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BUSINESS PLAN: ADTEAR

Author: Lisa Roca Salvador

Tutor: Anabel Ibañez Montolio

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1. INTRODUCTION

1.1. Summary

This TFG consists of the development of a business plan, specifically through this project we seek to analyse the viability of a new company, which consists of offering a care service to dependent people in the interior of the province of Castellón, specifically in the regions of Els Ports and Alt Maestrat.

We have focused on these areas, as they are areas that have difficulty in obtaining different medical services. This is due to the isolation suffered by these populations and their distance from both the various important medical services and the various ambulances that transport them. Another important reason why we develop this activity in these areas is because of the great risk they suffer in the winter season, as the roads are often cut off due to heavy snowfalls and several villages are cut off, which is a great risk for the elderly.

Therefore, the development of this company in this area will help to improve the lives of these elderly people and at the same time offer them a greater sense of peace of mind.

1.2 TFG objectives and motivations

I found the idea of creating a business plan particularly interesting because it is a guide for transforming a business idea into a pure reality, thus achieving the desired objectives and starting up the dream company.

For me, rural development is fundamental, as it is very important that actions are taken to improve the quality of life in the less densely populated communities and that they are not forgotten by everyone. Apart from fighting to make life easier for the elderly, I also see the idea of creating jobs in these areas as very attractive, thus helping people to stay living in their municipalities without having to go to the nearest cities in search of work.

In addition, these areas have a fairly high average age, so there will be more elderly people who have various needs to be able to lead a quiet life and with this business plan we are going to ensure that they do not have to leave their homes to go to residences and thus be able to lead a life where they have always wanted to be.

Therefore, the general objective of this business plan is to put into practice the knowledge acquired throughout the degree. The specific objectives are 1) To analyse the viability of the project, both commercially and economically-financially. 2) To carry out an analysis of the environment in order to define the most appropriate marketing mix strategies for the business reality. 3) To analyse the positive externalities of my business proposal for rural development.

1.3 Work methodology

The methodology of the work has been based on the review of bibliography to better understand the different parts of the business plan, through searches in Google Scholar. Empirical research has also been carried out in the regions we are focusing on to see what they think of the idea and what they really need to make a business that is adapted to the reality and needs of the clients. On the other hand, I have also been collecting information through the social workers to be able to investigate the subject in more depth and to be able to know the different aids that are provided in this area.

1.4 Business Plan

A strategic business plan is a plan that sets out the method of carrying out a certain activity in a certain period in the future (Stutely, 2000).

Companies not only seek economic returns, but also seek to generate innovative activities and generate added value in order to be more sustainable over time, which is why companies must develop strategies that differentiate themselves from the competition. Our country is experiencing a shortage of economic resources, which means that smaller companies have to look for other ways to survive, having to strengthen these sectors. Therefore, these companies must prepare themselves for the

changes that may occur in the business world, having a simple and easy guide to be able to do so.

A company is an organisation that provides services or produces goods, which customers need, while at the same time obtaining economic benefits.

As noted by Zorita (2015):

Every project for the creation of a company has its starting point in the idea that the promoters of this project have, starting from that moment, a process of analysis and planning, which will lead to determine the feasibility of the project and the future configuration of the company. Issues such as the market to which the company is going to address, the foreseeable evolution of the same, the companies of the competition, the commercial policy to be followed, the expected sales, the necessary technical and economic resources.

The origin of a company appears when a need is identified in the market that is not covered and, therefore, can be satisfied by means of a product or service that is created and sold in order to make a profit. The entrepreneur does not usually focus on creating a company from scratch, but rather on contributing original and innovative elements to existing ideas in order to modify their essence and create new businesses. However, finding a business opportunity is useless if you do not have the necessary means to carry it out. When it comes to creating a company, the most commonly used tool appears: the business plan. This plan describes a potential business through different aspects such as financing, the strategy to be followed or the profitability to be achieved.

When creating the business plan, we looked for resources to facilitate entrepreneurship in rural areas and found the National Rural Network (RRN), which is a platform made up of various administrations (local, regional and state), economic and social agents, research organisations linked to rural areas and various representatives of civil society, whose joint objective is to promote rural development.

RRN facilitates their participation in rural development policy, disseminating the opportunities from which they can benefit while informing and raising awareness of the importance of the rural environment. RRN therefore aims to be a platform to meet, communicate and expand for the environment.

One of its lines of work focuses on fostering entrepreneurship in rural areas through three factors:

- Identifying and disseminating good examples of projects so that others can be inspired by them.

- To exchange experiences in entrepreneurship and at the same time to generate a network through participatory workshops and events. Some of these activities include compilations of good practices of new entrepreneurs and virtual meetings in each autonomous community to exchange experiences between different entrepreneurs who are interested in the rural environment.

- Specific training courses, in order to strengthen entrepreneurial skills in this area, in which information is provided on how to get started, to develop a suitable business plan.

On the other hand, it also helps young people by carrying out surveys to find out their needs and define the right activities to develop. For this, they created a thematic group called "Youth and Rural Environment" with different profiles that can represent all the national territories.

This was created because of the great concern of young people in rural areas, as they were worried about the employment opportunities they had without having to leave their homes. Therefore, several dossiers were created, one for each autonomous community to support entrepreneurship and provide information on the different resources necessary for it.

These dossiers contain both private and public resources at national level, setting out various resources and links of interest related to entrepreneurship, summarising the different resources that appear so that each person can focus on the one that best suits them in order to obtain more specific information.

1.5 Relationship between TFG and degree subjects

Table 1. Relationship between TFG and the subjects

ASIGNATURA	RELACIÓN TFG
Organisational design and change	It is related to the TFG, because thanks to this subject I have understood what self-managed teams are and so I can apply it to my business idea.
Business start-ups	Through this course, I have been able to put into practice the implementation of a business plan and at the same time to develop the CANVAS.
Market research	Thanks to this course I have been able to use different types of research to understand what the elderly really need.
Operational marketing	It has helped me to know how to correctly analyse the marketing mix of my business proposal.
Marketing fundamentals	Through this course I have been able to analyse the competitive environment and also to better identify my company's target market.
Analysis and formulation of business strategies	This subject has helped me to make a strategic analysis of the environment and to formulate strategic objectives.

Source: Own elaboration (2023)

2. BUSINESS IDEA

The Canvas methodology is a tool designed by Alexander Osterwalder, which facilitates the creation of new business models or lines of business through an analysis of different aspects that will be key to the success of the project (Alexander, 2013).

2.1. Canvas

Market segments

The target segment of this company is the elderly or people with functional diversity, who need support to carry out day-to-day tasks. They are also people located in the Alto Maestrazo and Els Ports regions.

Value proposal

This company is located in the municipalities of the regions of Alt Maestrat and Els Ports. It is a company which deals with the assistance of the elderly, providing them with all the means to help them in their day to day life.

This is done through self-managed teams which are composed of different skills to be in contact with the elderly in order to keep track of the support they have to provide. These self-managed teams would be located in different villages in the counties in order to be able to offer a very fast service and at the same time achieve a closer relationship with the clients to know all the details about them.

The workers of the companies would consist of young people from the counties themselves so that they can have work in the village and not have the obligation to have to leave the village to get work, on the other hand this has an advantage since, being people from the villages themselves, they can have easier contact with the different establishments to facilitate the work for everyone.

Therefore, it is a differentiating company, as there are no companies that offer a personalised service in this location. Making a comparison in this case, we can see that there are old people's homes, in which the person must live there and so all the necessary services are provided, but on the other hand, this proposal offers the possibility of being in one's own home and being the company itself that goes to the clients so that they do not have to go to live in the residences, providing ease and help

to relatives who have other tasks to perform and cannot be involved one hundred percent in the good care of them.

Channel

This project would be publicised by means of talks in the different villages, making people aware of the need to have a person at their side who can make life easier for the elderly when they are alone. On the other hand, publicity would also be carried out through different social media.

