our billing policy will consist in the client paying 50% of the service before the service and at the end of the service, 30 days.

And the payment systems that our company makes available to customers will be.

- Credit card.
- PayPal.
- Wire transfer.
- Cash.

4.1.8. Flow of expenses.

The expenses that will have the company will be the following ones. The page web will comport expenses, since to design and to maintain it will behave expenses. On the other hand, the rent of the physical premises, Internet access, electricity and water expenses will be monthly expenses that must be paid.

Third, the wages of workers. Fourth, payments to suppliers for supplying materials for the development of services. On the other hand, office material for the development of administration, accounting, operations and marketing tasks.

Finally, the taxes generated due to the development of the business, and as well as, the payment of Social Security taxes for the salary of our workers. For the payment of expenses, the company will pay 30 days unless the suppliers demand other requirements.

5. ANALYSIS OF COMPETITORS.
5.1. Segmentation of the industry.

Market segmentation divides the market into groups of similar characteristics and needs in order to offer a differentiated offer tailored to each of the target groups. (Espinosa, 2013)

In the following table we can see the strategic group of the home care industry that is or has activity in the province of Castellón, taking as a variable the range of services and products they offer. We can see that Amb tu offers more care than the other companies in the area. (Table 5)

Table 5. Services offered by the competition.

	Interdomicilio Castellón	Asisthogar Castellón	Sain Servicios C.B.	Ayuda Familiar	Cuidum	Estem per tu	Aiudo	Amb tu
Escort and home care.	V	V	V	V	V	V	V	V
Home clean.	V	V	V	V	V	V	V	V
Care for children.	V	X	V	V	X	X	X	V
Psychological attention.	X	X	X	V	X	V	X	V
Medical care.	X	X	X	X	X	V	V	V
24H service.	X	X	V	X	X	X	X	V
Advice or technical service.	V	X	X	X	X	X	X	V
Care for the elderly.	V	V	V	V	V	V	V	V

Source: Own elaboration.

In the following illustration, the companies that compete in this type of service are shown, taking as variables the price and the amount of services they offer. First, we can see that there are a number of companies that offer many services at a high price, such as Interdomicilio, Ayuda Familiar Castellón, Asisthogar Castellón and Sain.

In this group **Amb tu** will be located, being the second company that offers the most services. Second, there is a company that offers fewer services and has a high price. This is Estem per tu. And third and last, there are two companies that offer few services and have a very low price, Cuidum and Aiudo. (Illustration 4)

Illustration 4. Strategic group.



Source: Own elaboration.

5.2. Identification and analysis of the main companies in the sector.

In this section we will focus on analyzing competitors with the aim of trying to see the services, price and distribution campaigns they carry out to attract customers. Below we can see that there are seven private companies operating in our target market, that is, home care service companies in the province of Castellón.

1. Interdomicilio Castellón.



Web: <https://www.interdomicilio.com/>

Phone: 964034722

Location: Camino San José 5, Castellón.

It is a Spanish franchise that also operates in Mexico and Portugal. It is dedicated to taking care of elderly people and children, cleaning, home repairs (plumbing, carpentry, electricians, etc.) and home counseling. It has its own website and physical location in the city of Castellón. It is also a placement agency.

Interdomicilio offers its clients 2 variants in terms of home care service:

A. Hourly care through caregivers of the company. The cost per hour is 10.75 € + VAT (10%) + transfer costs to the address.

B. Company acts as an intermediary between caregivers and client. In this case, the client will be the one who will fiscally hire the caregiver. The company will take care of processing the documentation, present the candidates that best suit their needs, prepare the payroll, replace in case of withdrawal and advice.

The cost of this service offered by the company is divided into two. On the one hand, the cost of staff selection 200 € + VAT (21%). On the other hand, the monthly management of 45 € + VAT (10%).

Besides, the salary set by the company that the carer will pay will be 5.36 € / h. This salary is above the minimum interprofessional salary. In addition, the client must pay the social contribution of the employer and the employee.

2. Asisthogar Castellón.



Web: <http://www.asisthogar.com/>

Phone: 977915755

Location: Archpriest Bonus 1st 2nd, Vinaroz.

It is a Spanish franchise that operates throughout the Spanish geography since 2005. It is dedicated to cleaning both individuals, companies and public bodies. It is also dedicated to the care of the elderly, employees of the home and placement agency of home caregivers. The physical location of the franchise in the province is located in the city of Vinaroz.

The price per hour offered by Asisthogar Castellón for home care service is 10.30 € + VAT (10%), through the staff of the company.

3. Sain Servicios, C.B.



Web: <https://www.asistencia-domicilio-castellon.es//>

Phone: 964261139

Location: Major, 74, Castellón.

It is a company created in 1995 in the province of Castellón. It is dedicated to home help to dependents, industrial cleaning and comprehensive assistance to people. The physical location is located in the city of Castellón.

The price of the hourly service offered by Sain Servicios is 10 € + VAT (10%), through the staff of the company.

4. Ayuda Familiar Castellón.



Web: <http://ayudafamiliar.es/>

Phone: 964257181

Location: Sant Blai, 26, Castellón.

It is a company created in Castellón and that only operates in the province. It is dedicated to the cleaning of homes, businesses and public bodies, care for the elderly, children and dependents, placement agency and health care. Manage home help services in the municipalities of Benicassim, Almazora, Chilches, Torreblanca and the Plana Alta Mancomunidad.

It has an ISO 9001: 2008 certificate that validates it as a private company as a private company under the Law of Dependency for the home care service to people and the cleaning of facilities.

The service price per hour of Ayuda Familiar Castellón is 11.50 € + VAT (10%).

5. Cuidum.



Web: <https://www.cuidum.com//>

Phone: 900834942

Location: Burjassot, 119, Valencia.

It is a home care company that was founded in 2015. It was born with the idea of providing dependents with all the necessary resources so they could stay at home.

Cuidum is a placement agency that focuses on finding caregivers with a specific profile to take care of clients who demand these services. The client will pay the company for the services of mediation, contract management, payroll preparation, replacement

service and labor counseling. In addition, it sells products related to improving the daily lives of customers, such as wheelchairs or articulated beds.

As for the price that Cuidum offers, it is quite similar to the other placement agencies. Prices vary depending on the type of service. First, an initial amount of between 250 to 550 € will be paid depending on the geographical area where the client resides. This includes the collection of information and selection of candidates that comply with the needs, coordination and monitoring of families and drafting, signing of contract and registration of social security.

