

A Work Project presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

A STRATEGY REVISION TO GUIDE BIOVILLA ON THE PATH TOWARDS  
ENVIRONMENTAL, SOCIAL, AND FINANCIAL SUSTAINABILITY

-

EVALUATION OF BIOVILLA'S CURRENT GROWTH STRATEGY

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A strategy revision to guide Biovilla on the path towards  
environmental, social, and financial sustainability

## ABSTRACT

Biovilla is a cooperative that intends to boost a culture of regeneration and currently faces many challenges. With newly acquired funding, Biovilla aims to overcome these challenges by expanding its organization and increasing its environmental, social, and financial impact. To guide Biovilla on the path towards organizational sustainability, this project revises of the organization's current growth strategy. The evaluation of the strategy reveals that it will provide Biovilla with sustainable growth. To further improve the strategy, recommendations are provided to fine-tune it. Lastly, an implementation roadmap is developed to ensure a successful execution. Overall, the fine-tuned strategy will improve Biovilla's impact and make the organization a showroom for sustainability.

Competitive Strategy | Strategy Revision | Environmental Sustainability | Social Sustainability | Financial Sustainability

## ACKNOWLEDGEMENTS

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# A strategy revision to guide Biovilla on the path towards environmental, social, and financial sustainability

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In Cooperation with: Biovilla and the Social Leapfrog Program

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# Project Overview



## Chapter 1

### Diagnostic of Biovilla's current organizational structure and financial situation

- 1.1 Biovilla overview
- 1.2 Financial analysis
- 1.3 Organizational analysis



## Chapter 2

### Evaluation of Biovilla's current growth strategy

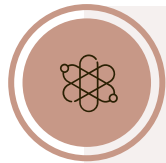
- 2.1 Outline of Biovilla's growth strategy
- 2.2 Strategy evaluation
- 2.3 Portfolio assessment



## Chapter 3

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- 3.1 Strategy planning
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- 3.3 Strategic landscape 2025



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# Chapter 1: Diagnostic of Biovilla's current organizational structure and financial situation

1.1

## Biovilla overview

### How did Biovilla evolve?

- What is Biovilla's mission & vision?
- What activities does Biovilla have?
- What does Biovilla's organizational structure look like?
- How does the beneficiary / customer journey at Biovilla look like?

- Analysis of previous projects
- Interviews
- Surveys
- On-site visits

1.2

## Financial analysis

### How has Biovilla's profitability been looking to this date?

- How are income and expenses broken down?
- How dependent on external financing is Biovilla?
- How does Biovilla's capital structure look like?

- Financial statement analysis
- Cash flow analysis
- P&L analysis

1.3

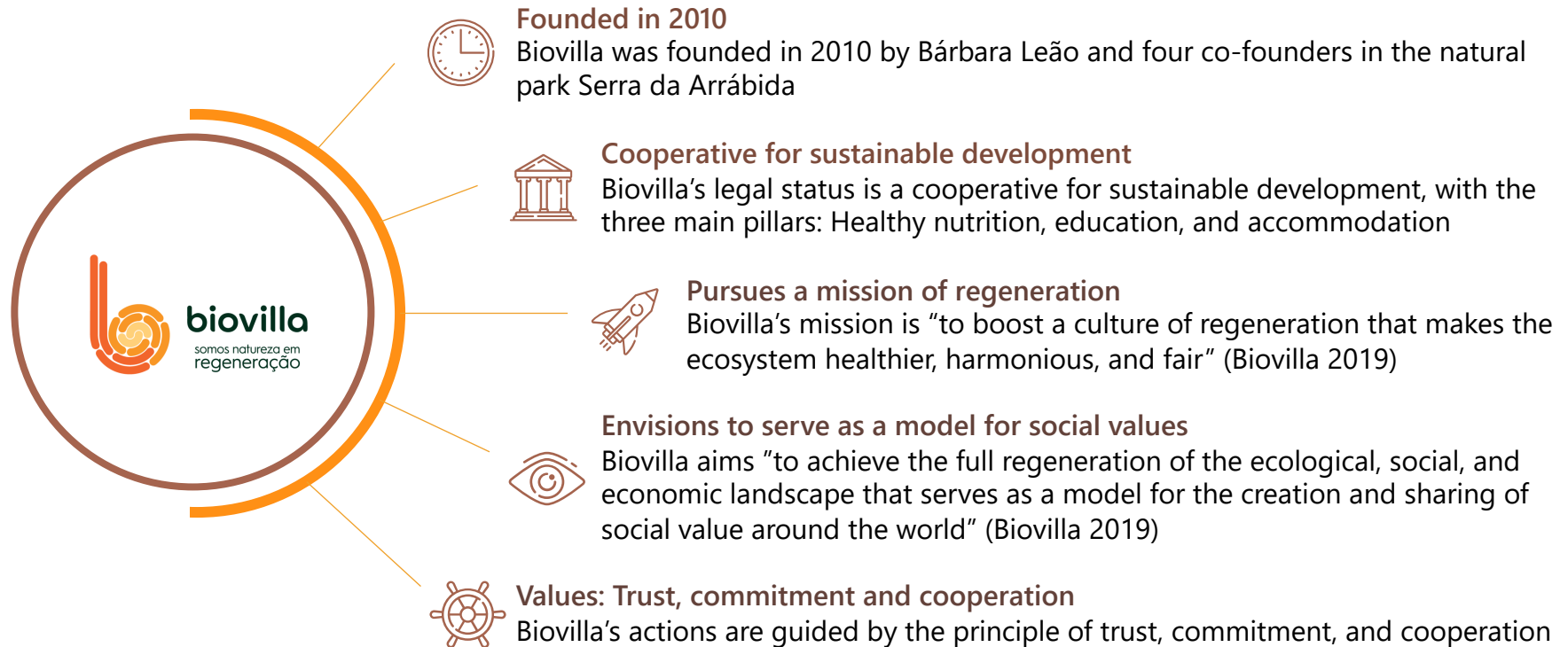
## Organizational analysis

### How can Biovilla be rated on the Diagnostic Framework for Social Enterprises?

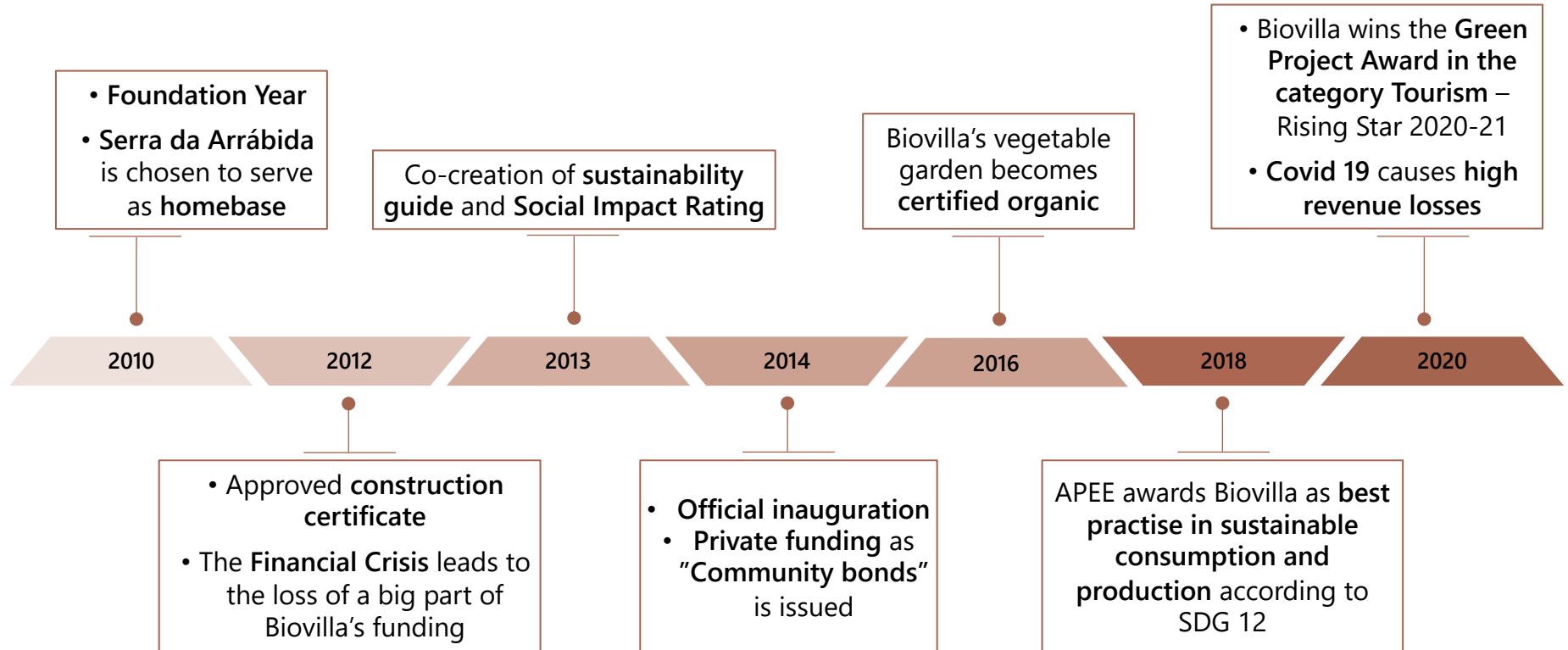
- What strengths and weaknesses does the organization have?
- Which opportunities and threats does Biovilla need to consider?

- Analysis of internal documents
- External factor analysis

# Biovilla is a cooperative intending to promote sustainable social, economic, and environmental development



## Despite several challenges Biovilla has evolved over time and earned many awards since its foundation



# Biovilla's organic growth led to a wide portfolio of activities aligned with its four guiding principles

## Cultivation of social and environmental relationships

- Partnerships & cooperation
- Personal development through **direct education, retreats, connection with the nature**, and good governance

## Meeting the fundamental needs of housing and food

- Accommodation for the experience of nature tourism and co-living
- Agroforestry
- **Organic restaurant**

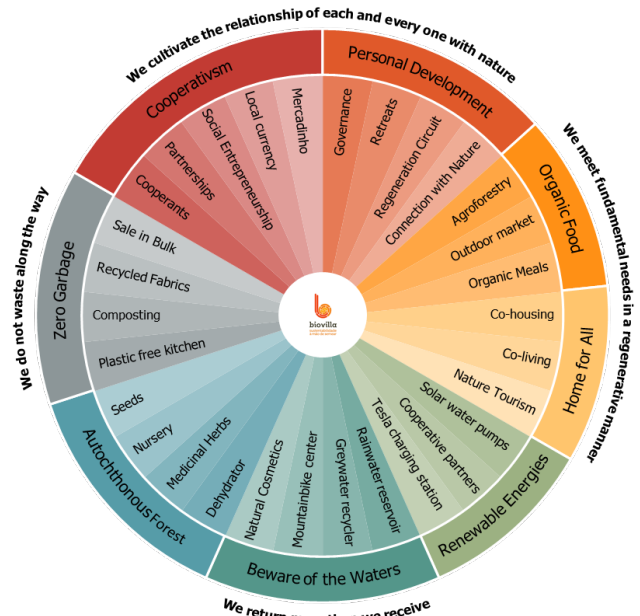
## Returning more than is taken

- Regeneration of Biovilla's landscape through the **collection of seeds and a nursery**
- Production, consumption and sale of **solar energy**
- **Water recycling**
- **Dehydration** of own produce and from neighbouring farmers

## Creating no waste along the way

- **Market** with sale in bulk, essential products from suppliers, souvenirs, as well as own produce and self-made essential oils
- Use of recycled fabrics
- **Composting**

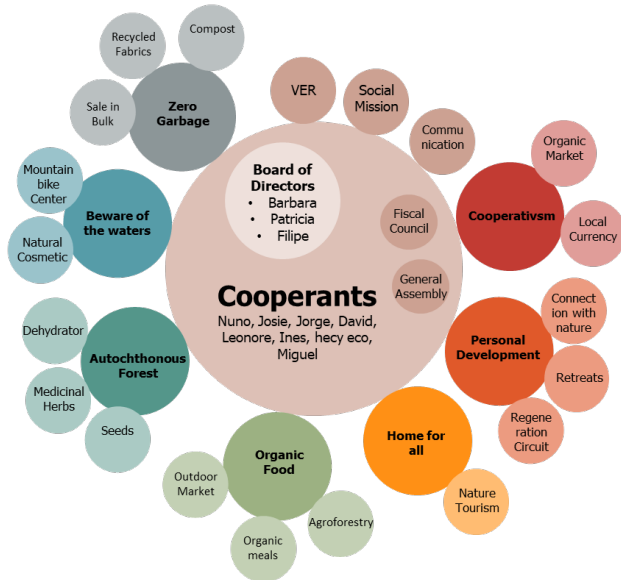
Biovilla's mandala represents the practices and actions the organization implemented to achieve its mission<sup>1</sup>





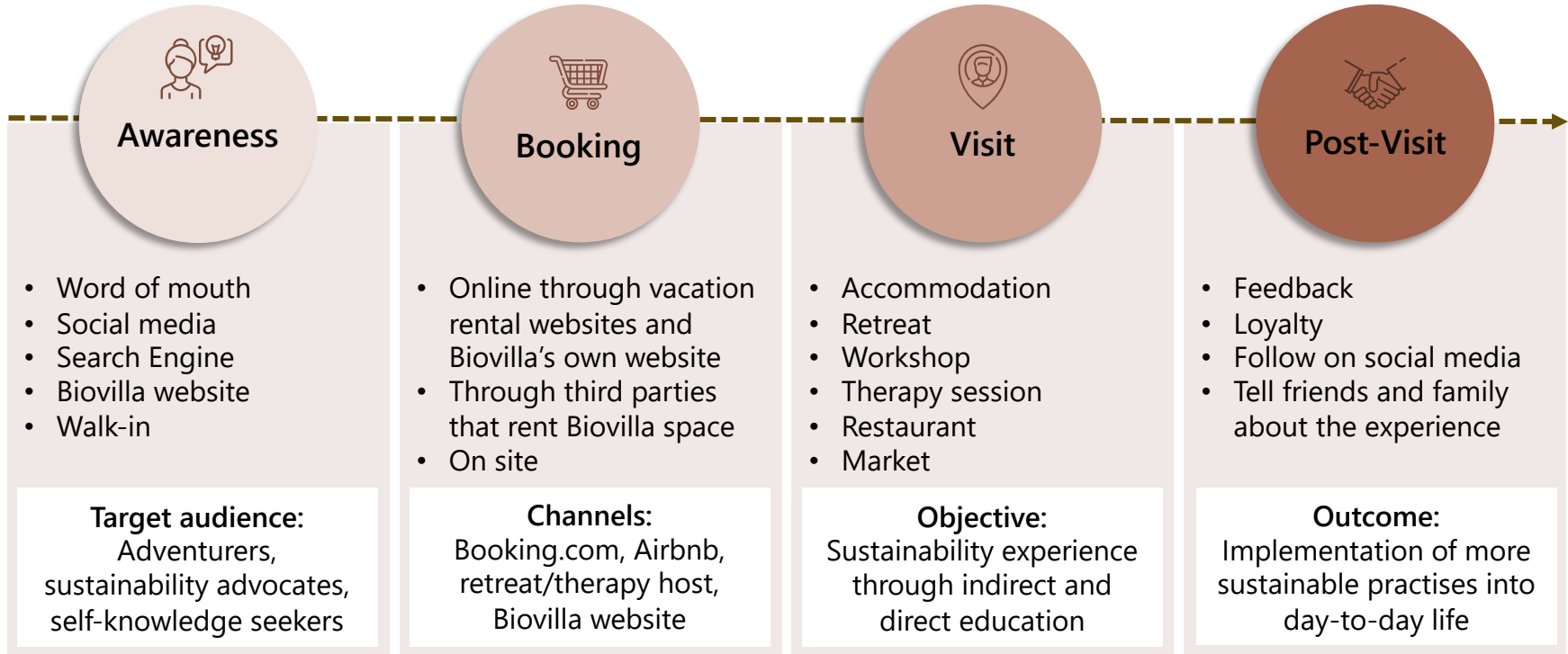
# Biovilla operates in a sociocratic governance structure that mainly consists of voluntary community members

Biovilla works in a sociocratic governance structure in which small groups operate in **semi-autonomous circles towards a defined aim**



- Biovilla's **sociocratic governance structure** consists of a Board of Directors with three members, a fiscal council, a general assembly, and eight cooperants
- Biovilla has **one paid employee** as operational coordinator
- The support of **three community members that live at Biovilla** is recognized via non-monetary compensation
- The organization is **very dependent on its executive director**
- The organization also **relies on the support of volunteers**, especially during high season
- The community members of Biovilla choose their field of activity themselves
- Key members of Biovilla have backgrounds in **marketing, communication, and cultivation of organic food and herbs**
- The community guides **two members of a social inclusion project** that support Biovilla in diverse activities

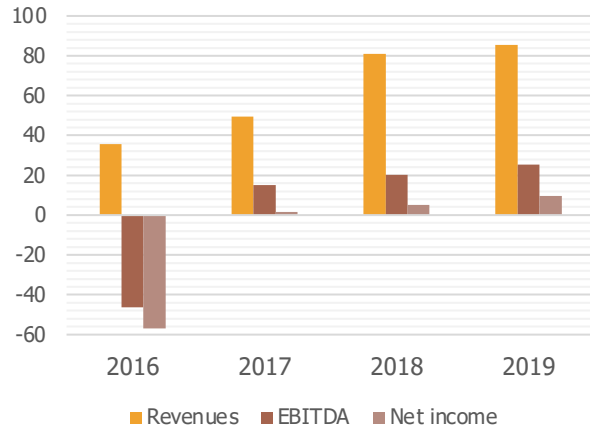
# The customer journey entails multiple unique ways in which guest experience sustainability at Biovilla



## From a core business analysis, Biovilla has not been able to grow in a sustainable way which indicates that it still relies on other non-core income

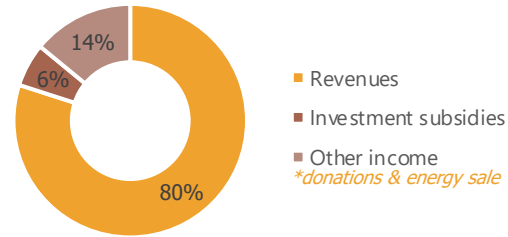
Biovilla reported growing revenues and increasing positive net income over the last 3 years

Income Statement | *In thousand Euros (€)*



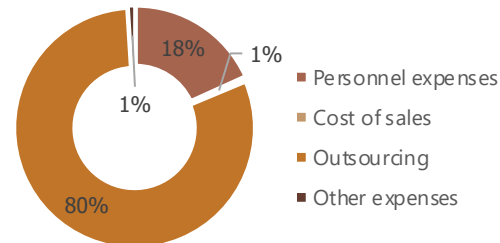
20% of the total income relies on non-core income\*

Income Breakdown | 2019, %



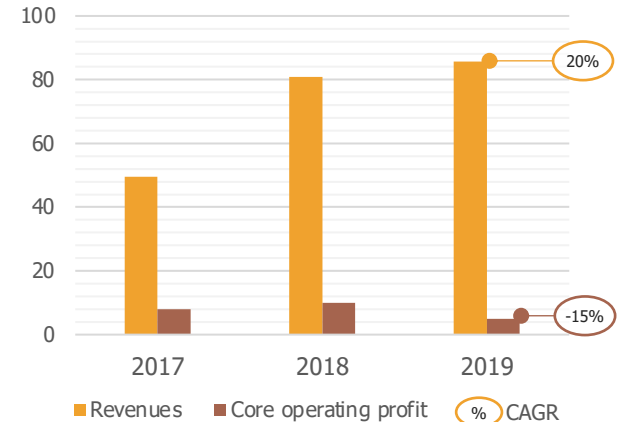
80% of total expenses are classified as outsourcing