Customer relations

In this case, as we are targeting a public that does not usually control new technologies, in order to get in touch with them, we would use different ways:

1. By means of planned calendars in the event that the person does not need visits urgently.
2. By telephone, for people who are more comfortable with technology and know how to make use of it.
3. By means of a button which will try to raise an alarm, notifying the people in charge of carrying out the service in a quick way.

This relationship would remain lasting, in order to be able to adjust better to their needs and to be able to carry them out as they should.

Source of income

In the case of income, this would be done by means of a fixed monthly fee depending on the services provided to the person, i.e. each person would pay a monthly fee depending on the services they need. This would take into account the various state or community aids available for those who are most in need.

Key resources

In this case the most important key resources would be the employees, as it is about providing a service to the clients, therefore, the most important is the training provided to them, talking about the specific skills they need to be able to provide it to all clients.

On the other hand, on physical resources it would be important to highlight the different products that the employees need in order to be able to provide the services, such as good quality products for the intimate cleaning of the different clients or the specific cures that each client needs.

In order to be able to offer a good service, the employees would have a support staff, which would provide a great deal of training both for particular cases and in general to be able to learn new things that are useful in order to be able to always be improving the service offered.

Key activities

The key activities would be about the help we provide to the clients, in this case it would consist of any kind of help we can give them. In this case it would range from shopping for them or cleaning their house, to providing them with treatment or rehabilitation.

Key partners

Alliances would be made with the different establishments in the villages in order to get them to prepare purchases as quickly as possible to save time.

Cost structures

The costs related to the business would be: salaries of the employees, costs related to the premises (such as electricity, water and furniture), advertising costs, material costs to be able to provide the service to the customers and travel costs.

2.2. Choice of name and logo

The name of the company is called **ADTEAR** which stands for "Atención Domiciliaria a la Tercera Edad en el Ámbito Rural" which refers to the activity that the company is going to carry out.

We can see that in the logo below there is an image which has a meaning. In this image the hands would refer to the company and the people to our clients, showing that with us they can feel cared for.

For this logo we have chosen the colour black to reach our clients transmitting that we are a serious company and at the same time to demonstrate our simplicity, since this logo is very simple in order to reach everyone in an easier way.

Figure 1: Company logo



Source: Own elaboration (2023)

2.3. Mission, vision and values

Mission

To help our clients achieve improvements in their lives so that they can increase their independence.

Vision

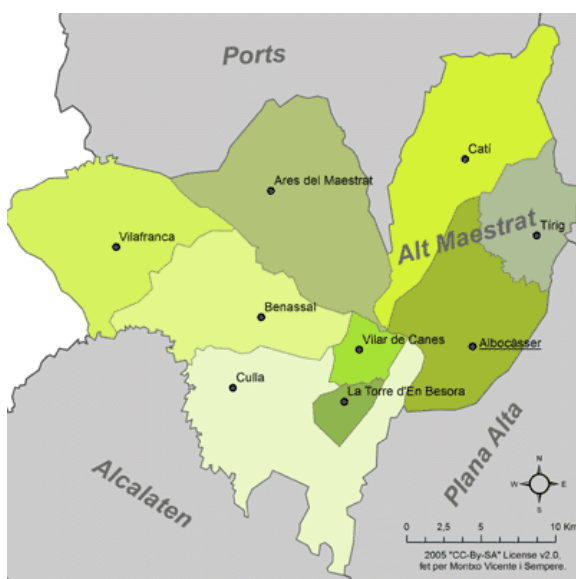
To improve the quality of life of the elderly by providing our services in the shortest possible time.

Values

1. To achieve a unique customer service.
2. To improve the lives of our customers in the community.
3. To help the elderly increase their independence.
4. To perform services in the shortest possible time with the highest quality.

2.4. Location and municipalities of influence

Figure 2: Map of the counties (I)



Source: Wikipedia (2005)

Figure 3: Map of the counties (II)



Source: Wikipedia (2005)

The maps show the two counties we are focusing on with their respective municipalities and the other counties with which they border.

In this case, the first map shows the county of Alt Maestrat with the different towns (Ares del Maestrat, Catí, Vilafranca, Benasal, Culla, Vilar de Canes, La Torre d'en Besora and Albocácer) and on the other hand, it also shows the counties with which it borders (Alcalaten, Els Ports and La Plana Alta).

In the second map we can see the region of Els Ports with its respective localities (Olocau del Rey, La Mata, Cincorres, Portell de Morella, Castellfort, La Todolella, Forcall, Villosres, Herbers, Vallbona, Zorita and Palanques) and their respective boundaries with the other regions (El Alt Mestrat and El Baix Maestrat).

After looking at the maps we can say that our company will be located more specifically in Catí, where our headquarters will be located. We have chosen this town, as we have our own place to create the office for the head office, which would reduce the cost of renting.

3. EXTERNAL ANALYSIS

3.1. Analysis of the environment: pest

PEST analysis is a useful tool for understanding the growth or decline of a market, and consequently the position, potential and direction of a business (Chapman, 2004). It is a business measurement tool. PEST stands for Political, Economic, Social and Technological factors, used to assess the market in which a business or unit is located.

3.1.1. Political-legal analysis

These are governmental factors that affect the performance of companies.

Legislation:

- Law 6/1999, of 7 July, on Care and Protection of the Elderly. This law aims to guarantee the welfare, care and protection of the elderly in the country. It establishes the fundamental rights of the elderly, promotes their participation in society, seeks to prevent situations of dependency and mistreatment, and

establishes measures to provide them with comprehensive care in terms of health, housing, care, leisure and training. It also promotes collaboration and coordination between different public and private entities.

- Law 39/2006, of 14 December, on the Promotion of Personal Autonomy and Care for Dependent Persons. "Care for dependent persons and the promotion of their personal autonomy is one of the main challenges of social policy in developed countries".

The OMS addresses the problems of the elderly in order for them to be given more importance in the country and thus achieve their rights, a very important factor being the improvement of health-related issues and the creation of adapted environments for them.

3.1.2. Economic analysis

These are factors related to the economic situation in our country that can affect our company both directly and indirectly:

- The provision of care services for the elderly appears exempt from IVA.
- As we can see in the table, the average pension in the province of Castellón in 2022 is €980.48, so we have to look at that in order to take into account the average pension that the elderly receive.

Table 2. Half board price

COMUNITAT VALENCIANA	1.023.572	1.009,28
Alicante	331.938	947,46
Castellón	135.497	980,46
Valencia	556.137	1.053,19