The company will determine the salary that the client must pay to the caregiver, taking into account the minimum interprofessional salary. Bearing in mind that the minimum interprofessional salary is limited to 5.36 € / h.

And finally, the customer must enter Cuidum a monthly fee of between 50 € to 82.20 € depending on the hours contracted by the customer. For this fee entitles the substitution of the caregiver, mediation and monitoring by experts and preparation of monthly payrolls, legal and administrative advice.

6. Estem per tu.



Web: <http://www.estempertu.es/>

Phone: 964526523

Location: Ducat d'Atenes, 12 - Entlo. 12, Vila-real.

It is a company based in the city of Vila-real that offers home care services to seniors and dependents. Among its services are social health care, emotional support and support, overnight care, psychological support for family members, cognitive stimulation and hygiene and personal care.

As for the price of the service per hour is 12 € + VAT (10%).

7. Aiudo.



Web: <https://aiudo.es/>

Phone: 900805012

Location: The Marina of Juan Carlos I, Muelle de la Aduana s / n, Lanzadera Building, Valencia.

It is a company that was born in 2015 in Valencia and that operates nationally. It is a placement agency like Cuidum, which focuses on recruiting caregivers to offer these services. This company differs from the other in that it offers a medical supervision service.

Aiudo offers its clients two options in terms of home care service, one is through internal staff and another through external personnel, who work by the hour.

A. Internal personal option:

The approximate cost per hour is 5.36 € + Quote to the SS + AIUDO (55 € a month) + VAT (21%). In addition, the client must pay 242 € as selection costs.

B. External personal option, by hours:

The cost per hour is 5.95 € + Contribution to the SS + AIUDO fee + VAT (21%). And in addition, 181.50 € must be paid as selection costs.

Table 6. Competitors.

Company	Services	Price	Distribution
	<ul style="list-style-type: none"> - Cleaning. - Household employees. - Care for the elderly and children. - Home repairs. - Household counseling. - Placement agency. 	<ul style="list-style-type: none"> - Internal: 10,75 €/h - External: 5,36 €/h 	<ul style="list-style-type: none"> - Local physical in Castellón. - Web page.
	<ul style="list-style-type: none"> - Cleaning. - Care for the elderly. - Household employees. - Agency for placement of home caregivers. 	<ul style="list-style-type: none"> - Internal: 10,30 €/h 	<ul style="list-style-type: none"> - Local physical in Vinaroz. - Web page.
	<ul style="list-style-type: none"> - Cleaning companies and homes. - Pet care, elderly people and children. - 24 hour assistance. 	<ul style="list-style-type: none"> - Internal: 10 €/h. 	<ul style="list-style-type: none"> - Local physical in Castellón. - Web page.
	<ul style="list-style-type: none"> - Cleaning companies, homes and public bodies. - Care for the elderly, dependents, children and sick people in hospitals. - Psychology, chiropody, physiotherapy and rehabilitation care. 	<ul style="list-style-type: none"> - Internal: 11,50 €/h. 	<ul style="list-style-type: none"> - Local physical in Castellón. - Web page.
	<ul style="list-style-type: none"> - Agency for placement of home caregivers. 	<ul style="list-style-type: none"> - External: 5,36 €/h. 	<ul style="list-style-type: none"> - Web page.
	<ul style="list-style-type: none"> - Home care for elderly and dependents. - Household cleaning. - Psychological support from relatives. - Geriatric care. 	<ul style="list-style-type: none"> - Internal: 12 €/h. 	<ul style="list-style-type: none"> - Local physical in Vila-real. - Web page.
	<ul style="list-style-type: none"> - Agency for placement of home caregivers. - Medical supervision. 	<ul style="list-style-type: none"> - Internal: 5,36 €/h. - External: 5,95 €/h 	<ul style="list-style-type: none"> - Physical location in Valencia and Madrid. - Web page.

Source: Own elaboration.

6. SWOT ANALYSIS.

In this section we will try to see internal and external aspects of the industry and the weak and strong points that the company presents against the competition. That is, the weaknesses, threats, strengths and opportunities.

6.1. Weaknesses.

The company will be unknown to customers, as it is a newly created company. Because of this, consumers will have more in mind more established and well-known companies. Therefore, the company must carry out promotional actions to solve this weakness.

- **Amb tu** will have physical premises, which will lead to higher fixed costs than other companies of the competition that do not have a physical location. Therefore, these companies that do not have a physical location will benefit, since they do not have to pay the rent or purchase, and consequently they will be able to offer a more adjusted price.
- The strategy of the company is to offer a quality service and transmit this quality is essential to have qualified staff, this logically carries a cost that is reflected in the salary of employees. Therefore, the weakness lies in the medium / high salaries that the company will support and will start at a disadvantage with those companies that have low-qualified personnel and offer very tight prices.
- The company does not sell products for risk prevention or to facilitate the day to day of the products, as if they do some competing companies. This allows the competition to get more margin with this additional line of business.

6.2. Threats.

- The economic crisis, as it is known at the moment, is in a recovery situation but it is not far from the levels of before the economic crisis of 2008. Therefore, part of the potential clients are in a complicated economic situation and they opt for a public alternative, even if this means that they have to wait months before being served, or for cheaper alternatives than ours.

- Changes in the Spanish regulations of the dependency. In Spain there is legislation that frames the regulation of the dependency law. As any law may suffer variations at some point and this causes uncertainty to companies operating in this sector.
- New technological and methodological innovations. Given the continuous efforts in innovation in today's world, in the future new more effective methods or technological innovations that facilitate the day to day of these people can appear. Therefore, the company must be attentive to these innovations because if the competition adopts it and our company does not, it would be at a disadvantage compared to the competition.

6.3. Strengths.

- Quality of the services offered. For **Amb tu** quality will be one of the basic pillars, since we want to differentiate ourselves from the competition by offering a quality service. And for that reason, to demonstrate it, we will try to obtain the ISO 9001: 2008 certification that validates the company by the Law of Dependency for the home care service to people and the cleaning of facilities.
- Preparation of company personnel. The company will have staff widely trained in different disciplines to properly address the needs of customers, this knowledge will make us differentiate from the competition.
- Variety of services offered. The company will offer a wide variety of services to adapt to the needs of customers, offering a service practically à la carte.

