

**PLAN DE NEGOCIO  
EMPRESA MOBILIARIO Y DECORACION  
ANTICA VINTAGE**

**Autor: Pablo Copete Coronado**

**Tutor: María Ripollés Meliá**

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The aim of this project is to establish a marketing plan for the year 2019-2020 for company Antica Vintage. This company will be created in November of the same year and will be based in Castellón, province of the Valencian Community.

The purpose of this company is to meet the needs of its customers through the sale of industrial and vintage furniture and distinguish itself within the world of decoration, offering a range of products to an audience that is becoming wider due to new trends . Within its portfolio of products we can find: tables, chairs, lamps, decoration elements ...

The quality and style of their products is what will characterize the company. The permanent observation of the market and efficient quality controls should ensure that most of the operations carried out are satisfactory for the customer with the minimum percentage of claims.

The actions carried out for each of the strategies will entail costs that will be covered with the expected income and with the help of self-financing, therefore each of the strategies will be positively viable to successfully achieve our purpose.

In this business plan we have analyzed the viability of the creation of Antica Vintage as a whole and also its environment to propose the best mechanisms and operating procedures that make the management of activities carried out by the most efficient company. In the first place, we have presented the company and highlighted the different factors that affect it both internally and externally. At the same time, we have determined the scope of these factors and with all this, we have established objectives that, in our point of view, are viable and must be achieved in the most efficient way possible.

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## **1.-Executive overview**

This final project is based on the writing of a business plan, focused on the creation of new company which is going to sell online vintage and industrial furniture. This idea was born checking the e-commerce trends.

A business plan is a document which describes and analyze a business idea. It also test the financial viability of itself. It pretends to be a large starting point of the company and its following steps. Making this plan, we will see easily each deviation and correct it as soon as we know them.

The content of this business plan is the below:

In the first point, there is a small description of the company, which will be its mission, vision and its values. Secondly, we will talk about Canvas model. how we did it and how is organized in 9 proposal: value proposal, target, channels, relationship with our customers, incomes, key resources, key activities, partners and costing structure.

In the third point, we'll talk about the market analysis and the competitors. This point is divided in: which is our target, outcome of the survey, SWOT and suppliers.

After this, in the fourth point, we'll talk about the product and our services.

In the fifth point will be explained the organization and the company structure with the organization chart.

In the sixth point, we'll talk about the Marketing plan. This plan contains; external analysis (macro-environment and micro-environment) and internal analysis with the founded company resources. It also contains the company objectives, the strategy to achieve them, an action plan with its planning and the executive overview.

Finally, in the 7 point, we'll talk about the financial planning and its development.

## **2. E-commerce**

Nowadays, e-commerce has a very strong and growing role in daily life. Every commercial and industrial markets have incorporated to this movement. The customers have also adapted to this way of getting products, from the easy and common ones until the most difficult items.

Despite of the first insecurity of buying by internet, each days more and more companies offer their products online; as companies born in digital age as the most traditional companies which has recycled themselves to keep their business updated. Like the online purchases have been enabled and also their security and guarantee, Spain has become the fourth country in the European Union in online purchases. Looking for the percentage of e-commerce application these current days, we think that in the future it will increase much more. These future prospect are convincing to the companies to invest in new digital strategies, making the employment growing around this digital area.

Currently, e-commerce has become in a success tool for the business world thanks for the opening to new markets and easy access to internet. We can find some kind of e-commerce.

- B2B: business between companies
- C2C: purchasing and selling products and services between final customers.
- B2C: business between companies and final customers

The advantages of the electronic commerce are the easy and quick expansion of the market and the easy and quick way to manage the business. The use of the new technologies and the continuous innovation have generated a lot of changes which have optimized the communication between the companies and the customers. These advantages are the below:

- Creation of new business opportunities and new ways of delivery and services.
- Better and easy access to the customers wherever they are.
- Increase of the competitiveness
- Quick answer and easy feedback with the customers
- Better check of the orders and customers.

So many studies say that at the end of 2018, the electronic commerce generated around 40.000 millions euros, 20% more than the last year. More than the 50% of the people between 16 and 74 years old say that have made a purchase by this way the last year. However, the traditional commerce has decrease a 4%.

The most percentage of the purchases on the e-commerce is focused on the travel agencies, tickets for the trains and flights, secondly fashion and hotels. Thirdly music and books, and finally digital softwares.

*“Diferenciating three steps are required: having a simple idea to separate us form our competitors, having the credentials or the product that makes this concept credible and building the program so that our current and potential customers are aware of this difference.” (Fackeldey, 2013)*

### **3. Business description**

Antique Vintage wants to be a company mainly digital, without excluding the traditional channel in smaller measure. It wants to be in overall in Spain, France, Portugal and Italy with industrial and vintage deco products, furniture and lighting. They will have a strong personality and design, far way from the common look from other brands, positioning like an specialist in this kind of products.

#### **3.1. Mision**

The mision of Antica Vintage will be facilitate to our customers the purchase in deco, furniture and lighting with medium-high quality and strong personality based on the current trends and a high level of satisfaction, clearly better than ours competitors.

### **3.2. Vision**

The vision of Antica Vintage is keep as a continued reference to our customers in the products selected at all times, adapting our products to the current trends, giving a great service and keeping our technological base updated to appear as the first supplier in our line of products.

### **3.4. Values**

The values define the ethical principles on which the company's culture is based on and what allows it to create its own behavior guidelines. Values are the personality of a company and can not become an expression of the leaders' wishes, but they have to capture reality. It is not advisable to formulate more than six or seven values because if they do, will lose credibility; Therefore, we have decided to establish this series of values:

- Product improvement: to better adapt to the needs of customers.
- Transparency: either towards our workers or our customers.
- Be different: differences between us and the competitors so that customers can count on us.
- Excellence: to maximize the quality and that our customers return to buy us.
- Loyalty: if we are faithful to our team and especially to the customers, they will respond with fidelity.

## **4. Lean Canvas**

*“Lean Canvas focuses heavily on the most accurate understanding of customer needs”*  
(Sylwia, 2017, p.210)

This tool allow us to analyze our business plan to increase our success possibilities. Below the advantages:

- Act quickly and evaluate the idea as soon as possible.
- React quickly before the data obtained.
- Optimize and improve the point that are working correctly.
- Thinking solutions to those points that don't work in the correct way.

### **4.1. Target**

Our target are the final customers, with ages between 25 and 50, used to use internet to check products or buy usually, with an urban role, with interest about the innovation deco.

Secondarily, we also direct to wholesalers, deco studios and furniture shops in big cities, with our business line.

*“The company without a cost advantage or differentiation must be selective with its customers, if it wants an special average performance.” (Porter, 2009)*

## 4.2. Competitive analysis

We are talking about competitive advantage when we are in a better position than our competitors, and this advantage give us better results and a better position in the market.

*“The rivalry between the competitors adopts well-known strategies to reach a position, resorting to the competition of prices, the wars of advertising, the introduction of products or a better service to the clients.” (Porter, 2009)*

Below we are going to analyze some competitors with similar business lines:

*“Maison du monde”*

They sell every kind of products related to the house, from a handle to a sofa. Their intention is that when any customer come in their shops, they always buy something, whatever it was. They have a very large list of products. Furthermore, they often realize so many different campaigns, classifying their products by ambients: Villa del Sol, Summer smoothie, paradise, baía verde....

They are a very strong competitor because they offer so many products with good quality and with a beautiful design. Furthermore, their physic shops give a very strong brand feeling.

**Chart 1: Competitor analysis**

<b>Wanted benefit</b>	<b>+3</b>	<b>-1</b>	<b>-3</b>
Large list of products	x		
Good customer service	x		
Good quality		x	
Good price		x	

**Source 1: Development by our own**

*“Myfaktory.com”*



This competitor is more common than Maison du monde. They have furnitures for the house and also for the bathroom and garden. They haven't any physic shop, being only a digital competitor. The worst point of them is that the 60% of their customers are bad opinions about their products and services (during and after the purchase).

**Chart 2: Competitor analysis**

<b>Wanted benefit</b>	<b>+3</b>	<b>-1</b>	<b>-3</b>
Large list of products	X		
Good customer service			X
Good quality			X
Good price		X	

**Source 2: Development by our own**

*“El desván del mueble”*

This competitor has a very large list of products, but with an specific line more similar than ours; vintage and industrial. They still haven't any important opinions in their web page, but the strong points they have are the below:

- So many stock available
- Quick delivery
- Delivery to all the European countries.
- Customer personalized attention
- Two years of guarantee.