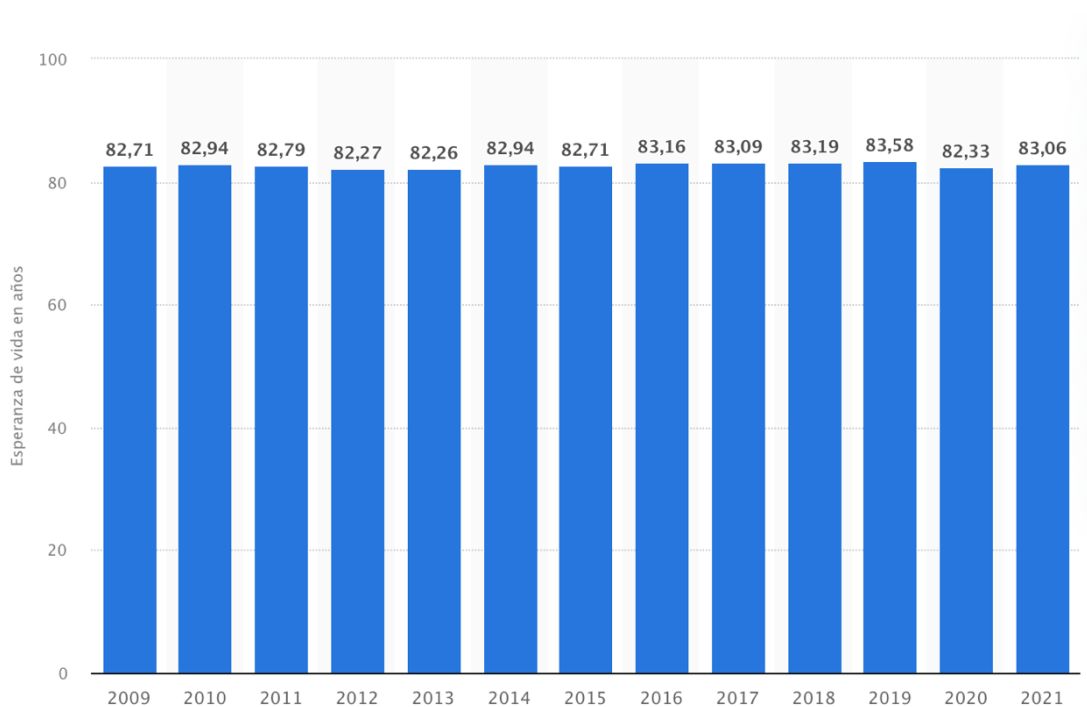
Source: *Bankinter (2023)*

3.1.3. Social and demographic analysis

In this case we are going to talk about the socio-economic environment of the market, in order to understand the different needs of consumers. In this case we can talk about life expectancy or people's habits.

- The increase in life expectancy rose to an average of 83.06 years, which means that there are more elderly people in Spain.

Table 3. Life expectancy at birth in Spain from 2009 to 2021



Source: Statista (2022)

- In Spain, working hours are longer than in other countries, making it more difficult to reconcile work and family life, with fewer possibilities to care for family members who are not fully dependent.
- Increasing social isolation and loneliness are growing causes in older people, leading to health problems.
- Family conflicts with the care of the elderly, for various reasons in which they cannot/will not agree on how to care for the affected person in a correct way.

3.1.4. Technology analysis

It consists of new trends in new technologies and computer systems.

- New technologies present problems for the elderly, as many do not know how to make use of them and feel a total neglect of the administrations, as they do not feel that they are given the tools to be able to integrate, with 9 million elderly people suffering from these problems, who are distrustful when it comes to carrying out different services.

3.2. Porter's five forces

Michael Porter argues in his first book "Competitive Strategy" that a company's profitability potential is defined by five forces:

- Customer power
- Supplier power
- New entrants
- The threat posed by substitutes
- The nature of rivalry

3.2.1. Competitive rivalry between competitors

In the counties of Alt Maestrat and Els Ports, the level of competition is reduced, as there is no company dedicated to the same client portfolio in this sector. On the other hand, the number of elderly people in rural areas is increasing, as the population is getting older and older, so we can say that the industry is growing, as there is a larger client portfolio.

Being a company that offers a differentiated service, offering a high quality in its services, adjusting to the needs of the different clients, it is more difficult to have a great competition.

In our case, the type of competition we have are substitute products which deal with the same needs in a different way. In this case, they are residences, since in the regions we are focusing on, there are several residences for the elderly.

3.2.2. Potential competitors

In this sector, there are some barriers to entry, such as difficult access to the different services and customers, as different options would be needed to move between the different locations where the customers are located, as we are in environments where temperatures are low and there may be problems due to snow or frost. Therefore, it is a factor that must always be taken into account in order not to leave any customer without services.

On the other hand, being the only company in this location when entering the market, a good marketing campaign or a large investment in advertising must be made in order to gain people's trust so that they will consider changing company.

3.2.3. Threat of proxies

With regard to substitute products, we must bear in mind that there are several types and in this case we can say that it is important to take them into account, so we must take them into account when it comes to providing greater value with respect to them. These substitute products are:

- Geriatric residences: these centres offer accommodation services, personalised care and food for the elderly.

The price that appears in 2023 of old people's homes in Castellón can vary from €900, being the cheapest homes, to €2,100, in the case of luxury geriatric homes. In this province, the average price is €1,367, which is well below the national average of €1,777.

- Day centres: these are centres in which the elderly stay during the day, where their specific needs are attended to.
- Telecare for the elderly: this allows the elderly to contact qualified personnel for their needs 24 hours a day.

3.2.4. Bargaining power of suppliers

The bargaining power with suppliers in this case is high, because there are few competitors in the sector and therefore we can make a wider selection of suppliers.

- Healthcare staffing companies: contracting companies that have trained personnel to be able to carry out the corresponding health care for our clients.
- Medical equipment companies: necessary supplies to be able to carry out the necessary treatment and hygiene of patients (creams, gloves, bandages, dressings, etc.).
- Internet company: suministros necesarios para poder llevar a cabo el tratamiento y la higiene necesarios de los pacientes (cremas, guantes, vendas, apósitos, etc.).
- Medical transport company: We will hire transfer companies, i.e. taxi, van or ambulance companies for more urgent cases in order to be able to transfer our patients correctly and quickly.
- Printing company: we will contact companies in order to be able to print our advertising posters as well as our brochures.
- Communications company: it is about companies that have objectives to give to our clients and that they can notify our company directly when they have any kind of problem or urgency.

Figure 4: Emergency button



Source: Atempo (2023)

3.2.5. Bargaining power of customers

With regard to the bargaining power of our customers, this is low, since when analysing the competitors in this sector near our location, these are very few, as we have already mentioned above we do not have direct competitors but we have competitors of substitute products, therefore this means that the bargaining power of the customers is reduced.

3.3. Analysis of direct competition

In terms of direct competition, we can say that in the areas where we are located, there are hardly any companies in the same customer base as ours. Therefore, for our company, the competition that we should take into account would be the few companies that focus on the same clientele as us and the substitute products such as the nearest day centres and residences.

In the Els Ports region there is the SAD, which is a service provided by the Els Ports Regional Community, referring to the home help service, which provides domestic, psychological, rehabilitative, social, personal and educational care to ensure that the person remains in the family nucleus.


On the other hand, there is the company TE CUIDEM, which works together with the mancomunidad, that is to say, it provides home help services by means of contracting through the town councils. The municipal teams of the town councils are the ones that delegate the management of the SAD through “te cuidem”, in which highly qualified professionals are hired to carry out the tasks and guarantee greater professionalism, satisfaction, quality and well-being of the people to whom the service is provided.

Figure 5: Tecuidem company logo




Source: Tecuidem (2023)

Table 3. RESIDENTIAL HOMES AND DAY CENTRES

<p>Residencia 3ª Edad San Juan Bautista is a centre managed by the Sisters of Consolation.</p> <p>The main purpose of this centre is to accompany and care for the elderly in an integral way, offering the highest possible quality human attention, taking care of the different dimensions of the human being: psychosocial, physical and spiritual.</p> <p>This centre aims to create a real home for those who are residing in it, creating a climate of respect and mutual help, always being familiar so that everyone can express what they feel and have individualized attention.</p>	<p>CALLE VIRGEN DE VALLIVANA, 2 12300 – Morella (Castellón) e-mail: resimorella@gmail.com Phone: 964 161 036</p> <p style="text-align: center;">Figure 6: Residence Morella</p>  <p style="text-align: center;"><i>Source: Morella Town Hall (2023)</i></p>
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<p>This centre has a maximum of 68 elderly people.</p>	
<p>This is a collaboration between public administrations, as the works were financed through contributions made by the Ministry of Health, Social Policy and Equality by means of the IRPF grant in 2010, with the collaboration of the Vilafranca Town Council, the Generalitat Valenciana and the Gerón Foundation (in charge of managing the residence).</p> <p>This residence has a maximum of 64 places, of which 25 are specified by the Generalitat Valenciana and 19 are day care.</p> <p>This centre follows a participative model, in which different activities are carried out to favour the integration of the residents in society and active ageing.</p>	<p>C/ SANTA TERESA S/N • CP 12150 Vilafranca, Castellón Phone: 964 86 07 18 E-mail: direccionvilafranca@geron.es</p> <p>Figure 7. Residence Vilafranca</p>  <p>Source: Gerón Foundation (2023)</p>
<p>Residence for the elderly in Forcall. This residence has different services to create a participative atmosphere among the residents in order to give them a better quality of life and thus reduce loneliness.</p> <p>The residence has a total of 40 places, of which 34 of them are for assisted persons and the other 6 are for valid persons.</p>	<p>CALLE RESIDENCIA, 0 S/n 12310 Forcall, Castellón, Spain, 12310, Forcall (Castellón) · ~73,3 km Phone: 964 17 11 00 E-mail: forcall.es</p>

