



Facultat de Ciències Jurídiques  
i Econòmiques · **FCJE**

## **FUTDREAM BUSINESS PLAN**

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## **1. EXECUTIVE OVERVIEW**

The aim of this work is based on the development of a business plan focused on the creation of a new company which activity will be the commercialisation of football sports equipment in the province of Castellón. This idea arose from the need that a teenager had to buy some football boots when looking for a shop he could not find one that could satisfy his needs. From this need, Futdream was born, differentiating itself from the rest of the competitors by trying to offer the best personalized and professional service in the sale of quality football articles, thereby establishing itself in the sector.

So a business plan has been established to serve as a starting point for this idea and at the same time analyse its financial viability. To begin with, a brief summary of the company will be given, as well as its mission, vision, values and competitive strategy. Afterwards, the type of business model will be established through its definition by the Canvas model. In turn, we will try to identify which factors can influence the way the company will develop by analysing the general environment through the PESTEL analysis and, on the other hand, the specific environment through Porter's 5 competitive forces model. A SWOT diagnosis will then be carried out to support the analysis of these factors.

In order to define which is the path to follow by Futdream with the objective of positioning itself as the leading brand in the provincial sector, a Marketing Plan will be established to guide the actions to be implemented in order to achieve the objectives. Furthermore, a Human Resources Plan will be established through which it is expected to complete the work team.

Finally, by establishing the economic-financial plan we will be able to know up to what point this project is viable and it will allow us to know what economic amount we will destine to each action to act this way in consequence towards the correct development of the same one.

## **2. THE COMPANY. IDENTIFICATION, DESCRIPTION AND ANALYSIS OF THE BUSINESS IDEA**

Futdream was born as a young and modern company that focuses on the sale of sports products, more specifically the sale of football articles, through the traditional channel such as the use of a physical store. This shop will be located in the province of Castellón de la Plana, which will have a strong personality through which it will seek to differentiate itself from the rest of the brands, positioning itself as one of the best specialized companies in this type of products and wanting to be one of the references in the provincial sector.

## **2.1. Mission**

Futdream's mission is to be the best store in the province of Castellón for marketing base and amateur football equipment.

## **2.2. Vision**

Regarding the vision, in Futdream, we want to be the reference company in the non professional football world at national level.

## **2.3. Values**

In Futdream we are guided by the values that sport offers, such as emotions and feelings or effort, self-improvement, perseverance, equality, respect, sportsmanship, solidarity and comradeship. We believe in the illusion that is generated in the people who make up the world of sport, specifically in the world of football, so we can define ourselves as a family business through which we offer our customers an environment in which they can feel comfortable and in which we offer a friendly, close and professional manner. That is why we will establish our values in 6 different types:

- **Excellence and quality:** both products and services offered must be of high quality in order to attract and consolidate our customers.
- **Transparency:** as mentioned before, both the treatment received from customers and from the workers themselves must be transparent and close.
- **Loyalty:** if we are loyal to our own team, we will also be loyal to our customers, so this will translate into more loyal customers.
- **Differentiation:** we want our customers to count on us, so we must differentiate ourselves from our competitors.
- **Teamwork and communication:** we encourage the participation of team members and a positive working environment, where communication between colleagues is constantly sought, taking into account the opinion of each employee at all times.
- **Respect:** At Futdream we categorically reject any kind of discrimination, so we encourage tolerance and respect whether it be for age, disability, religion, race, etc.

## **2.4. Competitive strategy**

The competitive advantage cannot be seen by a company as a whole, but rather lies in the diversity of activities carried out by a company such as design or production. Therefore, competitive advantage can be defined as the ability of a company to create value for its customers or buyers (Porter, 1900).

That is why the competitive strategy that Futdream will carry out will be the strategy of differentiation. Due to a great extent, to the fact that it wants to differentiate itself from its competition by offering products with a high quality and besides, to provide that added value for its customers that will make it position itself in a better way in the market as a consequence of the magnificent service that is expected to be offered.

## **2.5. Market definition**

The target audience we are going to address is anyone who plays or likes to play football frequently, who is looking for elegant, flashy and extravagant boots but without giving up the comfort and well-being that can be generated by wearing them. In turn, we also address to organizations or public administrations whose objective is the health and the inclusion of the children in the sport, more specifically in football or that are in charge of joining the group of football players for the correct and normal development of their sport career as it is the case of the AFE<sup>1</sup>.

It is necessary to divide in 2 groups which will be our target audience:

- On the one hand, there are parents with a medium-high level of purchasing power, concerned about the health and well-being of their children, who watch over the correct development of their sporting careers, with the latter being integrated from 5 to 18 years of age, the age at which they become adults.
- On the other hand, there are people between 19 and 40 years old, the age at which most sportsmen and women tend to retire, with a medium-low level of purchasing power, with greater economic independence, who focus more on comfort than on the extravagance of boots.

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<sup>1</sup> AFE: Asociación de Futbolistas Españoles. Association at the service of the collective of footballers of the clubs of Spain.

### **3. BUSINESS MODEL DESIGN**

#### **3.1. Business model definition according to Canvas Model**

There is a belief that the best way to describe any business model is by dividing it into nine basic sections that reflect how a company generates revenue. These sections should cover the four main areas of a business such as customers, supply, infrastructure and economic viability (Osterwalder & Pigneur, 2011).

Therefore, the best used tool or methodology to add value to business ideas is "The Business Model Canvas" created by Alexander Osterwalder (Osterwalder, 2011).

Next, each of these 9 sections is broken down into a brief description of each of them, just as we can see what our business model is going to be:



**Table 1. The Business Model Canvas**

<b>Key partners</b> <ul style="list-style-type: none"> <li>• C.F.San Pedro.</li> <li>• C.D.Castellón.</li> <li>• FFCV.</li> <li>• AFE.</li> <li>• Chencho sport facilities.</li> <li>• C.F.Jubelama.</li> <li>• C.F.Fomento Castellón.</li> <li>• C.F.Balompédica La Cueva.</li> </ul>	<b>Key activities</b> <ul style="list-style-type: none"> <li>• Quality products</li> <li>• Top brands</li> <li>• Adaptation to the characteristics of the footballer.</li> <li>• One of a kind, personalized service.</li> </ul>	<b>Value proposal</b> <ul style="list-style-type: none"> <li>• Novelty</li> <li>• Quality and design products.</li> <li>• Innovative service.</li> </ul>	<b>Customer relationship</b> <ul style="list-style-type: none"> <li>• Exclusive and customized personal assistance.</li> <li>• Deep and intimate relationship.</li> </ul>	<b>Customer segments</b> <ul style="list-style-type: none"> <li>• Niche market.</li> <li>• Unique service.</li> <li>• Children.</li> <li>• Adults.</li> </ul>
	<b>Key resources</b> <ul style="list-style-type: none"> <li>• Latest IT<sup>2</sup> news.</li> <li>• Extensive database.</li> <li>• Human resources.</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>• Own and straightforward channel.</li> <li>• Own physical store.</li> </ul>	
<b>Costs structure</b> <ul style="list-style-type: none"> <li>• Based on value.</li> <li>• Fixed costs.</li> <li>• Variable costs.</li> </ul>			<b>Income structure</b> <ul style="list-style-type: none"> <li>• Sale of assets</li> <li>• Fixing according to the characteristics of the product.</li> <li>• Volume fixing.</li> </ul>	

Source: Self-made

### 3.1.1. Key partners

Firstly, we will have to establish who our key partners will be, with whom we will seek to share our experiences, costs and resources. Through this type of collaboration we seek to optimize

<sup>2</sup> Information Technologies

the allocation of resources and activities by creating economies of scale, just as we seek to reduce the risk that is created in these types of uncertainty environments.

Some of these key partners are: Club de Fútbol San Pedro, Club Deportivo Castellón, Federación de Fútbol de la Comunidad Valenciana, Asociación de Futbolistas Españoles, Instalaciones Deportivas Chencho, Club de Fútbol Jubelama, Club de Fútbol Fomento Castellón and Club de Fútbol Balompédica La Cueva.

### **3.1.2. Key activities**

In this section we will try to define the key activities that will give value to our brand through which we will define who we are today and who we want to be in the future. These are going to be necessary to create a value proposal, just as they are to reach the markets, establish a good relationship with the customer or to receive income.

Our objective is not going to be more than to commercialize quality products, offering the best brands of football boots that adapt in the best way to the needs of the football players and, of course, to the needs of each type of field, whether it is artificial or natural grass. At the same time, our shop will offer a unique and personalized service, adapted to each type of customer by finding new solutions to individual problems that may arise to each one.

### **3.1.3. Value proposal**

Regarding the value proposal, it is about describing those products or services that the company offers and that make you different from your competition, that is, it is just the combination of advantages that a company offers to its customers.

Futdream is introduced in the market as something new, since there is no type of store that resembles the products and services it offers. Likewise, as mentioned before, the products and services it offers are adapted to the specific needs that arise in each type of customer, thus customising the service to the physical characteristics of each footballer.

We offer an innovative service in the market, introducing something new in the provincial sector as it is the possibility that we give to the customer to receive a professional and personalized treatment, counting on the experience that our salesmen will offer thanks to their knowledge about this sport, since they will have practiced it or will continue practicing it.

### **3.1.4. Customer relationship**

In this part we try to establish the different types of relationships that our company will have with the whole of its customer segments.

In Futdream's case, it will be an exclusive and personalized personal assistance in which a more intimate and deeper relationship with our customers is sought. The aim is to offer the possibility of satisfying any type of need that may arise and to try to ensure that you do not leave our shop without having found what you were looking for.

### **3.1.5. Customer segments**

Once the relationship with the clients has been established, the group of people or entities that the company will mainly target will be defined.

Futdream is going to focus on a niche market, more specifically on a specific segment whose need has not been very well attended. So it is going to focus on providing a unique and specialized service on the sale of quality football boots, which is practically non-existent in the province of Castellón.

The customers to be served by Futdream will be divided into the 2 groups mentioned before in section 2.5 Market definition:

- On the one hand, there will be base football players between 5 and 18 years old with parents with a medium-high level of purchasing power.
- On the other hand, there are adult players between 19 and 40 years old, with a medium-low income.

### **3.1.6. Key resources**

Here we are going to have to define which assets are going to be used as key resources and which means we are going to have.

In terms of physical assets, Futdream will have the latest developments in Information Technology, where there will be a proper functioning of the infrastructure, storage and logistics, as well as have the latest generation computers that allow for example a complete monitoring of our orders.

The intellectual assets that will be used will be the existence of a database in which all the necessary information will be kept to ensure the loyalty of our customers, while at the same time trying to generate a need for branding by establishing a unique brand positioning in our customers to avoid possible leakage by the emergence of new competitors.

On the other hand, Futdream will need qualified personnel with experience in this sector, so the role of human resources will be essential. This is why we will need employees with the skills, knowledge and abilities that are indispensable to meet our customers' needs in the best possible way.

### **3.1.7. Channels**

At this point, the way in which the company will contact the different market segments will be defined, that is, how the contact between the company and its customers will be.

Futdream will use its own direct channel, in which, as a retailer, it will commercialize the products it has previously acquired from a manufacturer or producer, such as Nike, Adidas or New Balance, through its physical store located in the center of Castellón de la Plana.

The way in which information about our products and services will be made known will be in the same physical store, although it will also be done through the use of social networks such as Facebook, Instagram or Twitter. At the same time, a contact telephone number will also be provided, which can be found on any of these networks, where customers can make all kinds of complaints and suggestions. With the aim of improving our service, at the end of the service you will be asked a series of questions, as well as being given a brief questionnaire that you can fill in online. The delivery will be made in the same store at the same time if it is a direct purchase and with a maximum period of one week if the product is not available in stock.

Finally, in order to build customer loyalty and ensure that they are satisfied with our service and after-sales service, there is a 6-month warranty on any product and a 1-year warranty on faulty products.

### **3.1.8. Costs structure**

As far as the cost structure is concerned, we are going to define which costs are going to be incurred by the company.

The cost structure to be followed will be the value-based one, mainly because, as mentioned before, one of the tasks of the company is to be the main brand chosen in the minds of our consumers, so it is very important, especially at the beginning, not to spare any expenses.