Expenses Breakdown | 2019, %



As revenues show a positive trend, the core operating profit has a negative tendency which indicates that **Biovilla has not been able to grow sustainably**

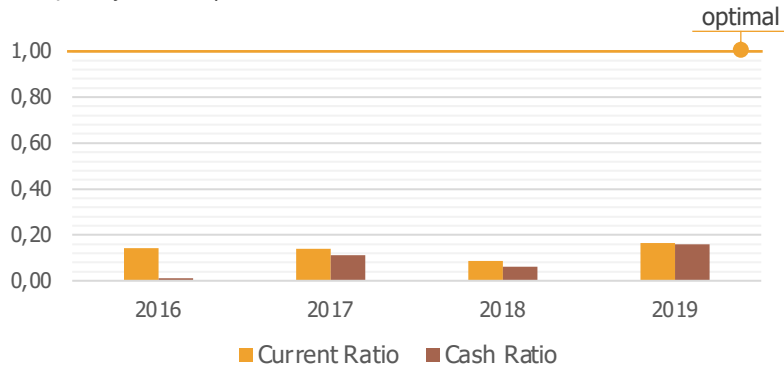
Core Business\*\* Analysis | *In thousand Euros (€)*



# Biovilla's position in terms of liquidity and solvency makes it unattractive and very vulnerable in challenging times

Biovilla shows a **weak position to meet short-term obligations** to creditors and suppliers

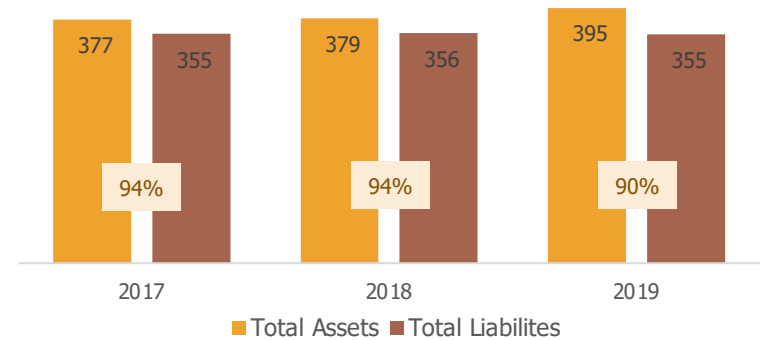
Liquidity Ratios | *Index*



- Biovilla displays liquidity ratios that are much lower than optimal, making it **unattractive to short term creditors**
- With the current liquidity position Biovilla would not be able to pay its current liabilities if pressured by banks and suppliers

Biovilla is a **highly leveraged organization** which puts itself at risk of default

Liabilities-to-Assets Ratio | *In thousands Euros (€)*

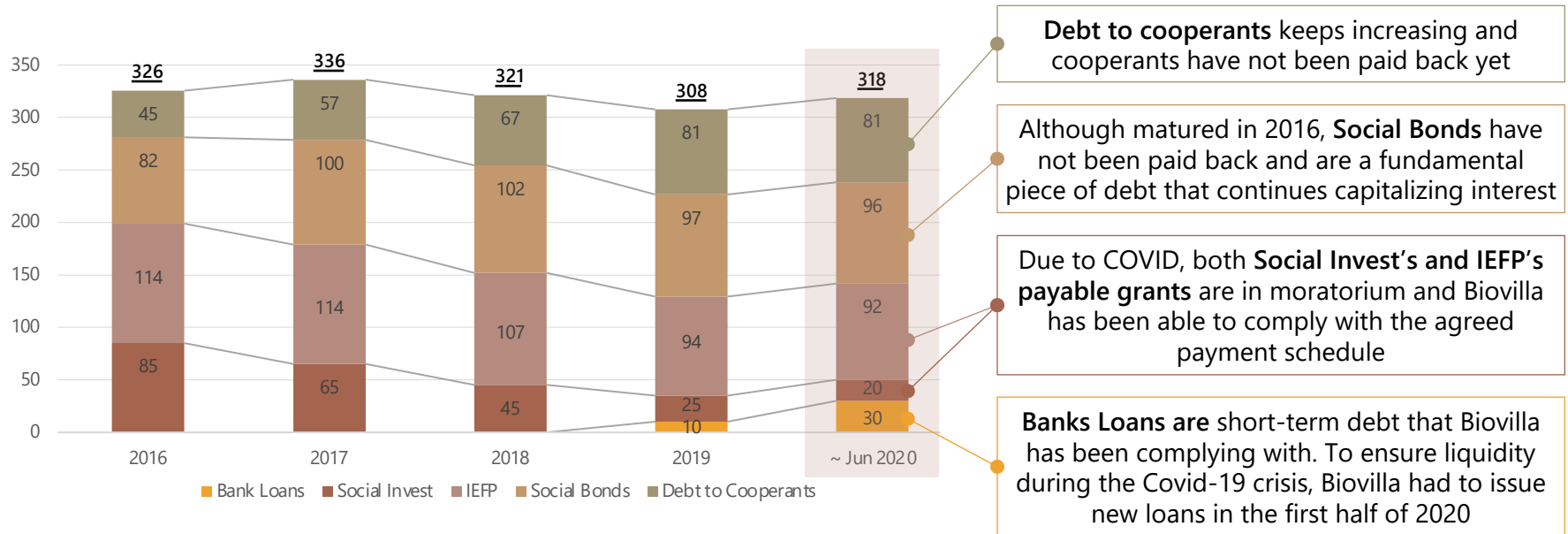


- Even though liabilities remained relatively unchanged, Biovilla has mainly **financed its assets through debt**
- The **high degree of leverage** could impede Biovilla to access new debt due to its debilitated creditworthiness and eventually **put it at risk of default**

## Biovilla has been showing ability to address institutional debt, however had difficulties to cover debts to cooperants and social bond holders

Biovilla has been accumulating debt to social bond holders and cooperants as it is focused on covering debts to institutions and banks

Yearly Debt Report | from 2016 to June 2020, in thousand Euros (€)



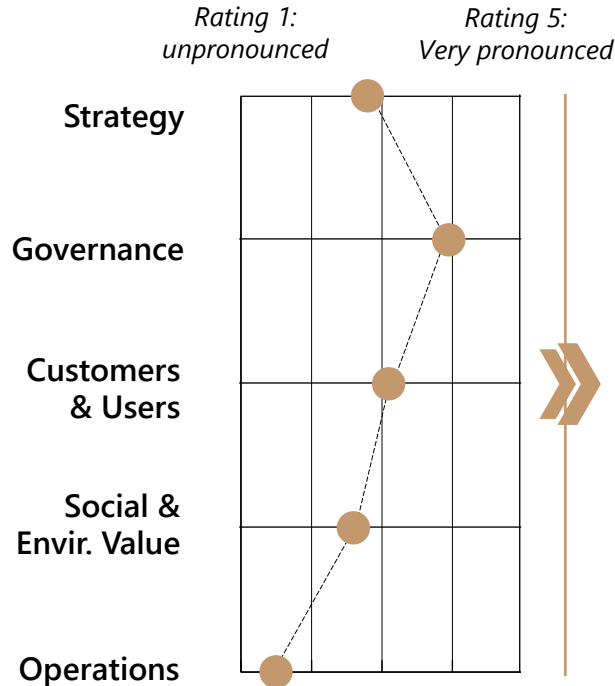
## For the conduction of an extensive analysis of Biovilla the Social Enterprise Diagnostic Tool was used

- The **Social Enterprise Diagnostic Tool** was developed by Social Enterprise London in 2010<sup>2</sup>
- The tool enables a **comprehensive analysis of the operational effectiveness and viability of a social organization**
- A questionnaire guides the analysis and identification of gaps in 10 different business functions
- For each function a **rating from one to five (with 1 = worst; 5 = best)** is given for each criterion depending on the availability of policies, procedures and documents and whether they are embedded and continuously improved

Policies, Procedures and Documents...	1	2	3	4	5
..are in place	✗	some	✓	✓	✓
..are embedded in practice	✗	✗	✗	✓	✓
..are continuously improved	✗	✗	✗	✗	✓

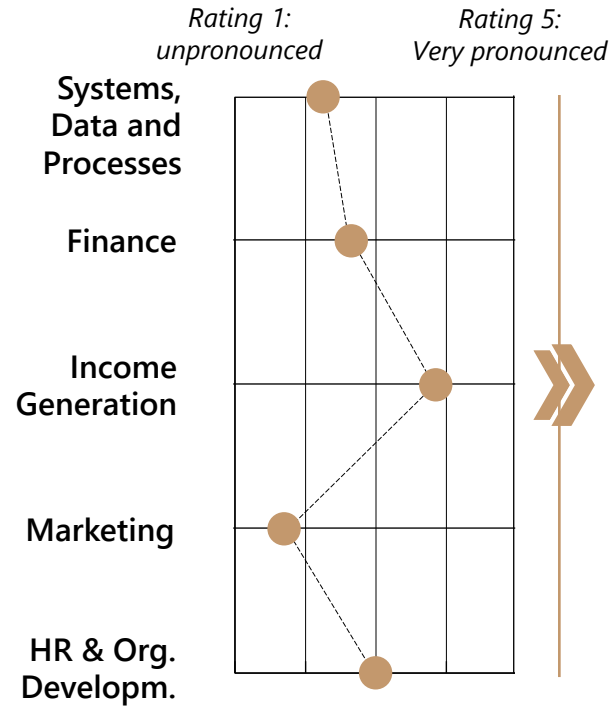
- To conduct an analysis of Biovilla (cf. [appendix 2](#)), **several methods were used to collect all required information**:
  - Conduction of multiple meetings and **interviews** with the founders, volunteers and employees of Biovilla
  - Several **on-site visits** to better understand the processes of Biovilla as well as the customer journey
  - **Review of customer feedback** on booking channels
  - **Benchmark** of Nature Tourism and educational programs

## The diagnostic tool reveals improvement potentials in terms of Biovilla's internal strategy, customer knowledge and impact measurements



- Biovilla has a vision, mission and values as well as a strategy document fitted **for external communication, however lacks an internal strategy**
- The organization does not prioritize growth projects nor evaluates new activities based on their strategic fit
- The organization has **governance arrangements in place and understands its stakeholders well**
- Biovilla has only **little knowledge about its customers**, especially about those booking through online platforms
- There is **no follow up with the visitors**, hence measuring impact and improving the quality of the service based on customer feedback is not possible
- Besides the garden being certified organic, **no impact measurements** are in place to evaluate the social and environmental value Biovilla creates
- The organization **does not plan activities and resources to achieve operational efficiency** and no risk management process is in place

## The diagnostic tool reveals improvement potentials regarding the funding strategy, marketing activities and human resource development



- Available data and processes are limited and a **point of sale (POS) system was only introduced recently**
- Liquidity and solvency are indicators that present a very small index and the **transparency of the accounting system is low**
- The **income is well diversified** through its many activities and Biovilla has been successful in acquiring funding
- There is **no sales and pricing strategy** in place for the products and services offered
- Biovilla does not conduct any direct marketing, but **benefits from word of mouth marketing**
- The organization is very **reliant on volunteers**
- **Resource gaps are known** and the performance of staff is recognized
- **Limited knowledge transfer** takes place in the organization and a handbook is only available for volunteers



# Biovilla faces many challenges and risks regarding the current organizational and financial situation that need to be mitigated

## Strengths

- Biovilla receives continuous support from cooperants and volunteers
- The organization has a strong network of partners, organizations and private entities
- High ability to raise new funds
- Positive social and environmental impact

## Weaknesses

- Many fragmented activities
- Very reliant on volunteers and community members that aren't financially compensated
- Although already matured, the social bonds have not been paid back yet, and continue to increase the debt
  - Unclear financial records that don't allow a clear cost and revenue analysis per business unit
  - No impact measurements

## Opportunities

- Word-of-mouth marketing
- Biovilla has the possibility to scale its impact
- Biovilla's business case attracts funds and donors
- Continuously increasing awareness about social and environmental sustainability in the market

## Threats

- Reliant on external funding
- Its position in terms of liquidity makes the organization very vulnerable in times of a crisis like Covid-19
- The organization is highly leveraged





## Chapter 1: Diagnostic of Biovilla's current organizational structure and financial situation

1.1

### Biovilla overview

- Biovilla intends to promote sustainable social, economic and environmental development
- The organization has a wide portfolio of activities aligned with its guiding principles
- The many activities are operated in a sociocratic governance structure
- Biovilla's diverse activities allow visitors to have a unique sustainability experience

1.2

### Financial analysis

- Biovilla's core business is still not self-sustainable, making it reliant on non-core income
- Biovilla's position in terms of liquidity is very vulnerable
- The majority of Biovilla's assets are financed with debt
- Biovilla has been showing the ability to address institutional debts, however the organization has difficulties covering debt to cooperants and social bond holders

1.3

### Organizational analysis

- The diagnostic tool reveals improvement potential in multiple business functions
- Biovilla faces a lot of challenges and risks regarding the current organizational and financial situation
- The organization has a good network consisting of cooperants, partners and other supporters and shows the ability to scale its impact



## Chapter 2: Evaluation of Biovilla's current growth strategy

2.1

### Outline of the growth strategy

#### How does the current growth strategy look like?

- Where does Biovilla plan to be in 5 years?
- Which business units does Biovilla aim to grow?
- How does Biovilla plan to allocate the acquired funding?

- Assessment of internal documents

2.2

### Financial and impact validation

#### How will the current growth strategy influence Biovilla's social, environmental, and financial impact?

- How do the cashflow projections for the growth areas look like?
- How will the development in the BUs affect Biovilla's business case?
- Which strengths, weaknesses, opportunities and threats exist?

- Cash Flow Projections
- Theory of Change
- SWOT Analysis

2.3

### Portfolio assessment

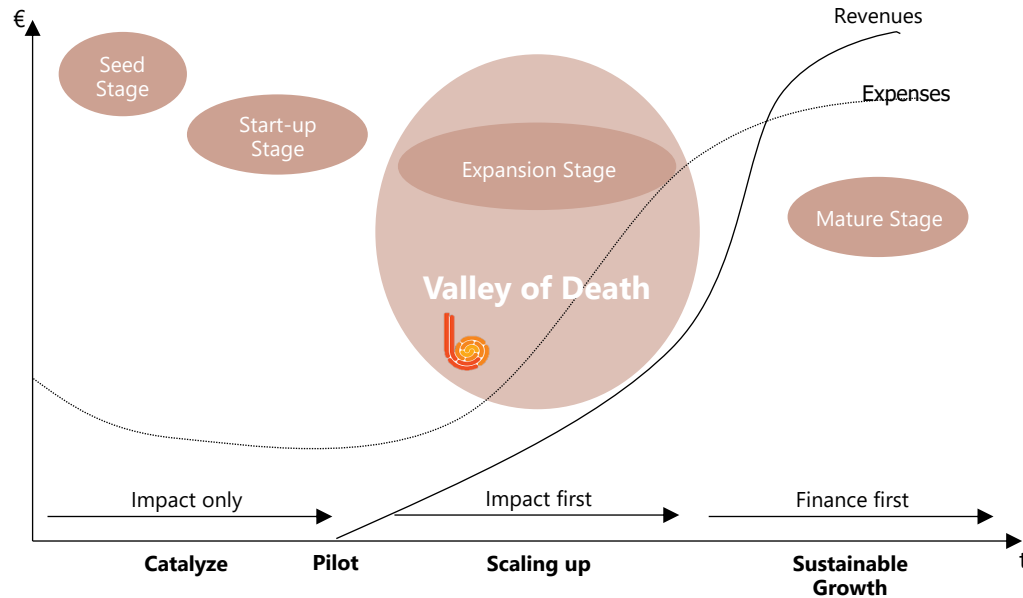
#### How do the business units support Biovilla in achieving its dual objective?

- Which business units are Biovilla's impact drivers?
- Which business units support Biovilla the most on the way to financial sustainability?

- Strategy matrix

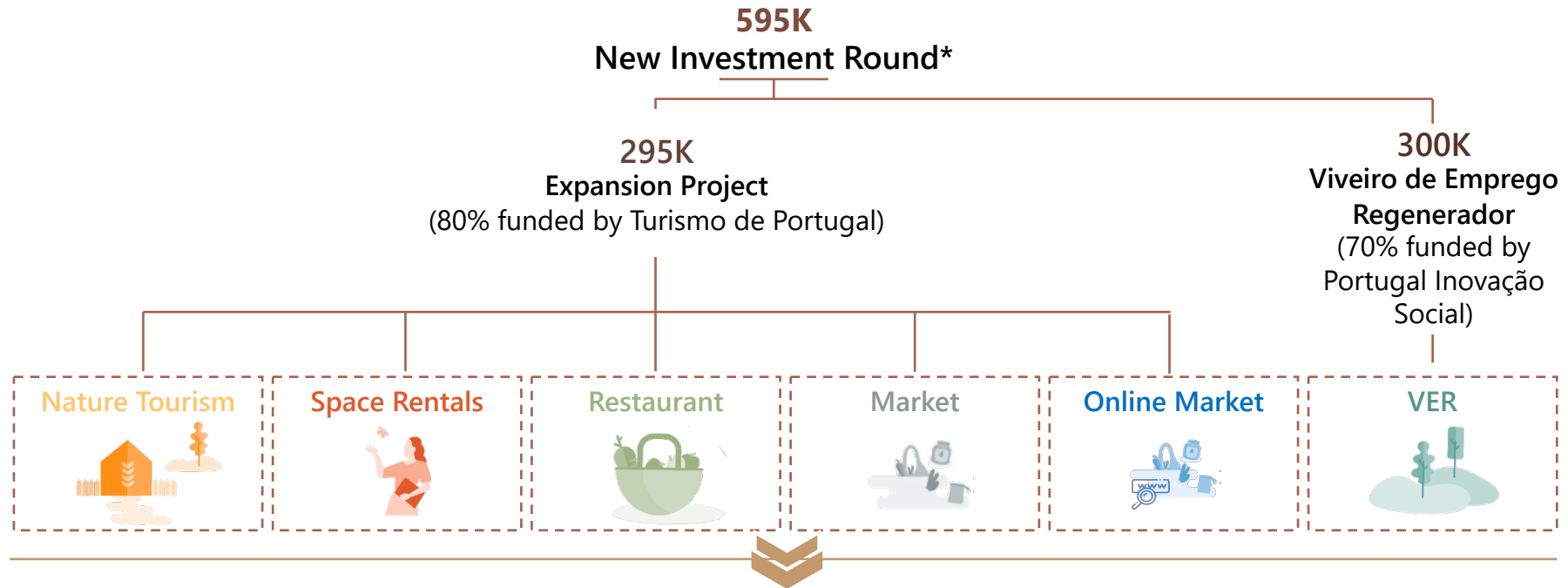
## With its new growth strategy based on recently acquired funding Biovilla aims to transcend the “Valley of Death” and by 2025 enter the Mature Stage

Looking at the growth stages of Social Enterprises, Biovilla is currently located in the Expansion Stage and the so called “Valley of Death”<sup>3</sup>



- Since its foundation, a total of **1 million €** was provided to Biovilla
- With positive social and environmental impact as a priority, Biovilla is **not yet financially sustainable**
- Biovilla reports a positive net income, but its inability to meet financial obligations such as social bonds matured in 2016, indicates that **Biovilla has not yet reached breakeven**
- Biovilla has reached the expansion stage and now plans to scale up to **enter the mature stage and reach breakeven**
- With 595K € of new funding, Biovilla aims to **transcend the Valley of Death and invest in a sustainable growth strategy**

The new funding is already earmarked for specific expansion projects but there is still some strategic flexibility regarding its operational use



For the purpose of this project, the activities that will be developed with the funding were categorised into **six business units** to better describe Biovilla's growth strategy

## Biovilla aims to grow in six business units whose expansion will allow the organization to receive more visitors and generate a higher impact

### Nature Tourism



- 4 new family rooms with private bathroom and kitchenette
- Make-over of the existing 4 rooms