<p>In order to gain admission to the residence, it must be approved by the Department of Social Welfare.</p>	<p>Figure 8: Residence Forcall</p>  <p>Source: <i>El Mundo</i> (2019)</p>
<p>MORELLA DAY CENTRE</p> <p>The Morella Day Centre is a social-health and family support service that offers round-the-clock attention to the personal, therapeutic and socio-cultural needs of the dependent person, promoting their autonomy and quality of life.</p>	<p>Ubicación: Calle El Tint, 2 Baixos – 12300 – Morella (Castellón) Teléfono: 607 500 974</p> <p>Figure 9: Morella Day Centre</p>  <p>Source: <i>Morella</i> (2023)</p>

4. INTERNAL ANALYSIS

4.1. Swot analysis

The SWOT matrix is a very useful tool for understanding and making decisions in all kinds of business and company situations. SWOT stands for Strengths, Weaknesses, Opportunities, Opportunities, Strengths and Threats. The matrix headings provide a good framework for reviewing the strategy, position and direction of a company, business proposition, or idea (Chapman, 2004).

4.1.1. Weaknesses

- Limited experience: as a new company, we have little experience in the sector.
- Scarce grants: in order to start launching our business, as these grants are becoming more and more difficult to obtain and more requirements are needed for them.
- Lack of training: Difficulties arise when it comes to recruiting highly qualified personnel who are resident in the area to carry out our services.
- Subcontratación: al ser una empresa que emprende desde cero vamos a tener a muchas personas subcontratadas, ya que sino los costes van a ser muy superiores y no sacaríamos beneficios.
- Subcontracting: being a company that is starting from scratch, we are going to have many people subcontracted, as otherwise the costs will be much higher and we would not make a profit.

4.1.2. Threats

- Substitute products: In this sector, there are several threats which deal with residential homes or day care centres, in which the elderly are better supervised.
- Lack of resources: In these counties there is a lack of adequate resources to provide the necessary levels of care.
- Accessibility: Some villages in rural areas do not have access to health care services, which means that the elderly don't have access to adequate medical treatment and services.

- Lack of professionals: Difficulties in recruiting qualified professionals arise due to staff shortages and lack of financial incentives.
- Inhabitants: the number of clients will be lower than in the cities, as there are few inhabitants in the towns of these regions, so we must take into account what we are dealing with.
- Distrust: an important factor is the distrust that the inhabitants of the counties may have about our company, as it is a company that has just started up and this will create doubts about us.
- Rising inflation: the client's purchasing power is reduced, as the minimum pension they usually receive does not increase, nor do the prices of products and services.

4.1.3. Strengths

- Accessibility: by having people hired in these regions and having our headquarters there, we will always be close to our respective clients so that we are not delayed when they need our services.
- Experience and knowledge: by hiring highly qualified professionals, our company has a great deal of experience and knowledge about the specific causes of the elderly in rural environments, in order to offer them a better service.
- Personalisation: We offer personalised attention to meet the specific needs of each client, which is individualised and personalised, making our services more attractive.

- Opening hours: our company offers long opening hours, that is to say, we are available 24 hours a day to our clients so that both families and clients can be more relaxed.
- Prices: our prices are always adapted to the purchasing power of each client in order to provide services that are affordable for them.

4.1.4. Opportunities

- Location: There are no companies in this location which cater to exactly the same client base.
- Technology: Technology can be leveraged in some cases to improve the care they provide to the elderly. This may include the use of mobile devices, health monitoring tools, videoconferencing systems and other technologies to improve the care and attention of different clients, as health services are often not close by.
- Collaboration: You can work with local entities to provide additional services. This may include the creation of transport services, entertainment and activity programmes, and other services to improve the quality of life for different clients.
- Innovation: Include the development of innovative care programmes, new technologies to improve care, new forms of financing and other innovations for the services provided.
- Life expectancy: Looking at the population, we have seen that life expectancy is increasing, so, speaking for our company, this causes our demand to increase.

5. MARKETING PLAN

5.1. Segmentation and targeting

Market segmentation refers to the division of the target market into smaller groups which are identified by sharing certain characteristics. Through this segmentation, what we are going to achieve is the identification of our target public, which in this case, after analysing which specific public it would be best to focus on, we have come to the conclusion that it is the elderly in the province of Castellón, more specifically in the regions of l'Alt Maestrat and Els Ports.

Table 4: Population of the province of Castellón

	TOTAL POPULATION	OVER 64 YEARS OLD
Nº People	590.616	117.178
%	100	19,84

Source: Own elaboration with data from INE (2022).

As we can see in the table above, we can see that in 2022 there will be a total of 590,616 people in the province of Castellón, of which 117,178 will be people over 65 years of age. Looking at these figures in percentages, we can say that people over the age of 64 make up 19.84% of the total population in the province of Castellón.

Table 5. Indicator for people over 64 years old.

Fecha	Valor (%)
2022	19,84
2021	19,63
2020	19,35
2019	19,18
2018	19
2017	18,68
2016	18,34
2015	18,06

Source: INE. Official population figures (2022)

Referring to the table above, in recent years this value has been increasing, so it is a sector which is on the rise, as the life expectancy rate is increasing and there are more and more elderly people.

Therefore, this percentage would be our target audience, as we will focus on this particular segment.

Our target group, therefore, consists of people who are already retired, i.e. we focus on elderly people who need help to be able to lead their lives normally, so we refer to elderly people who are not able to perform all activities related to their life on their own. On the other hand, we also specialise in people with disabilities or problems that affect their day-to-day life in order to make life easier for them in the aspects that are necessary.

We focus on a public whose purchasing power is an average of 980.48€, as this amount refers to the average pension for the elderly in the province of Castellón. Even so, as we have varied services, this purchasing power can vary depending on the services required by the client, therefore, by personalising the service, the purchasing power can vary over a wide range.

Our company is located in the regions of Alt Maestrat and Els Ports, especially in the centre of a village that is close to the municipalities of both and, most importantly, close to the different clients in order to offer them quality services in a shorter time.

Finally, we also focus on families who cannot take 100% care of their elderly for different reasons, in order to make life easier for them so that they do not feel that they are alone.

5.2. Marketing Mix

The marketing mix is a strategy analysis of internal aspects and is commonly developed by companies. It takes into account four main business variables: product, price, distribution and promotion (Aguilera, 2017).

5.2.1. Product

- Personal care: This service includes helping older people with their daily personal hygiene activities, such as bathing, dressing, shaving, brushing teeth and combing hair. It also involves providing assistance with toileting and skin care.

- Medication management: Many older people require prescription drugs to manage medical conditions. Providing a medication management service involves ensuring that they take the right medications in the right doses at the right times. This may include preparing daily doses, following medical guidelines and monitoring to ensure adherence to treatment.

- Assistance to improve mobility: to help people with physical limitations, so that they have greater support and peace of mind when carrying out different activities.

- Food assistance: helping them to improve their diet, adapting their meals to their various dietary needs, so that they receive an adequate diet.