**Chart 3: Competitor analysis**

<b>Wanted benefit</b>	<b>+3</b>	<b>-1</b>	<b>-3</b>
Large list of products	X		
Good customer service	X		
Good quality		X	
Good price		X	

**Source 3: Development by our own**

*“ Sklum”*

They seem a very strong competitor; they have a really good web page with so many different vintage and industrial deco and furniture products, with an acceptable percentage of good opinions of their customers. However, we've found a web with opinions from their customers (trustpilot.com) with a different reality. The 65% of the opinions are negative, talking about the bad quality of the products and a really bad after-sale service.

**Chart 4: Competitor analysis**

<b>Wanted benefit</b>	<b>+3</b>	<b>-1</b>	<b>-3</b>
Large list of products	X		
Good customer service			X
Good quality			X
Good price	X		

**Source 4: Development by our own**

We can conclude that Antica Vintage can't consider itself like an original idea, and obviously, it doesn't provide a disruptive effect which allows to differentiate with other competitors. However, we can be leader in quality and customer service, problems that this market can't solve and customers express their upset online. Furthermore, this is a market where there are so many competitors, so it's really difficult differentiate with the others.

We are going to make an advanced analysis to arrange the positioning. Through the web "Semrush" we'll get very important data from our competitors and this will facilitate us the steps to appear in the first page of Google results. This platform helps us to know how many people visit our page or our competitors' webs, just like that the key words to get an organic positioning. "Key words" are the ones used by the customers to search something in Google, I mean, one key word or a group of them are a "search".

The accompanying text will be written by a journalist; in this way, Google will evaluate positively and improve our positioning in their pages.

We'll also use Google Analytics, a system proposed by Google to analyze the competitors, updated your web to improve its optimization, people who visit each web, the most demanded products, etc.

In a business plan like Antica Vintage, with a clearly digital role, it is necessary to consider the enhancement from the social networks as a transmission element for our value proposition. "Content is fire, social media is gasoline" (Baer, 2016). We are going to arrange a strategy based on contents and photos shared frequently. The creation of a blog is essential in this strategy, because it's one of the most important elements invigorating in this digital environment. The social networks where we are going to be are: Pinterest, Instagram, Houzz and Facebook. The first two because with their heavy photos impact, are really inspirational to future projects for their users. The third, because its closeness and specialization in reform world and deco, and Facebook, like a communication channel, is a safe bet.

### **4.3. Investigation analysis**

With this analysis we are going to find the needs of our target, what they're waiting from our brand and how to guide the offer to satisfy them.

We have made 20 surveys to different internet users, because they are strictly our target. In this group, there are 8 persons from the reform market, commerce or building; 12 men and women external of this sector. Previously, we have explained to surveyed the business idea and we have showed them some photos of our future products.

The next chart shows the qualitative information collected thought the 20 surveys made.

**Chart 5: Survey results**

QUESTIONS	YES	%	NO	%
Have you bought recently anything by internet?	17	85%	3	15%
Do you consider internet a right way to buy deco, lighting and furniture?	13	65%	7	35%
Do you think that maybe in the future you can buy something in Antica Vintage?	17	85%	3	15%
Do you like our product proposal?	15	75%	5	25%
Do you think that our proposal services give to the customer security and enough information for the purchase?	17	85%	3	15%
Do you know any similar web?	8	40%	12	60%

**Source 5: Development by our own**

Besides these questions, we have done another open one asking “Have you got any suggestions to improve this business idea?”. Only 8 surveyed answer to this questions. Below the answer:

- Is necessary to get a large list of product, with enough items to choose.
- The quality of the products should be medium-high.
- The after-sale service should be the best. it's the most important on e-commerce.

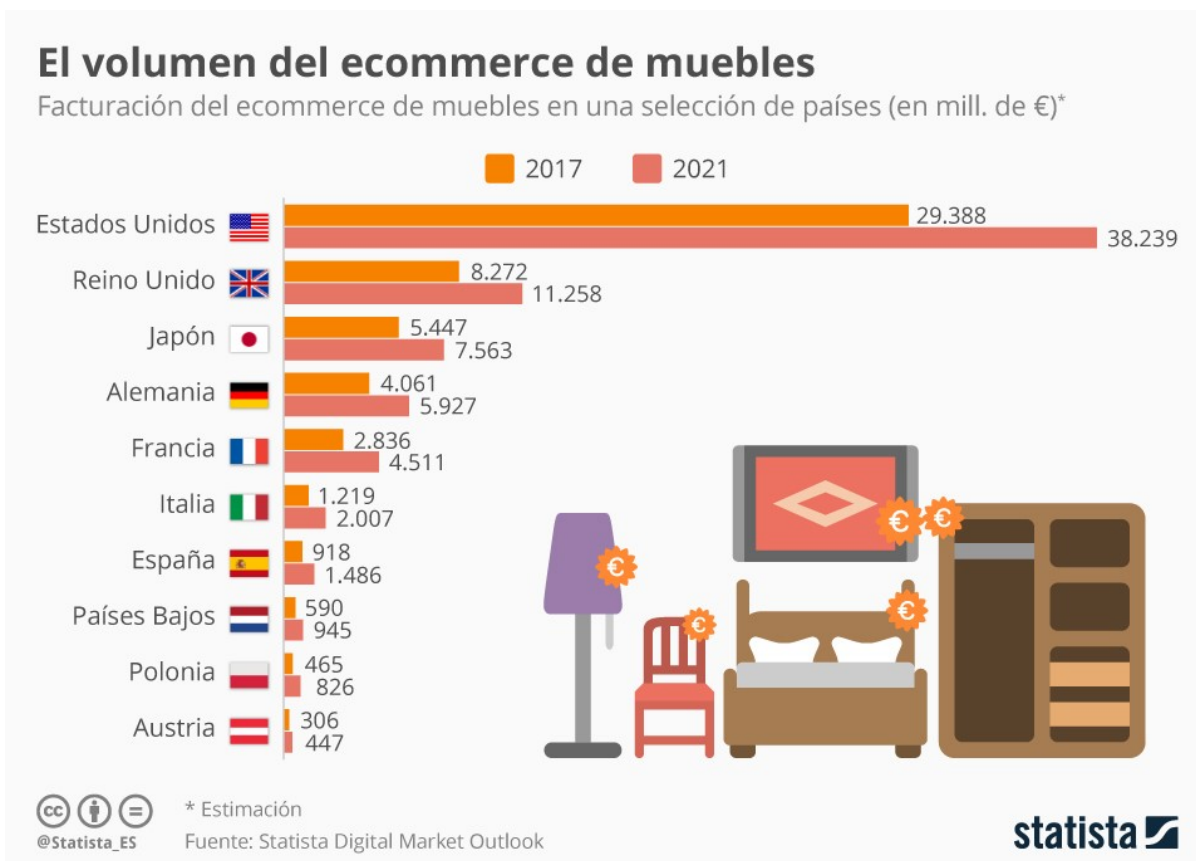
Only one person says that the price is important when you buy these items on internet. But it's true that so many people prefers to spend much money in product with long duration for theirs homes.

Like a small conclusion, the surveyed consider our business idea like an acceptable company, becoming themselves in a potential customers in the future.

## **5. Canvas**

What at first seemed like a fad has gone, over time has become a timeless trend. It is possible that those furniture or decorative elements more striking can, overtime, stop being a trend. However, we believe that the global aesthetics of what we consider vintage or industrial furniture, manufactured with treated metals and aged or customized woods, will endure over time. The vintage furniture offers a particular and different style, even speak of the personality of the client who uses this type of furniture. In addition, the fact that they are not furniture or elements of mass sale, leads to a limited manufacture of few pieces, which results in a greater customization of environments decorated with a style of this type.

Picture 1: E-commerce



Source: Statista ([es.statista.com](https://es.statista.com))

*“In practice environmental and social value is implicitly deemphasized behind the canva’s more explicit ‘profit first’ or economic value orientation” (Upward, 2013; Coes, 2014).*

Once this need or concern of the people for the decoration of your home is detected by this type of furniture, we propose to satisfy it by proposing a different product, furniture that, in some cases, only our company can have and that can not be found in other stores.

- Better quality: look for maximum customer satisfaction.
- Communicate on the web the current real stock. This issue is fundamental in this kind of business. The research of our competitors shows widespread dissatisfaction in terms of service time. Numerous websites claim to have a product in stock whose delivery is delayed and delayed, indicating that the stock is not real.
- Products with 2 real years of guarantee. Always with clear conditions, the sale of quality products should lead to a durability of the same according to the expectations of our customers.