6.4. Opportunities.

- Perspectives of growing demand for home services for the elderly and dependent. As a result of the aging of the Spanish population, everything suggests that the demand for these services will grow because there are more elderly and dependent people.
- Few competitors in the Valencian Community. Compared with other areas of Spain, in the Valencian Community there is little concentration of companies that

operate in home services, which makes their establishment attractive in this geographical area.

- Boom for the maintenance of people at home. In recent years there has been an increase in social awareness that these people should reside in the home because it contributes to people being more integrated into the family bond instead of going to a residence and losing contact. What makes families hire this type of services.

The following illustration shows the SWOT analysis that we have commented schematically. (Illustration 5)

Illustration 5. SWOT analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Quality of the services offered. - Preparation of company personnel. - Variety of services offered. 	<ul style="list-style-type: none"> - Initial lack of knowledge of the clients. - Greater fixed costs than some competitors.
Opportunities	Threats
<ul style="list-style-type: none"> - Perspectives of growing demand for this type of services. - Few competitors in the Valencian Community. - Boost to keep the elderly / dependents at home. 	<ul style="list-style-type: none"> - Economic crisis. - Changes in Spanish regulations. - New technological and methodological innovations.

Source: Own elaboration.

7. MARKETING PLAN.

7.1. Marketing mix.

To try to understand what Marketing is we will see some fragments of two Marketing gurus. According to Philip Kotler, the task of Marketing in the organization is to determine the interests, desires and needs of the target market and achieve the desired results more effectively and efficiently than competitors, so as to preserve or improve the welfare of the consumer. (Kotler, 2003)

According to Jarome McCarthy, Marketing is divided into four ideas: product or service, price, distribution and promotion. (McCarthy, 1960) Next we will define the actions that we will carry out in each of the 4Ps to achieve the objectives set by the organization.

7.1.1. Services.

Amb tu will make available to the clients an extensive variety of domiciliary services, focusing on dependent people, elders and children. The services that we offer to our clients will be 24h health services, home intervention, technical service, physiotherapy service, cleaning service, geriatric service, psychological service, food service, hospital accompaniment, patient care, pediatric service and baby sitting.

We will have three product lines: services for the elderly, services for dependents and services for children / babies. The main characteristic of these services is the quality of them. In addition, the wide variety of services and training of the company's personnel in different branches.

7.1.2. Price.

The price is an important factor, since it is the only element of the Marketing mix that generates income; all others generate costs. It is the Marketing element easier to adjust, since the other elements take more time. (Kotler and Keller, 2012)

The following table shows the prices of some services offered by the company. (Table 7)

Table 7. Prices.

Service	Price
Basic cleaning service	100 €
Premium cleaning service	250 €
Escort service	1.000 €
Childcare service	920 €
Service specialists	200 €

Source: Own elaboration.

The first service consists of 8 hours of house cleaning service per month, that is, two hours a week. The cost of the caregivers will be 48 €. The second service consists of 14 hours of house cleaning service per month. The cost of the caregivers will be 144 €.

The third service consists of 92 hours of accompaniment of elderly or dependents per month. The cost of the caregivers will be 552 €. The fourth service consists of 92 hours of child or infant care service per month. The cost of the caregivers will be 552 €.

The fifth service consists of 8 hours of specialist care service per month. The cost of the specialists will be 80 €. The minimum prices of the services have been determined to cover the costs involved in the hiring of caregivers and specialists, and also to cover all costs that the company has. And taking into account the demand, the competition and obtaining a margin to obtain benefits we will establish the price.

7.1.3. Distribution.

As regards the distribution of services, we will use an ultra-short channel, that is, we will not use any type of intermediary between us and the final customer, with the aim of reducing costs. In addition, it is what the competition does.

To close the contracting of the services we will use two channels. These will be the website and the physical location in the city of Castellón.

7.1.4. Promotion.

To attract customers we will use several promotional actions. Through public relations tools.

- Events. Training conferences and trade fairs in this area, so that our target audience begins to know us and see us as a good option.
- Sponsorship of sporting events or events. Especially through walks for seniors, to take advantage of the rise of running. It will explain to them what our company is dedicated to, what services we offer and the benefits of hiring our services.
- Internet. As we have commented previously we will create a web page, since every time the online means are used more to buy. We will perform management and maintenance actions on our website to make it visually appealing and we will continually update social networks with interesting news.
- Corporate Identity. We will create brochures to announce in towns in the interior of Castellón, so that the information of the existence of our company can reach them.

Through direct and interactive Marketing.

- Interact with our potential customers through social networks by phone, email, chat on the website to resolve questions on social networks.
- We will subcontract the service to improve the web positioning in Google.

7.2. Communication plan.

For our company it is important to transmit the values that we want to promote in our business, such as integral attention, trust, quality, continuous improvement and above all commitment for people.

To contribute to the welfare of our customers from the web, you can access the company's Facebook, in which we will continually share healthy recipes, routines exercises for seniors, recommendations for dependent people, seniors, children and babies.

Another important aspect in the section of the communication plan will be the company's logo, so that with seeing it the client quickly identifies what our brand is. And the logo will

be the one below (Illustration 6). We have chosen this logo with a heart because our company tries to contribute to improve the quality of life of the clients.