- Cleaning services: we will help with the cleaning of our clients' homes whenever they need our help in order to make their work easier.

5.2.2. Price

When setting prices, we will take into account different factors:

1. Pricing structure: clearly define the prices that refer to our services and the different options available:
 - Hourly rates: establish a price per hour of home care, determining different rates depending on the speciality required for the service.
 - Service packages: we will offer predefined packages that have a combination of different hours per week in order to save on the price of the service.

2. Price transparency: In our company it is an important factor that prices remain transparent and easy to understand for our customers, avoiding complications when communicating our rates. On the other hand, it is also important to provide a clear price list in promotional brochures or when communicating directly with customers.

3. Promotional strategies and discounts: we will implement promotional strategies or special discounts in order to attract people to obtain our services and thus be able to retain them. In this section we could refer to long-term contracts, special prices for specific seasons or promotion by referral of new clients, among others.

In this case we could refer to the Christmas or Easter season, as many families spend their holidays in the villages accompanying the eldest members of the family. Therefore, on these dates we will get a discount such as, for example, a 5% reduction in the hours contracted during this time.

4. Added value: we try to add value to our clients' services, such as through follow-up visits, emergency services outside the contracted tariff, etc.

Tabla 6. Price for week

	PRICE
35 Weekly hours	From 1.100€/month
30 Weekly hours	From 960€/month
25 Weekly hours	From 820€/month
20 Weekly hours	From 685€/month
1 hour	From 9€

Source: Own elaboration (2023)

In the table above, we can see the different monthly prices we have depending on the hours you have contracted with our company. These prices are established on a minimum, which can increase depending on the adverse needs of customers. As we have said before, our company offers discounts, since the price per hour is lower for clients who have more hours contracted, so their expenses will decrease in relation to the cost of the single hour.

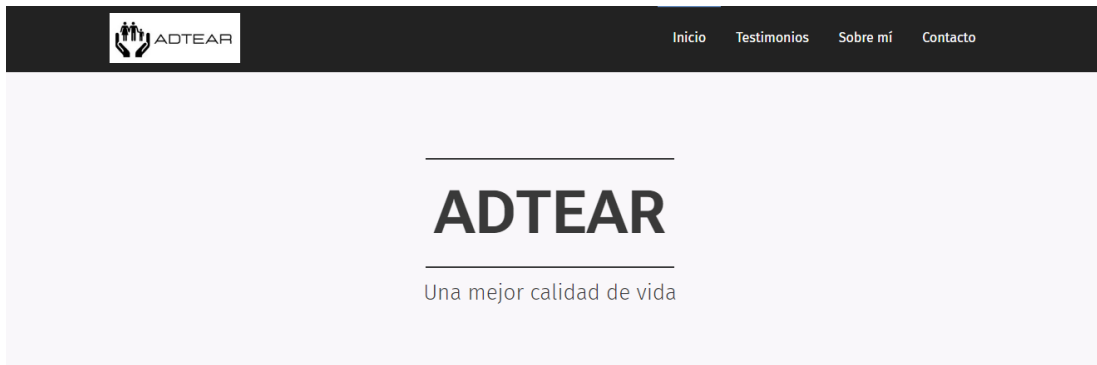
5.2.3. Promotion

1. Online and offline marketing strategies:

- Website: We have created a professional website to describe our services, show testimonials from satisfied clients and provide contact information for us. This website will be made in a way that makes it easy to navigate so that people feel safe and comfortable on it.

To access our website: <https://adtear.webnode.es/>

Figure 10: Website ADTEAR



Source: Own elaboration (2023)

On this website you will first find a home page with the name of the company and a short presentation of our company, with our mission, vision and values that we follow.

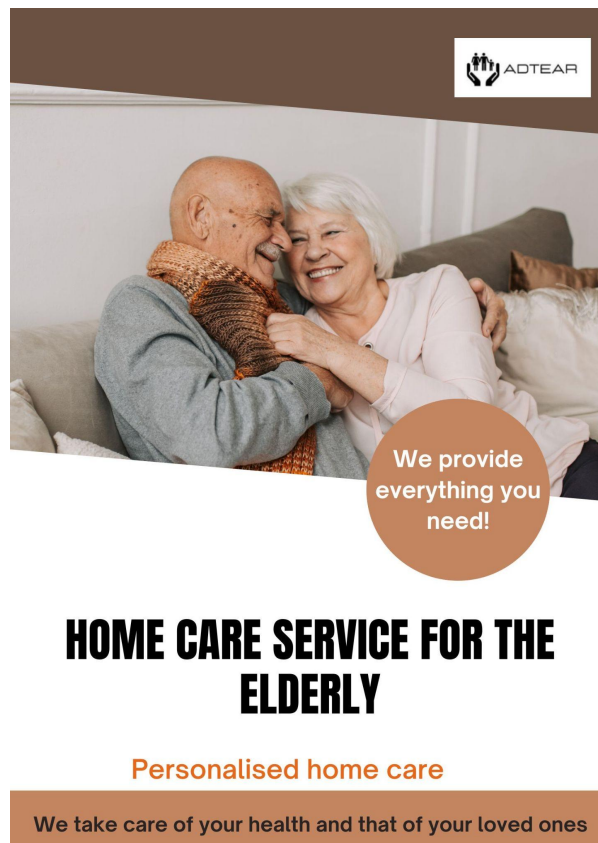
On the other hand, we also have a tariffs section, in which all the general tariffs we have appear and a section in which you can consult with us about your particular case.

There is also a section in which our location appears and all the data to contact us, both the telephone number and the location where we are located or our company's e-mail address.

- Social media: we will use platforms such as Instagram, Facebook and LinkedIn to promote our services, share relevant content and build relationships with potential clients. In order to increase our audience, we will post content regularly and interact with our followers to get closer to them.
- Publicity: we will make both advertising posters and billboards in the most frequented locations in order to increase visibility and reach more people who need our services. We will also advertise in the regional media, referring to the radio or newspapers of the regions we are focusing on.

- Printed material: we will create information leaflets and business cards, which we will distribute in the different important points of the municipalities, such as health centres, doctor's offices, pharmacies, local information points, etc.

Figure 11: Advertising poster



Source: Own elaboration (2023)

When creating these strategies, it is clear to us that our audience is not tech-savvy, but we also want to target their family members or relatives, as they tend to be younger people who are tech-savvy.

1. Public relations and partnerships:

- We will collaborate with local organisations, such as churches or associations, to offer informative talks or workshops on home-based care in order to raise awareness of its importance and to better reach out to the community.

- We will sponsor local and regional events that are related to health care and also relate to ageing, in order to have the opportunity to share information about our services and to network with health care professionals. Relaciones con profesionales de la salud:
2. We will establish relationships with doctors, nurses, and other health professionals in these two counties to provide them with information about our services and how we can complement their care so that they can refer patients to us who need our help. Marketing de contenido:
 3. We will create valuable and relevant content, such as articles or newsletters, on topics that are related to home care for the elderly, so that they are available for everyone to read and attract clients who are interested in our services.

5.2.3.1. Budget

Table 7. Budget

ACTION	PRICE
WEBSITE	0
ADVERTISING	700
EVENTS	500
MARKETING	300
TOTAL	1.500€

Source: Own elaboration (2023)

5.2.4. Distribution

As this is a company that offers its product directly to the final public, we can say that our distribution channel is direct, as we offer the service to our clients, adapting to the specific needs of each one.

The main office will be located in the municipality of Catí and from this office we will provide the necessary information and indications to carry out the services in the different municipalities in which we are located, exactly in the regions of Alt Maestrat and Els Ports. On the other hand, a web page will also be created in which sections will appear with information about the company, the values we follow or the services we provide with their respective prices.

We can contact our clients by different means: directly in the office, as we are clearly focused on people who do not have a good command of technology; on the other hand, we can make an appointment by telephone to make things easier for people who have problems getting around; or via the website for those who have an easy command of technology and the internet.