### Space Rentals



- Infrastructure for additional 40 retreats and up to 30 participants in the area of social development

### Restaurant



- 20 new seats in the dining area
- Goal to sell 5500 meals and 3200 kg of organic food in the first year

### Market



- First in bulk mini-market in Palmela
- Around 100 conscious products from in-house production and third-party suppliers

### Online Market



- Online store for conscious products from Biovilla in-house production as well as from third party suppliers

### VER



- A 3-year educational program about regeneration with 3 rounds á 8 months that will help a total of 105 people overcome unemployment (cf. [appendix 3](#))

## To ensure the creation of a self-sustainable business model in the future, a validation of Biovilla's growth strategy will be conducted

- The **current strategic plan is designed for external communication** and to obtain the remaining funding required for the growth strategy
- Biovilla **does not have a detailed internal strategy** that defines how the internal resources will be allocated to each BU
- Knowledge about the **profitability of each BU is missing**, as revenues and costs per BU are unknown
- Previously, **no comprehensive cashflow projections per BU have been conducted** to evaluate the value of the investments
- **No impact measurement** is available to assess the contribution of the BUs towards achieving Biovilla's mission



The objective of the Strategy Validation is to ensure that the growth strategy will enable Biovilla to fulfill its dual objective of achieving social and environmental goals while maintaining a healthy financial condition that will ensure the organization's survival

Environmental &  
Social Sustainability



Financial  
Sustainability

Each business unit of Biovilla's portfolio was assessed regarding its impact and financial performance and systematically analyzed in a SWOT matrix



### Financial Impact

NPV, IRR and Payback Period were used as proxies to analyze the financial profitability of Biovilla's growth strategy in the six BUs



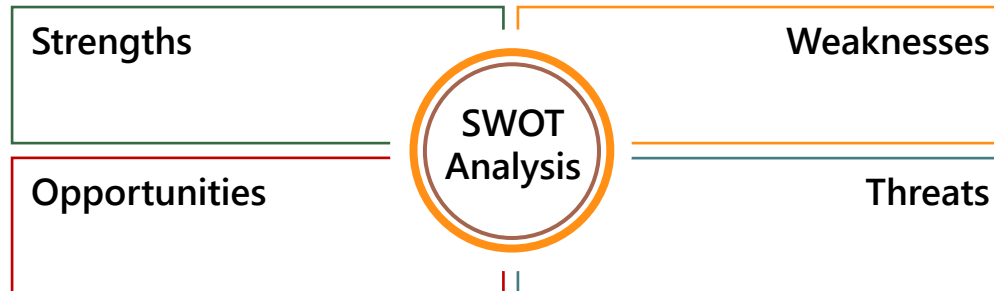
### Social and Environmental Impact



The six BUs were analyzed regarding their **direct** and **indirect** social and environmental impact and a **total impact score** was given



A SWOT analysis for each of the six BUs serves as a starting point for further assessment and recommendations

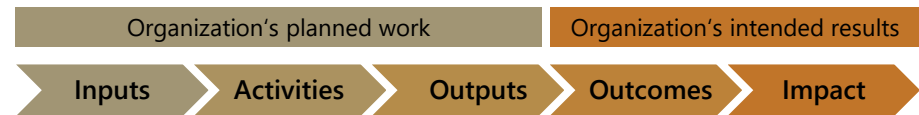




## Despite presenting challenges, the assessment of social and environmental impact is essential for a conclusive strategy validation

- While **measuring their impact is vital for Social Enterprises to provide evidence** for the impact they create, it is a very challenging task and there is not one common approach
- Currently, **Biovilla has not implemented a method to measure its social and environmental impact**
- In order to validate the impact each BU creates, as the first step a **Theory of Change** for each BU was developed (cf. [appendix 4](#))
- The Theory of Change concept helps to connect the activities of the organization with the desired outcome and hence, enables a **better evaluation of the progress each BU delivers**
- In a second step, a **point-based system** was created **to rate the direct and indirect impact the BUs create**, based on their Theory of Change (cf. [appendix 5](#))

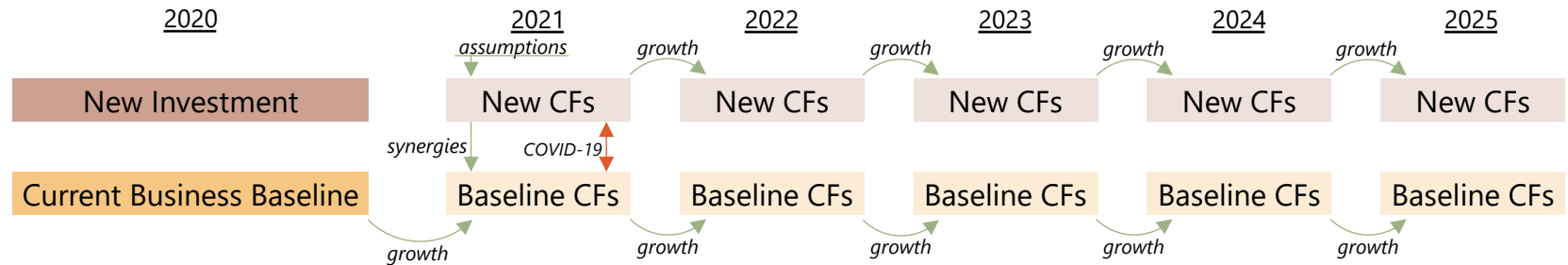
**1<sup>st</sup> Step:** Development of a **Theory of Change**<sup>4</sup> for each BU to enable a better evaluation of the impact they intend to create



**2<sup>nd</sup> Step:** Creation and conduction of a **point-based impact validation** to rate the direct and indirect impact of each BU

Direct Impact	Indirect Impact
Scope Communication Environmental contribution Establishment of best practices Possession of knowledge	Adaptability Perception of value to visitors Public interest Understandability of content

## Financially the growth strategy was assessed using a capital budgeting approach with discounted cashflows



### Methodology for capital budgeting projections (cf. [appendix 6](#))

- As it is important to project the return of the full investment allocated for the growth of Biovilla **100% of the investment is considered for the calculation**, although Turismo de Portugal covers 80%
- The main **driver for the revenues are the number of guests visiting Biovilla** (occupation rate of beds) and the **average length of stay** (number of turnovers)
- Expenses are calculated based on the **historical data available and assumptions** on costs and FTE

### Challenges & Limitations

- **Limited knowledge on revenues and costs per BU** as the current statements do not differentiate revenues and costs of each BU
- **Likelihood of financial projections underlies risks**
  - The impact of COVID-19 is difficult to predict
  - VER Project will provide resources that will ensure cost and revenues synergies with the different BUs
- **Subjectivity of the DCF Method**
  - 5% discount rate was considered

# Nature Tourism is the main driver for Biovilla's financial sustainability and shows medium to high social and environmental impact

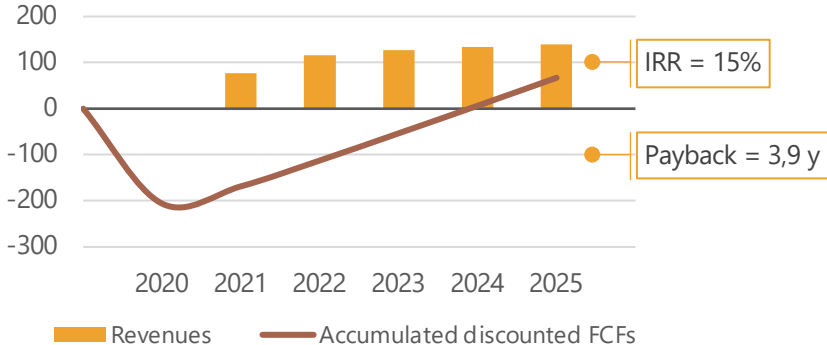
## Nature Tourism



### Financial Impact | NPV +67K

70% of the total investment is assigned to accommodation to increase the number of rooms available

In thousand Euros (€)



### Social & Environmental Impact | Rating 3



#### Direct impact:

- Sharing knowledge on sustainable living practices
- Reduction of the negative impact tourism has on the environment through the use of solar energy, less water, sustainable building materials, and chemical-free cleaning supplies

#### Indirect impact:

- Guests implement the learned sustainable living practices at home and reduce the negative impact they have on the environment
- Contributes to the development of new standards in the (nature) tourism industry

## Nature Tourism is a financial driver, but the business unit's impact depends on the type of guest and faces high risks due to Covid-19

### Strengths

- Main driver of Biovilla's financial sustainability with a positive NPV of 80K
- Accommodation generates around 60% of revenues in the overall business case
- The BU draws the majority of guests to Biovilla
- High mission alignment

### Weaknesses

- No proper cost, pricing, or booking strategy in place which inhibits higher potential revenues
- High operational costs
  - Impact created with Nature Tourism depends on the type of customer and booking channel
- No marketing strategy in place to attract new guests to Biovilla

### Opportunities

- Create awareness about sustainable living and building best-practices at home (eg. installation of solar panels, greywater recycling)
- Biovilla guests become change agents within their communities and neighbourhoods



### Threats

- Biovilla doesn't take guest reviews into consideration to improve its services which may lead to bad reviews on booking platforms and could cause decreased occupancy and willingness to pay
- Covid-19 has a high negative influence on revenues in the BU

# The restaurant is reporting positive cashflows, serves to satisfy customer needs, and creates medium impact

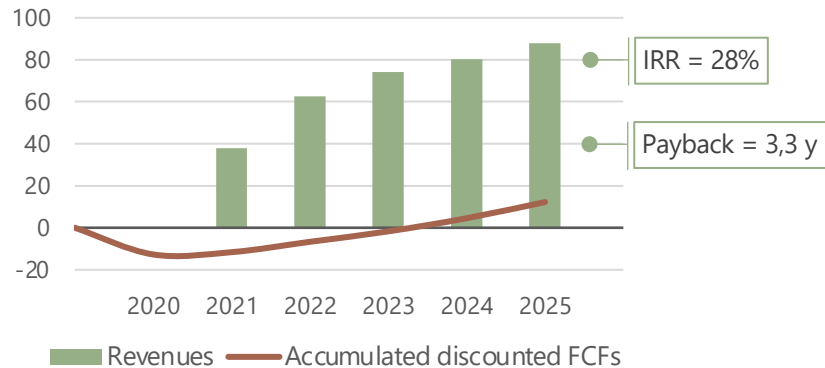
## Restaurant



### Financial Impact | NPV +12K

A small percentage of the overall CapEx is allocated to the expansion of the dining area, which Biovilla will be able to pay back in about 3 years

In thousand Euros (€)



### Social & Environmental Impact | Rating 3



#### Direct impact:

- Achieving zero waste across its supply chain
- Educating about healthy nutrition and environmentally friendly practices
- Contributing to the reduction of Biovilla's CO2 emissions

#### Indirect impact:

- Increased awareness about the impact of daily food choices on the environment and as a result more conscious consumption (eg. less meat, zero waste)
- As zero waste pioneers in the gastronomy industry in Portugal, Biovilla might inspire other restaurants to follow their example

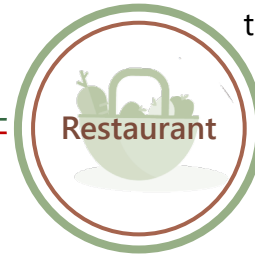
## The restaurant shows some weaknesses as the revenues are mainly driven by other business units and Biovilla lacks trained gastronomy personnel

### Strengths

- Business unit with the highest IRR (28%)
- The investment needed can be re-paid in 3 years
- Important showroom for healthy and environmentally friendly nutrition
- High mission alignment

### Weaknesses

- Revenues are mainly driven by Nature Tourism and Space Rentals as they attract the guests to Biovilla
- Currently, there is no proper understanding of this BU's cost structure
- By offering conscious and organically grown produce the costs are high
  - No trained personnel in gastronomy



### Opportunities

- There is a lever for improvement by collaborating along with other BUs
- The restaurant plays an important role in achieving Biovilla's zero waste objective
- Creation of partnerships

### Threats

- Human resource needs of the BU are very high and limits the flexibility of Biovilla as a specific schedule needs to be followed
- Due to Covid-19 the restaurant won't be able to explore its potential at its fullest
- Low customer satisfaction due to quality issues or missing communication about Biovilla's principle to offer only organic and vegetarian food

# Space rental shows a negative NPV, however it boosts other business units' revenues through cross-selling packages and creates high social impact

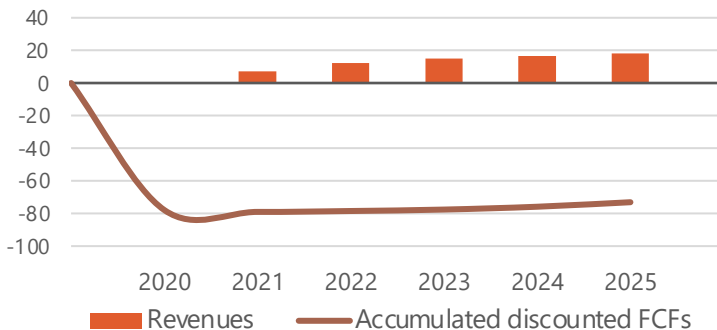
## Space Rental



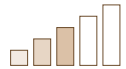
### Financial Impact | NPV -73K

The 77K allocated to expand the space available can not be payed back within the next 5 years

In thousand Euros (€)



### Social & Environmental Impact | Rating 3



#### Direct impact:

- Provision of an infrastructure for workshops and retreats that focus on social and sustainable development practices

#### Indirect impact:

- Increased awareness about best-practices in regeneration
- Holistic education about the ecosystem and natural resources

## By renting out space for retreats or workshops, Biovilla can better fulfil its mission of creating a holistic sustainability experience

### Strengths

- Lean cost structure
- High impact and mission alignment
- Important business unit to drive revenues in Nature Tourism and Restaurant

### Weaknesses

- No sales strategy in place to attract new hosts
- Weak revenue generator
- As Biovilla is only the provider of the infrastructure, social development is only taking place
  - The value added and experience created through the BU is also dependent on the retreat host
    - Depending on the support required by the host, the HR requirements can be very high

### Space Rentals



### Opportunities

- With the expansion, new services can be offered and more space is available to rent
- BU introduces guests to various activities of Biovilla and hence, allows a more holistic sustainability experience as well as a better understanding of environmental and social challenges
- Higher impact could be achieved through own retreats

### Threats

- COVID-19 limits number of participants in the retreats
- Client satisfaction is highly dependent on the host of the retreat or workshop



# An expansion of the market negatively affects Biovilla's financial position and despite its increase in size it generates low social and environmental impact

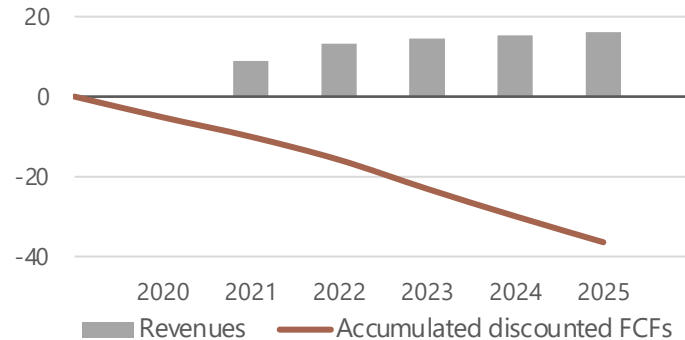
## Market



### Financial Impact | NPV -36k

With the planned investment of 5K and a person hired specifically for the BU, the market expansion does not have a positive financial impact

In thousand Euros (€)



### Social & Environmental Impact | Rating 2



#### Direct impact:

- Showroom that portrays alternative consumption choices which have a positive impact on the environment
- Reduction in waste and CO2 emissions

#### Indirect impact:

- Guests learn about conscious consumption behavior and integrate it into their everyday life
- Guests act as change agents within their community



## Its high human resource requirements, peripheric location as well as the limited impact do not justify an expansion of the Market

### Strengths

- Showroom to communicate best practices regarding conscious consumption
- Venue to sell of in-house products and Biovilla merchandise

### Weaknesses

- Negative financial impact due to its costly structure
- Low mission alignment as no education takes place
- Located in a peripheric location which does not attract walk-in customers
- Biovilla's market is unlikely to reach economies of scale
  - The workload in the market increases to such an extent, that a full-time employee will be required to operate it

### Opportunities

- Generate higher sales through product portfolio enlargement
- Create partnerships to offer and sell more Biovilla products

A circular icon with a grey border and a white background. Inside the circle, there is a faint illustration of a person sitting at a desk with a laptop, surrounded by various icons representing business and technology. The word "Market" is written in a bold, sans-serif font across the center of the circle.

Market

### Threats

- Partner Gassho might become competitor as it is located at the same distance from Palmela as Biovilla is

# The planned roll-out of the Online Market shows a negative NPV in the next 5 years as well as low impact

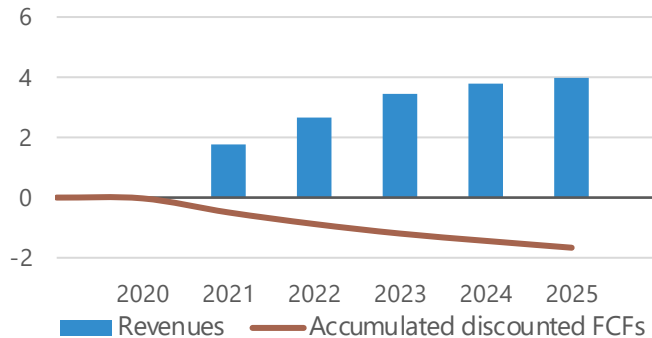
## Online Market



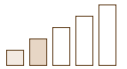
### Financial Impact | NPV -2k

Even though the Online Market will not require a high initial investment, it will not contribute positively to Biovilla's overall business case

In thousand Euros (€)



### Social & Environmental Impact | Rating 2



#### Direct impact:

- Increased reach to raise awareness about sustainable alternatives and Biovilla's own products (Portugal wide)

#### Indirect impact:

- Raised awareness about sustainable alternatives and potentially implementation of conscious consumption behavior in visitors' everyday life (local, zero-waste, circular alternatives)
- Visitors act as change agents within their community

# The lack of mission alignment, negative financial impact and high competition do not support the implementation of an Online Market

## Strengths

- New income source
- Increase sales of in-house products and Biovilla merchandise

## Weaknesses

- Negative financial impact due to its costly structure
- Not aligned with Biovilla's mission as it might harm the environment due to CO2 emissions caused by transportation and packaging
  - Little knowledge about e-commerce

## Opportunities

- Reach a bigger customer base through online presence
- Raises awareness about Biovilla and attracts new guests



## Threats

- Will be competing with fully established companies (eg. Mind the Trash) and online shops of the producers and suppliers of the products offered
- Reliance on good performance of external shipping companies

# To enable high social, environmental, and economic impact through VER, Biovilla needs to ensure enough liquidity to pursue the project

## VER Project

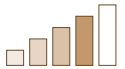


### No Direct Financial Impact

- The Viveiro de Emprego Regenerador (VER) project will require a funding of 300K, from which **70% is covered by Portugal Inovação Social**
- Although it does not have a direct financial impact, the **VER will provide Biovilla with resources**, that will create synergies in other BUs throughout the next 3 years (e.g. seeds collected will be sold in the market)
- The funding for **VER will cover the salary of 4 new employees** who, in addition to the project, will also support the operations in other BUs to a certain extent
- The participants of the educational program will also **be developing and supporting activities at Biovilla** (e.g. cultivation of organic produce, dehydrating herbs)



### Social & Environmental Impact | Rating 4



#### Direct impact:

- During the duration of the VER program participants will work directly at Biovilla in regenerating the area and improving its respective biodiversity
- Reduction of unemployment in the area of Palmela

#### Indirect impact:

- Reduction of the negative impact the participants have on the environment through adopting the regenerative practices in their daily life

## The VER program provides great opportunities and mission alignment but it requires high organizational and logistical efforts