As with any other company, there are going to be two types of expenses at Futdream:

- 1) On the one hand, there will be fixed costs such as the rent of the premises, personnel costs (salaries), the main investment of the installation and financial costs.
- 2) On the other hand, there will be variable costs such as labor costs depending on the production, because if the production increases in great quantity we will have the need to hire more personnel, the commissions on sales that the salespeople will receive depending on the amount sold and the marketing costs in sponsorships that will vary depending on the size of the club to which it refers and the duration of the same.

### **3.1.9. Income structure**

Finally, we will have to determine what our source of income will be, which we should know practically before starting the business.

In the case of Futdream, the income will be generated through the sale of assets that will be produced by the sale of the property rights over a physical asset. Therefore, the revenue will mainly come from the level of sales that the company expects to generate. Thus, the business model will be that of revenues from transactions derived from one-time payments from customers.

When the sale takes place in a physical store, there will be no credits with the customers and the method of price setting will be based on the characteristics of the product, since the price will vary according to the type of material used to manufacture it and the type of studs it will be made of, whether rubber or aluminium. Even though the method of fixing according to volume will also be used, since volume discounts will be given for the minimum purchase of a number of products established from bodies or companies such as Asociación de Futbolistas Españoles (AFE).

## **4. ENVIRONMENT ANALYSIS**

In order to go deeper into the external factors that will influence the company, it is necessary to carry out an analysis of the specific and general environment. Firstly, it is important to know what the general environmental factors are that usually affect any organisation, so carrying out a PESTEL analysis will help to identify the most common trends (Johnson, Scholes & Whittington, 2006).

Secondly, an analysis of Porter's 5 competitive forces model will be carried out in order to analyse what the specific environment will be.

### **4.1. General environment analysis**

As mentioned before, a PESTEL analysis will be carried out, which is only a tool that will help us to try to analyse the different factors that can affect the correct functioning of our company.

To know a little more about this analysis, it will be classified in 5 dimensions that will be developed next:

- **Political-legal dimension**

It should be pointed out the draft bill of the new sport law that the government has taken into consideration after the meeting held in the Council of Ministers on February 2, 2019. At that meeting, the objective was nothing more than to modernise the last law dating from 1990, almost 30 years before what is intended to be the new Sports Law.

It is well known that the Spanish sports model has undergone a constant evolution due to the great changes that have taken place at present, where the practice of sports extends to a greater number of citizens, generating in them a social welfare and working as a tool for social cohesion. By means of article 43.3 of the Spanish Constitution, the mandate of physical education and sport is promoted to the public authorities and it is with the purpose of such compliance that the approval of this new Sports Law is sought. The time that has elapsed since the old Law 10/1990 of 15 October came into force prompts the legislator to make a new Sports Law compulsory, regulating all aspects that fall within the competence of the State.

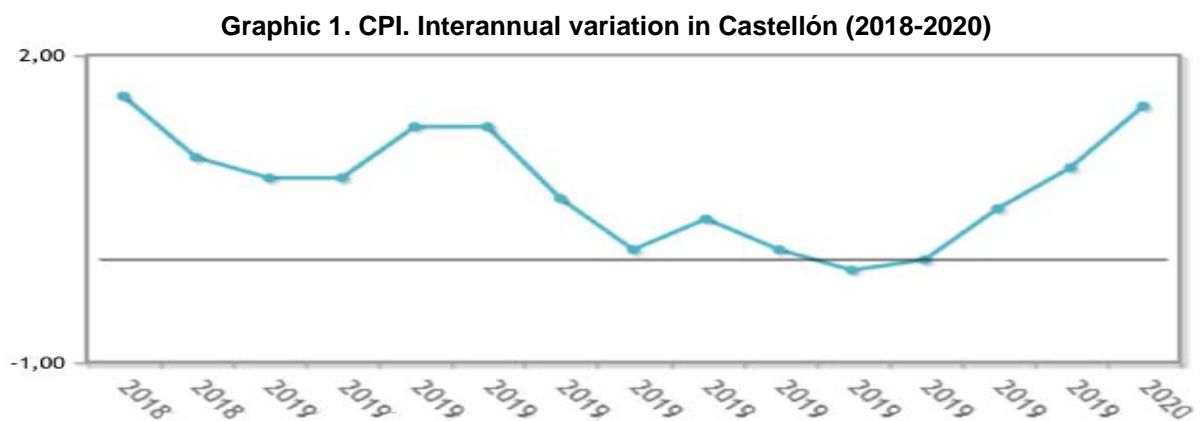
Some aspects that this draft law includes are the recognition of physical activity and sport as a right of all citizens, that is, to achieve equality within sport, since under the old law women were not recognized as professionals in sport and up until now, the growth of the role of women

in sport is more than visible without the legal system responding in the same way. In turn, the need for coordinated action between all public authorities is strongly established, and the Sports Sector Conference is therefore set up as a mediator between the General State Administration and the Autonomous Communities.

It is extremely important to highlight what is set forth in Article 3, Guiding Principles, of the 2019 Sports Law, which establishes the practice of sports in safe conditions, thus allowing the maintenance and improvement of individual physical condition and, at the same time, the prevention, control and eradication of all types of discrimination, violence, racism, xenophobia, intolerance in sports, discrimination on the basis of sexual orientation, gender expression and sexual identity, consequently promoting fair play and citizen collaboration (Ministerio de Cultura y Deporte, 2019).

- **Economic dimension**

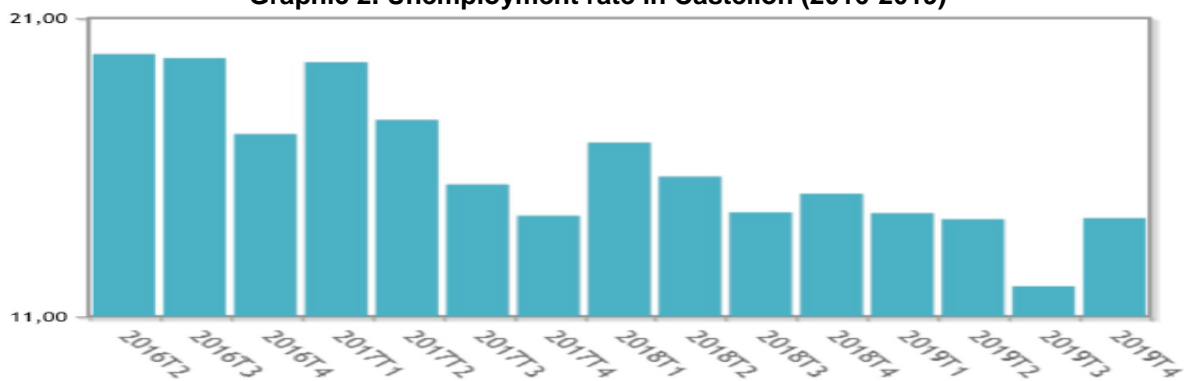
We see in the following graph (Graphic 1), that the Consumer Price Index in the province of Castellón is currently, in terms of year-on-year variation and measured by month, in the first month of 2020 at 1.5, that is, 1.6 points more than the last worst data recorded in September 2019, which was at -0.1.



*Source: INE (Instituto Nacional de Estadística)*

Currently, in the last quarter of 2019, the unemployment rate in Castellón stands at 14.29%, 2.28 points higher than in the third quarter but as can be seen (Graphic 2), the unemployment rate has been decreasing as the years have gone by, so this is a very important data for the economy of Castellón.

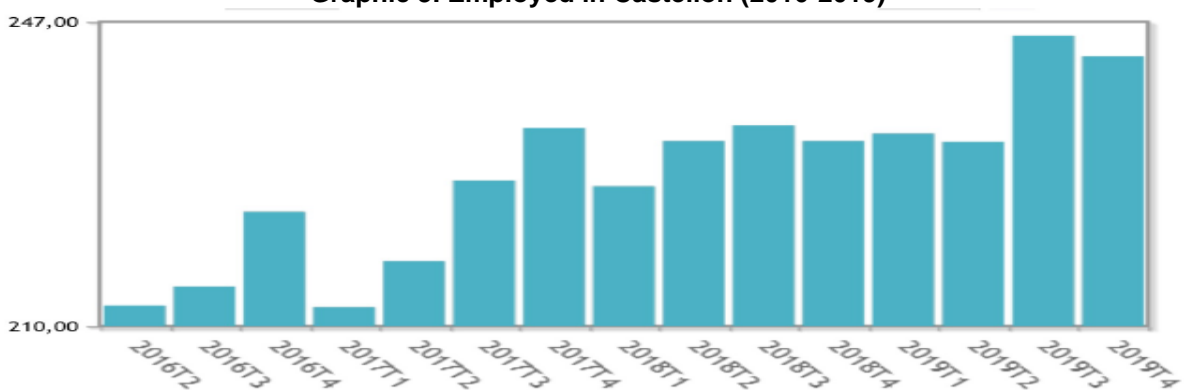
**Graphic 2. Unemployment rate in Castellón (2016-2019)**



Source: INE (Instituto Nacional de Estadística)

In contrast, we see that in a growing and positive way (Graphic 3) in the last quarter of 2019, the number of employed people, that is, the number of people who have a paid job or maintain a formal link with it in the province of Castellón has progressively increased to 242,800. Nothing to do with the worst numbers on record in the first quarter of 2017 (212,300), seeing an increase of almost 14.4% in less than 3 years.

**Graphic 3. Employed in Castellón (2016-2019)**

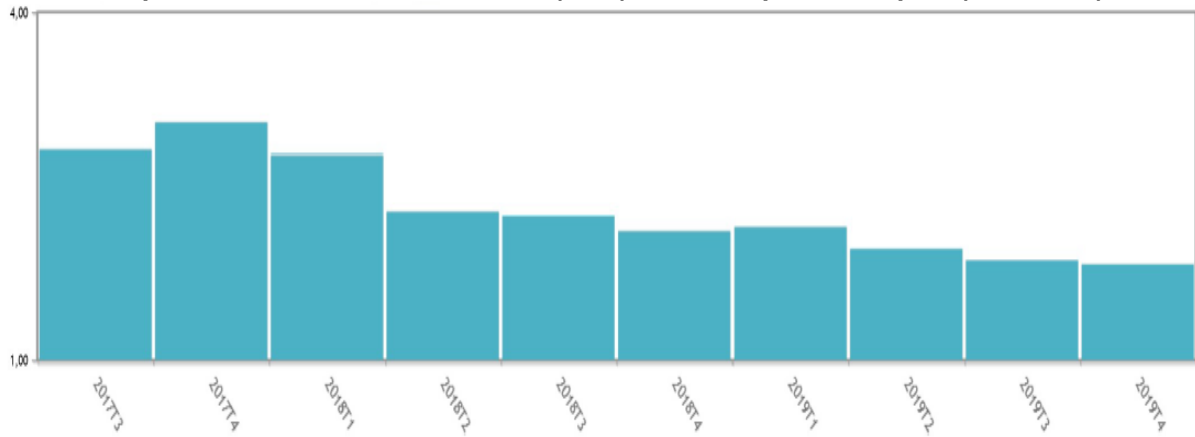


Source: INE (Instituto Nacional de Estadística)

Finally, regarding the GDP at market prices in Spain, it currently stands at 1.8%, registered last year 2019 and consolidating a notable decrease in the Spanish economy that has increased over the last few years by more than one point with respect to 2017.



**Graphic 4. Gross Domestic Product (GDP) at market prices in Spain (2017-2019)**

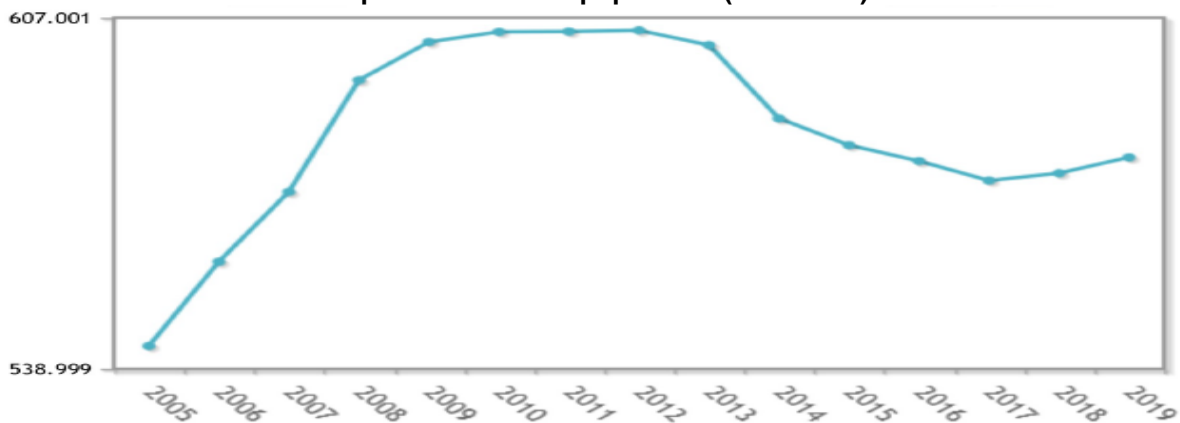


Source: INE (Instituto Nacional de Estadística)

- **Social dimension**

As we can see (Graphic 5), the current population in 2019 according to the National Institute of Statistics in the province of Castellón is 579,762, with 288,077 men and 291,885 women, that is, women outnumber men, although insignificantly.