We will also have mobile staff, that is, we will have a team of professionals trained and equipped to provide care directly to homes, who will have their own vehicles to travel to the home.

Finally, we will also have a professional to evaluate the clients after the first meeting so that we can provide our clients with the services that are right for them.

6. CORPORATE SOCIAL RESPONSIBILITY STRATEGY

Our company's corporate social responsibility strategy is always focused on what is best for our customers, so we follow different actions to be able to offer them the best:

- Material responsibility: We are going to work with suppliers that are environmentally responsible in their products while implementing RSC policies

in their companies, so we can be sure that the products used by our company are environmentally responsible.

- Social inclusion and diversity: our company will have policies that are focused on the integration of people with disabilities, who are at risk of social exclusion or who are part of a vulnerable group, among others.

- Ethical responsibility: we will follow our vision, vision and values to always give the best to our customers.

- Sponsorships: we will sponsor actions in the communities in which we are located that are related to health and wellbeing. On the other hand, we will also support NGOs related to the elderly and their welfare.

In addition, our company contributes to the Sustainable Development Goals (SDGs). These goals were adopted by the United Nations in 2015 as a universal call to end poverty, protect the planet and ensure that by 2030 all people enjoy peace and prosperity. Our company is contributing to some of them:

- Objective 3 - HEALTH AND WELL-BEING

Our company's priority is to guarantee a healthy life for our clients, promoting their wellbeing, in order to achieve a healthier and longer life.

- Objective 8 - DECENT WORK AND ECONOMIC GROWTH:

The jobs offered by our company are going to be responsible jobs with the people who work, being these young people and people with disabilities in order to offer a job of equal value for all, offering them their labour rights and a safe job.

On the other hand, from this objective we are also going to promote rural development, as these jobs are going to be focused on local people in order to increase employment in these municipalities.

- Objective 10 - REDUCING INEQUALITIES

In our company there will be policies of equal rights and salaries without differentiation by people, i.e. without taking into account gender, race, origin or disability, among others.

- Objective 12 - RESPONSIBLE PRODUCTION AND CONSUMPTION

The materials that our company will consume will be materials that are environmentally conscious in order to make efficient use of the resources that come from nature and sustainable management. These will come from nearby suppliers in order to promote rural development by ordering from local companies.

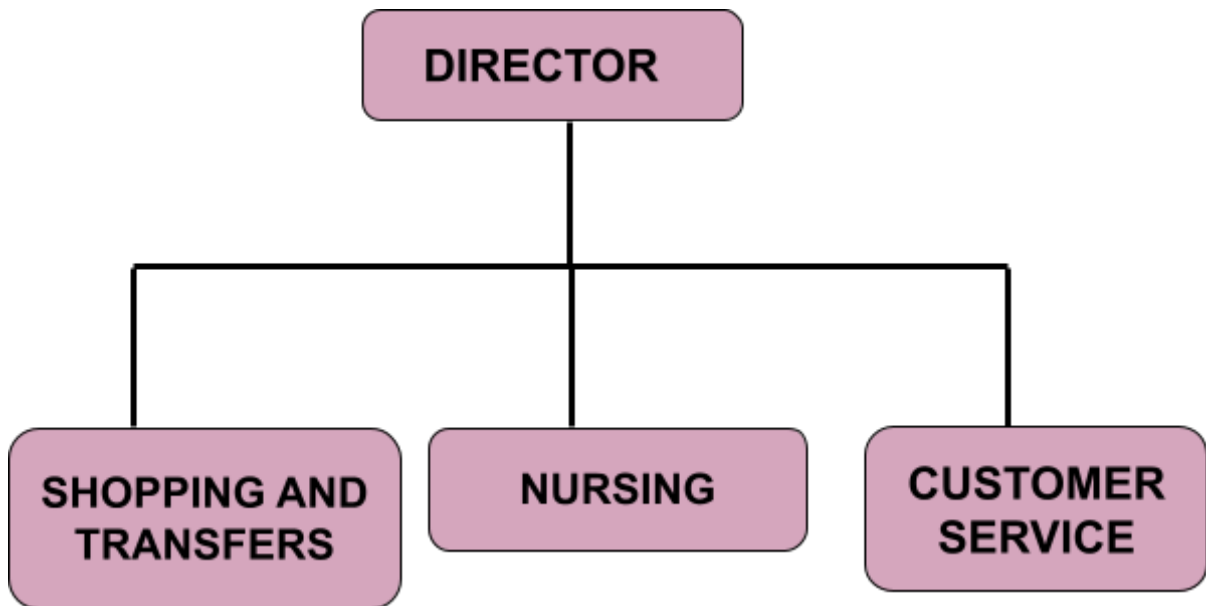
- Objective 12 – RESPONSIBLE PRODUCTION AND CONSUMPTION

The materials that our company will consume will be materials that are environmentally conscious in order to make efficient use of the resources that come from nature and sustainable management. These will come from nearby suppliers in order to promote rural development by placing orders with local companies.

7. HUMAN RESOURCES

7.1. Organisation chart

Figure 12: Company organization chart



Source: Own elaboration (2023)

7.2. Departmentalisation criterion

The people who work in the company are paramount to the success of a service organisation. Therefore, our staff must offer great service, as they can influence the quality of our services and even the differentiation of our company. Employees can make our customers feel satisfied or at the same time disappointed. Therefore, we need employees who know how to win the trust of our customers.

First of all, there will be a general manager, who will be in charge of hiring employees, seeing if they meet the company's objectives and adapt to the mission, vision and values. This director will have to know how to resolve conflicts and problems that may

occur with customers and within the company itself. This general manager will have a salary of €1,700 gross per month.

The departmentalisation will be divided into 3 departments, which will be made up of one worker in each of the areas, these three people will be at the same level with equal salaries. They will be in charge of managing and controlling the work to be carried out by the subcontracted companies. These employees will have a gross monthly salary of €1,500 with 14 annual payments.

Table 8. Monthly and annual employee costs

WORKPLACE	€/MONTH	N NUMBER OF PEOPLE	PAYMENT €/ YEARLY
DIRECTOR	1.700€	1	23.800€
PURCHASING	1.500€	1	21.000€
CUSTOMER SERVICE	1.500€	1	21.000€
NURSING	1.500€	1	21.000€
TOTAL			86.800€

Source: Own elaboration (2023)

Therefore, these departments will be divided as follows:

- Shopping and transfers: In this department we will try to organise and carry out the different transfers that our clients need, in order to offer them the best quality and speed, organising the different degrees of need in order to always take into account the emergencies that may arise and always have someone available at the time to carry out the relative transfers and also accompany them to places of a social nature so that they feel safer and in company and can thus carry out recreational activities.

On the other hand, this department also tries to organise the different purchases that our customers need to make in order to always have a supply, talking to the different shops in the villages so that the food or products required are always available.

On the other hand, to get in contact with the different companies in the different areas in order to be able to make purchases quickly and to be able to communicate them in advance so that they can be collected at the right time. He would also be in charge of everything related to our company's purchases of the materials necessary to carry out the necessary treatments and cures for our clients, that is to say, to keep an inventory and place orders when necessary for sanitary materials and all the other materials needed for the proper performance of our service.

- Nursing: in this department everything related to patient care will be carried out, that is to say, this department will be in charge of carrying out all the services required by our different clients. This department will deal with all the services that our company will provide. Firstly, the basic needs and personal care, referring to provide basic care services and assistance to the daily needs of customers as well as personal hygiene services and clothing. Secondly, therapy services, i.e. it will be in charge of providing therapeutic services whether physical, occupational or speech. Finally, this department will also be in charge of the specialised care required by each of our clients.

Therefore, as we have said, this department will be in charge of carrying out and organising all the services that our company will provide to our clients, differentiating the different needs that they have, in order to be able to offer the subcontracted nursing company the different files of all the services that our clients require from them.