### Strengths

- Biovilla's first direct educational program
- 70% of the costs are covered by Portugal Inovação Social
- HR hired through VER will also support Biovilla in daily operations
- High alignment with Biovilla's mission and vision
- High social and environmental impact
- Accelerate the regeneration of Biovilla's landscape within the program

### Weaknesses

- Budgeting is very optimistic
- High logistical and organizational costs
- Capabilities that Biovilla needs for the program are not yet available and the right personnel still needs to be hired



### Opportunities

- Reduce the unemployment in Palmela
- Draw new guests to Biovilla
- Biovilla can take advantage of this fund to learn and develop the project in a way that enables Biovilla to pursue it in the future
- Increase the amount of organic goods produced and processed in-house

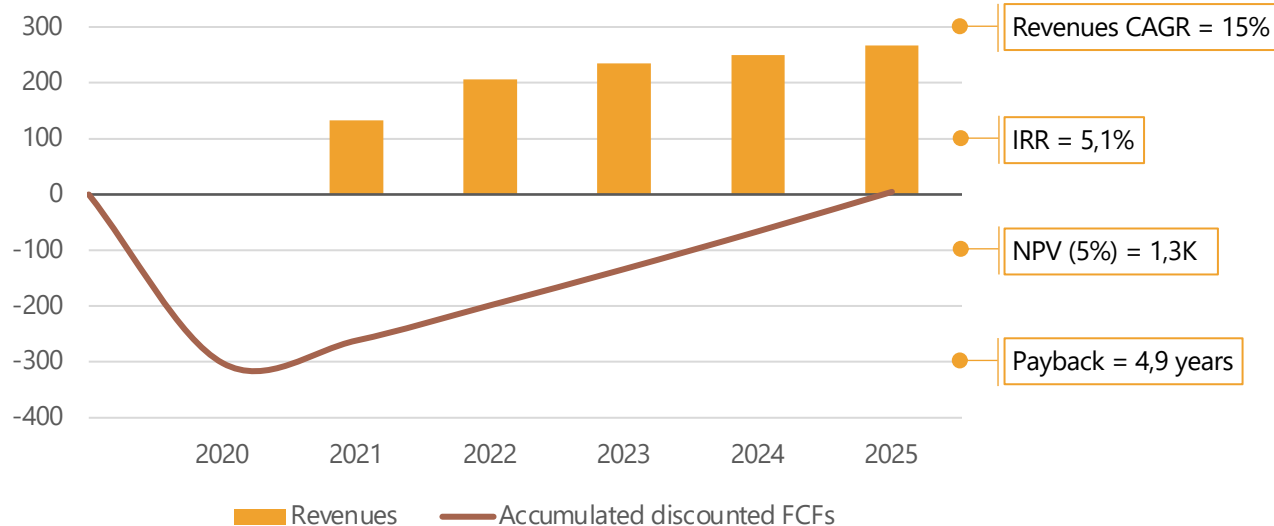
### Threats

- Funding is only received for 3 years, afterwards it is unknown if it will be continued
- Without funding, Biovilla might not be able to sustain VER personnel in three years time
- If the funding payments are delayed, Biovilla's liquidity may be at risk

## Overall, Biovilla's growth strategy looks like it will provide the organization with sustainable growth in the next 5 years

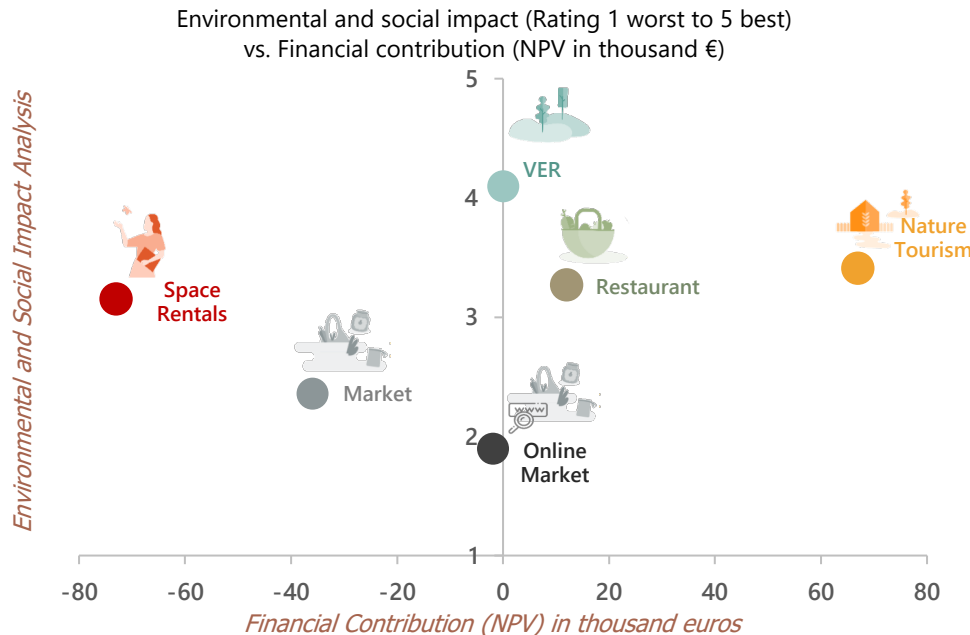
The overall investment, that took place at the end of 2020, reports proceeds starting from 2021 and shows that Biovilla will reach breakeven before 2025

Overall Project Capital Budgeting | *Cumulative Free Cashflows, in thousand Euros (€)*



## A strategy matrix was used to position the business units based on their social and environmental impact and financial performance over the next 5 years

The matrix puts the social and environmental impact in relation with the financial impact of each BU<sup>5</sup>



- **Nature Tourism and Restaurant** are financial drivers while also exhibiting moderate to high environmental and social impact
- **Space Rentals** shows moderate social and environmental impact and the ability to boost other BUs
- **Market and Online Market** generate negative financial impact while creating low environmental and social impact
- **The VER project** does not have a direct financial impact, however, has the highest environmental and social impact

While the validation shows that the growth strategy will provide Biovilla with a sustainable growth, the organization still lacks an internal strategy plan to ensure the success of it





## Chapter 2: Evaluation of Biovilla's current growth strategy

### 2.1

#### Outline of the growth strategy

- Biovilla aims to transcend the “Valley of Death” and enter the Mature Stage by 2025
- With the expansion of its six BUs, Biovilla aims to generate a higher environmental, social and financial impact
- The newly acquired funding is already earmarked for business units, but there is still some strategic flexibility regarding their operational use

### 2.2

#### Financial and impact validation

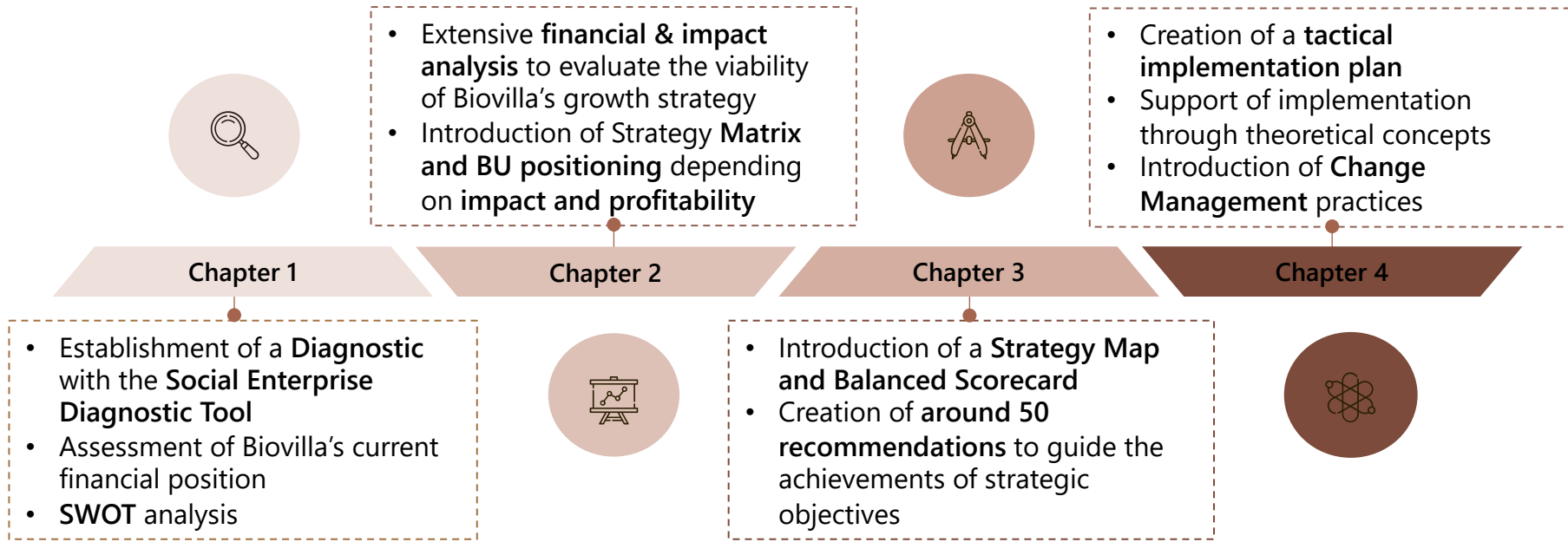
- The current strategy provides a sustainable growth in the next five years
- Nature Tourism serves as the main financial driver to the organization and can support BUs that show a weaker financial performance
- The VER program has the highest social and environmental impact
- COVID-19 as well as potential time lags in receiving the funding constitute the main risks

### 2.3

#### Portfolio assessment

- The Nature Tourism and Restaurant will mostly serve as financial sustainability drivers
- The Space Rentals and VER will mostly push Biovilla towards its social and environmental impact
- The Market and Online Market are the least impactful business units and are inhibiting Biovilla to reach its dual objective

In order to support Biovilla on its way to environmental, social and financial sustainability, several guiding concepts and recommendations were developed



# Through the recommendations Biovilla will achieve its dual objective of ensuring social and environmental impact and a healthy financial position

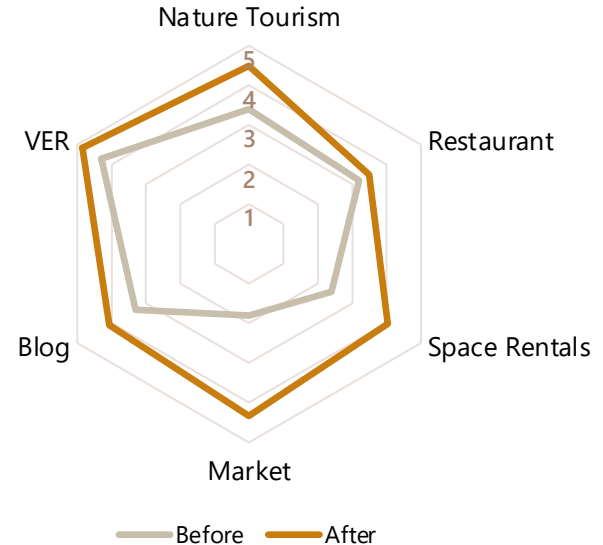
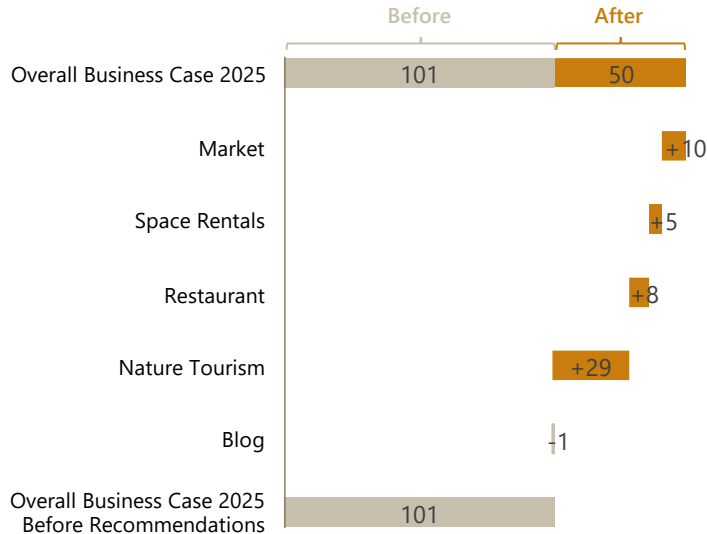
By adopting the recommendations Biovilla's operating profit could increase by 50K in 2025

EBITDA in 2025 – Before vs After  
In thousand Euros (€)



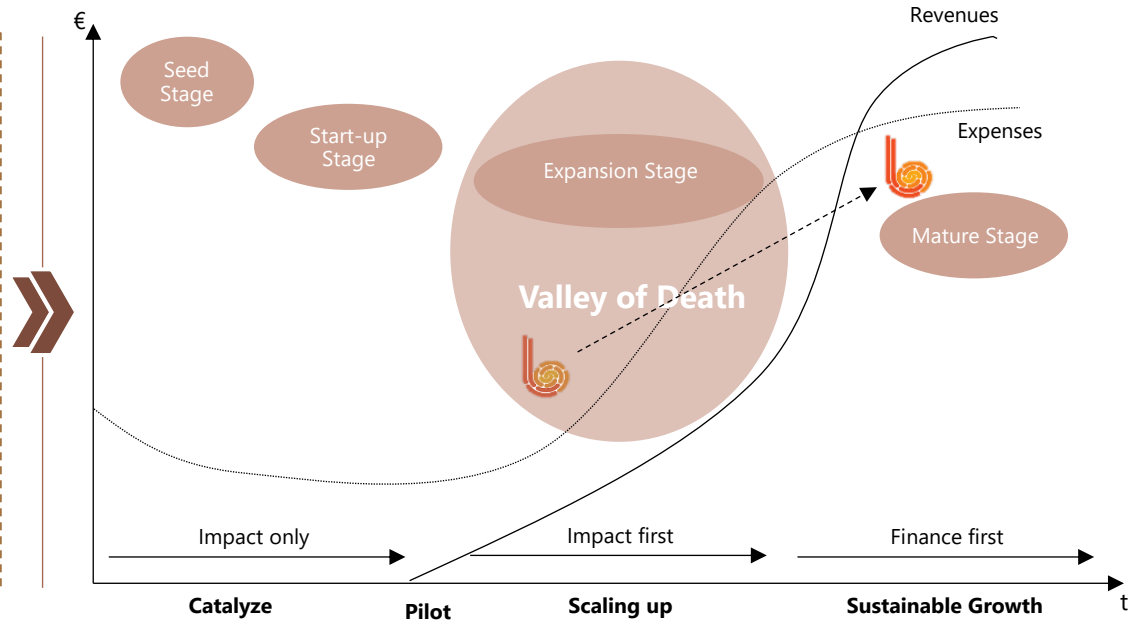
Biovilla be able to exploit the environmental and social impact created by its activities

Environmental and Social Impact – Before vs After  
Ranking 1 to 5



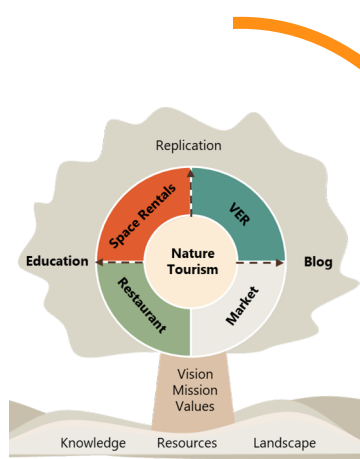
# The successful implementation of the recommendations will lead Biovilla to surpass the Valley of Death and by 2025 enter the Mature Stage

- By successfully implementing the given recommendations, in 5 years Biovilla will have **surpassed the Valley of Death<sup>13</sup>** and entered the Mature Stage
- The **organization's financial position will be stable** and able to support further improvement projects
- Additionally, Biovilla will register an **increased impact that goes beyond the physical borders of the organization**



# In 5 years Biovilla will be a best-practice showroom for sustainability, ready to pursue its Endgame "Replication"

In 5 years, Biovilla will ...



... be a best-practice showroom for sustainable, regenerative practices and social development



... have an impactful educational blog with a strong reader community, sharing articles about regeneration and sustainable living practices as well as plant-based recipes



... sustain a small, exemplary market selling primarily in-house produced items like teas, seeds and essential oils



... offer a self-sustained educational program about regeneration as an opportunity for unemployed people and others that want to learn about sustainable practices like permaculture



... have significantly decreased its financial leverage and the risk associated with assets financed primarily by debt

An aerial photograph of a building with solar panels on its roof, situated on a hillside. The building is white with a red roof and has several solar panels installed. It is surrounded by green trees and shrubs. In the background, there are more hills and a utility pole. The overall scene is a rural, natural setting.

*"We are as big as our dreams"*

- Quote by *Fernando Pessoa* written on the wall of  
Biovilla's main building

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7. Social and Environmental Validation of the fine-tuned Growth Strategy
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10. Implementation Support



# 1. Biovillla's Financial Statements

# Appendix 1.1: Biovillã's Balance Sheet | 2016 - 2019

[Return to appendix content](#)

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Balança   Balance Sheet					
Code	Item	2016	2017	2018	2019
<b>Assets</b>					
Non-current assets		367442,83	364 021,17	369 131,55	365 515,16
43	Tangible assets	355 813,85	354 063,44	360 845,07	358 899,93
44	Intangible assets	10 028,98	8 357,73	6 686,48	5 015,23
41	Financial investments	1 600,00	1 600,00	1 600,00	1 600,00
Current assets		12779,65	12 617,44	10 020,92	29 259,74
21	Clients	592,00	2 152,50	1 490,00	0,00
24	State and other public entities	11 300,88	160,51	1 548,56	77,00
26	Shareholders/partners	0,00	180,00	0,00	180,00
27	Other accounts receivable	0,00	0,00	0,00	878,81
11   12	Cash and cash equivalents	886,77	10 124,43	6 982,36	28 123,93
<b>Total assets</b>		<b>380222,48</b>	<b>376 638,61</b>	<b>379 152,47</b>	<b>394 774,90</b>
<b>Equity</b>					
Equity		23885,36	21 915,75	23 483,82	40 206,83
51	Paid-in capital	18 000,00	20 000,00	22 000,00	25 000,00
53	Supplementary capital contributions	34 795,86	34 795,86	34 795,86	34 795,86
55	Legal reserves	0,00	0,00	85,96	348,80
56	Retained earnings	-78 270,43	-135 266,08	-133 632,88	-121 840,91
59	Changes in equity	106 355,58	100 666,81	94 978,04	92 249,90
81	Net income	-56 995,65	1 719,16	5 256,84	9 653,18
<b>Total equity</b>		<b>23 885,36</b>	<b>21 915,75</b>	<b>23 483,82</b>	<b>40 206,83</b>
<b>Liabilities</b>					
Non current liabilities		266 098,70	263 783,99	239 137,98	176 826,46
25	Non current financial liabilities	266 098,70	263 783,99	239 137,98	176 826,46
Current liabilities		90 238,42	90 938,87	116 530,67	177 741,61
22	Suppliers	1 251,62	1 101,54	737,29	2 175,60
24	State and other public entities	1 125,85	216,41	1 527,37	2 211,34
26	Shareholders/partners	44 525,88	57 251,57	67 054,15	81 063,90
25	Current financial liabilities	15 982,15	15 099,23	15 000,00	49 800,00
27	Other accounts payable	25 845,64	16 470,39	30 207,67	42 449,23
23	Personnel (to pay)	707,55	0,00	1 204,46	41,54
28	Deferrals	799,73	799,73	799,73	0,00
<b>Total liabilities</b>		<b>356 337,12</b>	<b>354 722,86</b>	<b>355 668,65</b>	<b>354 568,07</b>
<b>Total equity and total liabilities</b>		<b>380222,48</b>	<b>376 638,61</b>	<b>379 152,47</b>	<b>394 774,90</b>