**Graphic 5. Castellón population (2005-2019)**



Source: INE (Instituto Nacional de Estadística)

Nevertheless, nowadays in Spain, there is still the belief that a woman who practices a high performance sport tends to become masculine because of a tendency to be a big and strong woman. There is also still the fact that certain sports are considered more masculine than others, thus attracting more men than women, as is the case with football, while there are others, on the contrary, that are seen as more feminine, as could be the case with artistic gymnastics or horse riding. This is basically due to the role of socialization and, consequently, to the gender stereotypes that are generated around each person about sport. Some of the factors that are more consistent in the creation of these are those produced through the social environment of each person influenced by family, friends, colleagues, etc. That is why the

existence of such negative stereotypes that translate into harm would lead to a reduction in social support for that person to practice a specific type of sport, so at that very moment situations of inequality are produced (Alto Rendimiento, 2012).

Despite the fact that in today's society this type of situation continues to occur, it is more than notable the growing support that is being given from the most important institutions of sport in Spain, such as the Real Federación de Fútbol, as well as from the most important clubs, even at European level, through the social efforts that are being attempted from private initiative such as the case of Barcelona FC, Sevilla F.C., or Rayo Vallecano C.F. A clear example is the new Sports Law that is intended to be implemented, in which it is worth highlighting the recognition of women as professionals in sports such as football or the existence of aid and subsidies when suffering a pregnancy, which was previously unthinkable.

- **Technological dimension**

According to the forecasts made by the consultancy firm IDC Research Spain, there is optimism in technology investment in Spain over the next few years, where the growth in technology spending by companies in Spain will maintain a 2.1% increase until 2022, preventing Spanish companies from spending around 47,500 million euros this year on technology for their digital transformation (MuyCanal, 2019).

In turn, it can be seen that, actually, the growth of technology and the use of the Internet offer an experience at the physical point of sale through a wide variety of channels that allow to provide customers with a feeling of satisfaction and comfort when making any purchase. The study carried out by Mood Media<sup>3</sup> in a survey of more than 11,000 consumers in nine countries, from Australia, China, etc. even in Spain, showed that up to 80% of those surveyed respondent in Spain are guided by the sensation that the product gives them when they buy it in a physical store. At the same time, around 72 % of the Spanish people decide to buy some product as a consequence of the appearance of some discount or promotion, which motivates them to buy. In addition, 90 % say that some positive emotion is generated in their body as a reaction to listening to music in a store, as well as almost 47 % feel frustrated when finding a long queue or as a result of the existence of a very saturated atmosphere (González, 2017).

- **Ecological dimension**

Royal Decree 486/1997 of 14 April 1997 (Boletín Oficial del Estado, 97, 23 April 1997), which establishes the minimum health and safety requirements in the workplace, sets out the

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<sup>3</sup> Mood Media: a company that specialises in improving the shopping experience for customers.

minimum conditions that must be met in a workplace. This decree considers a workplace as: "the areas of the workplace, whether built or not, in which workers must remain or to which they may have access by reason of their work". The entrepreneur must ensure the safety and health of his workers by taking the measures deemed necessary so that the use in his workplace does not generate any type of risk. Furthermore, in accordance with Article 18 of the Prevention of Occupational Risks, he must ensure that his workers and their representatives have the necessary and suitable information on the preventive and protective measures to be taken. So, some of the conditions that are compulsory in closed workplaces are some of the following:

- The temperature of the premises where sedentary office or similar work is carried out shall be between 17 and 27 °C.
- The temperature of premises where light work is carried out shall be between 14 and 25 °C.
- The relative humidity shall be between 30 and 70 per cent, except in premises where there are risks due to static electricity, where the lower limit shall be 50 per cent.

At the same time, Royal Decree 487/1997 of 14 April 1997 (Boletín Oficial del Estado, 97, 23 April 1997), which lays down the minimum health and safety provisions for the manual handling of loads involving risks, particularly to workers' backs, maintains that the entrepreneur must provide training and information on the most correct way of handling loads and the risk they may run if they do not do so. Such information should include general indications and details of the weight of the loads and, where the contents of the packaging are off-centre, their centre of gravity or the heaviest side.

#### **4.2. Specific environment analysis**

As for the specific environment, it is important to know the competition, that is, the group of companies that produce the same or similar types of goods or services, therefore it is essential to study which are the forces that will determine what the competitiveness within the sector is. So, we will try to identify which are the forces that intervene in the industrial sector through Porter's model of the 5 competitive forces.

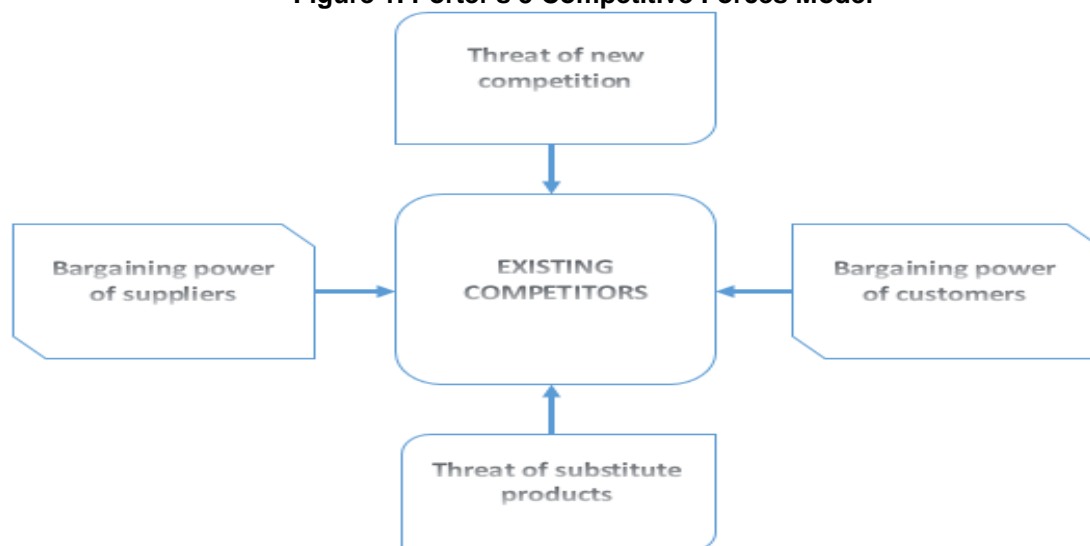
Before starting, it is essential to define the main elements that influence the study of this model. These elements are the following:

- 1. Direct competitors:** these are the group of companies that offer the same product or service on the market.

2. **Customers:** these are the set of final buyers who are going to buy our products and services.
3. **Suppliers:** the group of companies that will be in charge of providing all the materials and supplies necessary for us to carry out our activity, which is the sale of products.
4. **Substitute products:** these are only those products that may appear and satisfy the same need that our products already satisfy in the market.
5. **Potential competitors:** are those companies that do not belong to our sector but have the capacity to compete at any time. They must be constantly vigilant, because even though they do not belong to our market, if they do, it could mean serious problems for the company.

Once the main components have been analysed, we will go on to define what the 5 forces to be analysed will be, using the following figure (Figure 1):

**Figure 1. Porter's 5 Competitive Forces Model**



*Source: Self-made*

- **Threat of new competitors**

The development of this business idea arises through the identification of a need that is currently practically non-existent, so it is unlikely, for the moment, the appearance of new competitors. However, it is true that the entry of new competitors is largely due to the type and level of entry barriers that exist in the sector, since the entry of new companies would lead to an increase in the productive capacity of the sector and, consequently, if a company has higher than average profits, this will provoke the interest of a greater number of investors and, therefore, increase competition. So, there are few barriers to entry in the sector, which means that the fewer there are, greater threat in the emergence of new competitors, so being a sports

marketing company, the potential threat in the emergence of new competitors is very high, since the sale of this type of products is generally free.

- **Threat of substitute products**

There is a possibility that competitors may offer substitute goods that have the same functions as our products. This is a serious problem for the company and a great threat to the industry if they do so at a lower price and with higher product performance and quality. This is why we must be more vigilant about the possible existence of substitute products that can replace our products on the market, which could lead to a significant drop in our market share.

This is a quite developed sector nowadays, with the existence of an infinite number of products with a lower price and a performance capable of satisfying the needs of our consumers, so we have to pay special attention. In our company, we want to offer quality products at a good price by offering the best service, which generates an added value to the product that has to be paid for, that is why we have to be careful, because there is the possibility of the appearance of a substitute product with a competitive price and, in addition, the clients will tend to lean towards the new substitute product if the quality and performance are more prominent than the product they are using.

- **Bargaining power of customers**

The existence of few customers who demand the majority of sales in the sector and the fact that they agree among themselves on what price they are willing to pay for a product is a great threat for the company, since they can demand more and therefore have more bargaining power. On the contrary, the existence of a large number of customers reduces the bargaining power they may have simply because more customers will be willing to pay for the price stipulated and therefore have less capacity to make demands.

Focusing on our company, given that the possibility of acquiring the products we offer in our sector in the province of Castellón is absent or practically non-existent, this means that the bargaining power that customers will have is medium-low due to the mere fact that there are few companies that are dedicated to the commercialization of this type of product. In this way, we have a great advantage but this does not mean that the company is not obliged to constantly improve and innovate in order to stand out from our competition.

- **Bargaining power of suppliers**

To a large extent, suppliers have the ability to define the positioning that a company may have in the market as a result of their bargaining power with the company to which they supply their

products. This power will depend exclusively on the following three aspects: market conditions, other suppliers in the market and the importance of the product they distribute. If the product they offer is standard and there are a large number of suppliers offering the same product and making it easily available, this power will be decreased. However, if the product is scarce in quantity and quality and there are a large number of buyers who need the product, the bargaining power of the suppliers will increase. As far as our company is concerned, in our sector there is a great concentration of large suppliers such as world-class companies like Adidas, Nike, New Balance, Puma and many others. In turn, there is a large number of differentiated products that have a great impact, increasing and even improving the quality of the good, so we can say that the bargaining power of suppliers is medium-low.

- **Existing competitors**

We could say that this is one of the most important parts of Porter's competitive forces, in which all companies take a series of actions to try to strengthen their position in the market, just as they try to protect their competitive position with respect to their closest rivals. This type of rivalry will cause certain differences to exist between competitors depending on the profitability obtained by each one.

So as competing companies in the province of Castellón we find other brands of products for athletes who commercialize articles related to football such as Sprinter, Décimas, Nike Factory Store Castellón, Decathlon Castellón and esport2.

It is evident the existence of a great rivalry between competitors, although Futdream differs from them by focusing only and exclusively on the commercialization and specialization of football articles, which makes it different and special from its rivals.

Regarding the provincial level of competitors we can observe the following:



**Description:** Spanish brand that defines itself as a meeting place for people who live sportingly. They offer complements and materials for the practice of many sports, from running to football or paddle, among others. They offer a wide range of products from leading sports brands, with some models of these brands designed exclusively for them.

**Experience:** born in 1995 in Valencia, so it has 25 years of experience, has managed to expand throughout the country surpassing more than 100 physical stores and currently has more than 2600 employees.

**Target audience:** all those people who get up in the morning, take their children to school, work 8 hours and return home to go running and also for women who manage to find time to go to the gym, as well as for people who choose comfort when dressing.

**Result for the fiscal year:** 6,675,683 € (Sprinter's result in all of Spain).

**Prices compared to Futdream:** this brand's products are significantly cheaper than those commercialized by Futdream (see table 2).