- Customer service: in this department, the employee must be attentive to phone calls, emails, the website and social networks to be able to respond to the problems that customers have or the doubts or interests of all the people in order to get new customers. On the other hand, they must also provide quick solutions to the problems or inconveniences that our customers have with our services or not.

This person will also be responsible for keeping both the website and social networks up to date, in order to keep the publications up to date, always showing the news that our company has and improving the website by updating all the information that can be updated at all times.

Finally, it should also be responsible for making information brochures to provide information about our company and various topics that are important with reference to the activity carried out by our company.

8. OPERATIONAL PLAN

Our operational plan will be differentiated by the different departments of our company in order to better clarify the daily tasks of each one.

Shopping and transfers

In this department they will have to perform different tasks on a daily basis, therefore, we will list these tasks.

1. First of all, this worker will have to check the inventory of all the products that our company has every morning so that we never run out of stock of any product.
2. Following on from the previous point, if there are few units of any product left, this employee will place an order to replenish the products that are needed.
3. When you receive the different invoices for the orders placed, you will have to keep track of them all in order to keep them up to date.

4. On the other hand, this department will have to contact the customers for the purchases they need. In this case, this will be done in the following way:
 - On Mondays and Wednesdays they will contact the villages of the Alt Maestrat to see what they need. Once they have spoken to all the customers, they will contact the shops that require their products so that the following day (Tuesday and Thursday) they can deliver them.
 - On Tuesdays and Thursdays they will contact customers in the Els Ports region to see what they need, using the same process as explained above, so that the following day (Wednesday and Friday) they will bring them the products they ordered.

5. Another task to be carried out will be the transfer of clients, for this an Excel file will be created with all the clients with the different appointments they have which require transfers and also this department will communicate with the nursing department for emergencies that our clients may have and thus contact the different companies depending on the type of transfer that is required.

Nursing

This department will perform the most complex tasks, as it will have to liaise with both the clients and the subcontracted healthcare staffing company to provide good services:

1. First of all, this employee will analyse the customers in order to be able to see what needs each of them has. This will be done for each new customer that arrives.

2. Each month you will re-analyse the clients to see if the needs remain the same and are being performed correctly or if these needs have changed.
3. To make cards with the different analyses and to make clear the needs that the clients have to receive every day in order to transmit them to the nursing company.
4. Once the records have been made and communicated to the nurses, reports will be requested each day from the people who have performed the services in order to be able to keep track of whether the instructions given are being followed and the indicated services are being carried out.

Customer service

The different tasks will be carried out in this department:

1. Firstly, this employee will be responsible for checking email every day in order to be able to answer messages quickly and during working hours he/she will have to be aware of calls, email, social networks and the website in order to be able to resolve queries quickly.
2. The other hand, this employee should be active on social media, making posts and stories on a continuous basis, trying to reach a wider audience.
3. Continuously update the website with the latest updates and services or offers that we offer at the time, as in the other social networks.

4. This employee will have to be attentive to the emergency telephone in order to be able to give options quickly and to have the contact numbers of everyone in order to be able to make the arrangements efficiently.

As we have seen, these three workers will have to do specific activities, but at the same time they will be able to organise themselves as they wish as long as they have their work done by the end of the day. Therefore, there is no specific route to follow in any of these cases, as some of the tasks are unrelated to each other.

On the other hand, they will follow different timetables depending on the week, so that each week one of them will keep the emergency telephone in case of an emergency, and some days they will be able to telework in order to better combine work and private life, but always with the workers agreeing that the office will be open and available to customers.

9. JURIDICAL STRUCTURE

In this case, the legal form that we are going to choose for the entity is going to be a Limited Company. Since the partner is going to be part of the company working for it, this type of structure is accepted. Also one of the factors that have convinced us to decide is the minimum capital, as we are starting out as entrepreneurs, we are looking for a type of company in which we are not obliged to contribute a large amount in order to start and at the same time the capital contributed is separated from the personal assets, so that we can have peace of mind.

On the other hand, we are going to analyse the different advantages that exist in the case of creating a Limited Company:

- When the S.L. is created, the minimum capital figure is updated from €3,000 to €1 in order to be able to start up the company.
- Limited liability, i.e. personal assets are not involved, but are limited to the capital that has been contributed.

- When it comes to incorporation, it is cheaper and simpler than a public limited company.
- It can be set up with only one shareholder and the contributions can be either in cash or in assets.

10. FINANCIAL PLAN

10.0.1. Initial investment plan

In order to start working with the company, we must be clear about the initial investments we have to make. Firstly, we must take into account the rental of the premises, which in this case is our own premises, so we will not have a monthly rental cost, but we must take into account the monthly costs of electricity and water that we are going to spend.

Secondly, we must take into account the computer equipment necessary for the office, which would consist of computers, printers and telephones for the various employees. We have carried out a search to analyse the expenditure that we can have on this furniture and we have obtained these data:

- Computers: In this case we are going to buy 4 computers, looking at the prices of desktop computers, these range from 750€ to 1.500€, so we are going to buy the computers with an approximate value of 1.100€ so that they are already of high quality.
- Printers: On the other hand, we are going to buy a printer for each computer so that each employee can use it individually. The price of quality printers is around 300€, so this is what we are going to spend for each of the 4 printers.

- Telephones: As with printers, we are also going to purchase a telephone for each employee, analysing the average prices of telephones we are going to invest approximately €60 for each one.

Next, we will also have to purchase furniture for our office, which in this case will be tables, chairs, shelves, filing cabinets and emergency buttons, as the most important ones. When making a price comparison, we have decided to make the following investment:

- Tables: For our office we are going to acquire a total of 4 tables adapted for offices, which analysing prices we have decided to invest about 200€ each.
- Chairs: In this case we are going to purchase chairs for the different needs present in the office. Firstly, we are going to get an office chair for each of our employees, for a total of 4 people, at a unit price of around 100€. On the other hand, we are going to buy 8 chairs for our visitors or clients to sit on, these chairs are going to be simpler chairs and we are going to invest around 50€ for each one of them.
- Shelving: In this case we are going to buy a total of 4 shelves, so that each department and the director himself can have all the documentation organised. For these shelves we are going to spend around 300€ in total.
- Filing cabinets: Following the same basis of purchase as for the other items, we are also going to buy 4 filing cabinets to be able to store all the information of our clients. Therefore, we will have a total cost for these filing cabinets of approximately 400€.
- Emergency button: we will purchase about 20 emergency buttons for the various customers who require them at an average of 75€ each.

We are also going to invest in buying sanitary material, so that we can start with all the necessary products to be able to carry out our services, investing an amount of 3.000€ for this case. On the other hand, we will also have to invest in the purchase of a router, which will cost around 50€ approximately, in order to be able to contract a wifi later on.

Finally, we are going to add an extra 1.000€ to the total initial investments in order to have a fund in case any incident occurs in any acquisition, so that we can have a reserve of money available.

Tabla 9. Investment

INVESTMENT	AMOUNT
RENT OF PREMISES	0€
COMPUTER EQUIPMENT Computers, printers and telephones	Computers: 4.400€ Printers: 1.200€ Telephones: 240€
FURNITURE Tables, chairs, shelves and filing cabinets	Tables: 800€ Chairs: 800€ Shelves: 300€ Filing cabinets 400€
SANITARY EQUIPMENT	3.000€
EMERGENCY BUTTON	1.500€
ROUTER	50€
OTHER	1.000€
TOTAL	13.690€

Source: Own elaboration (2023)

10.0.2. Sources of funding

When setting up a company, this has to be accompanied by various investments. For this reason, our company is going to opt for different types of external sources of financing. In this case, we will raise capital in three different ways:

- Own resources:

Firstly, the partner will make both a monetary and non-monetary contribution. In terms of monetary contribution, he will contribute an amount of 5.000€ in order to have his own fund, which will be recovered from the results of each year. On the other hand, it will provide the premises in which the office will be installed. These premises are already prepared to set up an office and will therefore provide an asset for the company.