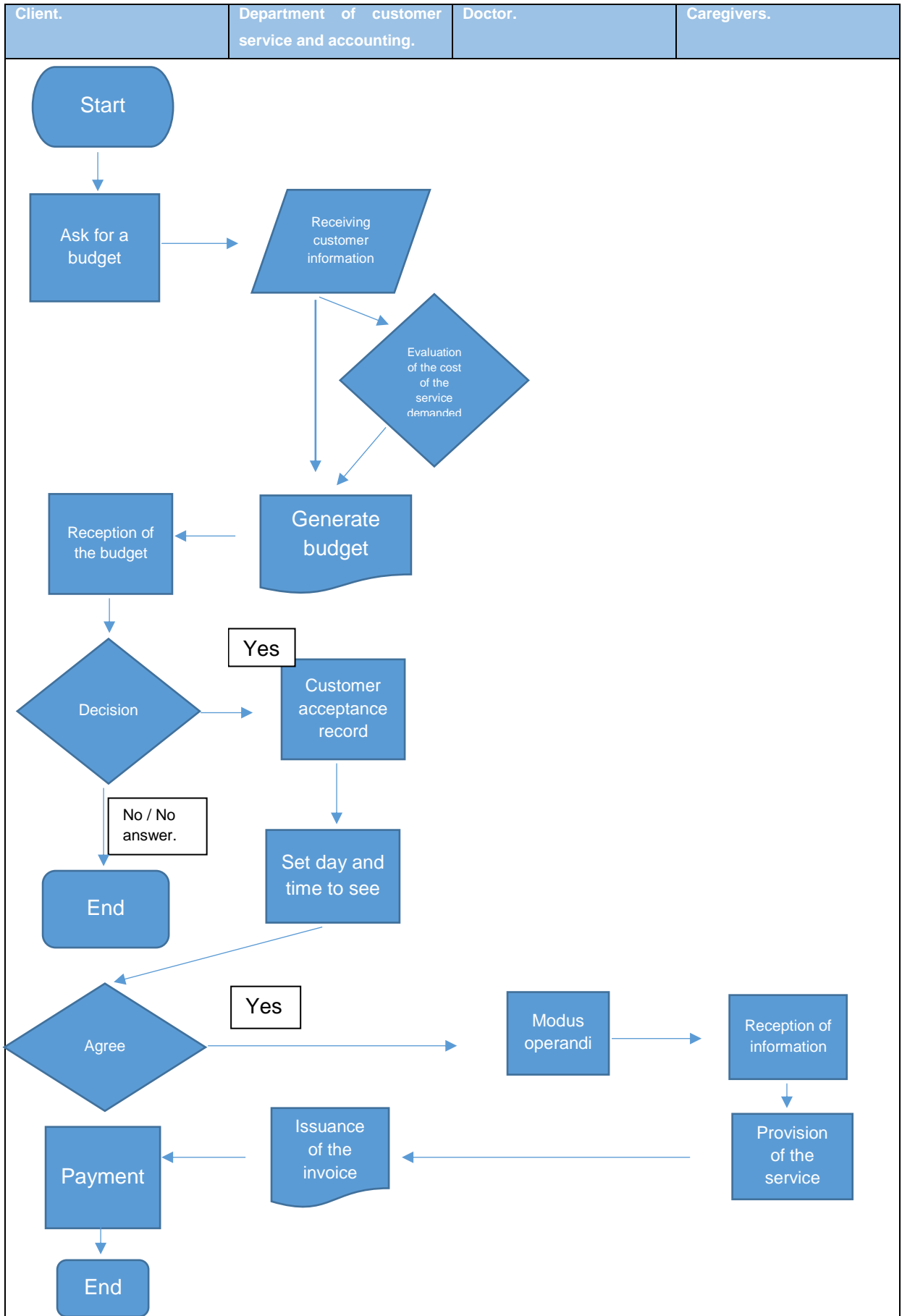
Illustration 6. Amb tu logo.



Source: Own elaboration.







In the first year, we will invest more in promotion so that potential customers know us sooner and see us as a good option. The company logo will be placed on the front of the store and will also be included on Facebook and on the website. It will also be present in the contact cards that will be given to potential customers or customers, along with the contact number, email and social networks.

8. OPERATIONS. FLOWCHART.



To better understand the operation of the Flowchart, in the following table we will discuss the meaning of each symbol. (Table 8)

Table 8. Flowchart symbology.

Symbol	First name	Function
	Start / End.	It represents the beginning and end of the process.
	Flow line.	The arrow indicates the following instruction.
	Input / Output.	Input or output of information.
	Process.	Represents any type of operation.
	Document.	Represents any type of document that enters, is used, generated or quits the procedure.
	Decision.	It allows us to analyze a situation. Several paths are possible.

Description of the social-health service process.

First, the customers will contact the company through some communication channel of the company: website, phone, physical store or Facebook. In it, they will request a budget for certain services.

Secondly, the company will receive the information and will be interested in what situation the client is and what services he should attend. Depending on the degree of complexity, the document will be generated or passed on to the doctor for evaluation.

Third, in the event that the department determines that it must go through the doctor to make a more detailed evaluation, he will determine the budget. In case the customer service department believes that you can make the budget for it, you will skip this step.

Fourth, it will be the generation of the budget by the customer service department. Fifth, the client will receive the budget for the services demanded. Sixth, the client's decision

on the contracting or not of the services demanded. If the decision is negative the client will not answer and if the client accepts he will contact the company and contract the service.

Seventh, the customer service department will register the acceptance of the service and initiate the first actions for the provision of the service. In eighth place, we will establish a date to sign the contract with the conditions agreed between the client and the company.

In ninth place, the client will read the contract and if he is satisfied with what is included in the contract, he will sign the document and pay 50% of the service. In tenth place, the information of the acceptance of the service will reach the doctor and this will define the modus operandi of the service.

In eleventh place, caregivers will receive information on how to operate. In twelfth place, the caregivers will provide the requested service as detailed by the doctor.

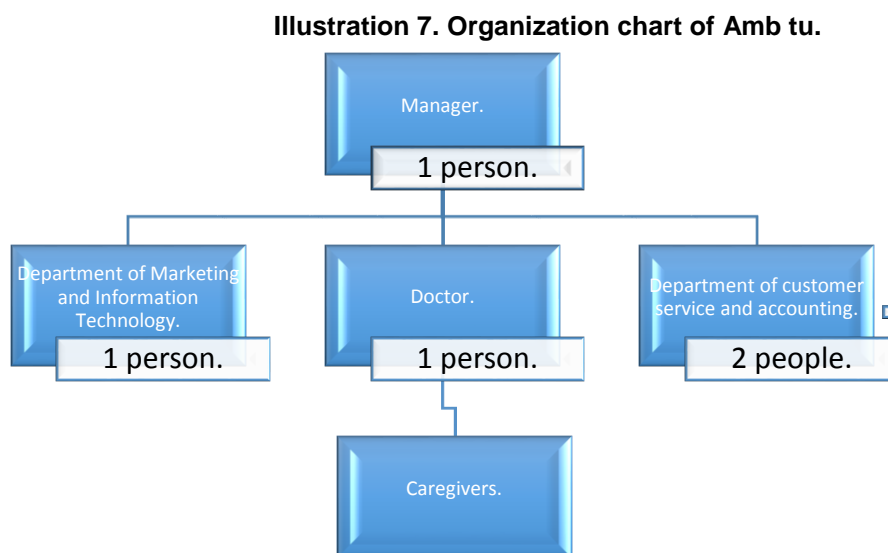
In thirteenth place, after providing the service, the customer service department will issue an invoice to the customer. In fourteenth, the customer will pay the company the remaining 50% through one of the forms of payment. And in fifteenth place, the process will end.