Demonstraçlõ de Resultados   Income Statement					
Code	Item	2016	2017	2018	2019
72	Revenues	35 493,18	49 501,92	63 125,06	73 057,45
75	Operating subsidies	0,00	0,00	17 810,00	12 551,00
61	Cost of goods sold	-23,84	-439,79	-401,93	-383,63
62	Outsourcing services expenses	-31 550,78	-28 936,39	-58 464,81	-65 530,10
63	Personnel costs	-18 892,08	-12 213,75	-12 252,52	-14 869,03
78	Other income and gains	12 219,63	10 303,74	10 977,34	21 468,40
68	Other expenses and losses	-43 533,91	-3 291,69	-661,85	-798,21
	EBITDA	-46 287,80	14 924,04	20 131,29	25 495,88
64	Depreciation and amortization	-8 448,56	-8 544,46	-8 428,01	-9 594,04
	EBIT	-54 736,36	6 379,58	11 703,28	15 901,84
69	Interest and financing costs	-2 259,29	-4 660,42	-5 369,74	-4 541,55
	EBT	-56 995,65	1 719,16	6 333,54	11 360,29
81	Income taxes	0,00	0,00	-1 076,70	-1 707,11
	Net income	-56 995,65	1 719,16	5 256,84	9 653,18

## 2. Diagnostic of Biovilla

Strategy	Score	Weight	Comment
The organization has a strategy that defines its vision, mission and objectives.	3	20%	Biovilla has a mission and vision, but their objectives are not clearly defined. Also they have not yet defined an endgame.
Where a strategy exists, it has been developed in collaboration with key stakeholders, and takes into account the organization's strengths, weaknesses, opportunities and threats.	3	20%	For the investment strategy, Biovilla collaborated with key stakeholders and took into account some of the organization's strengths, weaknesses, opportunities and threats.  However, the current strategy document is for the external communication and there is no internal strategy is available.
There is a 3- 5 year business plan in place that is directly related to the organization's strategy and identifies the activities to be undertaken to achieve the objectives.	2	20%	There is no clear internal strategy that defines how objectives (that are not defined either) will be reached, only one that is used to attract investors.
A person or team has been appointed to take responsibility for developing, monitoring and reviewing the business plan on at least a yearly basis.	4	20%	Barbara is currently the only one that actively plans and reviews Biovilla's strategy. Regular board meetings are held to discuss the strategy.
New business development or project ideas are assessed against the overall strategy and the organization's objectives. The project ideas are prioritized according to their impact on the overall organization.	2	20%	New project ideas (e.g. online store and forest kindergarden) are sometimes assessed against the overall strategy but there is no project prioritization.
<b>Average Weighted Score</b>	2,8	100%	

Governance	Score	Weight	Comment
The organisation has an appropriate legal structure in place for its activities, and relevant legal documentation.	5	15%	Biovilla is a Cooperation and has an appropriate structure in place.
A Board of at least 3 people has been appointed to guide the direction of the organisation. The Board meets on a regular basis (at least once every 6 months) to discuss the organisation's progress and strategic direction.	4	20%	The Board consists of 3 people and meets regularly, the progress and strategic direction is mainly set by Bárbara with some support of the board.
The Board meets with or receives regular updates from the Management Team of the organisation to ensure that it is aware of any operational and financial issues that could impact on the direction of the organisation.	4	15%	Regular updates are ensured, however financial issues do not seem to be discussed in detail regularly.
Board members are recruited based on their relevant expertise, influence and knowledge. The organisation provides capacity building for Board members.	4	15%	Board consists of founders and are chosen because of their effort put into Biovilla (and their knowledge of Biovilla) and not necessarily because of their expertise or profession.
An organisational chart is in place with clear lines of accountability and authority.	4	15%	A sociocratic organizational model is available and responsibilities are assigned. Each community member/ employee chooses their role and accountability.
The organisation has undertaken a stakeholder analysis to understand which parties have particular interest in it and influence over it.	3	10%	An informal stakeholder analysis is available.
The organisation has established feedback mechanisms to ensure it is meeting the needs of key stakeholders.	3	10%	An informal mechanism for stakeholder management is in place.
<b>Average Weighted Score</b>	<b>3,95</b>	<b>100%</b>	

Customers & Users	Score	Weight	Comment
The organisation knows who its key customers are and has undertaken research to understand what customers want and how much they are willing to pay for products or services.	2	20%	Biovilla is unable to properly track their consumers preferences and feedback due to lack of research undertaken and the fact that no privacy policies are in place, which hinders Biovilla to send surveys etc to clients.
There is sufficient demand for the goods and services to make an economic case to stay in the market.	4	30%	Before Pandemic, the demand for Biovilla was high and it had a high occupancy rate.
The organisation understands the needs of its service users / beneficiaries and has developed its activities to meet those needs.	3	20%	Biovilla is more focused on their social and environmental impact rather than adjusting to the need of consumers.
Feedback from customers and service users is collected on a systematic basis, and taken into consideration to improve the services and products supplied.	2	15%	Feedbacks are so far only given on booking.com and Airbnb, which do not provide information on the holistic sustainability experience at Biovilla. Surveys and questionnaires to follow up with guests and improve services are not conducted.
Customer and user satisfaction levels are good and the organisation has a high success rate of repeat customer use.	4	15%	Customers who visited Biovilla are satisfied with their visit
<b>Average Weighted Score</b>	<b>3,10</b>	100%	

## Appendix 2.4: Diagnostic Tool – Social/Environmental Value

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Social/Environmental Value	Score	Weight	Comment
The organisation understands the outcomes of its activities and the wider impact it seeks to achieve.	4	20,0%	Biovilla understands the impact it seeks to achieve, but there is no proper way of measuring it.
The organisation is aware of social impact assessment and the tools available to measure the outcomes and impacts of its activities. It has chosen an appropriate tool to prove its social value.	2	20,0%	Biovilla is aware of social impact assessments, but doesn't deem it necessary at this point. There is currently no social impact assessment tool in place.
The organisation has established a process and systems for measuring the outcomes of its activities and has allocated resources to implement them.	1	20,0%	There currently is no process in place to objectively measure outcomes and impact of Biovilla's activities.
Measuring the outcomes of the organisation is embedded into the operations of the organisation and is endorsed by the Management Team.	2	20,0%	There is no data collection in place.
The organisation uses data from outcomes and impact assessment in marketing materials, funding bids, board reports and other organisational documents, to clearly articulate and demonstrate the social value of the organisation.	4	20,0%	In order to attract investors or in board presentations, Biovilla is using all available data to demonstrate outcomes and impact.
<b>Average Weighted Score</b>	<b>2,60</b>	<b>100,0%</b>	



Operations	Score	Weight	Comment
The organisation plans its activities and resources to achieve operational efficiency.	2	20%	Biovilla sometimes has activity plans for big events. Aside from the regular tasks that need to be done (e.g. preparing breakfast and cleaning rooms) the community members and employees are free to plan their tasks as they wish. There is no formal process for efficient capacity planning
Project and contract delivery are monitored to ensure resources are correctly allocated and spent and deliverables are achieved.	1	20%	There is no monitoring of the impact of each project or contract. There is no KPIs system in place that would help to track the efficiency of each resource into the operation.
Useful data is collected by the organisation and managed according to appropriate requirements and the Data Protection Act.	2	15%	Biovilla does not collect information about their operations. Also the operational costs are not clearly trackable.
Data collected is analysed and shared with the Management Team and the Board, for strategic decision-making, reporting and marketing.	2	15%	Financial data is collected and shared, although it is not fully clear how the operational costs of each business unit look like. The data available is not used for strategic decision-making, reporting and marketing.
The organisation has undertaken an analysis of risks and has put in place strategies to deal with those which could have a significant negative effect on the organisation.	1	15%	There is no risk management practice in place. Also, there is no strategy taking into consideration the negative impact of COVID-19. Also, it has not showed any measures in terms of liquidity to ensure sufficient cash in case funding does not come in time.
The organisation has quality assurance procedures in place that help the organisation to improve its operational effectiveness.	1	15%	There is no procedure in place to track costs or client feedback in order to assure high quality services and improve operational effectiveness.
<b>Average Weighted Score</b>	<b>1,5</b>	<b>100%</b>	

System, Data & Processes	Score	Weight	Comment
The organisation has Information Communication Technology (ICT) systems in place that meet their needs, are reliable and fit for purpose.	2	20%	There are only few processes and systems in place to support Biovilla's activities ( e.g. marketing support, internal operations or financial data). Recently, a POS has been implemented to monitor sales transactions.
There is suitable and easily accessible ICT support in place (in-house or externally) to manage the system.	2	15%	The booking system and payment transaction process support internal and external process. Otherwise, there are not sufficient processes in place
All users of ICT in the organisation are trained and able to use the equipment and software in line with their role and responsibilities.	4	20%	The staff is trained in regards to booking procedures and payment transactions.
An IT back-up procedure is undertaken on a regular basis and contingency plans are in place, should the system fail.	1	15%	There are no IT-back up procedures undertaken on regular basis.
The organisation has administrative procedures and filing systems (paper or on-line) in place, and proportionate staff time is designated to undertake this work.	2	15%	No personnel is designated to undertake administrative procedures and filing systems regularly.
All staff understand what is required of them in terms of systems, processes and data management.	2	15%	Most of the staff understands the procedures etc in place. However there is no clear communication or guidelines about the requirements.
<b>Average Weight Score</b>	<b>2,25</b>	<b>100%</b>	

## Appendix 2.7: Diagnostic Tool – Finances

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Finances	Score	Weight	Comment
The organisation has a designated person responsible for strategic and operational financial matters. This person is supported by the Chief Executive and the Board (or committee of the Board) to effectively manage the finances of the organisation.	3	15%	The financial manager of Biovilla has a full time job and hence, only little time to work for Biovilla on a voluntary basis. He basically gathers the information and reports it in the yearly report.
The organisation has written financial policies and procedures, approved by the Board, which relevant staff is aware of and action as necessary. The organisation has policies including a reserves policy, an accounting policy and a risk register, in order to ensure the effective financial management of the organisation.	3	10%	There is a reserve policy which accounts for only 5% of the net income of that year. Accounting wise Biovilla has set a strategy and has been following it through out the last years although it is not very transparent when trying to looking at it in detail and assigning resources and revenues to each BU. No Risk Register is taking place, it seems that overall strategy is always looking at the bright side of the project.
Financial information is produced regularly and includes: income and expenditure accounts with actual compared to budget; balance sheet; cash-flow forecasts; and reports on significant financial risks.	2	15%	No reports on financial risks and limited analysis of financial information.
Financial management information is presented in a consistent format, is accessible and easy to understand; it is also based on robust data management systems and data quality is assured.	2	10%	The financial information is not presented in a consistent format. The information on yearly reports changes every year and there is no propre split in order to evaluate business units.
Break even points for the organisation's products and services are understood.	2	10%	Biovilla doesn't use break-even point to monitor financial health.
The organisation is managed pro-actively to ensure its financial sustainability (profitability, liquidity and solvency).	1	15%	Profitability has been achieved in the last years although it has been decreasing from a core operation point of view. Liquidity and Solvency are indicators that present very little indexes.
The organisation understands and meets all its legal and statutory financial requirements, including those of Companies House, Charity Commission, Inland Revenue, funders and regulatory authorities.	5	15%	Legal and statutory financial requirement are in place.
The Board receives regular reports on the financial management of the organisation, including on significant financial risks and how these are being managed.	3	10%	Yearly report in march without risks assumptions.
<b>Average Weighted Score</b>	<b>2,65</b>	<b>100%</b>	

Income Generation	Score	Weight	Comment
The organisation has diverse sources of income and there is no single income source which constitutes more than 20% of its turnover.	5	15%	Revenues are well diversified throughout different business units and small income comes from grants, quotas or donations.
Is there a sales and pricing strategy in place which may help increasing revenues and taking advantage of different seasons.	1	20%	Biovilla thus not have a proper sales or pricing strategy
The organisation has business development plans in place to minimise dependency on grants and move towards self-sustainability.	4	20%	Biovillas growth strategy aims to minimize the dependency on grants and move towards self-sustainability.
The organisation is aware of how to identify funding and tender opportunities using a wide variety of sources (including networks, internet portals and publications), and how to prioritise them.	5	20%	Bárbara has successfully managed to acquire funding even though it hasn't target funds namely for social enterprises.
The organisation has in-house capacity to prepare or outsource funding bids and tenders.	5	10%	Bárbara has been successful on getting funds from her work and contacts.
The organisation focuses on winnable opportunities and has a high success rate for contracts or business won.	4	15%	The success rate is high, however it often takes years to be granted with contracts and grants.
<b>Average Weighted Score</b>	<b>3,85</b>	100%	

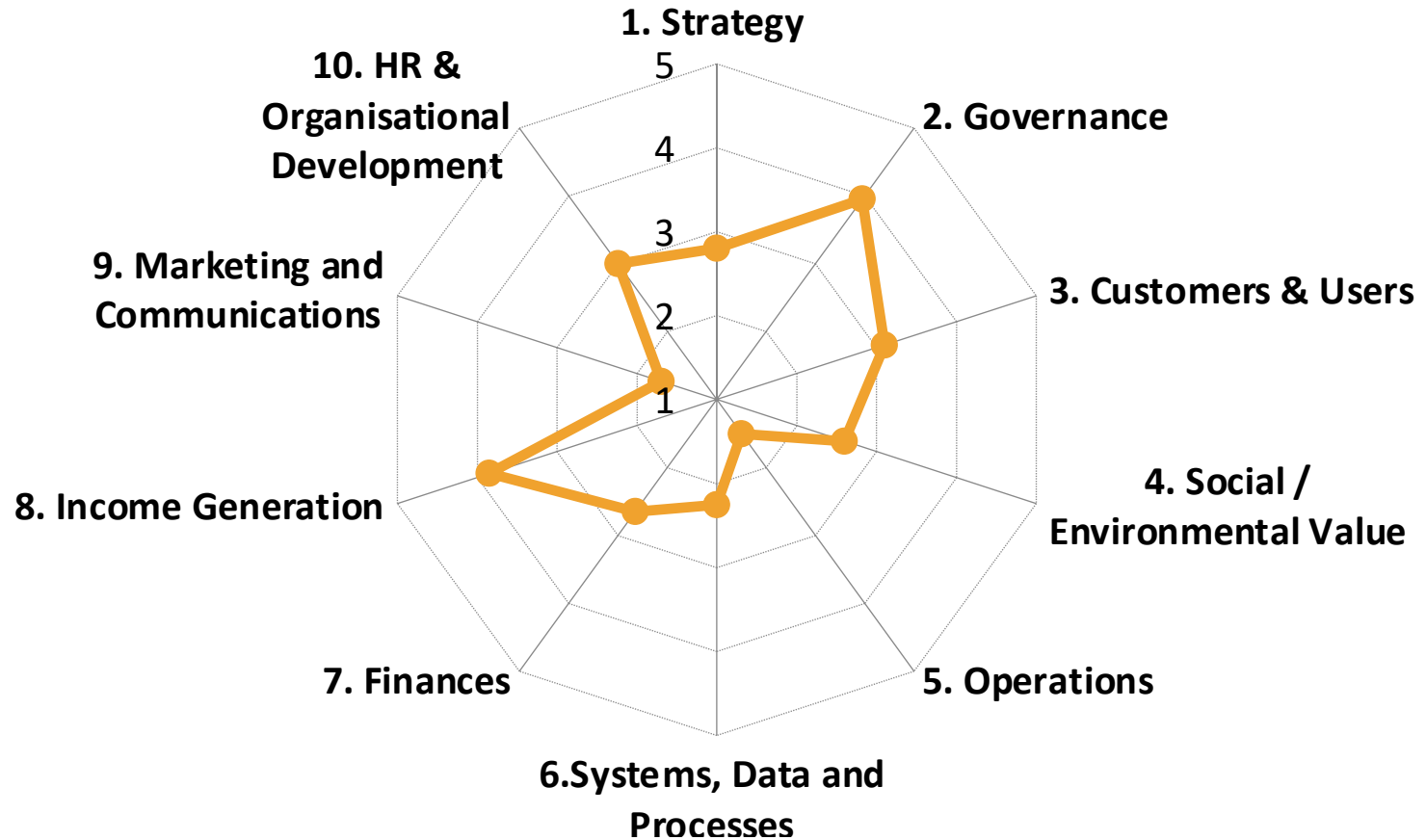
Marketing & Communications S	Score	Weight	Comment
The organisation has a marketing plan in place to promote its services and products.	2	20%	Biovilla doesn't have a Budget for Marketing and has never invested in it until recently. Today, Biovilla does not use sufficient marketing. There is only marketing when applying for funds.
The organisation has designated resources (staff, time and money) for sales and marketing activities.	1	20%	Currently, Barbara is the only person assigned to create marketing content for the funding strategy.
Marketing materials clearly articulate the services / products of the organisation, and are targeted at potential customer groups.	2	20%	In terms of marketing when applying for funds, Biovilla is good to articulate the services and products. Otherwise, no marketing materials does not exist.
The organisation has developed a Unique Selling Point and exploits this to attract customers.	1	10%	Currently, there are no marketing activities to attract new customers to Bivollla.
The organisation has a mechanism to measure the effectiveness of its marketing activity.	1	15%	No measurement are in place.
The organisation has a communication plan to articulate its value and activities to key stakeholders. Communication materials are sensitive to the needs of and accessible to user groups.	3	15%	A communication plan is only in place for funding strategies.
<b>Average Weighted Score</b>	<b>2,8</b>	100%	

## Appendix 2.10: Diagnostic Tool – HR & Organizational Development

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HR & Organizational Development	Score	Weight	Comment
All staff members have an employment contract and relevant job description.	3	20%	-Employment contracts for payed personelle is available. No job descriptions are available (handbook for volunteers is currently prepared).
The organisation is equipped with sufficient paid staff to perform key activities without the support of volunteers	1	10%	-Activities are very reliant on volunteers. Without support from volunteers, Biovilla would not have the capacity to maintain the services in the restaurant and accommodation at the same time.
The organisation has a staff handbook which covers all HR and organisational policies which staff is to be aware of and is responsible for adhering to.	2	10%	No handbook for policies available, however it seems that communication for such policies takes place.
A staff appraisal system is in place and all staff have a development plan. The organisation actively supports the training of staff in relation to their development plans.	3	20%	Staff is able to follow their own development plan. No capacity for training etc available.e
Good staff performance is recognised and rewarded.	4	10%	Good perfomance is recognized as a "acceptance" to the Biovilla family/ community. Staff retreat days are used as a recognition.
The organisation has health and safety, diversity and equal opportunity policies which are reviewed at least once a year to ensure they are in line with new legislation and monitored to ensure that the organisation operates in compliance with its policies.	4	5%	Review does not play a relevant role, however, Biovilla ensures they are complying with all rules.
The organisation has clear communications, grievance and staff (including volunteer) complaints procedures in place and any staff issues are dealt with in accordance to the policies.	4	15%	-Due to the transparent communication in the family, it seems that issues are dealt with through direct communication. However, such talks could be demanded more regularly (also outside of Biovilla yearly retreat days).
The organisation undertakes a regular review of its business plan to identify and fill any gaps in its resources, knowledge or skills which could prevent it from effectively delivering its services.	3	10%	Resource gaps are well known but no effective management takes place to fill gaps.
<b>Average Weighted Score</b>	<b>3,0</b>	<b>100%</b>	



## 3. VER Overview



# The Viveiro de Emprego Regenerador (VER) is an 8-month immersive educational program which aims to tackle unemployment

### Overview

- 70% of the total fund need (300K) is covered by Portugal Inovação Social
- The fund will cover all program's operational expenses for the next 3 years, ensuring that 3 editions of the program will happen
- This program aims to educate unemployed people on regenerative practices and give them skills and knowledge that will help them find their next job