- After-sales service management is fundamental. Clients should have effective interlocutors and quick responses. The acquired commitments must be fulfilled, and the non-response or the evasive response should not be an option.
- More visibility than the competition: Another relevant factor is having an optimized and well-positioned website. This will be the means by which our customers will know our offer and, in comparison with other competitors, will help them to decide in which web they buy. This work, very laborious at first, must be permanent afterwards to always try to be on the first page of Google. This may not be possible in all product families, but at least the most relevant ones should be tried.
- Adequate company image: take care of all the details of the Web design, have a suitable logo, a good branding strategy, etc ...

*“Firms can use one or a selection of business model archetypes for shaping their own transformation, which are envisaged to provide assistance in exploring new ways to create and deliver sustainable value and developing the business model structure by providing guidance to realise the new opportunities” (Bocken et al., 2014, p.13).*

Canvas model is a tool related to the strategy and corporate management of any business and let us know in a few steps, which is our business idea. It has nine elements:

## **5.1. Value proposal**

Our final customer are the digital and physic shops with vintage and industrial furniture with a very defined personality, medium-high quality and with a excellent services (delivery on time and returns without problems). At last, suppliers of special pcs of deco with these styles with enough discount to get a reasonable profit margin.

*“A business model describes the bases about what a company create, supply and get value.” (Osterwalder y Pigneur, 2010).*

Definitely, our proposal is offer to our customers a large list of products with a good customer service and with a good price.

## **5.2. Channels**

We are going to use two channels for our business:

- Direct channel to our final customer: this will be our main channel and where we are going to focus all our efforts.
- Thought intermediaries; those who can buy our product with an special discount and resell it directly to the final customer.

Our delivery channel will be with transport companies and distribution.

### **5.3. Relationship with our customers**

We'll contact with our customer by computer, tablets and smartphones, with our social networks, e-mails, phone, whatsapp and with an special chat with delimited time.

### **5.4. Source of income**

Sell of products.

### **5.5. Key resources**

"Key resources are assets such as the people, technology, products, facilities, equipment, channels and brand required to deliver the value proposition to target customer." (Johson, M. 2006, p.61)

Some of the most important resources in our company will be:

- Enough stock with high rotation in our warehouse
- Warehouse and storekeeper to get an efficient management of the orders.
- Continuous maintenance of our product in web and coordination with the external digital company.
- Manager customer service.

### **5.6. Needed resources**

General resources of the company:

The Antica Vintage company will have 4 employees on its staff, all of them capable and qualified to fulfill the established functions. The workers of this company will be prepared and ready to compete with other companies in the sector and have sufficient training to achieve it successfully.

#### *Productive and technological resources*

As technological resources Antica Vintage will have a computer, a Tablet and a mobile phone, all of the latest generation. The rest of the necessary digital media will be subcontracted to the collaborating company in the digital section.

As for facilities, an equipped warehouse and an office will be sufficient to start operations. The lifting machine will be borrowed from the parent company when necessary.

#### *Environmental resources*

Antica Vintage will comply with the laws in force as far as this section is concerned.

#### *Commercial resources*

As explained above, Antica Vintage will have a preferred channel, digital. Therefore, this channel will use the usual communication resources such as pay per click, social networks, link to other websites to gain notoriety in searches, etc. The ease of access to an advisor that allows the client to expose their doubts and make decisions with the greatest possible certainty will be the essential reinforcement for sales to occur.

However, a secondary channel has also been mentioned, such as the retail or professional channel that can buy our products at special discounts for later resale. This kind of customers will need a closer service, in many cases with concerted visits that allow to strengthen stable commercial ties. The use of databases and the Internet will be vital in order to detect them and visit certain geographical areas, which are essential to capture them.

### **5.6. Key activities**

The key activities are those which refer to the value proposal of the company. According to Anastasia (2015) *“Key activities are similarly pivotal in an organization fulfilling its value proposition, reaching its customer segments, sustain its customer relationship and ultimately create long-term revenue streams”*

- Reasonable prices for our products.
- Searching good suppliers to purchase good quality products and services.
- Correct management of positioning, continuous study of our competitors and customer behaviour.
- Searching the excellence in customer service and operations.

### **5.7. Compulsory activities**

These activities are those which let us match even overcome, our competitors features. For example:

- Large list of products
- Good price
- Good customer service

### **5.8. Key partners**

- Suppliers of import products

- External digital company and maintenance of the web.

The power of negotiation with suppliers depends on the sector to which we are referring. We can consider the bargaining power of suppliers towards customers high, since the number of suppliers dedicated to this type of products is not very high.

For our company, we consider that the bargaining power towards suppliers is low. To the foregoing in the previous paragraph we must add that, at least initially, our purchase volume will be low, which prevents us from pressing beyond a certain limit.

Regarding our possible suppliers, we have found some sources with which we can perfectly cover our demand for products:

"Infiniti India" is a company that produces good quality products at very low costs, which allows it to sell cheaper than the vast majority and its business philosophy is very close to the one we want to develop. Unlike other companies, "Infiniti India" only sells vintage and industrial products.

On the other hand, we find "Trade India" which is a digital platform similar to "Alibaba" in which we can find a wide variety of suppliers. We also have other possible suppliers such as "Homify.in" and "India Buying Inc". Both offer technical assistance and advice on how to design or decorate the places depending on the type of furniture you are going to use, they have vintage and industrial products which means they have a philosophy similar to ours and finally have the quality and price you need Antica Vintage.

## **5.9. Costing structure**

- Scalable system of staff costs
- Free delivery for specific amounts.
- Costs of advertising of the web
- Operation costs

## **6. Market analysis**

In this section we'll give information about the environment where the company will participate, analyzing each and every one of the factors to know what we are going to face and establish a strategy when introducing our products in the market. In this section we will give information about the environment in which the company will participate, analyzing each and every one of the factors to know what we are going to face and establish a strategy when introducing our products in the market.

### **6.1. External analysis**



External analysis, as we know, consists of the identification and evaluation of events and changes that take place in the environment that surrounds the company and that it can not control. The objective of this analysis is to detect opportunities that could benefit the company and, on the other hand, to detect the most relevant threats that may harm it and thus be able to formulate strategies that help it to benefit from the opportunities and other strategies that serve to erase any type of threats.

### 6.1.1. Macro-environment

When carrying out the study of the macroenvironment of a company, a large number of factors must be taken into account. With the PESTA analysis, factors such as political-legal, economic, socio-cultural, technological and environmental are taken into account. This study helps us to know facts as important as the growth or decline of a market, as well as the difficulties that companies face.

**Picture 2. Macro-environment**



**Fuente:** Enciclopedia económica (<https://enciclopediaeconomica.com/macroentorno/>)

The different environments with which it can be found internationally must be taken into account:

- *Political-legal environment:* The political system used by the European Union is community, because this policy is different to all organizations and states due to its nature. Thus,

Community legislation takes precedence over national legislation and is applied directly to communities and their European citizens. There is no current legislation that affects this type of business, on the contrary, the government favors especially the franchises that participate in this market because they generate jobs and modernize the trade of each region. On the other hand, governments are expanding the tax base and increasing the amount of goods and services to raise more. It is governed by the regulations of the Forest Stewardship Council. This regulation is different in each country, depending on the forest and its conditions and the interests of the partners, but they start from common interests that are determined by their members. These are its objectives among others:

- Protect biodiversity.
- Guarantee the regrowth of forests
- Protect the rights and needs of people working in the forests.
- Stimulate economic development.

- *Economic environment:* First, having low interest rates, favors investment. However, although we are in an economic recovery after the crisis of 2008, people still prefer low-cost products with different facilities such as financing when paying. In addition, the Spanish furniture sector has suffered constant growth over the last four years, reaching 4,317 million euros in 2017. The progression of this sector, which represents 0.38% of the national GDP, employs 60,767 professionals who work in the 5,486 companies that make up this sector. It should be noted that despite the last years of decline in this sector, in 2017 it began to revitalize due to purchases of new homes and internationalization. Communities such as Castilla La Mancha, Valencia and Galicia are leading the way in the manufacture of furniture, while Catalonia is in a halt due to the collapse of real estate and construction activities that significantly affect the furniture sector. According to the estimate published by the Community Statistics Office, Eurostat, the GDP of the Eurozone and the European Union (EU) grew by 0.6% during the second quarter of 2017 compared to the first three months of this year. In the European Union, the year-on-year inflation rate stood at 1.5% last September, relatively higher than the month of August and the highest price increase since April. The gross domestic product of Spain in 2018 has grown by 2.5% compared to 2017. In 2018 the GDP figure was 1,206,878 million euros, with which Spain is the 13th economy in the ranking of the 196 countries of which is publicized in the GDP. The GDP per capita of Spain in 2018 was € 25,800, € 700 higher than in 2017, which was 25,100. To see the evolution of GDP per capita, it is interesting to look a few years ago and compare these data with those of 2018, when the GDP per capita in Spain was 24,300.