9. HUMAN RESOURCES PLAN.

In this section, we will try to see the functions of the people who will work in the Company. These people will be specialists in different fields. Carrying out this plan correctly will be vital to build a strength that makes us a better option than other competing companies.

9.1. Functional Flowchart.

The following figure shows the functional organization chart of the company. (Illustration 7)



Source: Own elaboration.

The functions that the employees will carry out will differ from the department in which they are. The functions will be the following.

- Manager. Supervision, coordination and support tasks, playing the role of leader, measuring results and objectives and making decisions.
- Marketing and information department. Maintenance of the website and social networks.
- Physician and specialists. Advising caregivers, diagnosing clients, customer service, decision making, activities and therapies.
- Customer service and accounting. Making budgets to customers, coordinating services, administration tasks, customer service and accounting tasks.

- Caregivers: Escorting, home intervention and fulfilling all the actions entrusted to them by the doctor or specialist.

9.2. Collaborators.

The company will have the collaboration of five companies that will provide their services and products. These services will be important to be up to our competence and thus offer a quality service.

The first collaborator will be Seo Solutions, which is a company that is dedicated to improving the web positioning of its customers in order to gain more presence in the market. The second collaborator will be Zeta Disseny for the realization of the website. It is a company from Castellón that is dedicated to the creation of customized web pages.

The third collaborator will be important to develop our activity. This will be Independi to supply us with products such as wheelchairs or bandages. It is a company that is dedicated to the sale of health products and orthopedics. The fourth collaborator will be Folder for the signs, brochures and office materials, stationery and signage company that operates in Castellón.

And the fifth and last collaborator will be Aincas Asesoría Inmobiliaria for the search of the commercial premises. It is a Castellón real estate agency that is in charge of buying and selling premises and houses. Our company has chosen these suppliers because most of them are from the area and according to their clients they are the best in Castellón.

10. FINANCIAL PLAN.

In this section we will try to analyze if the start-up of the company is viable and if it has good prospects in the near future.

10.1. Investment Plan.

As shown in the following table, the company must undertake initial investments to start its commercial activity. These are the five investments. (Table 9)

The first investment and with the most notable amount will be the tooling and materials with 3,540 €, since to start the activity it is important to have the uniform of the company and all orthopedic and cleaning material to be able to properly serve our customers.

On the other hand, the second investment will be furniture with 2,000 €. This amount is aimed primarily at conditioning the physical premises of the company with tables, chairs, signs on the facade, painting, etc.

The third investment will be the web page that we will subcontract so that they can do it to us. This will cost 1,500 € and it is essential to achieve notoriety in our target market. The fourth investment to develop this business will be the computer equipment with 1,000 €, since to properly develop the work of the business is necessary computer equipment.

The fifth and last investment will be the deposit of the physical premises of 300 € that is necessary for us to lend the physical premises. We can also see in the table that our investments will be amortized in the following years, at a rate of € 1,612 per year. The fixed assets that will suffer the greatest amortization will be tools and materials, with an annual index of 30%.

Table 9. Investment Plan.

Concept	Initial Value	% Amortization	2.019		2.020		2.021	
			Investments	Amortization	Investments	Amortization	Investments	Amortization
Inmobilized Material	6.540,00		0,00	1.462,00	0,00	1.462,00	0,00	1.462,00
Tools, Materials, ...	3.540,00	30,0%		1.062,00		1.062,00		1.062,00
Furniture	2.000,00	10,0%		200,00		200,00		200,00
Computer equipment	1.000,00	20,0%		200,00		200,00		200,00
Intangible Assets	1.500,00		0,00	150,00	0,00	150,00	0,00	150,00
Other Intangible Assets	1.500,00	10,0%		150,00		150,00		150,00
Financial fixed assets	300,00	n.a.	0,00	n.a.	0,00	n.a.	0,00	n.a.
Bail bonds	300,00	n.a.		n.a.		n.a.		n.a.
Total annual	8.340,00		0,00	1.612,00	0,00	1.612,00	0,00	1.612,00
Total net book value at the end of the year				6.728,00		5.116,00		3.504,00

Source: Own elaboration.

10.2. Financing Plan.

In this section we will justify how we will finance the initial investment of the business plan. As we can see in the following table, the capital, 12,028 €, will be paid by the manager since this business does not need large initial investments. (Table 10)

Table 10. Financing Plan.

Concept	Initial financing	
	Amount	%
Own resources	12.028,00	100,0%
Capital	12.028,00	100,0%
Foreign resources	0,00	0,0%
Total Liabilities	12.028,00	100,0%

Source: Own elaboration.

10.3. Profit and loss account.

The following table shows the monthly profit and loss account for the 2019 period and the total accounts for the periods 2020 and 2021. (Table 11)

In it we can see that sales will gradually increase throughout the year and with it the variable costs of sales account, as specialists and carers work for hours and this will affect this account.

We can also see the significance of the salaries of employees, 3,396 € per month, which are essential for the proper functioning of the company. And the social charges that are imposed by the SS of the worker and the company.

Also, we will have to pay the municipality the garbage tax that will cost 99.37 € per year. Monthly payments of 200 € for electricity, water, telephone and internet. And for the office material will be allocated about 30 € per month.

For the actions that we have previously commented on advertising, 2,500 € will be allocated, distributed in the months of June and December and of these 500 € will be allocated in April for the promotion at the Health Fair of Castellón. For the insurance of the physical premises a basic insurance of 400 € per year will be contracted.

This will be paid in the month of January. The lease of the physical premises will cost 500 € per month. And finally, we will hire independent professional services to have better web positioning, with a cost of 400 € per year.

On the other hand, we can appreciate that after the estimation of sales the result of the first year of activity will be 30,337.13 €. The next two years the profits of the Company will increase and therefore we can say that it will have economic viability.

Table 11. Profit and loss account.