**Product portfolio:** very large.

**Web:** <https://www.sprintersports.com/>

**Image 1. Sprinter's contact information**

Información de contacto		
• AVENIDA EURO (POL INDUSTRIAL DE LAS ATALAYAS), 2 03114 ALICANTE/ALACANT ALICANTE ESPAÑA	<b>Teléfono</b> <b>Fax</b> <b>Dirección web</b>	• +34 96/6610031 +34 96/6615049 <a href="http://www.sprinter.es">www.sprinter.es</a>

Source: SABI<sup>4</sup>



**Description:** sports chain that started out in the sector as a wholesale distributor of sporting goods of major brands. They offer the best brands in the sector, just as they have several of their own brands with a wide range of textile products, footwear and accessories.

**Experience:** it was founded in 1985 and soon expanded internationally, reaching today more than 300 stores in Spain and several stores in France, Portugal, Romania and Poland.

**Target audience:** all types of public.

**Result for the fiscal year:** 10,117,319 € (Result of Décimas in Spain).

**Prices compared to Futdream:** Décimas commercializes all kinds of sports products but does not focus on football, even highlighting the lack of football related products for women, so that prices are relatively lower than those of Futdream (see table 2).

**Product portfolio:** very large.

<sup>4</sup> SABI: Sistema de Análisis de Balances Ibéricos. Exclusive web tool that allows you to easily and quickly manage the general information and annual accounts of more than 2.7 million Spanish companies.

**Web:**

[https://www.decimas.es/?gclid=EAlalQobChMlicLYy7vy5wIVVfhRCh1Xxws3EAAAYASAAEglD\\_NvD\\_BwE](https://www.decimas.es/?gclid=EAlalQobChMlicLYy7vy5wIVVfhRCh1Xxws3EAAAYASAAEglD_NvD_BwE)

**Image 2. Decimas' contact information**

Información de contacto		
● CARRETERA DE FUENCARRAL (CAMPUS EMPRESARIAL TRIBECA), 44 - ED.9 LOCAL 18 28108 ALCOBENDAS MADRID ESPAÑA	<b>Teléfono</b> <b>Fax</b> <b>Dirección web</b>	● +34 91/3295488 +34 91/3295635 <a href="http://www.decimas.es">www.decimas.es</a>

Source: SABI



**Description:** it is an American multinational company, which defines itself as a collaborative matrix organization in which the members of the teams that make up the company are divided into 2 areas: geography and global function. Their objective is to bring inspiration and innovation to all athletes around the world and they also offer footwear, clothing and equipment products. They develop sustainable products and innovate with new materials in order not to compromise on sustainability, style, and performance.

**Experience:** it was officially born as Nike Inc. in 1971, becoming, nowadays, the official sponsor of many athletes and sports teams all over the world. Nike has more than 500 locations worldwide with offices in more than 45 countries such as China, Taiwan, etc. until Philippines or Malaysia.

**Target audience:** all athletes.

**Result for the fiscal year:** no information.

**Prices compared to Futdream:** Nike Factory commercializes products that have been produced by themselves, so prices will be very high and similar to those of Futdream (see table 2).

**Product portfolio:** very large.

**Web:** [https://www.nike.com/es/nike-factory-store?cp=40840846946\\_search\\_%7Cnike%2520factory%2520store%7C1661141260%7C62453299365%7Ce%7Cc%7CES%7Coffline%7C322934568658&gclid=aw.ds&gclid=aw.ds&ds\\_rl=1252249&gclid=EAlalQobChMI87rPqbzy5wIVBJ7VCh37RAReEAAAYASAAEgKu\\_fD\\_BwE](https://www.nike.com/es/nike-factory-store?cp=40840846946_search_%7Cnike%2520factory%2520store%7C1661141260%7C62453299365%7Ce%7Cc%7CES%7Coffline%7C322934568658&gclid=aw.ds&gclid=aw.ds&ds_rl=1252249&gclid=EAlalQobChMI87rPqbzy5wIVBJ7VCh37RAReEAAAYASAAEgKu_fD_BwE)





**Description:** is a French company with a strong commitment to innovation from research and development to sales that seeks to grow in an environmentally responsible manner. They themselves are designers, manufacturers and distributors of their own products, which allows them to review their pricing policy and the quality of their products.

**Experience:** it was born in 1976 in the north of France and opened its first store in Spain in 1992 having today access to more than 110 sports disciplines and having more than 90.000 employees from more than 80 nationalities.

**Target audience:** all those passionate sportsmen and women.

**Result for the fiscal year:** 96,667,349 € (Decathlon's overall result).

**Prices compared to Futdream:** the prices of the products commercialized by Decathlon are slightly lower than those of Futdream (see table 2).

**Product portfolio:** very large.

**Web:** <https://www.decathlon.es/es/store-view/tienda-de-deportes-castellon-de-la-plana-0070016000160>

Image 3. Decathlon contact information

Información de contacto		
<ul style="list-style-type: none"> <li>CALLE SALVADOR DE MADARIAGA (PQ. COMERCIAL ALEGRA EDIF. FACTORY, DEHESA VIEJA), S/N</li> <li>28702 SAN SEBASTIAN DE LOS REYES</li> <li>MADRID</li> <li>ESPAÑA</li> </ul>	<b>Teléfono</b> <b>Fax</b> <b>Dirección web</b>	<ul style="list-style-type: none"> <li>+34 91/6573767</li> <li>+34 91/6623635</li> <li><a href="http://www.decathlon.es">www.decathlon.es</a></li> </ul>

Source: SABI



**Description:** 100% Spanish company that offers top quality sports equipment through a professional and personalised service for each of its customers that commercialises products of all types from football to trekking, etc.

**Experience:** it was created in 1991 in Vila Real (Castellón), so it has 29 years of experience that have allowed it to become the leading company in the sector in the province of Castellón.

**Target audience:** athletes who practice all types of sport.

**Result for the fiscal year:** 4.844€

**Prices compared to Futdream:** no information on the prices of its products is available on its website.

**Product portfolio:** very large.

**Web:** <http://esport2.es/>

**Image 4. Esport2's contact information**

Información de contacto
<ul style="list-style-type: none"> <li>• CALLE TORREHERMOSA, 23 12540 VILA-REAL CASTELLÓN ESPAÑA</li> </ul>

Source: SABI

**Table 2. Price comparison between competitors**

<b>PRODUCT/B RAND MATRIX</b>						
<b>BOOTS</b>	220 €	49,99 €	49,99€	290€	99,99€	-
<b>GLOVES</b>	80 €	79,99€	-	-	59,99€	-
<b>BALLS</b>	150 €	37,60€	34,99€	-	14,99€	-
<b>SHIN PAD</b>	40 €	-	24,99€	-	24,99€	-

Source: Self-made

## **5. SWOT ANALYSIS**

A SWOT analysis is a management tool that is responsible for facilitating the strategic planning process, providing the information considered essentially necessary for effective implementation of actions and corrective measures for proper decision making. In order to develop a complete analysis of it, it is necessary to select the Weaknesses, Threats, Strengths and Opportunities that allow us to know the current situation of the company in the market, where factors such as economic, political, social and cultural factors that may help or put at risk the mission of the company should be taken into account (Olivera & Hernández, 2011).

In order to position itself as a leading company in the sector, Futdream must identify these factors that will allow it to anticipate any possible deviations that the company may have

regarding its objectives. Firstly, an external analysis must be carried out, examining the threats that may arise from Futdream's production capacity, which could jeopardize its position in the market, just as the possible opportunities that may arise thanks to various positive factors that would allow it to grow and improve as a company. Secondly, we should carry out an internal analysis by identifying the weaknesses and strengths that would allow it to generate a competitive advantage or disadvantage with respect to its competitors.

**Table 3. SWOT analysis**

THREATS 	OPPORTUNITIES 
<ul style="list-style-type: none"> <li>• High competition from online retailers.</li> <li>• Experienced competitors.</li> <li>• Cheaper production costs of our competitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased purchases in physical stores.</li> <li>• Inclusion of women in the world of sport.</li> <li>• Increase in retail sales of sports equipment.</li> <li>• Loyal consumers.</li> </ul>
STRENGTHS 	WEAKNESSES 
<ul style="list-style-type: none"> <li>• Direct contact with the customer.</li> <li>• Project and trained personnel driven by people with links and contacts in the world of football.</li> <li>• Product offer very different from the rest of the existing offer in the market.</li> <li>• Location of the store to have a greater visibility and presence in the market.</li> <li>• Collaboration with the footballer Pau Torres.</li> </ul>	<ul style="list-style-type: none"> <li>• New company in the sector.</li> <li>• The customer requires a lot of quality at a good price.</li> <li>• Inexperience in business management by the management.</li> <li>• High initial investment</li> </ul>

Source: Self-made

## 5.1. External analysis

### 5.1.1. Threats

- **High competition from online retailers.** With the growth of new technologies and the important weight that Internet has nowadays, in the sector of sale of sports articles there are a great number of companies that sell their products both on-line and in their physical stores, where you can find all kinds of articles and at very affordable prices.
- **Competitors with a lot of experience in the sector.** It is important to highlight the existence of competitors who have a lot of experience in the sector, which means that

they are more specialized and therefore have the possibility of knowing how to react to possible changes in the market.

- **Cheaper production costs of our competitors.** Many of our competitors manufacture their own products, so the costs of manufacturing and purchasing materials are much cheaper. This supposes a great threat to our company, as it allows them to sell products at a lower cost and therefore allows consumers to choose to buy products at a more affordable price.

### 5.1.2. Opportunities

- **Increased purchases in physical stores.** In spite of the growth that e-commerce is currently having, it does not generate a decrease in the consumption that Spaniards have in physical stores. It has been demonstrated, thanks to the study carried out by PWC<sup>5</sup>, that the percentage of consumers who go to buy, at least once a week, from a physical store in Spain during the last four years has increased from 40% to 48% (Economia3, 2019).
- **Inclusion of women in the world of sport.** It is well known the new role that women are having in the world of sport, which is intended to be magnified thanks to the stipulation of the new Law on Sport that aims to recognize women as professionals in sport, which until today was not recognized. This means an increase in the number of women who are joining this sport modality such as football.
- **Increase in retail sales of sports equipment.** The increase in consumption behaviour, the boom in sports practice, besides the increase in the use of sports shoes for the practice of other activities, has meant that, according to INFORMA's DBK Sector Observatory, the turnover of sports material retail companies will exceed 5,100 million Euros in 2018, which means an increase of 5.4% with respect to the previous year (Aquora, 2019).
- **Loyal consumers.** In this type of sector, and more specifically in the sports equipment sales sector, consumers are loyal, so this can be an opportunity since if we do a good job and offer them the best service they expect to receive, they will take it into account, value it and, consequently, buy from us again.

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<sup>5</sup> PWC: is the largest professional services firm in the world.

## 5.2. Internal analysis

### 5.2.1. Weaknesses

- **New company in the sector.** Due to the fact that this is a newly created company, consumers will not have any information about our company, so the customers who are most loyal to our competitors will remain so and, therefore, it will be very difficult to try to convince them to stop buying from companies that have already been established for many years in the sector
- **The customer requires a lot of quality at a good price.** The fact that there are more customers in the market can be a weakness for the company, considering that today, the consumer has become very demanding, so he has a greater power of decision and demands not only a product that is cheap, but also a good quality one.
- **Inexperience in business management by the management.** This is a recently created company where the founding partner is a young entrepreneur with little experience in managing a company, so this can be a weakness for it.
- **High initial investment.** Like any other company, a high initial investment is required to accumulate the necessary amount to start operating the company.

### 5.2.2. Strengths

- **Direct contact with the customer.** One of the aspects in which Futdream aims to stand out is the direct and personalized contact with the customer, with the objective that every customer leaves the store satisfied knowing that they are leaving with the product they had come to buy. And not only that, but also an ideal after-sales service that allows the customer to solve any type of impediment or problem in a very short period of time.
- **Project and trained personnel driven by people with links and contacts in the world of football.** There is no better way to enter the football market than to have a project promoted by a single founding partner who has played football for many years, which means that he has a strong link with the football world and as a consequence has been able to acquire contacts that can be of help. As mentioned in other sections, it is hoped to have highly qualified personnel who have acquired certain knowledge about the world of football but who have also played the sport.
- **A product offer that is very different from the rest of the existing offer in the market.** Nowadays, customers not only demand quality in their products, in addition they want a unique and personalized service that meets their needs, so, unlike the rest

of the competitors, in Futdream we offer products that have a superior quality compared to the products offered by other companies.