### Potential Outcomes

- Throughout the next 3 years, Biovilla aims to educate up to 105 unemployed people and expects that 80% of those (84 people) find a new job after the program
- The VER will boost other business units and help them through synergies:
  - Nature Tourism will have more resources working for its area at 0 cost
  - Restaurant will have more organic products produced in Biovilla through the expansion of its organic garden and will have more HR at 0 costs
  - Seeds and Forest will see an increment in sales due to the fact that it will have more resources allocated to produce and finish products
  - Market will have more in-bulk and other products (tea, soaps, oils) produced in Biovilla due to the increment of plants&herbs' garden and having more people working for them at 0 costs

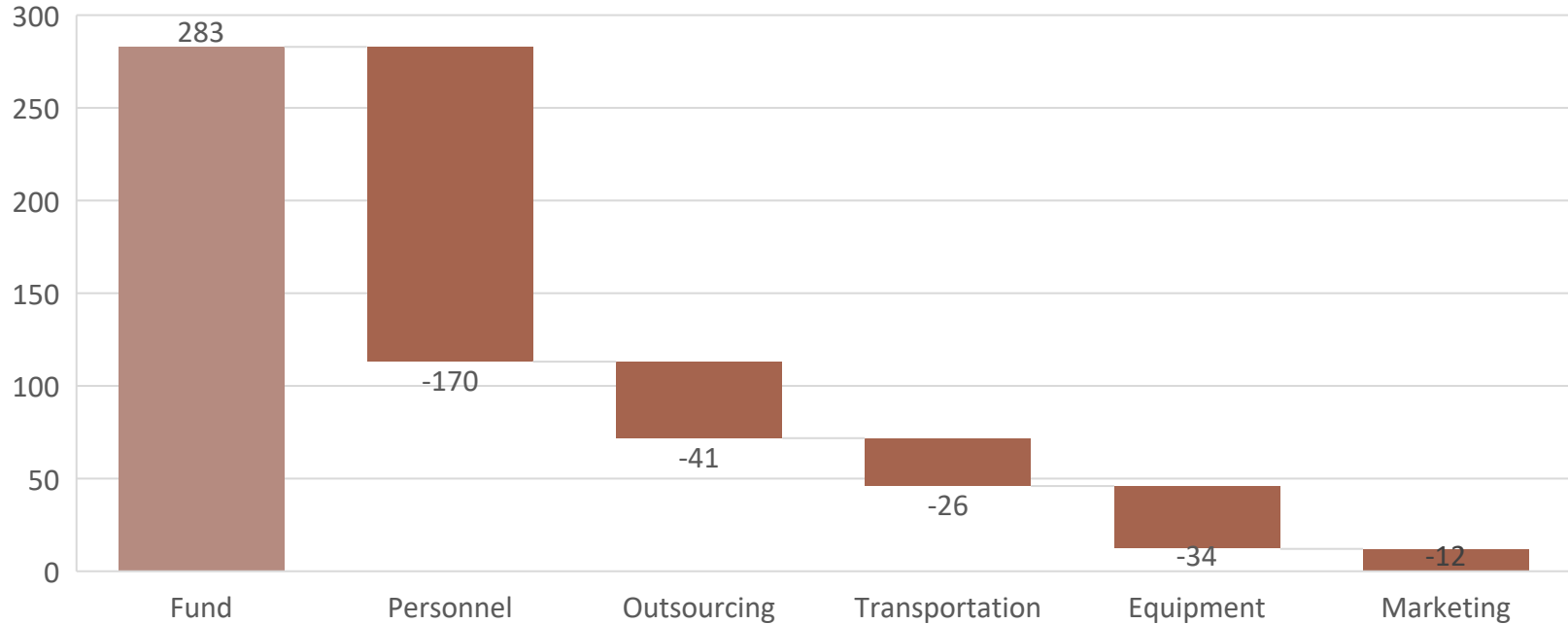
### Resources

- 4 people will be hired through VER: 1 coordinator, 1 nature tourism manager, 1 restaurant manager and 1 garden and forest manager
- The VER will provide Biovilla with equipment, materials, food, and other resources, and will also cover utilities and communication expenses through the project life time

### Project Summary

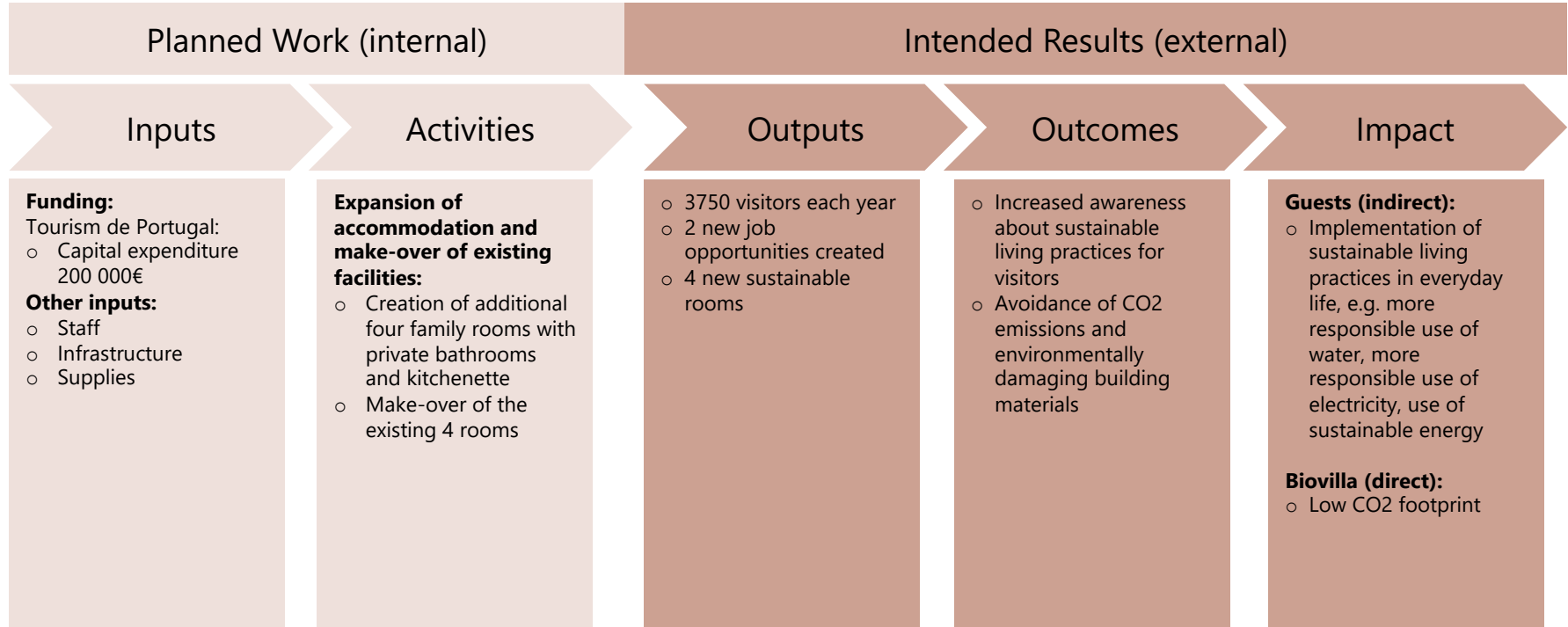
- The VER itself doesn't have a direct financial impact but will benefit other BU through synergies
- It is an extremely impactful project socially and environmentally, however there is no financial impact (neither negative as expenses are covered, nor positive as it does not produce direct revenues)