- *Demographic environment:* Demography studies several things about the population, such as ages, sex, number, etc. For the year 2,100 it is estimated that the population is 11,213 million people, mainly due to the growth of the developing countries. According to the UN, during the next decades it is expected that the population growth will be centered in 9 African and Asian countries: India, Nigeria, Pakistan, the Democratic Republic of the Congo, Ethiopia, Tanzania, USA, Indonesia and Uganda. In addition, Europe will suffer an aging by the population, since 34% of the population will be over 64 years from 2.050, which will reduce the total population from 738 million to 707 by then. Spain will retreat to 45.9 million inhabitants in 2030 and 44.8 in 2050 and will decrease from 40 million from mid-century. For our company, this is a positive factor, because the growth of the world population is expected in the countries mentioned above.

**Picture 3: Raising spanish population**



Fuente: *Apuntes de demografía* (<https://apuntesdedemografia.com/2010/10/07/la-estabilizacion-de-la-poblacion-espanola/>)

As shown in the previous image, the Spanish population has undergone a sharp turn and in the year 2000, it began to rise remarkably until reaching almost its highest point in 2002. However, this was not its most critical point, if not it was in 2007 when the crisis began when Spain suffered its greatest growth. However, the strong decline of the Spanish population since that year is clear, since from 2007 to 2009, it plummeted and over the years, has been falling little by little until today reaching the figure of 41, 8 million inhabitants.

- *Technological environment*: Most companies are still struggling to incorporate into their production chains more flexible, faster and more precise technologies that allow achieving better quality levels. On the other hand, it is not about using very flexible machines for general use whose cost is high and low productivity, but another category of machines with a customized flexibility for the products to be manufactured and with greater productivity. In addition, it is expected that by 2020, 20 million devices will be connected to the Internet. We will see more traditional furniture that connects and structures with a variety of functions that will change the home at the touch of a button.

- *Socio-cultural environment*: the social evolution of Spain has turned out to be less homogeneous, due to the fact that new types of homes appear more strongly. Women have entered the labor market and there has been a radical change in the structure and size of households. In this way, the home, the house and, therefore, its decoration have had a lot of relevance during the last years. It is worth noting the role played by the consumer, a consumer increasingly demanding, more aware of the costs and only pay for what you want: the best value for money. It is less faithful to brands, with access to a lot of information and

compares everything that is necessary. A more qualified consumer that demands more transparency, better products and solutions at the best price, at the same time that demands more economic, social and environmental responsibility.

### 6.1.2. Micro-environment

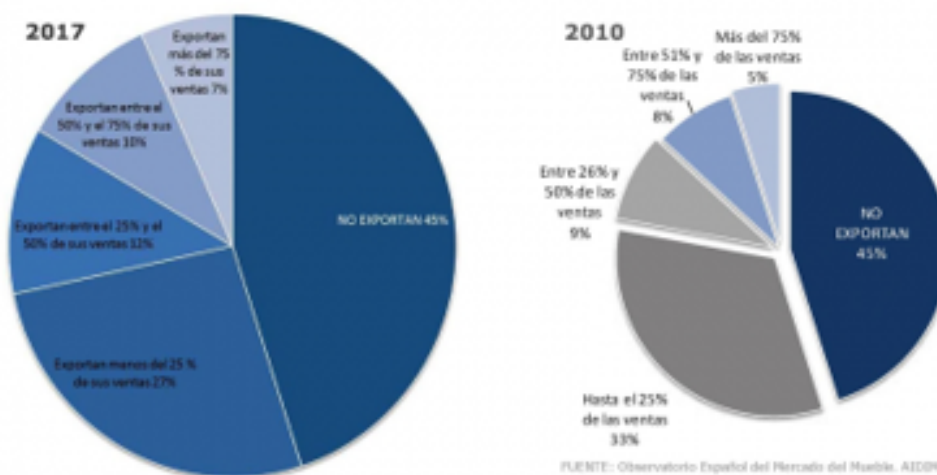
The micro-environment is formed by the part of the company's that affects more specifically, that is why it does not affect all companies equally. The factors that make up this environment have an immediate influence on the interaction process that the company has with its markets.

#### - Demand

This sector, which was one of the worst affected after the crisis, bottomed out and fell up to 60% compared to its highs in 2013. After having entered 1,465 million euros in 2018, the furniture sector estimates for 2019 an increase to 1,550 million euros, 4% more than in 2018. Regarding international changes, the expectations observed at the beginning of 2018 have been met, with imports reaching 6.7% and up to 685 million euros. Likewise, at the beginning of that year, sales abroad also increased by 3.8% to reach the figure of 490 million euros. To date, China remains the leading country of origin of imports, occupying 41% of the total, ahead of Italy and Portugal, countries that occupy 8% and 9% respectively

**Picture 4: Exports furniture market**

#### Importancia de las exportaciones en el volumen de negocio de las empresas

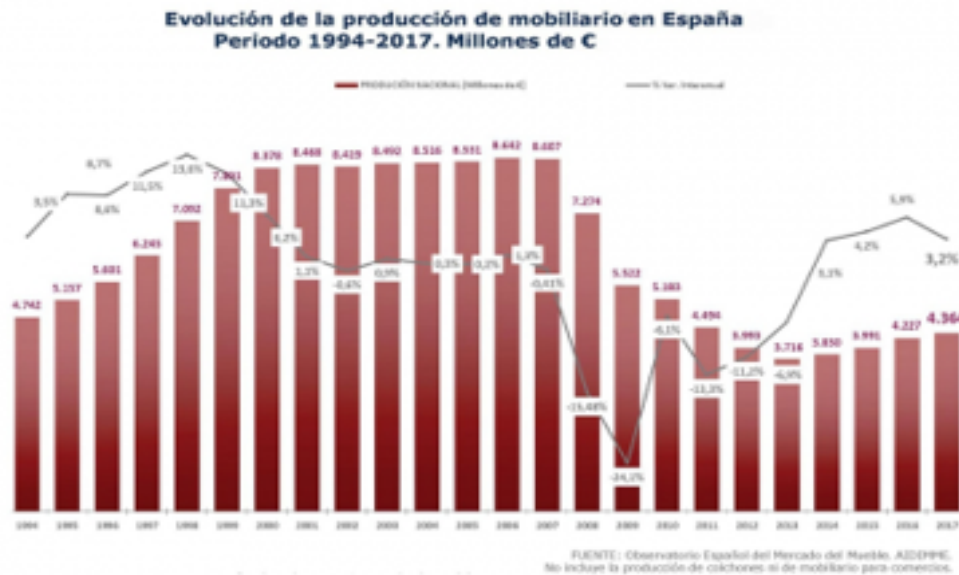


Fuente: *Interempresas.net*

- Sector

The Spanish furniture production has grown progressively over the last 4 years, consolidating 4,364 million euros, which is 3.2% more than in 2016. This rise in Spanish GDP, caused a growth in employment that until today day is permanent.

Picture 5: Increase furniture market



Fuente: [Noticiashabitat.com](http://Noticiashabitat.com)

As we have said before, the constant progression of this sector, which constitutes 0.38% of the national GDP, employs 61 million professionals in more than 6,500 companies. All manufacturing subsectors grew both in 2017 and 2018, with bathroom and kitchen being the most sold compared to other years with a joint turnover of 1,260 million euros. All this followed by office furniture with 2.75% growth and on the other hand the furniture of the home with a 1,500 million euros.

In 2017, 42.7% of the companies made heavy investments in their businesses, mainly in machinery and facilities. Regarding R & D + i investments, the studies determine that almost 60% of the companies that invested have developed new products and improved them, without counting the increase of up to 20% in processes.