- **Location of the store to have greater visibility and presence in the market.** The shop, which will be located in the centre of Castellón, will be the main focus of visibility for our customers, as it is in an ideal location for customers from all over the province, which will be a great strength for the company.
- **Collaboration with the footballer Pau Torres.** As we will explain later, the company will carry out a collaboration with the professional and international football player with the absolute Spanish football team Pau Torres.

## **6. MARKETING PLAN**

We can understand marketing as the business philosophy that focuses primarily on the customer. That is why it is essential for the company to be able to identify the needs of its customers, as well as to have the capacity to design and develop offers that are in line with these needs and, furthermore, to be able to bring them closer to and transmit them in a useful way to its market. So, a marketing plan has the need to define a series of marketing policies that allow it to be implemented and that, in turn, allow it to achieve the objectives previously set by the company and its mission (Monferrer, 2013).

Firstly, we must try to identify where we are by carrying out an analysis, which has been able to be defined beforehand thanks to the PESTEL analysis, of Porter's 5 forces and the respective SWOT analysis, carried out in the previous point.

### **6.1. General objectives**

Next, once the diagnosis has been made, we can try to establish where we want to go, that is, list the objectives with which we will try to improve the company.

Hence, the marketing objectives that Futdream will try to accomplish will be the following:

1. Achieve a 25% market share by 2020.
2. Drive forward the brand image, increasing the number of followers in social networks by 2000 % by the end of 2020.
3. Encourage shop assistants to sell at least 50 % of the products available in stock through bonuses and commissions on sales by the beginning of 2021.

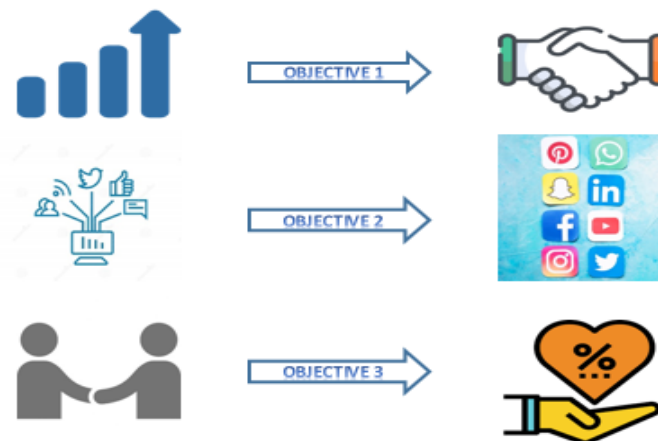
## 6.2. Strategies to be followed by the company

Having established the objectives to be achieved, we will proceed to establish the strategies that will be carried out to fulfil these objectives.

The first two objectives (achieve a 25% market share and drive forward brand image) will be linked to each other. Since this is a recently created company and therefore new to the sector, there is a need to make a fairly significant marketing effort to make the brand known at a provincial level and thus reach a larger number of potential customers. So, in order to promote the image of the brand, an agreement will be reached with the professional footballer belonging to the first team of Villarreal C.F. and, player of the Spanish national football team, Pau Torres, born in Villareal, as well as the collaborations that are going to be had with clubs such as C.F.San Pedro, C.D.Castellón, etc., just as with sports organisations such as the AFE. At the same time, the official website of the shop will also be created so that the most curious can see what range of products we have or if the type of product or size they are looking for is available.

On the other hand, in order to carry out the third objective ( encourage the sale of at least 50 % of products in stock) a series of bonuses and commissions will be offered to each worker at the end of each month depending on their level of sales, which will be intended to increase the employee's motivation, just like to evaluate their performance and service to the customer.

Image 5. Objectives 2020



Source: Self-made

### **6.3. Marketing mix actions**

Once we have defined and established which are the strategies that the company is going to carry out, we will proceed to identify how the actions that we are going to carry out will be implemented and the tools that we are going to use in order to fulfill the objectives previously established in our marketing plan. To do this we will accomplish 4 types of actions that are known as the "4 Pes": Product, Price, Promotion and Place.

Regarding the actions to be carried out on the **product**, Futdream wishes to satisfy all its customers' needs, so it has decided to encourage its employees with the objective of motivating them and offering our customers the best service. This is why, for every item sold, each employee will receive a 2% commission. At the same time, the employee who achieves a minimum sale of 100 sports articles at the end of the month will receive a bonus of 300. Likewise, the products that Futdream is going to commercialize are going to be of unique brands such as Nike, Adidas, Puma, New Balance and Joma, which is going to make it easier for the brand to cover all the products, considering that it has prestige, besides that it will help us to have less expenses in publicity and promotion. This will help us sell over half of all products in stock.

As far as the **price** is concerned, this will vary according to the quality of the product and the brand. That is why the football boots will vary according to the product range, whether it is a basic, medium, high or premium range. Regarding the basic range, the sales price of the boots will fluctuate between 60 and 80 €, the medium range will cost from 80 to 150 €, the high range will be priced between 150 and 180 € and, finally, the premium range will change between 180 and 220 €. With regard to the price of gloves, this will be cheaper in comparison to boots, ranging from 30 to 80 €. The material with which the balls have been manufactured, will define a price between 25 and 150 €. To finish, the price of the shin pads will also vary according to the size with a price that can go from 25 to 40 €. The price that these products are going to have will be very high with respect to the one that has the rest of competitors but the fact to have a very selective and limited range of products will cause that the clients associate these articles with products of the highest quality.

With respect to **promotion**, several actions will be carried out. First of all, there will be a partnership with the previously mentioned footballer Pau Torres. The purpose is to supply the Valencian citizen with the products commercialized by our company that Pau will exhibit in his social networks with the aim of attracting the greatest possible number of clients. Secondly, a collaboration agreement has been established with several clubs of the province such as



C.D.Castellón, C.F.Jubelama, etc. by which the players who come to buy in our shop will have a 15% discount on all our articles. Likewise, a sponsorship agreement has been established with C.F.San Pedro and C.F.Balompédica La Cueva through which the corporate logo of our company will appear in the central part of the official shirt of the club in all its categories. In addition, it has been agreed to collaborate with the Chencho Sports Facilities for the organization of several provincial football tournaments where our products will be exhibited and we will have direct contact with some buyers. Finally, at Futdream we are very committed to sport, encouraging the neediest people to have the necessary resources to practice it, so we are committed to donate all the products that are not sold at the end of the year in our store to the AFE with the commitment and responsibility that they are in charge of distributing them to the neediest people. With all this, we intend to gain market share with respect to our competitors in order to introduce ourselves into the market, just like we intend that the number of followers in all our social networks will increase exponentially during this year, as we can see in the following point in table 4. Social networks analysis and forecasting.

To finish, regarding the *place*, the company's official account will be created on Instagram, Facebook and Twitter. Similarly, we will develop the official website of the store, which will be available for both computer and mobile device or tablet, and will serve as an information point. On this page, all the products that the company commercializes will appear, in the same way that the client will be able to observe if the corresponding article is available in stock in the physical store, what price that article has and if its size is available. The purpose of this is, first of all, making sure that the customer has the certainty and security that the product is available in stock and, secondly, making the purchase process faster and easier.

## **6.4. Budget and control**

### **6.4.1. Budget**

As will be established later in the part of the Financial Plan, we can see that a capital contribution by the partners of 60,000 € will be made, with which it is intended to undertake the necessary investment to make the project viable. That is why the total amount of the budget that will be destined to be able to carry out the previously established objectives will be 5,600 euros, so the company will have to set its investment at not much more than that budget.

For the **partnership** that is going to be established with the football player Pau Torres, this is going to mean an expense in kind. Futdream, will provide you with some products that we will commercialize in our store valued in 1.100 €, which will be the price of sale to the public, that is, what it will cost us to buy the products from our distributors.

With respect to **collaborations**, this will not involve any cost for the company, but the fact of establishing a discount rate will generate an increase in our sales and therefore our profits.

As regards **sponsorship**, Futdream will make a generous contribution of 2,000 € to each club (in total it will be 4,000 €), in exchange for all the teams of each club wearing the brand logo on their shirts, assuming in that amount the costs of printing them.

The **events and experiences** will serve as an attraction for our clients, since we will be able to expose our products directly with the objective of capturing their attention, which will not suppose any type of expense for our company.

In reference to the **donations**, this is not going to suppose any type of initial expense for the company, but rather it is going to be an unknown loss for the moment, which will occur in the future and therefore it is not expected to generate any type of benefit.

To conclude, in the creation of the social networks, just like the web page, it is intended to incur expenses that will mean about 500 euros for the company.

#### **6.4.2. Action control**

Once the budget to be allocated to our marketing plan has been defined, the planning and set of actions and activities to be carried out throughout the year 2020 will be presented.

First of all, the first action to be carried out will be the **partnership** with the footballer Pau Torres. To begin with, a photographic report will be made in January which we will later use as publicity in our shop, just like on our web page. At the same time, a video will be made in which he will appear explaining who we are and what we sell, which he will have to share in his social networks. Already in April, he will be invited to attend the I Futdream Tournament that the company will organize in the Chencho Sports Facilities. As a result, in August, with the new season underway, he will upload a promotional video of the new collection. To finish,

in December, he will have to upload another video informing about the discounts of the Christmas campaign.

Secondly, the second action will be related to the **collaborations** with the different football clubs. Our executive director will visit all the clubs' sports facilities during the month of January to explain to the players the discounts and promotions to which they will have access. At the end of the current season, a new meeting will be established in May with the different directors of the clubs, to try to renew the collaboration agreement. Having renewed that collaboration and starting the new season, in August, the executive director will again explain the advantages of the agreement.

Action nº 3 will be carried out with regard to the **sponsorship** of the football clubs, where a formal meeting will be established in January with the directors of the C.F.San Pedro and the C.F.Balompédica La Cueva, to try to negotiate the terms and conditions of said sponsorship. Once the agreement has been established, the printing of the shirts of both clubs will begin, which will be distributed immediately once they are finished. At the end of the season, we will proceed to hold another meeting with the directors to establish the automatic renewal of the sponsorship or, if not, the total cancellation of the agreement. Our executive director, just like with the collaborations, will carry out an informative event to both clubs as a reminder of the discounts and promotions.

The **events and experiences**, which will form part of action nº 4, will be carried out by means of a previous agreement with the Chencho Sports Facilities which will cede us these facilities for their exploitation on the condition that we receive a certain percentage of the income in exchange. The tournaments organized by Futdream are scheduled for Easter (April), in summer (July) having finished the season and at Christmas (December).

Regarding the **donations** to be made by Futdream, that is, in action nº 5, a meeting will be held in January where the guidelines to be followed by the AFE will be established. Our executive director will visit the Official Facilities of the AFE, in its headquarters in Madrid, to know first hand the Spanish footballers that they protect and the situation in which they are. Before the end of the year, making an inventory of the products that we believe are not going to be sold or that are not in condition to be sold legally, towards the month of November all the sports material that Futdream will donate to the AFE will be distributed. Afterwards, at Christmas (December) it is expected that the AFE will distribute these products to the most needy footballers.

The action nº6 and nº7 that will consist of the creation of the social networks, just like the official web page, is expected for the 15th of January, coinciding with the sales, date in which we hope that it will have a great reception among our users. With respect to the social networks, a strict control of the content to be published will be maintained, being merely informative and explanatory and always trying to advertise our products, being analyzed the evolution of the followers at the end of the year. On the other hand, the number of visits and transactions that will be made on our website will be controlled with the aim of improving and correcting possible incidents that may occur in the coming year 2021.

Below, all the events of which Futdream will be part can be observed, waiting for some more to be made official during the course of the year.