# The VER Project funding allocation for the next 3 years (2020-2023)

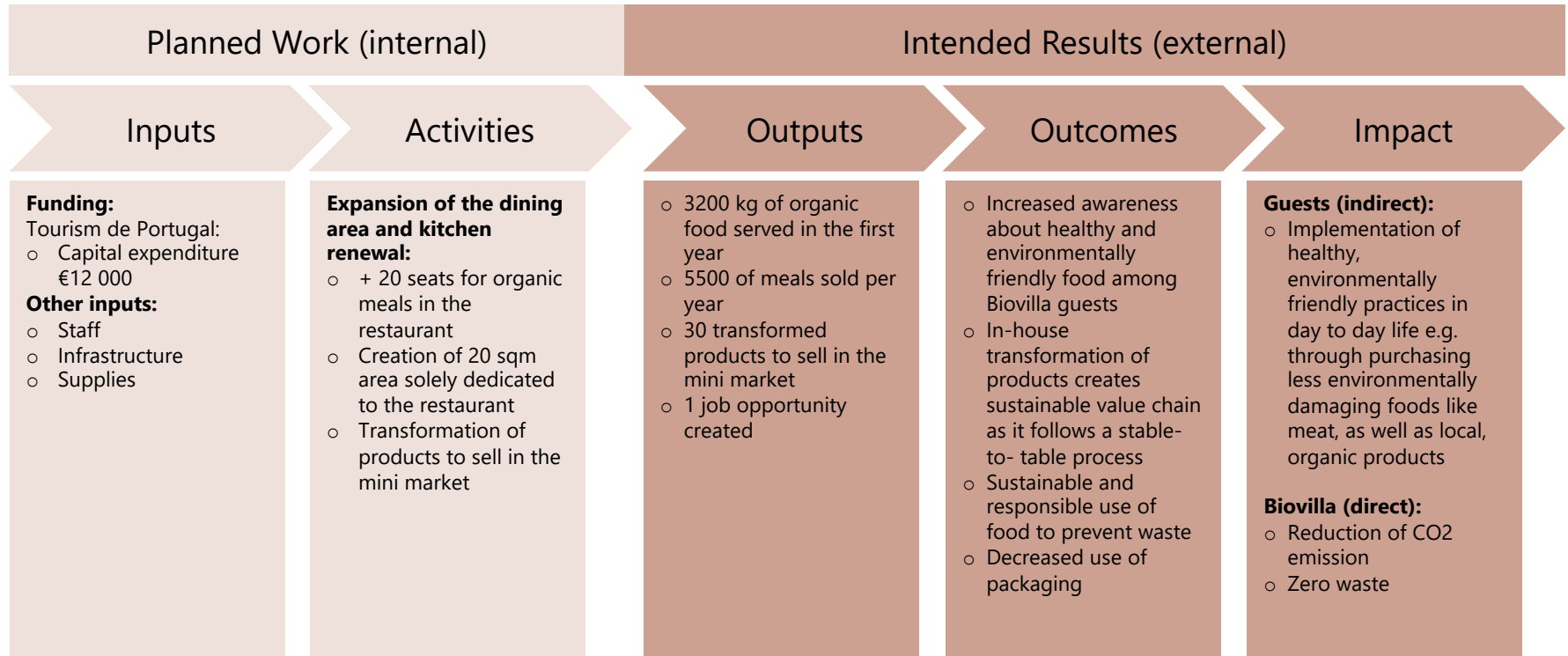


## 4. Theory of Change

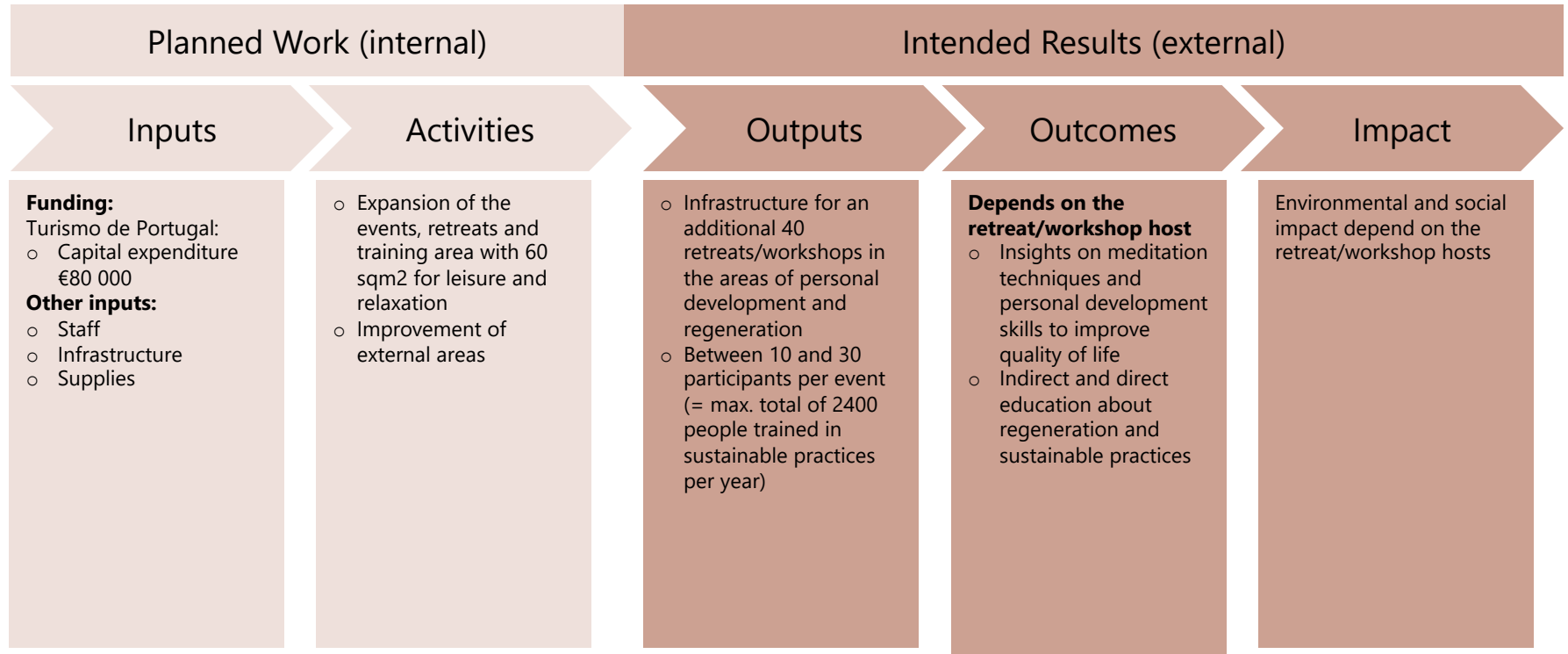
## Nature Tourism



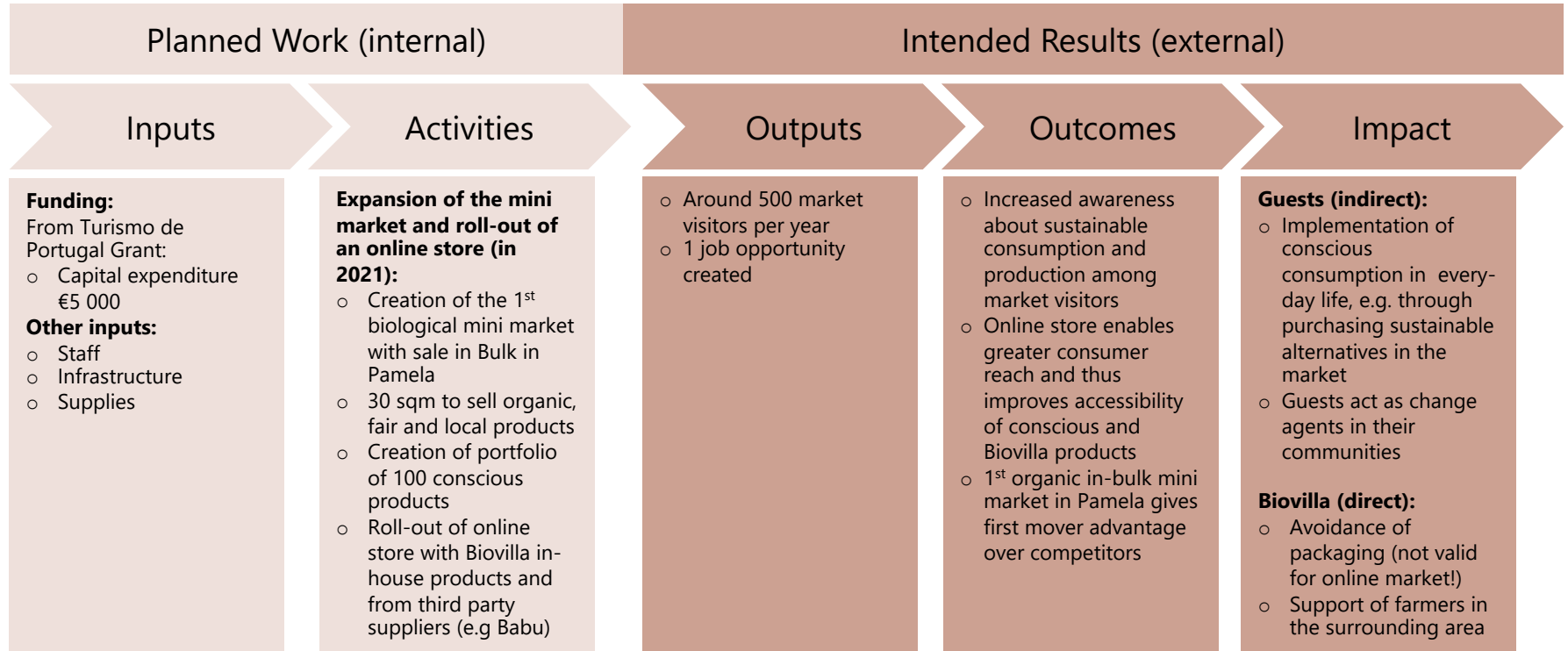
# Restaurant



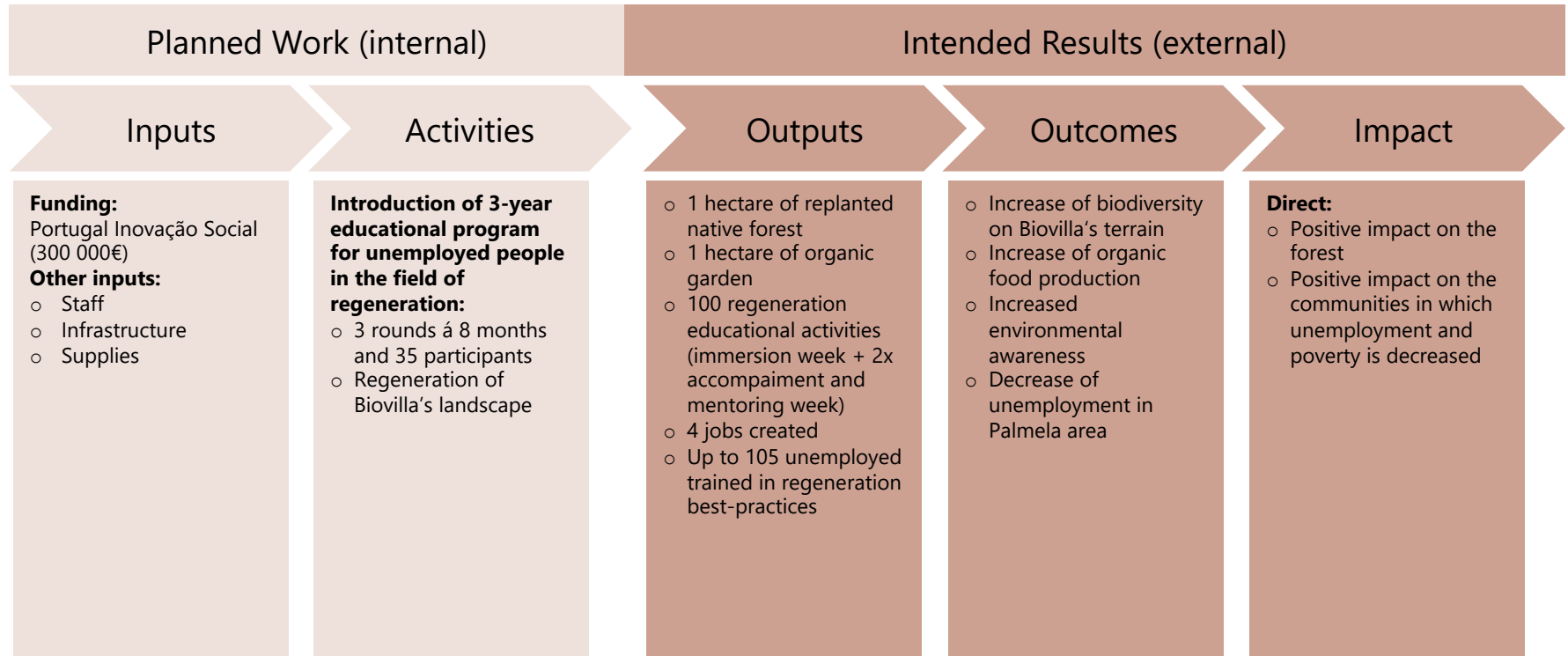
## Space Rentals



## Market & Online Market



## VER Project





# 5. Social and Environmental Impact Validation of Biovilla's Growth Strategy

# Appendix 5.1: Social and environmental impact validation - Nature Tourism

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Nature Tourism	Rating	Weight	Outputs	Comment
<b>Direct Impact</b>				
Scope - To what extent the value of Nature Tourism reaches visitors	4	5%	3750 visitors per year	Nature Tourism is the main driver for Biovilla, thus enables to greater reach to visitors. People who are participating in the activities at Biovilla are most of the time also staying at Nature Tourism.
Communication - To what degree Biovilla is able to clearly communicate the value of Nature Tourism to visitors	3	10%		Biovilla is able to communicate to visitors in the check-in process. Ambivalent to what extent Biovilla actually communicate the value of Nature Tourism. Some visitors find it similar to normal accommodation and go there simply because it is cheap.
Environmental Contribution - To what degree Nature Tourism is contributing to environmental improvement	4	15%	3750 guests being indirectly educated about sustainable living and building practices by Biovilla per year	Nature Tourism contributes to environmental improvement in the sense of responsible use of water, renewable energy, unharmed cleaning products. In addition, sustainable construction.
Social Contribution - To what degree Nature Tourism is contributing to social improvement	3	15%		Nature Tourism contributes in social improvement the way it enables impact on the community in Pamela and influencing behavior on visitors. Biovilla provides solutions/practices that supports community to replicate practices, such as building a sustainable household. Also it is its mission to include people with disabled people
Best Practices - To what degree does Biovilla have established best practices in Nature Tourism	4	10%		Biovilla are providing solutions that are sustainable, but there are improvements to be made. Amenities in the rooms could be replaced by sustainable shampoos, soaps and conditioner. Biovilla should focus on the small details in the rooms to be best practices. Communicate better how/which products are used.
Knowledge - To what extent Biovilla possesses expertise/knowledge about Nature Tourism	4	5%		Biovilla possesses knowledge in Nature Tourism. It's the core of Biovilla. Biovilla should use its knowledge on Nature Tourism to better influence visitors. However general knowledge regarding hospitality industry is weak and its enabling Biovilla to reach higher potential.
<b>Indirect Impact</b>				
Adaptability - To what degree visitors are able to adapt methods/skills/practices they learned in every-day life	3	10%		Visitors would to some extent easily adapt to more responsible use of water, and perhaps electricity consumption. Cleaning products can easily be adapted. Also sustainable products would be easy to adapt as long as it's convenient to purchase. However it is still costly practices to adapt.
Benefits - To what degree visitors perceive methods/skills/practices learned at Biovilla valuable	3	10%		Visitors might find practices difficult and challenging to implement in everyday life as they are being applied in a business scale at Biovilla.
Public Interest - To what degree government and public organizations pushing towards change	3	10%		I would say renewables is top of mind these days. It's often spoken about and people know about it. The conversation to spare on water consumption is less spoken about. Sustainable products are not reaching critical mass, thus only who searches for it will find.
Clarity - To what the degree visitors understand the methods/skills/practices learned at Biovilla	3	10%		Visitors might misunderstand the true value of the concept of Nature Tourism in the sense that people could potentially see it as only a "normal" accommodation for affordable price in a "nice" environment rather than sustainable living
Average Weighted Score	3,41	100,0%		

## Appendix 5.2: Social and environmental impact validation - Restaurant

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Restaurant	Rating	Weight		Comment
<b>Direct Impact</b>				
Scope - To what extent the value of the restaurant reaches visitors	4	5%	+5500 meals sold per year	The restaurant is an important pillar in Biovilla's strategy, as breakfast which takes place there is included in the Nature Tourism. Some guests also choose to have dinner in the restaurant. For Space Rentals, in most cases a full pension is provided. However, there are few guests who exclusively come to Biovilla to eat in the restaurant.
Communication - To what degree Biovilla is able to clearly communicate the value of the restaurant to visitors	3	10%		At the moment, food is served without communicating the benefits of it (environmental, zero waste). There might be some comments from Biovilla staff when it is served, but in general communication is rather non-existent.
Environmental Contribution - To what degree the restaurant is contributing to environmental improvement	4	15%	+3200kg of organic food waste	Reduced The restaurant contributes very positively to the environment, since it serves only vegetarian food, tries to operate in a Zero waste manner and uses organic products whenever possible.
Social Contribution - To what degree the restaurant is contributing to social improvement	3	15%		The restaurant might serve as an example for an environmentally friendly gastronomy and inspire visitors to also change their eating behaviours at home, but since there are no educational activities in place in the restaurant, this value is rather low.
Best Practices - To what degree Biovilla has established best practices in the restaurant	4	10%		The restaurant is currently not managed as a proper restaurant, but rather as a necessary addition to the Nature Tourism business unit. None of Biovilla's employees has a background or knowledge in Gastronomy and thus there are still many things to improve to fully capitalize on the social and environmental impact.
Knowledge - To what extent Biovilla possesses expertise/knowledge about the restaurant	2	5,0%		None of the employees at Biovilla has an education within gastronomy or similar field. Most recipes are made up by Patricia and she is the only one who knows them. Her knowledge comes solely from experience.
<b>Indirect Impact</b>				
Adaptability - To what degree visitors are able to integrate methods/skills/practices they learned by visiting the restaurant into their day to day lives	4	10,0%		After a visit to the restaurant, visitors might start to think about changing their shopping and eating behaviour. Technically it is an easy process, but the problem lies in the lack of willingness to change. Nowadays, there are many available options of biological food or even zero waste points in grocery stores.
Benefits - To what degree visitors perceive methods/skills/practices learned in the restaurant as valuable	4	10%		This may vary from visitor to visitor. Some visitors who already know about healthy, environmentally friendly eating might not perceive the things learned in the restaurant as very beneficial, others might start thinking about changing their eating behaviour and thus could find it very interesting to learn more about vegetarian and organic food. Again others who are still deeply convinced by their own eating habits might choose to ignore the practices in the restaurant.
Public Interest - To what degree government and public organizations is pushing towards change	3	10%		Organic food and the impact of food consumption on the environment are a topic that is more and more acknowledged by the government and the public. However, especially in Portugal, no great push has yet been given by the government, since e.g. meat consumption is deeply rooted in the culture.
Clarity - To what the degree visitors understand the methods/skills/practices learned in the restaurant	3	10%		If Biovilla communicates healthy/environmentally friendly eating properly, it is fairly clear and easy to understand. However, currently this is still not the case.
Average Weighted Score	3	100,0%		

## Appendix 5.3: Social and environmental impact validation - Space Rentals

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Space Rentals	Rating	Weight		Comment
<b>Direct Impact</b>				
Scope - To what extent the value of Space Rentals reaches visitors	4	5%	-Between 10 and 30 participants per retreat ( 2400 max per year) '- Infrastructure for an additional 40 retreats per year	Space Rentals are occurring frequently, and are usually involving large amount of people, through retreats and workshops.
Communication - To what degree Biovilla is able to clearly communicate the value of Space Rentals to visitors	3	10%		Communications are passed on visitors in terms of the content the instructor of the event decides. In the sense, communications are clear and done properly. Communication from Biovilla could be improved and further enhance the holistic experience it tries to pass on to visitors. There is also the need for Biovilla to reach out to companies and professionals to hold events there.
Environmental Contribution - To what degree Space Rentals is contributing to environmental improvement	4	15%	Depends on retreat/workshop host	The specific environmental contributions depends on the content of the events, but the holistic experience of a space being rent enables for contribution in many aspects. Hence, if executed correctly, environmental contribution could be great
Social Contribution - To what degree Space Rentals is contributing to social improvement	3	15%		Since personal development is one of the focuses of this BU, Biovilla is able to have high social contribution in the sense that people are engaging in more socially exclusive activities such as meditation, yoga etc.
Best Practices - To what degree does Biovilla has established best practices in Space Rentals	3	10%		Space Rentals are doing a decent job in the process of providing infrastructure to events taking place at Biovilla. Improvement to be made in terms of communication, knowledge and cross-selling.
Knowledge - To what extent Biovilla possesses expertise/knowledge about Space Rentals	3	5%		Biovilla is highly dependent on the expertise or knowledge from the person who's renting the space. If Biovilla would possess more knowledge, it could potentially increase the overall environmental and social impact of these events.
<b>Indirect Impact</b>				
Adaptability - To what degree visitors are able to integrate methods/skills/practices they learned into their day to day lives	3	10%		In terms of personal development, there are many tools available today, online and offline to easily adapt. Mobile application for example to improve meditation skills.
Benefits - To what degree visitors perceive methods/skills/practices learned at Biovilla valuable	3	10%		Visitors might feel that if the methods/skills/practices is hard to understand that also the benefits of it would be hard to grasp. However it is very dependent on the type of event, in some cases, such as more specific and hands on events the perceived benefits can be easily understood.
Public Interest - To what degree government and public organizations pushing towards change	3	10%		Overall themes of events hosted by Biovilla would be related to hot topics regarding social and environmental sustainability and personal development.
Clarity - To what degree visitors understand the methods/skills/practices learned at Biovilla	3	10%		Visitors could potentially feel that some parts of the content learned is overwhelming and hard to grasp.
Average Weighted Score	3	100,0%		

## Appendix 5.4: Social and environmental impact validation - Market

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Market	Rating	Weight		Comment
<b>Direct Impact</b>				
Scope - To what extent the value of In-house market reaches visitors	2	5%	Around 500 market customers per year	The in-house market will be in the center of Biovilla and guests will be aware of it. However, since most guests do not bring reusable containers for in-bulk products, and no proper education is taking place, the value is only moderate.
Communication - To what degree Biovilla is able to clearly communicate the value of In-house market to visitors	2	10%		Biovilla does not properly communicate the value of the sustainable products in the in-house market, besides having them available for purchase.
Environmental Contribution - To what degree In-bulk market is contributing to environmental improvement	2	15%	+ 100 products of conscious consumptions	The in-bulk market is contributing to environmental improvement in the sense of offering alternative products, without chemicals, plastic, etc. As only a few guests purchase products or are made aware of the benefits, the environmental value is not very high.
Social Contribution - To what degree In-house market is contributing to social improvement	2	15%		The social value of the market is rather small and only provides impact through sharing of social values and ideals about conscious consumption.
Best Practices - To what degree does Biovilla has established best practices in In-house market	2	10%		Biovilla does offer alternative products that are common in the area and are also provided by many other markets in this field.
Knowledge - To what extent Biovilla possesses expertise/knowledge about In-house market	2	5%		Biovilla creates some of the products themselves and also knows about the use of the products, however, Biovilla does not have sales, retail knowledge, or special knowledge about the benefits of all products.
<b>Indirect Impact</b>				
Adaptability - To what degree visitors are able to integrate methods/skills/practises they learned by visiting the market into their day to day lives	3	10%		Visitors at Biovilla can easily adapt to the practices of the market (use of available products), however, Biovilla does not clearly communicate where visitors can purchase the products outside and how they should adapt their consumption behavior.
Benefits - To what degree visitors perceive methods/skills/practices learned at Biovilla valuable	3	10%		Some parts of the market might be seen as beneficial (souvenirs, knowledge about the existence of products) however no clear communication about the value of the market takes place.
Public Interest - To what degree government and public organizations pushing towards change	4	10%		Eradication of plastic and the use of alternative products is increasingly well known by the public.
Clarity - To what the degree visitors understand the methods/skills/practices learned at Biovilla	3	10%		Even though Biovilla is unable to communicate the value of using alternative products, its easy to understand the concept of alternative products.
Average Weighted Score	2	100,0%		



## Appendix 5.6: Social and environmental impact validation - VER

VER	Rating	Weight	Outputs	Comment
<b>Direct Impact</b>				
Scope - To what extent the value of VER reaches beneficiaries	4	5%		VER is an extensive program that enables great reach to its beneficiaries.
Communication - To what degree Biovilla is able to clearly communicate the value of VER to beneficiaries	4	10%		The value VER brings to Biovilla and its community is clear, however, communication doesn't take place actively.
Environmental Contribution - To what degree VER is contributing to environmental improvement	5	15%	<ul style="list-style-type: none"> <li>- 1 hectare of replanted native forest</li> <li>- 1 hectare of organic garden</li> <li>- 100 regeneration educational activities</li> </ul>	VER educates people on agroforestry, permaculture, and other sustainable practices and hence, has a high environmental contribution
Social Contribution - To what degree VER is contributing to social improvement	5	15%	<ul style="list-style-type: none"> <li>- 4 jobs created at Biovilla for 3 years</li> <li>- 105 unemployed trained in 3 years of which 84 will be employed, fund their own generative business or get higher salaries</li> </ul>	VER's contribution to social improvement is part of its core value proposition. VER enables social inclusion of unemployed youth and thus improves conditions for the local community while increasing knowledge.
Best Practices - To what degree does Biovilla has established best practices in VER	4	10%		Innovative and unique project that is a best practice, however, Biovilla is only launching VER and thus needs to improve and gain experience.
Knowledge - To what extent Biovilla possesses expertise/knowledge about VER	4	5%		As the project will only launch in 2021, Biovilla does not have experience yet and also needs to hire the right personnel as the knowledge in some areas is only limited.
<b>Indirect Impact</b>				
Adaptability - To what degree visitors are able to integrate methods/skills/practices they learned by visiting VER into their day to day lives	4	5%		The adaptability is very high, however, Biovilla does not have a network to ensure employment for the participants of VER.
Benefits - To what degree visitors perceive methods/skills/practices learned at Biovilla valuable	5	5%		The skills learned at Biovilla will be very valuable for participants and increases their opportunity to find a job.
Public interest - To what degree governments and public institution are pushing towards that movement	5	15%		The public interest is very high as unemployment is an important topic.
Clarity - To what the degree visitors understand the methods/skills/practices learned at Biovilla	5	15%		The clarity of the concepts learned will be high, since professionals will take care of the education.
Average Weighted Score	4	100,0%		

## 6. Capital Budgeting Projections of Biovillas Growth Strategy



## Assumptions Support

2021 Revenues Forecast																
Month	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total 2021			
Days	31	28	31	30	31	30	31	31	30	31	30	31	365			
Baseline Room	4	4	8	8	8	8	8	8	8	8	8	8	8			
Availability	124	112	248	240	248	240	248	248	240	248	240	248	2684			
Occupation % of Retreats	15%	20%	20%	20%	20%	15%	0%	0%	15%	20%	20%	15%	15%			
Occupation % of Rooms	0%	0%	0%	0%	0%	60%	80%	80%	60%	0%	0%	0%	26%			40%
																% OCC TOTAL
Number of Beds sold from Retreats	41	49	109	106	109	79	0	0	79	109	106	82	869			
Number of Beds from Rooms	0	0	0	0	0	295	407	407	295	0	0	0	1404			NUMBER OF GUESTS TOTAL
																2273
€ of Acc. Retreat	65,00	65,00	65,00	65,00	65,00	65,00	65,00	65,00	65,00	65,00	65,00	65,00				
€ of Acc. Room	55,00	55,00	55,00	55,00	55,00	75,00	75,00	75,00	75,00	55,00	55,00	55,00				
Revenues of Retreat																
Total	1 209,00	1 456,00	3 224,00	3 120,00	3 224,00	2 340,00	0,00	0,00	2 340,00	3 224,00	3 120,00	2 418,00	25 675,00			AVG. PRICE RETREATS
																65,00
Revenues of Rooms																
Total	0,00	0,00	0,00	0,00	0,00	10 800,00	14 880,00	14 880,00	10 800,00	0,00	0,00	0,00	51 360,00			AVG. PRICE ROOMS
																75,00
TOTAL	1 209,00	1 456,00	3 224,00	3 120,00	3 224,00	13 140,00	14 880,00	14 880,00	13 140,00	3 224,00	3 120,00	2 418,00	77 035,00			AVG. PRICE OVERALL
																71,34

## Appendix 6.2: Accommodation KPIs & Expenses Drivers

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### KPIs

<b>Overall</b>						
Rooms available	2684	2920	2920	2920	2920	= Rooms available for sale per year
Occupation rate	40%	55%	61%	64%	67%	= Total OCC % per year
Number of nights	1080	1620	1782	1871	1964	= Total nights sold per year
Number of clients	2273	3409	3750	3938	4135	= Total number of guests per year
Average length of stay	2	2	2	2	2	= Average length of stay
Turnover	540	810	891	935	982	= Turnover
ADR	71,34	71,34	71,34	71,34	71,34	= Average selling price
<b>Rooms Only</b>						
Rooms available	2684	2920	2920	2920	2920	= Rooms available for sale per year
Occupation rate	26%	32%	32%	32%	32%	= Total OCC % per year
Number of nights	685	924	932	943	934	= Total nights sold per year
Number of clients	1404	1895	1911	1933	1915	= Total number of guests per year
Average length of stay	1,5	1,5	1,5	1,5	1,5	= Average length of stay
Turnover	457	616	621	629	623	= Turnover
ADR	75,00	75,00	75,00	75,00	75,00	= Average selling price
<b>Retreats</b>						
Rooms available	2684	2920	2920	2920	2920	= Rooms available for sale per year
Occupation rate	15%	24%	30%	33%	37%	= Total OCC % per year
Number of nights	395	711	880	965	1078	= Total nights sold per year
Number of clients	869	1564	1936	2123	2372	= Total number of guests per year
Average length of stay	2,5	2,5	2,5	2,5	2,5	= Average length of stay
Turnover	158	284	352	386	431	= Turnover
ADR	65,00	65,00	65,00	65,00	65,00	= Average selling price

# Appendix 6.3: Accommodation Forecast Assumptions

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## Accommodation

	Investment Year	Upcoming Years					Notes:
	2020	2021	2022	2023	2024	2025	
<b>OPEX</b>							
<b>Total Accommodation Revenues</b>		77 035,00	115 552,50	127 107,75	133 463,14	140 136,29	2021: Assumptions were made using Rooms Availability and Occupation Rate as drivers (Check support)
Revenue Growth %			50,00%	10,00%	5,00%	5,00%	In 2022, it was assumed a rate of 10% increase & after 2022 a rate of 5% increase
Accommodation Direct		17 976,00	28 888,13	38 132,33	40 038,94	42 040,89	In 2021 it was assumed to represent 35% of total revenues from accommodation only
% of Total Revenues		23%	25%	30%	30%	30%	It was assumed that it would increase steadily
Accommodation Online Channels		33 384,00	40 443,38	31 776,94	30 696,52	28 027,26	In 2021 it was assumed to represent 65% of total revenues from accommodation only
% of Total Revenues		43%	35%	25%	23%	20%	It was assumed that it would decrease steadily
Accommodation Retreats		25 675,00	46 221,00	57 198,49	62 727,67	70 068,15	In 2021 it was assumed to represent 100% of total revenues from retreats' accommodation
% of Total Revenues		33%	40%	45%	47%	50%	It was assumed that it would increase steadily
<b>Cost of goods sold (COGS)</b>		0	0	0	0	0	They were assumed to be 0, as accommodation does not require production of a product.
<b>Direct expenses</b>							
Booking fees		5 007,60	6 066,51	4 766,54	4 604,48	4 204,09	= 15% of revenues through online channels
Laundry service		4 319,20	6 478,80	7 126,68	7 483,01	7 857,16	= 2€ per kilogram // 4kg per turnover
Office materials		269,95	404,93	445,42	467,69	491,07	= 0,5€ per turnover
Amenities (shampoo/shower gel)		539,90	809,85	890,84	935,38	982,15	= 1€ per turnover
Cleaning outsourcing (honorarium)		3 779,30	5 668,95	6 235,85	6 547,64	6 875,02	= 7€ per hour // 1 hour per turnover
Cleaning materials and products		269,95	404,93	445,42	467,69	491,07	= 0,5€ per turnover
Transports and trips		336,00	336,00	336,00	336,00	336,00	= LS 70€/month // HS 140€/month (30% Rooms)
Software and services		360,00	360,00	360,00	360,00	360,00	= 30€/month
Utilities		1 619,70	2 429,55	2 672,51	2 806,13	2 946,44	= 1,5€ per nights sold
Maintenance		1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	= 1000€ a year for bedsheets, repairs etc
Marketing		4 800,00	4 800,00	4 800,00	4 800,00	4 800,00	= 400€ per month
<b>Personnel expenses</b>		-8 633,02	-12 351,56	-16 125,87	-16 367,76	-16 613,27	Accommodation represents 29% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate [% of EBT]</b>		-17%	-17%	-17%	-17%	-17%	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>							
Capital Expenditures (€s)	100%	-205 336,06					
Depreciation & Amortization		-10 266,80	-10 266,80	-10 266,80	-10 266,80	-10 266,80	
% of CAPEX		5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>							
Accounts receivable	PY's AVERAGE	1 844,90	2 767,35	3 044,08	3 196,29	3 356,10	
% of revenues	2%	2%	2%	2%	2%	2%	
Inventory		0	0	0	0	0	
% of cost of goods sold		0%	0%	0%	0%	0%	
Accounts Payable	PY's AVERAGE	688,83	888,30	898,17	920,68	937,21	
% of outsourcing expenses	3%	3%	3%	3%	3%	3%	