### 6.1. Target

In the first place, our company will appear in a dynamic market, with constant changes. Sticking to a market that isn't too big allows us to compete without complexes. Potential customers will be individuals, decorators and decoration stores, bearing in mind that we will not sell to medium or low price stores. As mentioned before, the idea of this business is to sell unique products characterized by their personality and design and not sell other types of decoration furniture that have a more general appearance

## 6.2. SWOT analysis

After this SWOT analysis, we'll know which is the suitably strategy to act in a criticism way and which factors will profit us when we begin to work with Antica Vintage:

**Chart 6: SWOT analysis**

<b>Oportunities</b>	<b>Threat</b>
<ul style="list-style-type: none"> <li>- Rising fourniture sector</li> <li>- Economic recovery.</li> <li>- Few competitors</li> <li>- Faithful customers</li> <li>- Better capacity to arrive more geographic places.</li> <li>- Without entry barriers</li> </ul>	<ul style="list-style-type: none"> <li>- Good prestigy of our competitors thought the time.</li> <li>- Some competitor really specialistic</li> <li>- Low cost products from our customers</li> <li>- Economy instability</li> <li>- Purchases fraud online.</li> </ul>
<b>Strenght</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>- Buy the products anytime and anywhere.</li> <li>- Good quality</li> <li>- Exclusive product</li> <li>- Good and complete customer service</li> <li>- Saving costs without physic store.</li> <li>- More customers catchment</li> </ul>	<ul style="list-style-type: none"> <li>- Difficulties on importation</li> <li>- Customers wanting low prices</li> <li>- Mistrust with the online purchases</li> <li>- Low power of training</li> </ul>

**Source 6: Development by our own**

O1: The boom in the furniture sector favors us because we are talking about products that are currently trend and there are business opportunities in the sector.

O2: The economic recovery of the crisis favors the consumption of this kind of products since consumers have more economic capacity to face this type of expenses.

O3: In the furniture sector there isn't doubt that the number of competitors is quite high, however, if we stick to a more specific audience and we only refer to the style of vintage and industrial products, we observe how the number of competitors isn't very high

O4: The fact that consumers are faithful is a positive factor because, if we do our job well and provide them with a good service, they will value it in the future and return to buy us.

O5: The fact that we are talking about an online store is another positive factor when it comes to our market because the Internet is available to everyone

O6: We speak of low barriers to entry because it is a sector that does not require great funding and less if it is an online store

A1: The prestige of competitors is an important threat since the public already has more or less established preferences when they buy some product.

A2: Some competitors has a lot of experience in the sector, which makes them more specialized and know how to react to possible changes

A3: The fact that there is a certain rivalry in this sector is an important threat because it translates into a relative level of competition, which benefits the consumer.

A4: The purchase costs of poor quality products are low, which in some cases can mislead the consumer's expectations.

A5: The instability of the economy is a great threat to this sector as it causes uncertainty in the future.

A6: Nowadays, there are online pages that defraud their customers by charging the products but not sending them or not corresponding with what is offered. This causes a relative distrust in e-commerce.

F1: One of the advantages of e-commerce is that it can be accessed from all over the world and at any time of the day, which translates into more purchase possibilities because customers have easy access.

F2: Our products will be of good quality, a factor that consumers have in mind and that will condition the next purchase.

F3: The exclusive product will be a necessary distinguishing factor in our philosophy. Agreements with suppliers or the purchase of customizable material will help to achieve this goal.

F4: The customer not only values the service present at the time of purchase, but also the pre-purchase and post-purchase moment.

F5: Being an online store, our operating expenses must be lower than those of a traditional company accessing a larger market without excessive expenses.

F6: The greatest customer acquisition is due to the great capacity of e-commerce to reach all users.

D1: Import requires a correct selection of suppliers, a review before loading the containers and a solution system for disagreements, which will undoubtedly occur.

D2: Today the consumer is very demanding, so not only looking for a cheap product but also that it is of very good quality.

D3: Internet is one of the platforms where more commercial frauds occur and that is a disadvantage because the customer is often afraid to enter their personal data.

D4: The fact that there are few suppliers according to our project, plus our low initial purchase volume means that our bargaining power over them is low.

## **8. Organization and management**

### **8.1. Organization structure**

The organization in a company encompasses the structuring of it, the organization and integration of resources and units that make up the company. It allows the means of the company to be used more efficiently so that activities and tasks can be developed, for the subsequent achievement of the stipulated objectives.

A good communication and business organization will allow achieving better results with the available resources, surely reducing costs and improving the execution deadlines. Cooperation between areas is also relevant to promote a healthy work environment, in this way employees will be more comfortable and will achieve their tasks with greater productivity.

Next, we will indicate which are the components of the company and what role and responsibilities they encompass in the company:

CEO: **Pedro Copete**, Bachelor of Economics, Master in Commercial Management and Marketing. Will work part time and currently runs a company with similar characteristics.

WEB Responsible: **Pablo Copete**, 4th year student, Business Administration Degree. He will work full-time and will have some of his own functions such as:

- Coordination and start-up of the virtual store
- Load and modification of articles
- Competition study
- Communications with clients
- Functions contracted to external companies;
- Store preparation and positioning (external company) NOVOLÓGIC

Purchases and Administration; **Ana Copete** (Bachelor in Law, Master in Business Administration) Will work part time. Currently develops similar functions in a company with similar characteristics. These are some of its functions:

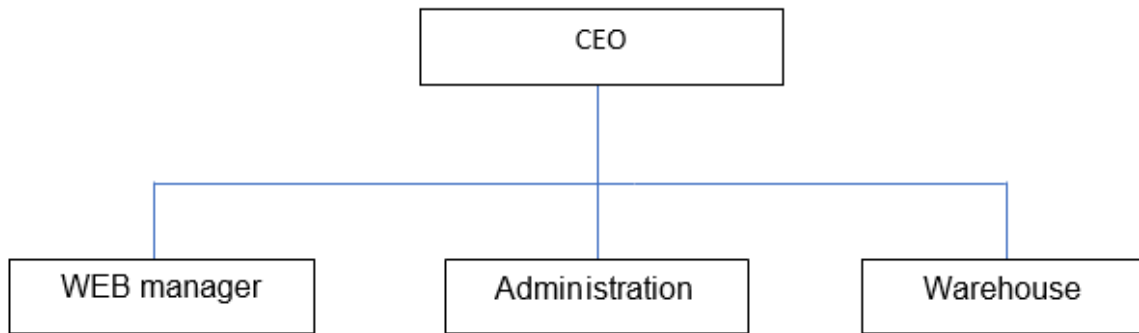
- Relations with suppliers and closing of purchase conditions
- Orders management
- Supervision of accounting and finance (contract of an accountant for hours, support in tax advice - Taxation Taxation - and labor advice - CSAT-)

Storekeeper will work part time. These are its functions:

- Merchandise reception
- Order preparation
- Shipments through external agencies

## 8.2. Organization chart





The company has only one shareholder who is the executive director, Pedro Copete Arjona. The company has three departments: administration and purchasing, warehouse and logistics and finally the person in charge of the website. That is, at the beginning the company will have only 4 employees to ensure greater efficiency in the result and incur less expenses and on the other hand, there will be some activities commissioned to third parties that will be carried out by Novologic.

## **9. Plan de marketing**

*“A marketing plan is a written document that summarizes what the marketer has learned about the marketplace and indicates how the firms plans to reach its marketing objectives.”*  
(Kotler, 2016, p. 50)

Nowadays, having a marketing plan is fundamental for the operation of all companies regardless of the sector in which they work and the size they have.

A marketing plan is a document that includes the situation of the company, the established objectives that must be followed and the way to achieve them. There are many reasons that push us to make a marketing plan, for example: meet objectives of the company, increase the commitment of the organization and workers, helps redefine the vision of the company in the long term, improves efficiency and can even help prevent errors.

When developing a marketing plan, it is necessary to follow some guidelines and a logical order on the most fundamental aspects so that the result is coherent and operative.

The benefits or advantages of developing a marketing plan are the following:

- It raises the reality that the company lives through a complete analysis of everything that surrounds it.
- Optimizes the resources necessary for the execution of what you want to achieve.
- Determine the strengths while allowing to define what are the weaknesses of the company.
- It allows to know the current situation of the competitors and the advantages and disadvantages that it has.
- Determine the possible situations that the company can face when carrying out its activities.

- Promotes teamwork.
- Permanently assess the correct performance of the tasks and their degree of effectiveness.
- Verify and control the results obtained as the plan is being carried out.
- It helps to get rid of activities that are not very productive and that do not provide any usefulness.

## **9.2. Marketing resources**

### *· Product*

Antica Vintage is a company dedicated to the sale of vintage and industrial furniture. Its products will be of high quality, which will condition its price and serve as a differentiation strategy with respect to the competition. No product will be produced, but it will be imported or, in some cases, modified to make the offer to customers more personalized.

- Offer proposals to customers: as customers still do not know the company well, it is necessary to make different offers, in this way customers will perceive this strategy as a special attention towards them, which can be a very important competitive element.
- Innovation, storage and training: it is absolutely necessary and more in an online company to always work with the latest technology, on the one hand, to be more competitive and on the other to reduce costs. It is also very important that workers have continuous and renewed training so as not to be left behind and to be informed of every innovation in the sector.