**Image 6. Actions control 2020**




2020	ENERO	FEBRERO	MARZO	ABRIL	MAYO	JUNIO	JULIO	AGOSTO	SEPTIEMBRE	OCTUBRE	NOVIEMBRE	DICIEMBRE	
1. PROMOTION IN SOCIAL NETWORKS (PAU TORRES)	PHOTOGRAPHIC REPORT AND PRESENTATION OF OUR COMPANY IN SOCIAL NETWORKS			INVITATION TO THE I FUTDREAM TOURNAMENT IN CHENCHO FACILITIES				PRESENTATION OF THE NEW BOOTS (PAU TORRES VIDEO WITH A FUTDREAM T-SHIRT)				END OF THE YEAR PROMOTIONAL CAMPAIGN (VIDEO EXPLAINING THE DISCOUNTS AND PROMOTIONS)	
2. COLLABORATIONS WITH FOOTBALL CLUBS	OFFICIAL PRESENTATION OF OUR COMPANY TO THE PLAYERS				MEETING WITH CLUB OFFICERS TO RENEW PARTNERSHIPS			INFORMATIVE EXPLANATION OF THE DISCOUNTS AND PROMOTIONS FOR THE NEW SEASON					
3. SPONSORSHIP OF FOOTBALL CLUBS	FORMAL MEETING WITH THE MANAGERS OF THE C.F. SAN PEDRO AND THE C.F. BALOMPEDICA LA CUEVA	AGREEMENT FOR THE PRINTING OF OUR BRAND ON THE T-SHIRTS					MEETING FOR THE RENEVAL OF THE SPONSORSHIP				INFORMATIVE EVENT OF OUR EXECUTIVE DIRECTOR IN THE SPORTS FACILITIES		
4. EVENTS AND EXPERIENCES	MEETING FOR THE AGREEMENT ON THE EXPLOITATION OF CHENCHO'S SPORTS FACILITIES			I FUTDREAM EASTER WEEK TOURNAMENT			II FUTDREAM SUMMER TOURNAMENT					III CHRISTMAS FUTDREAM TOURNAMENT	
5. DONATIONS	AGREEMENT FOR THE DELIVERY OF OUR PRODUCTS TO THE AFE				VISIT OF OUR EXECUTIVE DIRECTOR TO THE OFFICIAL FACILITIES OF THE AFE						DELIVERY OF THE PRODUCTS TO THE AFE	DISTRIBUTION OF THE PRODUCTS TO THE MOST NEEDY SPORTSMEN AND WOMEN BY THE AFE.	
6. SOCIAL NETWORKS	CREATION OF THE OFFICIAL ACCOUNTS OF INSTAGRAM, FACEBOOK AND TWITTER	MAINTENANCE OF THE NETWORKS AND LAUNCH OF PROMOTIONAL OFFERS TO ATTRACT NEW FOLLOWERS						PRESENTATION OF NEW PRODUCTS	RISE IN CONSUMER-ATTRACTIVE PUBERTY			FOLLOWER HEADCOUNT	
7. WEB PAGE	LAUNCH OF THE OFFICIAL WEBSITE	COUNTING OF TRANSACTIONS AND VISITS							TROUBLESHOOTING				

Source: Self-made

Due to the fact that this is a recently created company, so we do not have users that can know our company and since during this year we are going to receive the promotion of Pau Torres, it had been estimated an increase in the social networks of 2000 % but having dedicated an exhaustive analysis and observing the possibilities that offer nowadays the social networks, we believe that the numbers of growth that can be reached can be much bigger.

- ❑ Through Twitter, a more direct contact with the customer is allowed, where the tone is more rational than Facebook, for example. On Twitter, the message is restricted to a certain number of characters, which means that information of an informative nature is predominant by means of illustrations and images, so we hope to increase the number of followers<sup>6</sup> by 7,550 %.
- ❑ Instagram is a social network that allows companies the opportunity to strengthen their brand with the aim of bringing it closer to its audience, in which the images become more important, so we believe that this social network can have a greater impact on today's society, that is, we expect to reach the figure of 11,300 followers in 2021.
- ❑ Facebook is, today, the social network with the highest number of active users, which allows us to build loyalty and help our customers through a closer and more emotional tone of communication. It is focused more on communication with users and followers by companies, so we believe it is appropriate to increase the number of people who like our page by 4,300 %.

**Table 4. Social networks analysis and forecasting**

SOCIAL NETWORKS	2020	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	INCREASE IN % IN THE YEAR 2021
	0	+2.000	+1.550	+1.700	+2.300	7.550 7.550%
	0	+3.000	+2.250	+2.800	+3.250	11.300 11.300%
	0	+1.200	+800	+1.000	+1.300	4.300 4.300%

Source: Self-made

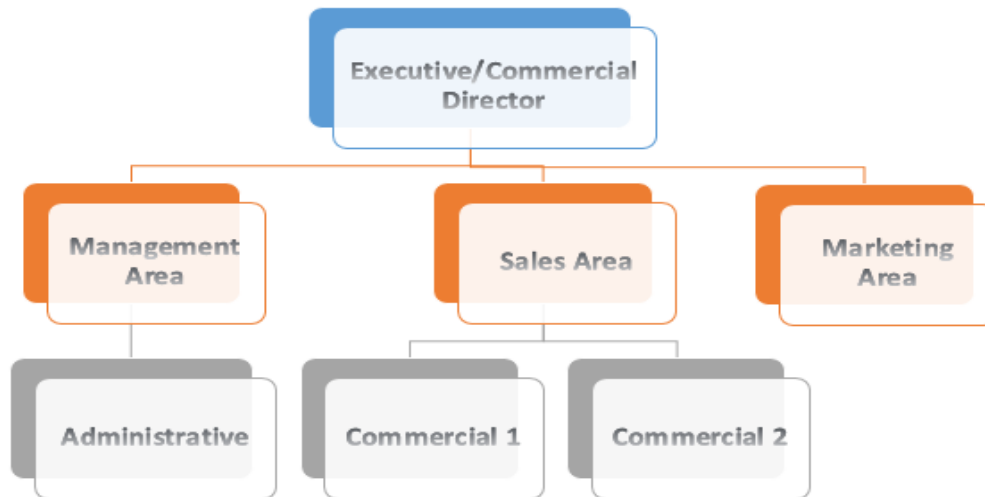
## **7. HUMAN RESOURCES PLAN**

Before starting to establish more formally how the Human Resources planning is going to be developed, that is, the need of the company to have employees with the necessary and required competences in their job to achieve the objectives successfully, we are going to

<sup>6</sup> follower: It means a person who has a strong interest in something.

proceed to determine which is the organization chart of the hierarchical structure of the company, as we can see in the following image (Image 7).

**Image 7. Futdream´s organization chart**



*Source: Self-made*

### **7.1. Position design**

Knowing that this is a recently created company, it is essential to establish a professional and very well trained team, to avoid the possibility of any impediment or error that the team cannot solve as quickly as possible. That is why we will try to design which are the vacant positions or tasks that each employee will have to perform (Tena et al., 2014).

Firstly, we are going to divide the positions into several levels according to the importance that each one has within the company, as we will explain below:

- **Level 1:**
  - **Executive/Commercial Director.** The first level of the organization chart will be formed by the sole founding partner of the company, who will have greater responsibility and will be concerned with the fulfillment of the objectives. His role will be to effectively manage, ensure the safety of its employees, as well as supervise their performance, control budgets and coordinate all activities of the company. At the same time, he will also carry out the function of Commercial Director, so he will be in charge of establishing the sales objectives and supervising their achievement, coordinating the whole sales area and its performance, as well as being in charge of the Human Resources part by

recruiting, selecting and training the staff that the company will have at its disposal later on.

- **Level 2:** the second level will be made up of the 3 areas or departments that will be responsible for supporting the work or functions of the Executive/Commercial Director.
  - **Administration Area.** This area or department will serve as a reinforcement, so some of the functions to be performed will be to carry out administrative procedures, collections and payments from customers and suppliers, attend and receive customers by phone and assist in the accounting management of the Executive Director.
  - **Sales Area.** As for the Sales Area or Department, this is a fundamental part of this company, because the main activity is to sell the products in our store, so some of the functions that will have to be carried out will be to follow up and control the sales activities continuously, as well as to try to check if the service has been satisfactory for the customer. This department will be supervised by the Commercial Director, who will be in charge of its control at all times.
  - **Marketing Area.** This Area or Department will be very important for our company, so some of the functions that will be carried out will be those of investigating the market and our competition, planning and developing the marketing strategies that we will carry out, how our sales promotion will be carried out or how the communication will be. The supervision of the activities that will be carried out in this area will also be led by the Commercial Director.
- **Level 3:** this level will be for the lower level employees, that is, those who will have a closer contact with our potential customers. The establishment of the jobs will vary exponentially, depending on the level of sales expected to be achieved at the end of the year during the next 3 years.
  - **Administrative.** Within the area of Administration we will find the figure of the **Administrator** who will be in charge of carrying out each and every one of the functions that will have to be performed in this position. This position will not be vacant until the second year of activity of the company.
  - **Salesperson 1/2.** The Sales Department is one of the most important inside our company, so it will be necessary the existence of **1 salesperson** during the first 2 years of activity and following the forecast of our sales it is expected to hire a **second salesperson** from the third year on, whose functions will be the ones mentioned above.

The date of incorporation of each employee will be carried out automatically, once the selection process has been completed.

Secondly, in the case of salespeople, we will stipulate the profile that we at Futdream believe any salesperson working for us should have, which will be drawn up on the basis of three specific features or criteria:

- **Personal features:** every salesperson should be in good physical shape and in good health. At the same time, he or she must have a positive attitude towards problems that may arise and must know how to adapt to a correct management of change.
- **Professional features:** At Futdream, we want our salespeople to be willing to work as a team so that there is fluid and clear communication. They should also possess skills common to any salesperson, such as persuasion and negotiation.
- **Specific features:** We want people who are committed, who come to work with enthusiasm and willingness. In turn, we are looking for people with some experience in football, so it is very important that they have extensive knowledge of the products we are going to sell, the company they are going to work for and, of course and very importantly, the sector in which the company operates, as well as possible competitors that exist and the wishes and needs of our customers.

## **7.2. Recruitment process design**

Once the vacant positions to be covered have been designed, their tasks and responsibilities, besides the profiles that any salesperson should have in our company, we will proceed to carry out the necessary steps to incorporate the employees in our staff.

Firstly, the recruitment process will have to be established, which will consist of carrying out an analysis of the candidates available for incorporation and selecting those best suited to the position. To do this we will take into account 3 stages:

1. **Preparation of the recruitment action:** in this first stage, it is decided why it is necessary to fill the vacant positions to be covered, which are the tasks and responsibilities that the hired person will have to carry out and, in turn, which is the profile that is required for the position in the case of salespeople (explained before in the job design and profile).
2. **Recruitment action:** in order to find the candidates that best fit your job, the company will open a job bank that can be viewed from the website itself or social networks



(Instagram, Facebook and Twitter). At the same time, it will also use other pages such as Infojobs or LinkedIn.

3. The third stage will consist of a welcome and reception process, in which the new employee will be welcomed and given the necessary information about the company.

### **7.3. Selection process design**

Secondly, the selection process will consist of acquiring sufficient and essential information to try to find out which candidate will have the necessary characteristics to fill the job. To carry out this process we will have to take into account the following stages:

- ❖ **Pre-selection:** this stage consists of selecting the candidates who meet the expectations and eliminating those who do not meet the requirements or needs for the position. To achieve this, the Executive Director will rely on the information provided by the candidates in their Application Letter or Curriculum Vitae. From there, the candidates will be divided into groups: suitable, unsuitable and doubtful.
- ❖ **Interview 1:** Once the candidates have been selected, the first interview will be held, which will serve as the first contact. The Executive Director will ask a series of questions, for a maximum length of 15 minutes, in which the basic conditions and communication skills of the candidates will be assessed. This interview will also serve as an information and monitoring function.
- ❖ **Tests:** after the first interview, a dynamic and voluntary interaction between the interviewer and the interviewees will take place. In order to carry out the tests, a small test will be carried out in the first instance with questions about sport and football, to find out their level of knowledge about the sector in which we operate. Finally, in second instance, the candidates will have to carry out a group dynamic together, in which a real case of sale will be established and the others will contribute with some suggestion or alternative.
- ❖ **Interview 2:** Once the tests have been carried out, the second and final interview will take place, in which the Executive Director will go into greater depth on more specific topics related to the position, such as their knowledge of the company or the product. The interview will be conducted in a semi-structured manner. The role of the interviewer will be managerial for the questions that are easier to answer and on the contrary he will be non-managerial for the questions that have to be answered in a more spontaneous way. Finally, the interview will be individual.

#### **7.4. Employee training**

Regarding employee training, this section will focus only on those who are responsible for sales in the physical store, that is, our two salespersons.