Profit and loss account	2.019												2.020		2.021		
	January	February	March	April	May	June	July	August	September	October	November	December	Total	Variation %	Total	Variation %	Total
Concepts																	
Sales	13.740,00	14.740,00	15.990,00	16.990,00	18.440,00	19.440,00	20.440,00	21.440,00	22.240,00	23.440,00	24.440,00	26.610,00	237.950,00	0,10	261.745,00	0,10	287.919,50
Variable purchase and sale costs	7.751,40	8.313,40	9.032,90	9.594,90	10.420,40	10.982,40	11.544,40	12.106,40	12.582,40	13.230,40	13.172,40	15.073,10	133.784,50	0,10	147.162,95	0,10	161.879,25
Gross Margin / Sales	5.988,60	6.426,60	6.957,10	7.395,10	8.019,60	8.457,60	8.895,60	9.333,60	9.677,60	10.209,60	11.267,60	11.536,90	104.165,50	n.a.	114.582,05	n.a.	126.040,26
Wages and salaries	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	40.757,62	n.a.	47.597,46	n.a.	47.597,46
Social charges	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	9.187,01	n.a.	10.728,75	n.a.	10.728,75
Taxes: IAE, IBI, ...	99,37	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	99,37	0,00	99,37	0,00	99,37
Supplies: electricity, water, telephone, gas oil	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	2.400,00	0,00	2.400,00	0,00	2.400,00
Services of independent professionals	400,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	400,00	0,00	400,00	0,00	400,00
Office supplies	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	360,00	0,00	360,00	0,00	360,00
Publicity and propaganda	0,00	0,00	0,00	500,00	0,00	1.000,00	0,00	0,00	0,00	0,00	0,00	1.000,00	2.500,00	0,00	2.500,00	0,00	2.500,00
Insurance Premiums	400,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	400,00	0,00	400,00	0,00	400,00
Leases	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	6.000,00	0,00	6.000,00	0,00	6.000,00
Endowment Amortizations	134,33	134,33	134,33	134,33	134,33	134,33	134,33	134,33	134,33	134,33	134,33	134,33	1.612,00	n.a.	1.612,00	n.a.	1.612,00
Total Operating Expenses	5.925,76	5.026,39	5.026,39	5.526,39	5.026,39	6.026,39	5.026,39	5.026,39	5.026,39	5.026,39	5.026,39	6.026,39	63.715,99	n.a.	72.097,58	n.a.	72.097,58
EXPLOITATION RESULT	62,84	1.400,21	1.930,71	1.868,71	2.993,21	2.431,21	3.869,21	4.307,21	4.651,21	5.183,21	6.241,21	5.510,51	40.449,51	n.a.	42.484,47	n.a.	53.942,68
ORDINARY / BEFORE TAXES	62,84	1.400,21	1.930,71	1.868,71	2.993,21	2.431,21	3.869,21	4.307,21	4.651,21	5.183,21	6.241,21	5.510,51	40.449,51	n.a.	42.484,47	n.a.	53.942,68
Tax benefits													10.112,38	n.a.	10.621,12	n.a.	13.485,67
RESULT AFTER TAXES													30.337,13	n.a.	31.863,36	n.a.	40.457,01

Source: Own elaboration.

10.4. Treasury Plan.

In the following table we can see the treasury plan. The most interesting thing that can be extracted from this table is that at the end of each period the final balance is positive, since if it is negative we will enter into a situation of payment delay that is advisable to avoid to guarantee the viability of the business. (Table 12)

In the month of January, the situation with less liquidity is recorded, with 4,798.91 € and gradually liquidity is increasing. This also happens in the following two years.

Table 12. Treasury Plan.

Treasury plan	2019	VAT supported:												2020	2021	
Concept	Inicio	January	February	March	April	May	June	July	August	September	October	November	December	Total		
Beginning balance (1)	0,00	1.999,60	4.798,91	7.592,66	11.064,62	12.489,00	17.251,42	21.292,69	22.795,75	29.106,97	35.829,59	37.773,17	45.674,33		64.339,37	82.279,87
Sales charge		6.870,00	14.240,00	15.365,00	16.490,00	17.715,00	18.940,00	19.940,00	20.940,00	21.840,00	22.840,00	23.940,00	25.525,00	224.645,00	260.414,50	286.455,95
Initial financing (Own Funds + Debts I.p.)	12.028,00													12.028,00	0,00	0,00
VAT Repealed		1.442,70	2.990,40	3.226,65	3.462,90	3.720,15	3.977,40	4.187,40	4.397,40	4.586,40	4.796,40	5.027,40	5.360,25	47.175,45	54.687,06	60.155,75
Total Tickets (2)	12.028,00	8.312,70	17.230,40	18.591,65	19.952,90	21.435,15	22.917,40	24.127,40	25.337,40	26.426,40	27.636,40	28.967,40	30.885,25	283.848,45	316.101,55	346.611,70
Payment of purchases		0,00	7.614,00	8.166,00	8.873,00	9.425,00	10.236,00	10.788,00	11.340,00	11.892,00	12.340,00	12.996,00	12.928,00	116.698,00	143.064,80	157.371,28
Payment of other variable costs		137,40	147,40	159,90	169,90	184,40	194,40	204,40	214,40	222,40	234,40	244,40	266,10	2.379,50	2.617,45	2.879,20
Wages and salaries		3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	3.396,47	40.757,62	47.597,46	47.597,46
Social charges			765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	765,58	8.421,42	10.600,27	10.728,75
Tributos: IAE, IBI, ...		99,37	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	99,37	99,37	99,37
Supplies: electricity, water, telephone, gas oil		200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	200,00	2.400,00	2.400,00	2.400,00
Independent professional services		400,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	400,00	400,00	400,00
Office supplies		30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	30,00	360,00	360,00	360,00
Publicity and propaganda		0,00	0,00	0,00	500,00	0,00	1.000,00	0,00	0,00	0,00	0,00	0,00	1.000,00	2.500,00	2.500,00	2.500,00
Insurance premiums		400,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	400,00	400,00	400,00
Leases		500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	500,00	6.000,00	6.000,00	6.000,00
For the initial investments	10.028,40													10.028,40	0,00	0,00
For corporation tax														0,00	10.112,38	10.621,12
VAT supported		350,15	1.783,19	1.901,74	2.157,31	2.171,27	2.553,68	2.461,70	2.579,72	2.697,32	2.793,92	2.933,78	3.134,06	27.517,88	33.125,87	36.185,20
Quarterly settlement of the VAT (4)					1.936,25			4.278,18			5.432,45			11.646,89	27.883,45	23.970,55
Total Outputs (3)	10.028,40	5.513,39	14.436,65	15.119,69	18.528,52	16.672,73	18.876,14	22.624,34	19.026,18	19.703,78	25.692,82	21.066,24	22.220,21	229.509,08	287.161,05	301.512,92
Treasury of the period = (2)+(3)+(4)	1.999,60	2.799,31	2.793,75	3.471,96	1.424,38	4.762,42	4.041,26	1.503,06	6.311,22	6.722,62	1.943,58	7.901,16	8.665,04		27.940,49	45.098,78
Final balance = Treasury period + (1)	1.999,60	4.798,91	7.592,66	11.064,62	12.489,00	17.251,42	21.292,69	22.795,75	29.106,97	35.829,59	37.773,17	45.674,33	64.339,37		82.279,87	127.378,65

Source: Own elaboration.