### *· Price*

The pricing policy of each company should be focused according to the type of client you want to reach. We target private clients who are concerned to some extent by their homes or establishments, between 25 and 55 years old, with an average or medium-high economic and cultural level, so the prices will be medium and medium high. We also go, as we have said before, decorators and decoration stores whose product offer is in accordance with our material, without first having big stores and dealers. Therefore, we have two price lines, individuals with 50% -55% gross margin and one for decorators and stores, with a reasonable discount so that they can subsequently sell them at a reasonable price to their customers.

On the other hand, the price will also depend on the type of product that our client wants. To calculate the price of our products, regardless of the type of product that is, we must take into account the cost of acquisition, the personnel needed, the salaries of workers, storage costs and the percentage you want to earn as a profit . We will also offer special discounts to the most loyal customers or to the most important orders.

- Prices based on the quality of our products, therefore, we will not offer prices in relation to cost or competition.

- Special differentiated prices for customers who buy often or for those professionals who buy in quantity.

- *Communication*

Antica Vintage will invest in online advertising on pages such as Google Shopping, more productive than banners, although we do not rule out the application of these in specialized media or consulted by our target customers.

The investment that will be made in communication will be important, since it has sufficient economic capacity to carry an aggressive strategy. Being a commercial company, the communication will be directed to the final consumer as well as to other commercial companies potentially buying our products. Our page to the "action call" through "Infocaller", a platform that is responsible for recording all customer service calls, recording conversations with customers through our online assistance, call origin, etc. These data will be mixed with those obtained with the web "Luckyorange", which will provide us with a personalized and more specific study about the behavior that the consumer has had or has when they click on our website. Analyze the origin, from which mobile system or computer has been made, the duration, you can observe the movements of the consumer through the web, how many pages you have visited, etc. This can be positive for the company, because it can help us to make decisions and see if the work done is getting the desired results.

- Personal sale to traditional customers through concerted visits.

- Advertising, which will be carried out on other websites or ads on other platforms.

- Social networks as the main showcase of the product offer presented by Antica Vintage.

- The own online store of the company, always updated with the latest trends and always offering facilities to our customers. The Blog as an element of information and constant updating of trends will be a good tool to achieve the established objectives.

- *Distribution*

Antica Vintage will sell its products in Italy, France and Spain. As we have said before, the physical or digital points of sale will be diverse. We have our own website, some physical decoration stores, and, of course, other digital platforms such as Amazon, Privalia, Vente-privee, etc. It is important to discuss the Amazon case specifically. After an analysis on some reports and opinions of current vendors on that platform, even with the experience acquired by the parent company itself, the sale on this platform would be in any case with our own management by our company, never selling to Amazon so that be it the one that sells to individuals. Its logistics and returns policy, as well as the difficulty of administrative management that it imposes, greatly hinders the achievement of profitable sales if they are invoiced directly to them. Importantly, if these products are sold through these platforms or

similar, it is possible that our products have a greater reach and we can sell them in more European countries.

The distribution of merchandise will be through external agencies. In principle, these companies in the selected markets. Any operations outside our natural distribution area will be borne by the final customer, after our budget for the cost of the said delivery.

As for the figure of the carriage paid or owed, Antica Vintage will charge all delivery to the final customer. The diversity of volumetry of the products on sale and the difference in distance between some destinations and others makes it more just that each customer pays the corresponding charges depending on where they are and the type of product they buy. An eventual flat rate would be possible in case of very similar product in measurements. It is not the case of the products of the company under study.

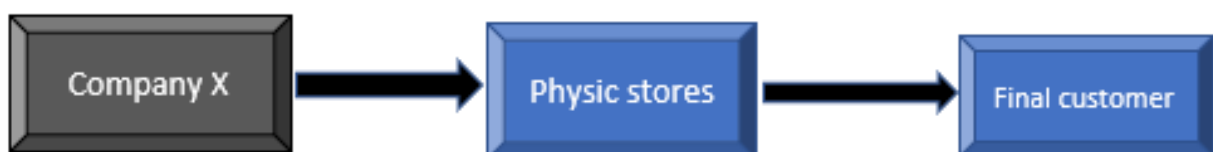
Distribution channel 0: This channel represents the direct sale of our products to the final customer.



Distribution channel 1: This channel represents the sale of our products to wholesale digital platforms so that they can then be sold directly to final consumers.



Distribution Channel 2: This channel represents the sale of our products to physical stores so they can sell it to final consumers.



The distribution strategy that the company will carry out will be direct channel for those who place orders directly with the company (online or telephone normally) and indirect channel for those who do so through representatives.

### **9.3. Growth objectives**

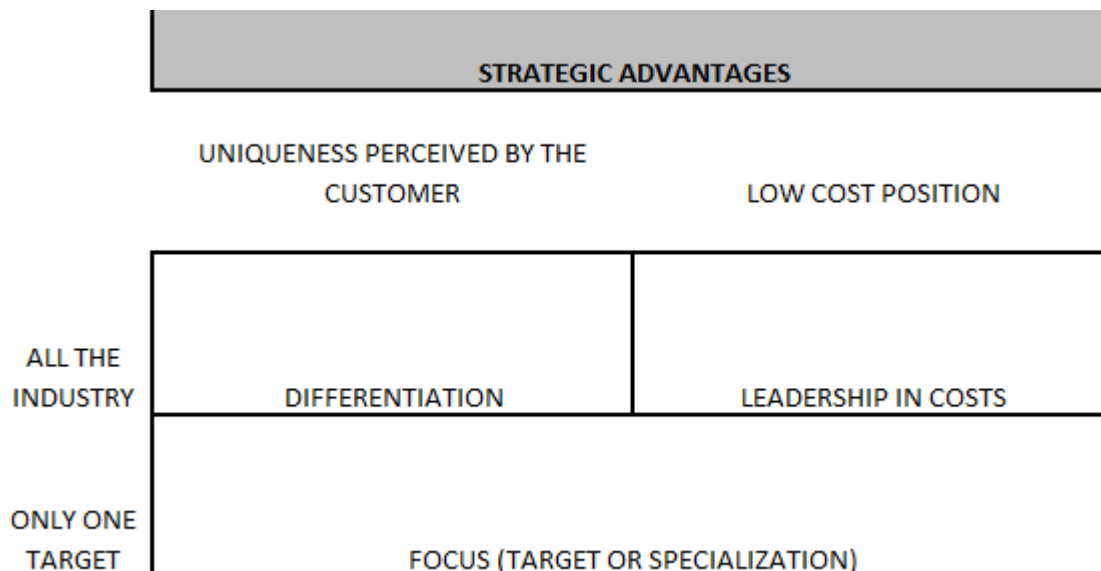
When establishing objectives for the company, we must bear in mind that these must be measurable, achievable, realistic and limited in a period of time. Therefore, taking into account the weaknesses of the company, we believe it is convenient to establish the following objectives:

- 1- Distribute our products in a total of 40 to 50 traditional points, mainly in the communities of Catalonia, Madrid, the Basque Country and the Valencian Community.
- 2- Being in the top 8 of web pages in a maximum period of 6 months for searches related to our sector in Google.
- 3- Reach the breakeven point in a year with an estimated turnover of 200,000.
- 4- Get that 15% of customers who visit our website end up buying.

### **9.4. Grow strategies**

The competitive strategy is the offensive and defensive actions of a company to defend its position in the market and within an industry. I identify three types of strategies: leadership in costs (low costs), differentiation (single product and high prices to differentiate) or segmentation (focusing on a single specific group of clients).

These types of competitive strategies can be seen represented in the following chart:



Based on these strategies, we will establish the differentiation strategy for the company. It will consist in having high prices for our products, but it is very important that these prices are consistent with the quality of the services, otherwise the strategy will not be useful at all.

Antica Vintage will develop a competitive strategy based on differentiation. We know that we can not differentiate ourselves by costs, because there are many companies in the sector that are very large and are already using this advantage. For this reason, we have considered better to stick to the quality of our services and the treatment that the client receives. This will force us to make a more personalized treatment to customers and meet all the requirements they need. We will try to get our customers to trust us by committing ourselves to them when it comes to meeting their expectations.

1) For the first objective, we chose to carry out a market development strategy to be able to place our products in a total of 40 to 50 physical stores nationwide. Detect through market research of the companies to which we could offer our products.

Physical visit to capture them as a customer, additional discounts for products on display, financing for products on display.

2) For the second objective, we carry out, as in the previous one, a strategy of market penetration: to let us know, we will use other websites as intermediaries between our clients and our company. In addition, Novologic will study all our competence and will be in charge of positioning us in the top 8 by studying keywords, ordering the texts that will appear in our footer to a third party to develop and contain the necessary keywords for such positioning, will study which are the best selling products or customer buying behavior, etc.