So, with respect to the training plan for salespeople, it is divided into 3 distinct parts:

- 1. Planning:** firstly, there is a need to define and establish what the objectives of this training plan are going to be, such as improving the relationship with customers or improving the morale and motivation of our employees.
- 2. Design and execution:** secondly, with regard to the design and execution of our training plan, we are going to focus on 3 fundamental aspects:
  - a. The first of these will focus on the **types of training**. Salespeople will receive initial training once they have been incorporated, refresher training, in the event that it is detected that salespeople do not follow the company's rules or policies, and continuous training that will allow them to be well informed at all times about the sector in which we operate.
  - b. The second will focus on the **content of the training**, in which the salesperson must be constantly informed of the latest developments in the sector.
  - c. In the third aspect we will focus on what the **methods** will be, where we will try to establish new techniques and methodologies. Each salesperson will be offered individual instruction and at the same time a series of objectives will be proposed. Finally, once a week, a group dynamic will take place in which both salespersons and the Commercial Director will participate.
- 3. Evaluation:** Thirdly, a comprehensive evaluation will be carried out through 3 levels:
  - a. In the first level we find **learning**, to measure to what extent you have managed to deepen the skills previously taught.
  - b. The second level of assessment will be **behavioural**, through surveys of you and your colleagues.
  - c. The third level will allow us to measure the **results** of each salesperson, through bonuses and commissions and, in turn, the number of items sold.

#### **7.5. Employee remuneration**

The remuneration system that will be carried out in Futdream will vary according to the position that each worker holds, which will be made up of a base salary and a variable part.

➤ **Executive/Commercial Director**

The basic salary that this person will receive is 1,800 € per month, receiving 14 payments at the end of the year, which corresponds to 25,200 € per year.

Regarding the variable salary, if it achieves all the company's objectives, it will receive a bonus equivalent to 20% of its basic salary, which would translate into an additional 360 € ( that is, 2,160 € per month), which would be an additional 4,320 € per year (that is, 29,520 € per year). At the same time, if the net benefits allow it and, so, they are positive, he would receive at the end of the year 5% of the total net benefit, that is, if the benefits at the end of the year are 200,000 €, he would receive 10,000 € so his total salary could go from 29,520 € to 39,520 € per year.

➤ **Administrative**

The basic salary of the person in charge of this position will be 1,400 € per month, which translated into 14 annual payments would be equivalent to about 19,600 € per year.

With regard to the variable salary, unlike the salespeople, this person will not receive any kind of commission or bonus.

➤ **Salespeople**

The basic salary that each employee will receive will be 1,050 € per month, which translated into 14 payments per year, will mean 14,700 € per year.

According to the sales you make, each salesperson will receive a commission of 2% of the total price, that is, if he manages to sell 100 products with an average of 75 € the product, he will get at the end of the month the amount of 150 € per month. At the same time, if they manage to sell more than 100 products per month, they will receive a monthly premium of 300 €, which in total could mean a monthly salary of 1,500 €, that is, counting the two extra payments from the basic salary it would mean the figure of 20,100 € per year.

## **8. ECONOMIC-FINANCIAL PLAN**

The financial plan is a tool that allows us to make an exhaustive analysis of what the economic and financial information will be that will allow us to know if our project is viable. In turn, it allows us to know what our investment costs are going to be, as well as it will help us to know

what our income and sales are going to be to see if we can achieve the necessary benefits so that the project can become profitable.

Firstly, before starting to elaborate our financial plan in more depth, it is necessary to establish what the investment that the company is going to undertake is, with the aim of having enough quantity to be able to start our project. As can be seen in the following table (Table 5), the initial amount of the expenses that will be involved in starting up our business activity will be divided into fixed assets, which will account for about 17.5% of our initial investment (about 10,523.30 €), and on the other hand, into initial stocks, which will occupy about 22.6% (about 13,550 €), that is, all these expenses will amount to a total of 24,073.3 €. Hence, the initial cash flow or the available cash that the company will have after undertaking all these expenses will be 35,926.7 €. Futdream will be a limited company, owned by a single person who will automatically become an autonomous person. That is why the total initial investment of the company comes from its own resources, which will be a capital contribution by the partner of 60,000 €.

**Table 5. Estimated initial investments**

Concept	Initial investment	
	Amount	%
<b>Total fixed assets</b>	<b>10.523,30</b>	<b>17,5%</b>
<b>Tangible fixed assets</b>	<b>6.559,00</b>	<b>10,9%</b>
Equipment, tools, ...	4.000,00	
Furniture	2.000,00	
Computer equipment	559,00	
<b>Intangible Fixed Assets</b>	<b>664,30</b>	<b>1,1%</b>
Computer Applications	664,30	
<b>Financial fixed assets</b>	<b>1.200,00</b>	<b>2,0%</b>
Deposit of the premises	1.200,00	
<b>Depreciable Expenses</b>	<b>2.100,00</b>	<b>3,5%</b>
Of first establishment	2.100,00	
<b>Initial Stocks</b>	<b>13.550,00</b>	<b>22,6%</b>
football boots	11.000,00	
football gloves	1.575,00	
football balls	600,00	
football shin pads	375,00	
<b>I.R.S VAT Supported</b>	<b>0,00</b>	<b>0,0%</b>
<b>Initial liquid assets / Available</b>	<b>35.926,70</b>	<b>59,9%</b>
<b>Total Assets</b>	<b>60.000,00</b>	<b>100,0%</b>

*Source: Self-made*

Secondly, it is essential to carry out an analysis that allows us to know the results of one of the most important parts of a company's annual accounts, the profit and loss account (Table 6). This will allow us to know a summary of the income and expenses that are expected to be

generated during the accounting year, in this case, of the Futdream company during the course of the year 2020, which will help to make an estimate of what the result of the year will be. Given that the financing of Futdream comes entirely from the capital contribution, the company will not incur financial expenses, which is why making a forecast of sales and the various expenses that may be incurred during this period, the results for the first year will be positive, amounting to a total of 61,305.43 €.

**Table 6. Profit and Loss Account 2020**

Concepts	January	February	March	April	May	June	July	August	September	October	November	December	Total
Sales	23.050,00	33.675,00	27.250,00	40.750,00	29.425,00	24.550,00	19.925,00	38.800,00	29.900,00	27.425,00	25.650,00	43.225,00	363.625,00
Variable purchase and sale costs	13.780,50	20.161,75	16.272,50	24.407,50	17.594,25	14.645,50	11.874,25	23.213,00	17.849,00	16.374,25	13.881,50	25.832,25	215.886,25
Gross Margin on Sales	9.269,50	13.513,25	10.977,50	16.342,50	11.830,75	9.904,50	8.050,75	15.587,00	12.051,00	11.050,75	11.768,50	17.392,75	147.738,75
Wages and Salaries	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	39.900,00
Social Charges	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	5.115,30
Taxes: IAE, IBI, ...	0,00	0,00	0,00	400,00	0,00	0,00	400,00	0,00	0,00	400,00	0,00	400,00	1.600,00
Supplies: electricity, water, telephone, diesel oil	120,00	150,00	130,00	160,00	130,00	125,00	70,00	125,00	150,00	140,00	135,00	160,00	1.585,00
Ind. professional services	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	600,00
Office Supplies	75,00	80,00	65,00	80,00	60,00	45,00	45,00	80,00	60,00	60,00	60,00	80,00	790,00
Advertising and publicity	5.600,00	0,00	0,00	200,00	0,00	0,00	0,00	400,00	0,00	0,00	0,00	400,00	6.600,00
Insurance premiums	500,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	500,00
Rentals	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	7.200,00
Amount of amortization	174,82	174,82	174,82	174,82	174,82	174,82	174,82	174,82	174,82	174,82	174,82	174,82	2.097,88
Total Operating Expenses	10.871,10	4.806,10	4.771,10	5.416,10	4.766,10	4.746,10	5.091,10	5.181,10	4.786,10	5.176,10	4.771,10	5.616,10	65.998,18
EXPLOITATION RESULT	-1.601,60	8.707,15	6.206,40	10.926,40	7.064,65	5.158,40	2.959,65	10.405,90	7.264,90	5.874,65	6.997,40	11.776,65	81.740,57
Financial Income	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Financial Expenses	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
FINANCIAL RESULT	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
ORDINARY/PRE-TAX RESULT	-1.601,60	8.707,15	6.206,40	10.926,40	7.064,65	5.158,40	2.959,65	10.405,90	7.264,90	5.874,65	6.997,40	11.776,65	81.740,57
Tax on profits													20.435,14
AFTER-TAX RESULT													61.305,43

*Source: Self-made*

However, in the hope that the project will run its course and that economic activity will continue to grow exponentially over the accounting years, it is expected that by 2021 and 2022, sales will increase by 15 % and 20 % respectively, which will result in a considerable increase in after-tax profits.

**Table 7. 3-year Profit and Loss Account evolution**

	2.020	2.021	2.022
	Total	Total	Total
Sales	363.625,00	418.168,75	501.802,50
Variable purchase and sale costs	215.886,25	215.886,25	215.886,25
<b>Gross Margin on Sales</b>	<b>147.738,75</b>	<b>202.282,50</b>	<b>285.916,25</b>
Wages and Salaries	39.900,00	39.900,00	57.400,00
Social Charges	5.115,30	6.111,90	11.194,26
Taxes: IAE, IBI, ...	1.600,00	1.920,00	2.496,00
Supplies: electricity, water, telephone, diesel oil	1.595,00	1.595,00	1.595,00
Ind. professional services	600,00	600,00	600,00
Office Supplies	790,00	869,00	1.042,80
Advertising and publicity	6.600,00	7.920,00	9.504,00
Insurance premiums	500,00	700,00	910,00
Rentals	7.200,00	7.200,00	7.200,00
Amount of amortization	2.097,88	2.397,88	2.597,88
<b>Total Operating Expenses</b>	<b>65.998,18</b>	<b>69.213,78</b>	<b>94.539,94</b>
<b>EXPLOITATION RESULT</b>	<b>81.740,57</b>	<b>133.068,72</b>	<b>191.376,31</b>
Financial Income	0,00	0,00	0,00
Financial Expenses	0,00	0,00	0,00
<b>FINANCIAL RESULT</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>
<b>ORDINARY/PRE-TAX RESULT</b>	<b>81.740,57</b>	<b>133.068,72</b>	<b>191.376,31</b>
Tax on profits	20.435,14	33.267,18	47.844,08
<b>AFTER-TAX RESULT</b>	<b>61.305,43</b>	<b>99.801,54</b>	<b>143.532,23</b>

*Source: Self-made*

Thirdly, liquidity in a company is essential, for this reason we must pay particular attention. It regulates all monetary operations of the business, for example collections and payments, as well as allows establishing a continuous control over the funds available to the company, therefore the analysis of this point is very useful to make a more realistic prediction about the future of the company. So, thanks to the exhaustive analysis carried out by Futdream, in the following table (Table 8) we can observe the collections and payments starting from an available one, with which we can anticipate the economic future of the company and, consequently, adopt the necessary measures to make the right decisions. Starting from the fact that the initial financing of our company begins with our own resources of 60,000 € and that our company is dedicated to the commercialization of football products, the collection of the sales will be made fully in cash and the payment for the purchases from our suppliers will be made after 30 days. Hence, as can be seen below, after analysing the various expenses, payments, as well as the various VAT settlements that the company will incur during all the months of 2020, we can say that Futdream will have sufficient and necessary liquidity to be able to cover all these payments and expenses.