- Subsidies and grants:

In this case we are going to choose to ask for the subsidy of "Tarifa plana" which is a reduction of the contribution paid to the social security for being self-employed. When registering, you will only pay 60 euros per month during the first year and if you live in a municipality with less than 5,000 inhabitants, this amount will remain for 12 more months, for a total of 24 months. In order to obtain this subsidy, you must continue to be registered in the municipality for at least four years after registration.

- Loans:

On the other hand, we are going to ask for a loan from a bank that will make us a good offer. This loan will be for an amount of €17,190 in order to cover the costs of the first few months. To repay this loan we are going to do it by means of annual instalments including interest at a fixed rate of 3% divided over 3 years.

From these three sources of financing, we will be able to cover all the expenses of the first months when we are just starting out and therefore still have little income.

10.0.3. Forecast expenditure and income

In order to be able to say that the company works in a feasible way, we must take into account that in the first year the profitability we expect to cover the expenses of the initiation of the project, considering that the profits are going to be reduced and looking for a better entry of the company into the market in order to achieve an increase in sales and to be able to increase the income.

Referring to the income we can say that the most common services that our company is going to have will depend on whether our client is dependent or not. In the case of a dependent person, they will contract the services for 35 hours per month in order to have more help and save money on the price of the service. On the other hand, people who are not dependent will hire a lower range of hours, with the most common contract being 25 hours per week.

Table 10. Income

ACTIVITY	PRICE	NUMBER OF SERVICES / MONTHLY	TOTAL
35 Weekly hours	1.100	20	22.000€
25 Weekly hours	820€	12	9.840€
20 Weekly hours	685€	3	2.055€
1 hour	9€	30	270€
TOTAL			34.165€

Source: Own elaboration (2023)

On the other hand, we are going to calculate the expenses based on the costs that we are going to have each month, some of which may vary depending on the different seasons.

Table 11. Expenditure

EXPENDITURE	PRICE
Light	100€
Water	20€
Wages	8.500€
Nursing company	18.000€
Vehicles	500€
Medical equipment	1.000€
Wifi and telephone	100€
TOTAL	28.220€

Source: Own elaboration (2023)

As we can see, the income is higher than the expenses, so we will be able to cover them all and make a monthly profit to be able to cover the expenses of the initial investments at the end of the year.

10.1. Income Statement

Tabla 12. Income Statement

INCOME STATEMENT	
OPERATING INCOME	
SALES	
Merchandise sales	409.980€
TOTAL OPERATING INCOME	
	409.980€
OPERATING EXPENSES	
PURCHASES	
Merchandise purchases	13.690€
SERVICES	
Rent (premises)	0€
Independent professional services (lawyers, consultancy)	222.000€
Insurance	
Advertising	1.500€
Supplies (water, electricity)	2.640€
PERSONNEL COSTS	
Salaries and social security	86.800€
Self-employed contributions	720€
DEPRECIATION	
Depreciation of fixed assets (machinery, computer equipment)	2.000€
TOTAL OPERATING EXPENSES	
	329.350€
OPERATING INCOME	
	80.630€
FINANCIAL EXPENSES	
Loan interests	5.157€
FINAL RESULT	
	-5.157€
PROFIT BEFORE TAX	
	75.473€
NET PROFIT	
	56.604,75€

Source: Own elaboration (2023).

10.2. Balance sheet

Finally, we are going to draw up a balance sheet for our company, so that we can see the economic and financial situation in which our company finds itself. Therefore, the balance sheet of our company is as follows:

Table 13. Balance sheet

ASSETS		
NON-CURRENT	AMONT	% of assets
Total fixed assets	13.690€	57,79%
TOTAL	13.690€	57,79%
CURRENT	AMONT	% of assets
Cash and equivalents	10.000€	42,21%
TOTAL	10.000€	42,21%
TOTAL ASSETS	23.690€	100%
LIABILITIES		
NON-CURRENT	AMONT	% of assets
Long-term debts	10.000€	58,17%
TOTAL	10.000€	58,17%
CURRENT	AMOUNT	% of assets
Short- term debts	7.190€	41,83%
TOTAL	7.190€	41,83%
TOTAL LIABILITIES	17.190€	100%
NET WORTH	AMOUNT	% of assets
Share capital	5.000€	100%
TOTAL	5.000€	100%
NET TOTAL	5.000€	100%
NET + LIABILITIES	22.190€	100%

Source: Own elaboration (2023)

10.3. Ratio analysis

The ratios try to relate different balance sheet items in order to determine whether indebtedness is as indicated.

1. Liquidity ratio

Currents assets= 10.000€

Currents liabilities= 7.190€

Currents assets/ Currents liabilities= $10.000 / 7.190 = 1.39$

Optimal, the company has a good liquidity situation to face the debts of the short term, we could make more investments.

2. Debt ratio

Liabilities = 17.190€.

Equity + liabilities = 5.000€ + 17.190€ = 22.190€.

Liabilities/net equity = $17.190 / 22.190 = 0,77$

The company has a lot of debt but not much. In other words, the limit is 0.6 and the company exceeds it by 0.17, so it is not so harmful.

3. Debt quality ratio

Short-term debts = 7.190€.

Total debt = 17.190€.

Short-term debts/ total debt = $7.190 / 17.190 = 0,41$

This result is optimal, the company has a good quality of debt.

4. Solvency ratio

Total assets= 23690€

Total liabilities= 17190€

Total assets / total liabilities = 1,38

The company is below the optimal range, which implies that there may be a shortage of solvency.

In conclusion, we can say that all of the ratios are not good enough in the short term, but in the long term they are expected to be changed.

11. CONCLUSION

At the beginning of the business plan we set specific objectives in order to be able to follow a particular line of work. Through these, firstly we discovered that this is a viable project in which in the first year we are going to have to cover quite a lot of debts to be able to pay back the benefits received, so our profit is going to be lower.

On the other hand, we carried out an analysis of the environment in order to discover which marketing strategies would be best suited to our company once the project was launched.

Finally, with this proposal we discovered that we could help to improve rural development, as one of the most important factors in this area is the elderly, as these are people who have various needs and are currently undervalued and forgotten. With this proposal we will be able to give visibility to a problem that appears on a daily basis and is not given the importance it deserves. These regions, like many others, are isolated from the most important services, creating constant fear for the elderly, many of them having the need to leave their homes in search of second homes in which they do not feel at home.

When I started this project it was clear to me that it was going to be a proposal that would improve life in the rural world so that people would not have to leave. In researching this, I saw that one of the problems that is less visible is the problems that the elderly have in leading a normal life in their homes, as many of them live alone because the younger people leave the villages in search of work. When talking to these people, they all mentioned the fear they had of something happening to them at home because the medical centres are far away from the municipalities and in case of any emergency, the time it takes for the health workers to act is too long. Therefore, I saw the need to create a home care company in this area, as it is an opportunity for the elderly not to have to leave their homes and at the same time for them to be able to continue living with ease and peace of mind.

When talking about numbers, we have had quite a lot of difficulties to know the number of clients we are going to have in the future and therefore the income that the company is going to obtain, since at the beginning we created some low expectations but after the investigation we have observed that the number of future clients could exceed with great probability the expected one and with this we could obtain an increase of our annual income.

At the end of this work we were left with the desire to investigate more, so we will create a new line of research, which would deal with a more specific investigation on prices, in order to see how these prices affect these prices in these more specific areas, carrying out a greater analysis of the incomes of the inhabitants of these municipalities in order to seek aid from different institutions and therefore, to achieve a lower cost for them.

In conclusion, after the study carried out, we can conclude that this project will improve the quality of life of the elderly and with it a great profitability in the long term.

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