3) For the third and fourth objectives, we will carry out a market development strategy that allows us to sell more and offer an existing product type to a wider market segment.

## 9.5. Action plan

· **Price:** This action will consist of offering the following promotions:

- Discount code: offer a common discount code to encourage our potential customers to buy our products. This code will only be valid once and our customers will have up to two weeks to use it.

- Free shipping code: Through this action, what is intended is that during a limited period of time, the shipping of our products is free by introducing a single common code and as in the previous one, with a single use with the intention of encouraging sales.

With this action, objective 3 and 4 will be achieved.

· **Communication:** The action to carry out one of the strategies is to invest in advertising to other websites and position ourselves in the first stores in search results.

In addition, the company responsible for designing our website and providing us with advanced information about our competition and visits will entail a total cost of 3000 - 3500 euros per year. (Appendix 2) .

With this action objective 2 will be achieve

· **Distribution:** As we have commented previously, the distribution will be carried out through our website and retail stores. The task of going to negotiate our products and visit these stores will be assigned to an employee of the company to avoid incurring more expenses, at least for the moment. That will be your commercial task.

With this action objective 1 will be achieved.

**Chart 7: Schedule**

Months 2019/Strategies	Months 2020/Actions	1	2	3	4	5	6	7	8	9	10	11	12
Development of the market	- Discount code		x					x					x
	- Free shipping code		x					x					x
Introduction in the market	- Advertising and positioning	x	x	x	x	x	x	x	x	x	x	x	x
Market development	- Comercial	x	x	x	x	x	x	x	x	x	x	x	x

**Source: Development by our own**

- **Discount code:** This action will be carried out only 3 months during the first year to gain more market share and meet the billing figure we have foreseen. The commercial department will be in charge of this action. For the control of this action, in December we will evaluate how many users have used these codes and thus see how much we have invoiced and in this way see if objectives 3 and 4 are met

- **Free shipping code:** This action is very similar to the previous one and we will do it at the same time since both have the same objective. The commercial department will be in charge of this action. For the control of this action we will do with the previous, in December we will see when users have used these codes and in the same way to see if objectives 3 and 4 are met.

- **Advertising in other websites and positioning:** This action will be carried out every month in order to be in the position we want in search results and to let us know as much as possible. The Marketing and Advertising department will take over this action. To control this action, at the end of the year we will compare results and see if our expectations have been met

- **Commercial:** This action will be carried out every month since it is the most important and forces the company to keep in touch with customers. The commercial department will take over this action. To control this action, in December you will see the number of purchases, if the number of customers has increased month by month.

## 9.7. Budget

In this section, we make a summary presentation of the necessary budget for each of the marketing strategies that are expected to be carried out in order to meet the proposed objectives, and in this way, increase sales and the positioning of the image.

**Chart 8: Strategy budget**

	Action	Price	Measured unit	Units	Total
Price	Discount code	0	€/producto	1	0
	Free delivery code	0	€/producto	Ilimitadas	0
	<b>TOTAL</b>	<b>0</b>			
Communication	Advertisement	250	€/año	1 año	250
	Web design	3250	€/año	1 año	3250
	<b>TOTAL</b>	<b>3500</b>			
Delivery	Comercial	707,50	€/mes	12	8.490
	<b>TOTAL</b>	<b>8490</b>			

*Source: Development by our own*

## 10. Financial plan

The financial plan is a tool that can be used to analyze economic information about a company's project.

Now, to determine the viability of your company you have to take into account these factors:

- 1- Calculate the funds necessary for the start-up of said business, the capital contributions and have a treasury forecast.
- 2- Analyze and estimate future benefits through the income statement.
- 3- Know at every moment the economic-financial situation that the company is going through at that moment.

The financial study of this project aims to inform the economic environment of the same, considering its income, expenses and investments in order to validate its viability. For this, the initial investments planned, the evolution of the profit and loss account and the capacity to generate liquidity to analyze the evolution of this commercial proposal will be studied. In order to understand the economic information that will be provided later, it is necessary to make a series of observations about the environment in which the commercial activity of the proposed company will be developed:

This company will be, initially, the extension of an existing business and with a typology of operations similar to those we propose in this work. This project proposes a strong component of imports of finished product and perfectly packaged for sale, a significant



storage of most of the references that are intended to be sold on our website and a sale to the finalist and retail or professional channel as basic concepts. Therefore, given that the ownership of the company and the management will be carried out by the same person, X will be able to take advantage of the synergies of a company with 14 years of experience in the management of imports, marketing, preparation of catalogs and web pages and management. of collections and customer service. Undoubtedly, this competitive advantage, a consequence of already available know-how, must be compensated by means of a collection from the matrix that allows it to compensate the efforts that will be determined later. The support that the matrix will provide and that will cause the monthly payment discussed will consist of the import management of containers, support in the billing processes, reinforcement in case of overload of work in the preparation of orders and loads of transport agencies, etc.

A fundamental part of this support will be possible thanks to the fact that the ship rented for the start of the activity of this new company will be next to the current ships of the already operational company, allowing a great flexibility in the use of human or material means (elevators, etc.)

First of all, we will highlight the first initial investments that will be made at the start of the start-up of the company, as shown in the chart:

**Chart 9: Assets balance**

ASSETS	31/12/20	31/12/21	31/12/22
<b>a) NOT CURRENT ASSETS</b>	<b>5.983,00 €</b>	<b>5.066,00 €</b>	<b>4.149,00 €</b>
<b>Intangible assets</b>	<b>3.943,00 €</b>	<b>3.586,00 €</b>	<b>3.229,00 €</b>
Trade marks	285,00 €	270,00 €	255,00 €
Software applications	268,00 €	136,00 €	4,00 €
Web	2.850,00 €	2.700,00 €	2.550,00 €
Others	540,00 €	480,00 €	420,00 €
<b>Tangible fixed</b>	<b>2.040,00 €</b>	<b>1.480,00 €</b>	<b>920,00 €</b>
Furniture	540,00 €	480,00 €	420,00 €
Computer equipment	1.500,00 €	1.000,00 €	500,00 €
<b>b) CURRENT ASSETS</b>	<b>89.533,00 €</b>	<b>153.525,39 €</b>	<b>256.934,16 €</b>
<b>Floating</b>			
Inventory	17.100,00 €	55.315,00 €	90.105,00 €
Rental deposit	1.000,00 €	1.000,00 €	1.000,00 €
Cash	71.433,00 €	97.210,39 €	165.829,16 €
<b>TOTAL ASSET (a+b)</b>	<b>95.516,00 €</b>	<b>158.591,39 €</b>	<b>261.083,16 €</b>

**Source: Development by our own**

**Chart 10: Liabilities balance**

<b>a) NET EQUITY</b>	<b>35.516,00 €</b>	<b>102.688,00 €</b>	<b>212.544,00 €</b>
<b>Equity capital</b>			
Social capital	20.000,00 €	20.000,00 €	20.000,00 €
Legal reserve	794,20 €	2.403,00 €	2.403,00 €
Voluntary reserve	6.963,80 €	38.941,00 €	93.869,00 €
Profits	7.758,00 €	41.344,00 €	96.272,00 €
<b>b) Liabilities</b>	<b>55.903,39 €</b>	<b>48.539,16 €</b>	<b>40.720,71 €</b>
Accounts payable long time	55.903,39 €	48.539,16 €	40.720,71 €
<b>c) Current liability</b>	<b>4.096,61 €</b>	<b>7.364,23 €</b>	<b>7.818,45 €</b>
Accounts payable short time	4.096,61 €	7.364,23 €	7.818,45 €
<b>TOTAL LIABILITY+NET EQUITY (a+b+c)</b>	<b>95.516,00 €</b>	<b>158.591,39 €</b>	<b>261.083,16 €</b>

**Source: Development by our own.**

With the aforementioned, the investment necessary to start the company is not very high. Taking advantage of the synergies with the parent company and the proximity of the commercial space of the new company with the facilities of the parent company, we can make the most of the essential operating expenses of the project company.

For this reason, and given that the storage warehouse is already rented operatively, we will only have to make some adjustments by buying complementary shelves (racks). The necessary furniture for a new job, a new license with the management program that is already being used and the purchase of a physical computer and a tablet for the management of the responsible will be the necessary investments to start this society.

The initial social capital of this company will be € 20,000. This added to a loan that will be requested for the start of operations should be sufficient to provide liquidity for the first months until the company to start this company will consider asking for a loan of € 70,000 aimed at facilitating the startup of operations. Said loan will be requested for a period of seven years.