10.5. Pension balance.

After having seen the previous tables, the following table shows the pension balance of the first three years of activity of the company. (Table 13)

As we have commented previously, our company will not request financing from any entity, since as the initial investment is quite low, the contributions will be their own. To conclude, I can affirm that the assets are balanced with the liabilities and the net patrimony and, therefore, the basic principle of accounting is fulfilled.

Table 13. Pension balance.

	Start		2019		2020		2021	
	€	%	€	%	€	%	€	%
Fixed Asset	8.340,00	69,3%	6.728,00	9,0%	5.116,00	5,0%	3.504,00	2,4%
Fixed assets Net	6.540,00	54,4%	5.078,00	6,8%	3.616,00	3,5%	2.154,00	1,5%
Net Intangible Fixed	1.500,00	12,5%	1.350,00	1,8%	1.200,00	1,2%	1.050,00	0,7%
Financial fixed assets	300,00	2,5%	300,00	0,4%	300,00	0,3%	300,00	0,2%
Current Assets	3.688,40	30,7%	67.644,37	91,0%	96.915,37	95,0%	143.477,70	97,6%
Realizable	1.688,40	14,0%	13.305,00	17,9%	14.635,50	14,3%	16.099,05	11,0%
Treasury	2.000,00	16,6%	54.339,37	73,1%	82.279,87	80,6%	127.378,65	86,7%
Total Active	12.028,40	100,0%	74.372,37	100,0%	102.031,37	100,0%	146.981,70	100,0%
Own resources	12.028,00	100,0%	42.365,13	57,0%	74.228,48	72,8%	114.685,49	78,0%
Capital	12.028,00	100,0%	12.028,00	16,2%	12.028,00	11,8%	12.028,00	8,2%
Reservations	0,00	0,0%	0,00	0,0%	30.337,13	29,7%	62.200,48	42,3%
Profit and Loss of the Year	0,00	0,0%	30.337,13	40,8%	31.863,36	31,2%	40.457,01	27,5%
Short-term Liability Liability	0,00	0,0%	32.007,24	43,0%	27.802,88	27,2%	32.296,20	22,0%
Trade creditors	0,00	0,0%	14.807,00	19,9%	16.287,70	16,0%	17.916,47	12,2%
Social Security Creditor	0,00	0,0%	785,58	1,0%	894,06	0,9%	894,06	0,6%
Other creditors	0,00	0,0%	16.434,66	22,1%	10.621,12	10,4%	13.485,67	9,2%
Total Permanent Resources	12.028,00	100,0%	42.365,13	57,0%	74.228,48	72,8%	114.685,49	78,0%
Total Foreign Resources	0,00	0,0%	32.007,24	43,0%	27.802,88	27,2%	32.296,20	22,0%
Total Liabilities	12.028,00	100,0%	74.372,37	100,0%	102.031,37	100,0%	146.981,70	100,0%
Working capital	3.688,00	30,7%	35.637,13	47,9%	69.112,48	67,7%	111.181,49	75,6%
Square balance	0		0		Yes		Yes	

Source: Own elaboration.

In the following table we can see the ratios: ROE, ROI and the margin on sales. The ROE measures the profitability of the funds invested by the company. The data obtained shows the profitability of this business, since in the first year it has an ROE of 71.6%. (Table 14)

The ROI is a tool that analyzes the performance that the company has from the financial point of view. The results obtained are positive but it is shown that they are reduced in the following periods. This is due to the fact that the assets increase in the following periods. The margin on sales also shows a positive result and growth in the next two years.

Table 14. Basic ratios.

Basic Ratios				
Profitability Ratios	Formulas	2019	2020	2021
1. (Return on Investment)	Net Profit / Own Resources x 100	71,6%	42,9%	35,3%
ROE (Return On Equity)				
2. (Return on Asset)	Net Profit + interest / Total Assets x 100	40,8%	31,2%	27,5%
ROI (Return On Investment)				
3. Margin on Sales	Net Profit + interest / Operating Income x 100	12,7%	12,2%	14,1%
ROS (Return On Sales)				

Source: Own elaboration.

11. CONCLUSIONS.

11.1. Identification of project challenges or aspects to consider / highlight.

To solve the need for personnel of socio-health care at home, we have proposed the services of **Amb tu**. The company has an extensive variety of services for children, seniors and / or dependents.

The main challenge of this project will be to reach our target audience so that we can build a customer base that allows us to ensure the profitability of the business and that we do not have liquidity problems in a short term.

In order to reach this public, we will have to reinforce the communication actions by building a strong image of reliable and quality brand that attracts the inhabitants of the province of Castellón and thereby achieve a greater number of sales.

One aspect to take into account is to get municipal allocations for the provision of public services to elderly or dependent. This will build a customer base in a short term that will allow us to grow in the early years.

Another aspect to take into account is that a large number of competitors prefer hiring external personnel than internal personnel, in which the client is the one that contracts directly with the caregiver. We suppose that they prioritize external personnel because it gives them greater margin and less effort.

Another aspect to take into account is the evolution of the market adapted to the elderly, since as we have said throughout the work, the aging of the population and the growth of life expectancy makes this market attractive.

Another aspect to take into account is that in the last few years agencies of placement caregivers at home are emerging which put in contact supply and demand. This reduces costs and can offer more competitive prices.

11.2. Improvement points / future opportunities.

Amb tu could improve certain aspects as a company. Nowadays, in a globalized world like today, companies strive every day to offer the best possible product or service to meet the needs of customers and thus achieve more sales than the competition.