**Table 8. Treasury Plan 2020**

Concept	Start	January	February	March	April	May	June	July	August	September	October	November	December	Total
Opening balance (1)	0,00	35.926,70	51.809,85	70.937,55	74.818,35	90.173,65	91.614,18	95.346,15	89.630,56	116.712,50	120.119,59	119.005,38	125.476,79	
Sales collection		23.050,00	33.675,00	27.250,00	40.750,00	29.425,00	24.550,00	19.925,00	38.800,00	29.900,00	27.425,00	25.650,00	43.225,00	363.625,00
Initial financ. (Equity + l.-t. debt)	60.000,00													60.000,00
Accounts with partners and administrators**		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Financial income		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
V.A.T. Repercussions		4.840,50	7.071,75	5.722,50	8.557,50	6.179,25	5.155,50	4.184,25	8.148,00	6.279,00	5.759,25	5.386,50	9.077,25	76.361,25
<b>Total Inputs (2)</b>	<b>60.000,00</b>	<b>27.890,50</b>	<b>40.746,75</b>	<b>32.972,50</b>	<b>49.307,50</b>	<b>35.604,25</b>	<b>29.705,50</b>	<b>24.109,25</b>	<b>46.948,00</b>	<b>36.179,00</b>	<b>33.184,25</b>	<b>31.036,50</b>	<b>52.302,25</b>	<b>499.986,25</b>
Payment of purchases		0,00	13.550,00	19.825,00	16.000,00	24.000,00	17.300,00	14.400,00	11.675,00	22.825,00	17.550,00	16.100,00	13.625,00	186.850,00
Payment of other variable costs		230,50	336,75	272,50	407,50	294,25	245,50	199,25	388,00	299,00	274,25	256,50	432,25	3.636,25
Wages and Salaries		3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	3.325,00	39.900,00
Social Charges			426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	426,28	4.689,03
Taxes: IAE, IBI, ...		0,00	0,00	0,00	400,00	0,00	0,00	400,00	0,00	0,00	400,00	0,00	400,00	1.600,00
Supplies: electricity, water, telephone, diesel oil		120,00	150,00	130,00	160,00	130,00	125,00	70,00	125,00	150,00	140,00	135,00	160,00	1.595,00
Ind. professional services		50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	50,00	600,00
Office Supplies		75,00	80,00	65,00	80,00	60,00	45,00	45,00	80,00	60,00	60,00	60,00	80,00	790,00
Advertising and publicity		5.600,00	0,00	0,00	200,00	0,00	0,00	0,00	400,00	0,00	0,00	0,00	400,00	6.600,00
Insurance premiums		500,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	500,00
Rentals		600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	600,00	7.200,00
<b>For the initial investments</b>	<b>24.073,30</b>													<b>24.073,30</b>
For corporate tax		0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
V.A.T. Supported		1.506,86	3.101,02	4.397,93	3.674,48	5.278,19	3.856,76	3.226,49	2.796,78	5.036,64	3.921,59	3.612,32	3.222,92	43.631,96
Quarterly settlement of V.A.T. (4)		0,00	0,00	0,00	8.628,95	0,00	0,00	7.082,83	0,00	0,00	7.551,34	0,00	0,00	23.263,12
<b>Total Departures (3)</b>	<b>24.073,30</b>	<b>12.007,36</b>	<b>21.619,04</b>	<b>29.091,70</b>	<b>33.952,20</b>	<b>34.163,72</b>	<b>25.973,53</b>	<b>29.824,85</b>	<b>19.866,06</b>	<b>32.771,92</b>	<b>34.298,46</b>	<b>24.565,09</b>	<b>22.721,45</b>	<b>344.928,66</b>
Treasury of the period = (2)+(3)+(4)	<b>35.926,70</b>	<b>15.883,15</b>	<b>19.127,71</b>	<b>3.880,80</b>	<b>15.355,30</b>	<b>1.440,53</b>	<b>3.731,97</b>	<b>-5.715,60</b>	<b>27.081,95</b>	<b>3.407,09</b>	<b>-1.114,21</b>	<b>6.471,41</b>	<b>29.580,80</b>	
Ending balance = Treasury period + (1)	<b>35.926,70</b>	<b>51.809,85</b>	<b>70.937,55</b>	<b>74.818,35</b>	<b>90.173,65</b>	<b>91.614,18</b>	<b>95.346,15</b>	<b>89.630,56</b>	<b>116.712,50</b>	<b>120.119,59</b>	<b>119.005,38</b>	<b>125.476,79</b>	<b>155.057,60</b>	

Source: Self-made

So, the same occurs for the forecast for the years 2021 and 2022, as can be seen in the following table (Table 9), in which no additional capital contribution is expected but the exponential increase in sales collections, as well as in the salaries and wages of our employees and various additional expenses. This is why, after observing how each financial year will unfold, we can ensure that Futdream will have sufficient liquidity to meet all of its expenses and payments.

**Table 9. 3-year Treasury Plan evolution**

	2020	2021	2022
	Total	Total	Total
<b>Opening balance (1)</b>	155.057,60	155.057,60	260.705,93
Sales collection	363.625,00	418.168,75	501.802,50
<b>Initial financ. (Equity + l.-t. debt)</b>	60.000,00	0,00	0,00
Accounts with partners and administrators**	0,00	0,00	0,00
Financial income	0,00	0,00	0,00
V.A.T. Repercussions	76.361,25	87.815,44	105.378,53
<b>Total Inputs (2)</b>	<b>499.986,25</b>	<b>505.984,19</b>	<b>607.181,03</b>
Payment of purchases	186.850,00	212.250,00	212.250,00
Payment of other variable costs	3.636,25	3.636,25	3.636,25
Wages and Salaries	39.900,00	39.900,00	57.400,00
Social Charges	4.689,03	6.028,85	10.770,73
Taxes: IAE, IBI, ...	1.600,00	1.920,00	2.496,00
Supplies: electricity, water, telephone, diesel oil	1.595,00	1.595,00	1.595,00
Ind. professional services	600,00	600,00	600,00
Office Supplies	790,00	869,00	1.042,80
Advertising and publicity	6.600,00	7.920,00	9.504,00
Insurance premiums	500,00	700,00	910,00
Rentals	7.200,00	7.200,00	7.200,00
<b>For the initial investments</b>	<b>24.073,30</b>	<b>0,00</b>	<b>0,00</b>
For corporate tax	0,00	20.435,14	33.267,18
V.A.T. Supported	43.631,96	49.301,75	49.714,99
<b>Quarterly settlement of V.A.T. (4)</b>	<b>23.263,12</b>	<b>47.979,86</b>	<b>55.663,54</b>
<b>Total Departures (3)</b>	<b>344.928,66</b>	<b>400.335,85</b>	<b>446.050,49</b>
<b>Treasury of the period = (2)+(3)+(4)</b>	<b>155.057,60</b>	<b>105.648,34</b>	<b>161.130,54</b>
<b>Ending balance = Treasury period + (1)</b>	<b>310.115,19</b>	<b>260.705,93</b>	<b>421.836,47</b>

*Source: Self-made*

Finally, we should highlight one of the fundamental pillars that determine the financial situation of a company. The following Balance Sheet (Table 10) will reflect the equity status of Futdream, which will allow us to know if we will have sufficient resources to invest and will help us to know how to invest them. Futdream has assets ranging from 60,000 to 439,000 € over the three periods analysed, always with a growing and positive trend. As we can see, the amount of financing from the company's shareholders is increasing every year, with the increase in the company's own resources standing out as being between 68% and 83% from 2020 to 2022. Likewise, as reflected in the Balance Sheet, the company will not have long-term debts but will have to meet them in the short term, although the value of these debts will decrease over the years, from 31.5% (55,727.59 €) in the year 2020 to 16.9% (74,176.93 €) in the year 2022. Hence, we can say that at the end of the periods analysed, liabilities will be mostly made up of permanent resources, which occupy 83.1%, while external resources will decrease to 16.9%.



**Table 10. Provisional Balance Sheet**

	Start		2020		2021		2022	
	€	%	€	%	€	%	€	%
<b>Fixed Asset</b>	<b>10.523,30</b>	<b>17,5%</b>	<b>8.425,43</b>	<b>4,8%</b>	<b>7.027,55</b>	<b>2,5%</b>	<b>5.429,68</b>	<b>1,2%</b>
Net Tangible Fixed Assets	6.559,00	10,9%	5.047,20	2,9%	4.235,40	1,5%	3.223,60	0,7%
Net Intangible Fixed Assets	664,30	1,1%	498,23	0,3%	332,15	0,1%	166,08	0,0%
Financial assets	1.200,00	2,0%	1.200,00	0,7%	1.200,00	0,4%	1.200,00	0,3%
Net Depreciable Expenses	2.100,00	3,5%	1.680,00	0,9%	1.260,00	0,4%	840,00	0,2%
<b>Circulating assets</b>	<b>49.476,70</b>	<b>82,5%</b>	<b>168.607,60</b>	<b>95,2%</b>	<b>273.255,93</b>	<b>97,5%</b>	<b>433.386,47</b>	<b>98,8%</b>
Stocks	13.550,00	22,6%	13.550,00	7,7%	13.550,00	4,8%	13.550,00	3,1%
Liquid assets	35.926,70	59,9%	155.057,60	87,6%	259.705,93	92,7%	419.836,47	95,7%
<b>Total Assets</b>	<b>60.000,00</b>	<b>100,0%</b>	<b>177.033,03</b>	<b>100,0%</b>	<b>280.283,48</b>	<b>100,0%</b>	<b>438.816,15</b>	<b>100,0%</b>
<b>Own Resources</b>	<b>60.000,00</b>	<b>100,0%</b>	<b>121.305,43</b>	<b>68,5%</b>	<b>221.106,97</b>	<b>78,9%</b>	<b>364.639,21</b>	<b>83,1%</b>
Capital	60.000,00	100,0%	60.000,00	33,9%	60.000,00	21,4%	60.000,00	13,7%
Legal Reserve	0,00	0,0%	0,00	0,0%	61.305,43	21,9%	161.106,97	36,7%
Profit and Loss for the Year	0,00	0,0%	61.305,43	34,6%	99.801,54	35,6%	143.532,24	32,7%
<b>Long-term liabilities</b>	<b>0,00</b>	<b>0,0%</b>	<b>0,00</b>	<b>0,0%</b>	<b>0,00</b>	<b>0,0%</b>	<b>0,00</b>	<b>0,0%</b>
Long-term financing	0,00	0,0%	0,00	0,0%	0,00	0,0%	0,00	0,0%
Other Creditors (leasing)	0,00	0,0%	0,00	0,0%	0,00	0,0%	0,00	0,0%
Members and Administrators c/a	0,00	0,0%	0,00	0,0%	0,00	0,0%	0,00	0,0%
<b>Short-term Liabilities</b>	<b>0,00</b>	<b>0,0%</b>	<b>55.727,59</b>	<b>31,5%</b>	<b>59.176,51</b>	<b>21,1%</b>	<b>74.176,94</b>	<b>16,9%</b>
Commercial Creditors	0,00	0,0%	25.400,00	14,3%	25.400,00	9,1%	25.400,00	5,8%
Soc. Sec. Creditor	0,00	0,0%	426,28	0,2%	509,33	0,2%	932,86	0,2%
Other Creditors (I.R.S.)	0,00	0,0%	29.901,31	16,9%	33.267,18	11,9%	47.844,08	10,9%
<b>Total Permanent Resources</b>	<b>60.000,00</b>	<b>100,0%</b>	<b>121.305,43</b>	<b>68,5%</b>	<b>221.106,97</b>	<b>78,9%</b>	<b>364.639,21</b>	<b>83,1%</b>
<b>Total External Resources</b>	<b>0,00</b>	<b>0,0%</b>	<b>55.727,59</b>	<b>31,5%</b>	<b>59.176,51</b>	<b>21,1%</b>	<b>74.176,94</b>	<b>16,9%</b>
<b>Total Liabilities</b>	<b>60.000,00</b>	<b>100,0%</b>	<b>177.033,02</b>	<b>100,0%</b>	<b>280.283,48</b>	<b>100,0%</b>	<b>438.816,15</b>	<b>100,0%</b>

Source: Self-made

## 9. CONCLUSION

Throughout the execution of this project we have been able to collect, through the different sections, key ideas for the proper development of our business. Thanks to the establishment of the mission, vision, market definition and target audience, it is possible to clearly define what the company's activity will be, who we are and where we are going.

On the other hand, thanks to the description of the 9 modules of the Canvas model we have been able to know what kind of business model will be established and how they will try to generate an added value.

At the same time, the analysis of both the general and specific environment allows us to discover what barriers may arise from the beginning of the project. If we continue with the SWOT, we determine the threats and weaknesses besides the strengths and weaknesses that may arise in the sector, among which we can highlight the increase in retail sales despite inexperience in business management.

By establishing the Marketing plan as well as the Human Resources plan, the resources available to the company and the strategies established to achieve the business objectives are explained.

Finally, the data analysed in the financial plan show that the capital investment of 60,000 € will be sufficient for the proper development of economic activity. Meanwhile, it is expected that positive profits will be obtained, which will increase over the years, demonstrating in this way the economic viability of Futdream.

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