**Chart 11: Income and consumption per product group**

	31/12/20		31/12/21		31/12/22		
			Increase sales	100%	Increase sales	60%	
<b>Sales</b>	98.000 €		196.000 €		313.600 €		<b>FOURNITURE</b>
<b>Purchases</b>	49.000 €	50%	98.000 €	50%	156.800 €	50%	
<b>Margin</b>	49.000 €	50%	98.000 €	50%	156.800 €	50%	
<b>Sales</b>	33.000 €		66.000 €		105.600 €		<b>DECO</b>
<b>Purchases</b>	14.850 €	45%	29.700 €	45%	47.520 €	45%	
<b>Margin</b>	18.150 €	55%	36.300 €	55%	58.080 €	55%	
<b>Sales</b>	32.000 €		64.000 €		102.400 €		<b>LIGHTING</b>
<b>Purchases</b>	14.400 €	45%	28.800 €	45%	46.080 €	45%	
<b>Margin</b>	17.600 €	55%	35.200 €	55%	56.320 €	55%	

Source: Development by our own

**Chart 12: Depreciation chart**

Depreciaton	DATE	AMOUNT	% Deprec.	Deprec 2020	Accumulated deprec 2020	Deprec 2021	Accumulated deprec 2021	Deprec 2022	Accumulated deprec 2022
<b>Intangible assets:</b>		4.300,00 €		357,00 €	357,00 €	357,00 €	357,00 €	357,00 €	1.071,00 €
Software applications	2/1/20	400	33%	132,00 €	132,00 €	132,00 €	264,00 €	132,00 €	396,00 €
Industrial property and patent	2/1/20	300	5%	15,00 €	15,00 €	15,00 €	30,00 €	15,00 €	45,00 €
Web	2/1/20	3000	5%	150,00 €	150,00 €	150,00 €	300,00 €	150,00 €	450,00 €
Others	2/1/20	600	10%	60,00 €	60,00 €	60,00 €	120,00 €	60,00 €	180,00 €
<b>Tangible fixed:</b>		2.600,00 €		560,00 €	560,00 €	560,00 €	1.120,00 €	560,00 €	1.680,00 €
Fourniture	2/1/20	600	10%	60,00 €	60,00 €	60,00 €	120,00 €	60,00 €	180,00 €
Computer equipment	2/1/20	2000	25%	500,00 €	500,00 €	500,00 €	1.000,00 €	500,00 €	1.500,00 €
<b>TOTAL YEARLY DEPRECIATION</b>				917,00 €		917,00 €		917,00 €	

Source: Development by our own

**Chart 13: Profit and loss account**

PROFIT AND LOSS ACCOUNT					
	31/12/20		31/12/21		31/12/22
Total sales	163.000 €		326.000 €		521.600 €
Consumption	78.250 €	48%	156.500 €	48%	250.400 €
Margin	84.750 €	52%	169.500 €	52%	271.200 €
National delivery	6.520 €	4,0%	13.040 €	4,0%	20.864 €
Freight, custom and tariff	6.520 €	4,0%	13.040 €	4,0%	20.864 €
Office supplies	82 €	0,05%	163 €	0,05%	261 €
Salaries	48.494 €	29,8%	74.030 €	22,7%	87.000 €
Rent	6.000 €	3,7%	6.120 €	1,9%	6.242 €
External services	180 €	0,1%	184 €	0,1%	187 €
Supplies	250 €	0,2%	255 €	0,1%	260 €
Insurance	425 €	0,3%	434 €	0,1%	442 €
Fixed fee matrix	1.000 €	0,6%	1.020 €	0,3%	1.040 €
Communications	80 €	0,0%	82 €	0,0%	83 €
Travel and comercial	500 €	0,3%	510 €	0,2%	520 €
Maintenance web	300 €	0,2%	306 €	0,1%	312 €
Advertising	1.100 €	0,7%	1.122 €	0,3%	1.144 €
<b>TOTAL EXPENSES</b>	<b>71.450 €</b>	<b>43,8%</b>	<b>110.304 €</b>	<b>33,8%</b>	<b>139.221 €</b>
<b>EBITDA</b>	<b>13.300 €</b>	<b>8,2%</b>	<b>59.196 €</b>	<b>18,2%</b>	<b>131.979 €</b>
Depreciation	917 €	0,6%	917 €	0,3%	917 €
<b>BAII</b>	<b>12.383 €</b>	<b>7,6%</b>	<b>58.279 €</b>	<b>17,9%</b>	<b>131.062 €</b>
Interests	2.039,0 €	1,3%	3.153,9 €	1,0%	2.699,7 €
<b>BAI</b>	<b>10.344 €</b>	<b>6,3%</b>	<b>55.125 €</b>	<b>16,9%</b>	<b>128.362 €</b>
Corporate tax 25%	2.586 €	1,6%	13.781 €	4,2%	32.091 €
<b>Results of the year</b>	<b>7.758 €</b>	<b>4,8%</b>	<b>41.344 €</b>	<b>12,7%</b>	<b>96.272 €</b>

Source: Development by our own.

**Chart 12: Wage costs**

Year	WORKER	HORAS SEM.	EARNED	FEE	IRPF	COSTS S.S.	TC1	NET NOM	TOTAL COSTS
1	WORKER	40	1589,67	- 100,94	- 210,63	501,55	602,49	1278,10	2091,22
	OFFICE	15	673,76	- 42,79	- 87,59	212,57	255,36	543,39	886,34
	WAREHOUSE	24	808,52	- 51,34	- 105,11	255,09	306,44	652,07	1063,60
	<b>TOTAL COMPANY</b>		<b>3071,95</b>	<b>- 195,07</b>	<b>- 403,33</b>	<b>969,21</b>	<b>1164,28</b>	<b>2473,56</b>	<b>4041,16</b>
	<b>TOTAL YEARLY</b>		<b>36863,40</b>	<b>- 2340,82</b>	<b>- 4839,91</b>	<b>11630,48</b>	<b>13971,39</b>	<b>29682,67</b>	<b>48493,88</b>
2	WORKER	40	- 2064,51	- 131,09	- 273,55	651,36	782,45	1659,87	2715,87
	OFFICE	20	- 875,02	- 55,57	- 113,75	276,07	331,64	705,70	1151,09
	WAREHOUSE	40	- 1750,03	- 111,13	- 227,50	552,14	663,27	1411,40	2302,17
	<b>TOTAL COMPANY</b>		<b>- 4689,56</b>	<b>- 297,79</b>	<b>- 614,80</b>	<b>1479,57</b>	<b>1777,36</b>	<b>3776,97</b>	<b>6169,13</b>
	<b>TOTAL YEARLY</b>		<b>- 56274,66</b>	<b>- 3573,42</b>	<b>- 7377,60</b>	<b>17754,84</b>	<b>21328,26</b>	<b>45323,64</b>	<b>74029,50</b>
3	WORKER	40	2064,51	- 131,09	-273,55	651,36	782,45	1659,87	2715,87
	OFFICE	40	1750,03	- 111,13	- 227,50	552,14	663,27	1411,40	2302,17
	WAREHOUSE	40	1750,03	- 111,13	- 227,50	552,14	663,27	1411,40	2302,17
	<b>TOTAL COMPANY</b>		<b>5564,57</b>	<b>- 353,35</b>	<b>- 728,55</b>	<b>1755,64</b>	<b>2108,99</b>	<b>4482,67</b>	<b>7320,21</b>
	<b>TOTAL YEARLY</b>		<b>66774,84</b>	<b>- 4240,20</b>	<b>- 8742,60</b>	<b>21067,68</b>	<b>25037,88</b>	<b>53792,04</b>	<b>87842,52</b>

Source: Development by our own

## **11. CONCLUSIONS**

Throughout this project, key ideas have been gathered for the implementation of our business in each of the sections: internal and external analysis, marketing plan and financial plan.

In the first place, with the PESTEL analysis, we analyze each of the factors: economic, political, demographic, technological, etc.

With the analysis of the specific environment of the company, the most important inconveniences that will represent barriers from the beginning of the project are revealed.

If we continue with the SWOT, we highlight the strengths of creating a business with its own identity, the weaknesses that will give us some problems to solve in the future, the threats that are handicaps with which companies in the sector play, and finally the opportunities that It has to exploit the company to carry out its business idea with more success.

The marketing plan explains the feasibility of the project explaining the resources available to the company, as well as the stipulated objectives and the strategies necessary to achieve them. It is important to emphasize the importance of the schedule when structuring the planning of the actions, since these will help us to achieve these strategies and consequently, the objectives set.

The data analyzed in the financial plan show that it is not necessary to make a very heavy disbursement of capital at the beginning of the business. From the first year of activity, as

detailed in the plan, it is expected to obtain benefits that will grow over the years validating Antica Vintage's business plan.

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