Therefore, Amb tu must adapt to the needs that we will detect with the experience of the first months of operation of the commercial activity, that is, grow and improve knowledge, adapting to what the market demands, such as, for example, customer surveys. As well as being attentive to any technological or methodological innovation in the socio-sanitary field.

A possible opportunity could be to offer another line of business, for example, to become a retailer selling orthopedic products and thus grow. Another possible opportunity could be to expand the area of service performance, that is, expand the business throughout the Valencian Community.

11.3. Assessment of the work process.

After developing this project, we can affirm that Amb tu is a viable project and that it will be successful over time. We have exposed throughout the project factors that make this business an interesting option to invest in the coming years.

The main factor is that the aging of the Spanish population makes it interesting to adapt to the needs of the elderly, and one of the main demands of this group are socio-health services. On the other hand, the skills and knowledge of employees are essential for the proper functioning of the company.

11. REFERENCE LIST.

Anonymous 1 (s.f) *Servicios a domicilio. Las franquicias más rentables que existen.* Recovered on February 15, 2018 from <https://www.franquicias.es/sectores-espana/servicios-especializados/servicios-a-domicilio.html>

Anonymous 2 (2018) *La generación del 'baby boom' en España, doblemente penalizados en su jubilación.* Recovered on February 15, 2018 from <https://intereconomia.com/economia/macroeconomia/la-generacion-del-baby-boom-espana-doblemente-penalizados-jubilacion-20180207-1448/>

Borraz, M. y Pi, V. (2015) *Cuatro gráficos que explican el colapso de la dependencia.* Recovered on February 27, 2018 from http://www.eldiario.es/sociedad/graficos-explican-colapso-dependencia_0_356265146.html

Betrian, J. (2017) *Larga vida a la tienda física.* Recovered on May 16, 2018 from https://retina.elpais.com/retina/2017/10/10/tendencias/1507634438_037854.html

Conde (2018) *La población española mayor de 65 años se disparará al 26% en 2031.* Recovered on May 16, 2018 from <http://www.elmundo.es/economia/empresas/2018/02/14/5a84027746163fd0318b45da.html>

Espinosa, R. (2013) *Segmentación de mercado, concepto y enfoque.* Recovered on March 15, 2018 from <http://robertoepinosa.es/2013/09/17/segmentacion-de-mercado-concepto-y-enfoque/>

INE (2018) *Cifras de población 2017.* Recovered on February 27, 2018 from http://www.ine.es/infografias/infografia_dia_poblacion.pdf

INE (2018) *Gastos internos totales en actividades de I+D en relación con el PIB por años y sectores de ejecución.* Recovered on February 28, 2018 from <http://www.ine.es/jaxi/Tabla.htm?path=/t14/p057/a2016/I0/&file=01002.px&L=0>

INE (2018) *Gastos internos totales en actividades de I+D por años y sectores/unidad.* Recovered on February 28, 2018 from <http://www.ine.es/jaxi/Datos.htm?path=/t14/p057/a2016/I0/&file=01001.px>

INE (2014) *Population by sex, municipalities and age.* Recovered on February 28, 2018 from <http://www.ine.es/jaxiPx/Datos.htm?path=/t20/e245/p05/a2014/I0/&file=00012001.px>

Kotler, P. (2003) *First Among Marketers*. *Financial Times*.

Kotler, P. y Keller, K. (2012). *Dirección de Marketing*. Mexico: Pearson.

Poncini, H. (2017) *España, el segundo país con mayor esperanza de vida de la OCDE*. Recovered February 15, 2018 from https://politica.elpais.com/politica/2017/11/10/actualidad/1510305283_685796.html

Rios, S. y Escrig, S. (2018) *La lista de espera en dependencia en Castellón aún es “abultada” pese a reducirse*. Recovered on May 13, 2018 from http://www.elperiodicomediterraneo.com/noticias/castellon/lista-espera-dependencia-castellon-aun-es-abultada-pese-reducirse_1137019.html

Sánchez, T. (2017) *¿Ha terminado la crisis económica en España?* Recovered on February 27, 2018 from http://www.abc.es/economia/abci-terminado-crisis-economica-espana-201711251044_noticia.html

Torres, J. (2017) *¿El Estado de Bienestar es insostenible porque “resulta imposible mantenerlo”?* Recovered on February 27, 2018 from http://www.eldiario.es/zonacritica/Bienestar-insostenible-resulta-imposible-mantenerlo_6_647845230.html

Valente, C. (2015) *Descubra las ventajas de invertir en I+D+i*. Recovered on February 28, 2018 from <http://www.expansion.com/pymes/2015/11/17/564b5fdb22601d71328b45c1.html>

12. BIBLIOGRAPHY.

Aiudo (2018) *Cuidado de personas mayores*. Recovered on May 22, 2018 from <https://aiudo.es/>

Anónimo (2017) *Los mayores de 65 años supondrán el 30% de la población en 2030*. Recovered on February 27, 2018 from http://www.abc.es/economia/abci-mayores-65-anos-supondran-30-por-ciento-poblacion-2030-201707061458_noticia.html

Asisthogar Castellón (2018) *Nueva oficina de Asisthogar en Castellón*. Recovered on March 15, 2018 from <http://www.asisthogar.com/noticias-de-asisthogar/nueva-oficina-de-asisthogar-en-castellon/>

Ayuda Familiar (2018) *Asistencia domiciliaria*. Recovered on May 22, 2018 from <http://ayudafamiliar.es/>

Cuidum (2018) *Cuidado de ancianos a domicilio*. Recovered on May 22, 2018 from <https://www.cuidum.com/>

Estem per tu (2018) *Asistencia domiciliaria*. Recovered on May 22, 2018 from <http://www.estempertu.es/>

Interdomicilio (2018) *Interdomicilio Castellón*. Recovered on May 22, 2018 from <https://www.interdomicilio.com/cuidado-mayores-castellon/>

Rodríguez, G. (2017) *España alcanza un nuevo récord de envejecimiento con 118 mayores por cada 100 menores de 16 años*. Recovered on February 27, 2018 from <http://www.expansion.com/economia/politica/2017/07/07/595e2ca8468aeb3a398b45eb.html>

Sain Servicios, C.B. (2018) *Asistencia a domicilio en Castellón, toda una década a su servicio*. Recovered on March 15, 2018 from <https://www.asistencia-domicilio-castellon.es/es/>