# Appendix 6.4: Accommodation Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		77 035,00	115 552,50	127 107,75	133 463,14	140 136,29	= Revenues
Cost of sales		0,00	0,00	0,00	0,00	0,00	= COGS
Outsourcing expenses		-22 301,60	-28 759,51	-29 079,24	-29 808,01	-30 343,00	= Outsourcing expenses
Personnel expenses		-8 633,02	-12 351,56	-16 125,87	-16 367,76	-16 613,27	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>46 100,38</b>	<b>74 441,44</b>	<b>81 902,64</b>	<b>87 287,37</b>	<b>93 180,02</b>	= Revenues - Outsourcing expenses - Personnel expenses
Depreciation and amortization		-10 266,80	-10 266,80	-10 266,80	-10 266,80	-10 266,80	= Depreciations
<b>Taxable income</b>		<b>35 833,58</b>	<b>64 174,63</b>	<b>71 635,84</b>	<b>77 020,56</b>	<b>82 913,22</b>	= OCBT - Depreciations
Income taxes		-6 525,05	-12 476,67	-14 043,53	-15 174,32	-16 411,78	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>39 575,33</b>	<b>61 964,76</b>	<b>67 859,11</b>	<b>72 113,05</b>	<b>76 768,24</b>	= TI - Income taxes + Depreciations
<b>CAPEX</b>							
Capital expenditure		-205 336,06					= Capital expenditure
<b>Changes in NWC</b>							
NWC		695,78	1 156,07	1 879,05	2 145,91	2 275,60	2 418,89 = A/R + Inventory - A/P
Accounts receivable		1 229,93	1 844,90	2 767,35	3 044,08	3 196,29	3 356,10 = A/R
Inventory		0,00	0,00	0,00	0,00	0,00	0,00 = Inventory
Accounts payable		534,16	688,83	888,30	898,17	920,68	937,21 = A/P
<b>Investing cashflow</b>		<b>-206 031,83</b>	<b>-460,29</b>	<b>-722,98</b>	<b>-266,86</b>	<b>-129,69</b>	<b>-143,29 = CapEX + Change in NWC</b>
<b>Net cashflow</b>							
<b>Free cashflow</b>		<b>-206 031,83</b>	<b>39 115,04</b>	<b>61 241,78</b>	<b>67 592,25</b>	<b>71 983,35</b>	<b>76 624,95 = Operating cashflow + Investing cashflow</b>
Accumulated free cashflow		-206 031,83	-166 916,80	-105 675,02	-38 082,76	33 900,59	110 525,55
<b>IRR</b>		<b>14,6%</b>					
<b>NET PRESENT VALUE</b>							
Discounted FCFs		-206 031,83	37 252,42	55 548,10	58 388,73	59 220,88	60 037,66 = $FCF / ( ( 1 + \% ) ^ n )$
<b>NPV</b>		<b>64 415,95</b>					$= \sum ( \text{All Discounted FCF} )$
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-206 031,83	-168 779,42	-113 231,32	-54 842,59	4 378,30	64 415,95 = Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>		<b>3,93</b>					= Last negative Year + ( Last negative accumulated FCF / Positive FCF after )

# Appendix 6.5: Restaurant Forecast Assumptions

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## Restaurant

	Investment Year	Upcoming Years					Notes:
	2020	2021	2022	2023	2024	2025	
<b>OPEX</b>							
<b>Total Restaurant Revenues</b>		<b>40 745,20</b>	<b>62 461,44</b>	<b>73 086,92</b>	<b>78 633,50</b>	<b>85 545,45</b>	
<i>Revenue Growth %</i>							
Restaurant Revenues from Outsiders		2 400,00	2 520,00	2 646,00	2 778,30	2 917,22	
Dinner and Lunch Service		2 400,00	2 520,00	2 646,00	2 778,30	2 917,22	= LS: 1pax / week // HS: 8pax / week (15€ / pax)   g = 5% / year
Restaurant Revenues from Rooms Only		11 406,20	16 305,25	16 441,13	16 635,43	16 478,50	
Breakfast		7 019,20	10 034,00	10 117,62	10 237,19	10 140,61	= 5€ (100% of clients) // number of clients based on Accommodation Assumptions
Dinner and Lunch Service		4 387,00	6 271,25	6 323,51	6 398,24	6 337,88	= 12,5€ (25% of clients) // number of clients based on Accommodation Assumptions
Restaurant Revenues from Retreats		26 939,00	43 636,19	53 999,79	59 219,77	66 149,74	
Breakfast		4 345,00	7 038,10	8 709,64	9 551,58	10 669,31	= 5€ / pax from retreats
Lunch		10 862,50	17 595,24	21 774,11	23 878,94	26 673,28	= 12,5€ / pax from retreats
Coffee Break		869,00	1 407,62	1 741,93	1 910,32	2 133,86	= 0,5€ x 2 / pax from retreats (initial price 2€ -> 3/4 of coffee breaks are offered)
Dinner		10 862,50	17 595,24	21 774,11	23 878,94	26 673,28	= 12,5€ / pax from retreats
<b>Cost of goods sold (COGS)</b>		<b>-20 372,60</b>	<b>-31 230,72</b>	<b>-36 543,46</b>	<b>-39 316,75</b>	<b>-42 772,72</b>	
<i>COGS as % of Revenues</i>		-50,00%	-50,00%	-50,00%	-50,00%	-50,00%	A Team's assumption that 50% of revenues would be considered COGS, leaving a Gross Profit of 50%
<b>Direct expenses</b>		<b>-3 061,00</b>	<b>-3 106,50</b>	<b>-3 154,28</b>	<b>-3 204,44</b>	<b>-3 257,11</b>	
Booking fees		0,00	0,00	0,00	0,00	0,00	
Laundry service		650,00	682,50	716,63	752,46	790,08	= 2,5€ per kilogram // 5kg a week // g = 5%
Office materials		0,00	0,00	0,00	0,00	0,00	
Amenities (shampoo/shower gel)		0,00	0,00	0,00	0,00	0,00	
Cleaning outsourcing (honorarium)		0,00	0,00	0,00	0,00	0,00	
Cleaning materials and products		260,00	273,00	286,65	300,98	316,03	= 5€ a week // g = 5%
Transports and trips		336,00	336,00	336,00	336,00	336,00	= LS 70€/month // HS 140€/month (30% restaurant)
Software and services		120,00	120,00	120,00	120,00	120,00	=10€ a month
Utilities		1 095,00	1 095,00	1 095,00	1 095,00	1 095,00	= 3€ per day
Maintenance		300,00	300,00	300,00	300,00	300,00	= 300€ per year
Marketing		300,00	300,00	300,00	300,00	300,00	= 25€ per month
<b>Personnel expenses</b>		<b>-10 419,16</b>	<b>-14 907,05</b>	<b>-19 462,26</b>	<b>-19 754,19</b>	<b>-20 050,50</b>	Restaurant represents 35% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate (% of EBT)</b>		<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>	<b>100%</b>						
Capital Expenditures (€s)		-12 354,97					
Depreciation & Amortization		-617,75	-617,75	-617,75	-617,75	-617,75	
<i>% of CAPEX</i>		5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>							
Accounts receivable	<i>PP's AVERAGE</i>	814,90	1 249,23	1 461,74	1 572,67	1 710,91	
<i>% of revenues</i>	2%	2%	2%	2%	2%	2%	
Inventory		0	0	0	0	0	
<i>% of cost of goods sold</i>		0%	0%	0%	0%	0%	
Accounts Payable	<i>PP's AVERAGE</i>	91,83	93,20	94,63	96,13	97,71	
<i>% of outsourcing expenses</i>	3%	3%	3%	3%	3%	3%	

# Appendix 6.6: Restaurant Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		37 743,96	62 578,39	74 287,16	80 327,95	88 008,48	= Revenues
Cost of sales		-22 646,38	-37 547,04	-44 572,30	-48 196,77	-52 805,09	= COGS
Outsourcing expenses		-3 061,00	-3 106,50	-3 154,28	-3 204,44	-3 257,11	= Outsourcing expenses
Personnel expenses		-10 419,16	-14 907,05	-19 462,26	-19 754,19	-20 050,50	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>1 617,42</b>	<b>7 017,81</b>	<b>7 098,33</b>	<b>9 172,55</b>	<b>11 895,78</b>	= Revenues - COGS - Outsourcing expenses - Personnel expenses
Depreciation and amortization		-617,75	-617,75	-617,75	-617,75	-617,75	= Depreciations
<b>Taxable income</b>		<b>999,67</b>	<b>6 400,06</b>	<b>6 480,58</b>	<b>8 554,80</b>	<b>11 278,03</b>	= OCBT - Depreciations
Income taxes		-169,94	-1 088,01	-1 101,70	-1 454,32	-1 917,26	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>1 447,48</b>	<b>5 929,80</b>	<b>5 996,63</b>	<b>7 718,23</b>	<b>9 978,51</b>	= TI - Income taxes + Depreciations
<b>CAPEX</b>							
<b>Capital expenditure</b>		<b>-12 354,97</b>					= Capital expenditure
<b>Changes in NWC</b>							
NWC		364,82	663,05	1 158,37	1 391,11	1 510,43	= A/R + Inventory - A/P
Accounts receivable		455,30	754,88	1 251,57	1 485,74	1 606,56	= A/R
Inventory		0,00	0,00	0,00	0,00	0,00	= Inventory
Accounts payable		90,48	91,83	93,20	94,63	97,71	= A/P
<b>Investing cashflow</b>		<b>-12 719,79</b>	<b>-298,23</b>	<b>-495,32</b>	<b>-232,74</b>	<b>-119,31</b>	= CapEX + Change in NWC
<b>Net cashflow</b>							
<b>Free cashflow</b>		<b>-12 719,79</b>	<b>1 149,24</b>	<b>5 434,47</b>	<b>5 763,89</b>	<b>7 598,92</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow		-12 719,79	-11 570,55	-6 136,08	-372,19	7 226,74	17 053,22
<b>IRR</b>		<b>27,8%</b>					
<b>NET PRESENT VALUE</b>							
Discounted FCFs	5%	-12 719,79	1 094,52	4 929,23	4 979,07	6 251,65	7 699,31
<b>NPV</b>		<b>12 233,98</b>					
<i>Discount rate assumption just for context</i>							
							= $FCF / ((1 + \%)^n)$
							= $\sum ( \text{All Discounted FCF} )$
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-12 719,79	-11 625,27	-6 696,05	-1 716,98	4 534,67	12 233,98
<b>Payback period</b>		<b>3,27</b>					
							= Discounted FCF (Y0) + Discounted FCF (Y1)
							= Last negative Year + ( Last negative accumulated FCF / Positive FCF after

# Appendix 6.7: Space Rentals Forecast Assumptions

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## Space Rentals

OPEX	Investment Year	Upcoming Years					Notes:
	2020	2021	2022	2023	2024	2025	
<b>Retreats Revenues (Space Rental)</b>		7 162,20	11 851,54	14 666,28	16 084,02	17 966,19	= ( Retreat % Occ * days * rental price ) + ( Retreat & Occ * ( days / turnover ) * Cleaning fee ) Rentals Price = 100€/day   Cleaning Fee = 100€/event
<i>Revenue Growth %</i>			65,47%	23,75%	9,67%	11,70%	
<b>Cost of goods sold (COGS)</b>		0,00	0,00	0,00	0,00	0,00	Team's assumptions that there are no COGS in retreats
<b>Outsourcing expenses</b>		-3 960,50	-4 940,39	-5 463,93	-5 727,63	-6 077,71	
Booking fees		0,00	0,00	0,00	0,00	0,00	
Laundry service		0,00	0,00	0,00	0,00	0,00	
Office materials		237,00	426,66	527,99	579,02	646,78	= 1,5€ per retreat
Amenities (shampoo/shower gel)		0,00	0,00	0,00	0,00	0,00	
Cleaning outsourcing (honorarium)		0,00	0,00	0,00	0,00	0,00	= No cleaning for outsourcing, as this is done by the employee allocated to the retreat management
Cleaning materials and products		197,50	355,55	439,99	482,52	538,99	= 0,5€ per day of cleaning
Transports and trips		336,00	336,00	336,00	336,00	336,00	= LS 70€/month // HS 140€/month (30% retreats)
Software and services		0,00	0,00	0,00	0,00	0,00	
Utilities		790,00	1 422,18	1 759,95	1 930,08	2 155,94	= 2€ per day of retreat
Maintenance		0,00	0,00	0,00	0,00	0,00	
Marketing		2 400,00	2 400,00	2 400,00	2 400,00	2 400,00	=200€ a month
<b>Personnel expenses</b>		-4 465,36	-6 388,74	-8 340,97	-8 466,08	-8 593,07	Retreats represents 25% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate (% of EBT)</b>		-17%	-17%	-17%	-17%	-17%	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>	100%						
<b>Capital Expenditures (€s)</b>		-77 861,98					
Depreciation & Amortization		-3 893,10	-3 893,10	-3 893,10	-3 893,10	-3 893,10	
<i>% of CAPEX</i>		5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>							
Accounts receivable	<i>PY's AVERAGE</i>	214,87	355,55	439,99	482,52	538,99	
<i>% of revenues</i>	2%	3%	3%	3%	3%	3%	
Inventory		0	0	0	0	0	
<i>% of cost of goods sold</i>		0%	0%	0%	0%	0%	
Accounts Payable	<i>PY's AVERAGE</i>	158,42	197,62	218,56	229,11	243,11	
<i>% of outsourcing expenses</i>	3%	4%	4%	4%	4%	4%	

# Appendix 6.8: Space Rentals Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025		
	0	1	2	3	4	5		
<b>OPEX</b>								
Revenues		7 162,20	11 851,54	14 666,28	16 084,02	17 966,19	= Revenues	
Cost of sales		0,00	0,00	0,00	0,00	0,00	= COGS	
Outsourcing expenses		-3 960,50	-4 940,39	-5 463,93	-5 727,63	-6 077,71	= Outsourcing expenses	
Personnel expenses		-4 465,36	-6 388,74	-8 340,97	-8 466,08	-8 593,07	= Personnel expenses	
<b>Operating cashflow before taxes</b>		<b>-1 263,66</b>	<b>522,42</b>	<b>861,38</b>	<b>1 890,31</b>	<b>3 295,41</b>	= Revenues - COGS - Outsourcing expenses - Personnel expenses	
Depreciation and amortization		-3 893,10	-3 893,10	-3 893,10	-3 893,10	-3 893,10	= Depreciations	
<b>Taxable income</b>		<b>-5 156,76</b>	<b>-3 370,68</b>	<b>-3 031,72</b>	<b>-2 002,79</b>	<b>-597,69</b>	= OCBT - Depreciations	
Income taxes		0,00	0,00	0,00	0,00	0,00	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )	
<b>Operating cashflow after taxes</b>		<b>-1 263,66</b>	<b>522,42</b>	<b>861,38</b>	<b>1 890,31</b>	<b>3 295,41</b>	= TI - Income taxes + Depreciations	
<b>CAPEX</b>								
<b>Capital expenditure</b>		<b>-77 861,98</b>					= Capital expenditure	
Changes in NWC		-2,85	-53,60	-101,48	-63,50	-42,46	= NWC (Y0) - NWC (Y1)	
NWC		2,85	56,45	157,93	221,43	295,88	= A/R + Inventory - A/P	
Accounts receivable		129,85	214,87	355,55	439,99	538,99	= A/R	
Inventory		0,00	0,00	0,00	0,00	0,00	= Inventory	
Accounts payable		127,00	158,42	197,62	218,56	243,11	= A/P	
<b>Investing cashflow</b>		<b>-77 864,83</b>	<b>-53,60</b>	<b>-101,48</b>	<b>-63,50</b>	<b>-42,46</b>	= CapEX + Change in NWC	
<b>Net cashflow</b>								
<b>Free cashflow</b>		<b>-77 864,83</b>	<b>-1 317,26</b>	<b>420,93</b>	<b>797,88</b>	<b>1 858,33</b>	<b>3 252,95</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow		-77 864,83	-79 182,08	-78 761,15	-77 963,27	-76 104,94	-72 852,00	
<b>IRR</b>		<b>-43,5%</b>						
<b>NET PRESENT VALUE</b>								
		5%					<i>Discount rate assumption just for context</i>	
Discounted FCFs		-77 864,83	-1 254,53	381,80	689,24	1 528,85	2 548,77	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>		<b>-73 970,70</b>						= ∑ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>								
Accumulated discounted FCFs	0	-77 864,83	-79 119,36	-78 737,56	-78 048,32	-76 519,47	-73 970,70	= Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>								= Last negative Year + ( Last negative accumulated FCF / Positive FCF after



# Appendix 6.9: Market Forecast Assumptions

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## Market

	Investment Year	Upcoming Years					Notes:	
		2020	2021	2022	2023	2024		2025
<b>OPEX</b>								
<b>Market Revenues</b>			8 840,00	13 260,00	14 586,00	15 315,30	16 081,07	No data available for years before 2020. Data was used from POS from August-October 2020 (not really representative because of Covid) so a simple base assumption for 2020 was made. (High season: 900/month, 400/month low season)
<i>Biovilla Souvenirs</i> (30% of total market sales)			2 652,00	3 978,00	4 375,80	4 594,59	4 824,33	23% profit margin (Bumo's assumption)
<i>Biovilla Crafts</i> (5% of total market sales)			442,00	663,00	729,30	765,77	804,05	50% profit margin (We assume that with their own crafts + inhouse production Biovilla is able to keep costs low and thus profit high)
<i>Biovilla Inhouse &amp; Bulk Production</i> (12,5% of total market sales)			1 105,00	1 657,50	1 823,25	1 914,41	2 010,13	50% profit margin
<i>Essentials</i> (40% of total market sales)			3 536,00	5 304,00	5 834,40	6 126,12	6 432,43	23% profit margin
<i>Suppliers in bulk</i> (12,5% of total market sales)			1 105,00	1 657,50	1 823,25	1 914,41	2 010,13	23% profit margin
Revenue Growth %			30,00%	50,00%	10,00%	5,00%	5,00%	Growth of +30% in the first year, after that 50%, 10% and then steady 5% per year
<b>Cost of goods sold (COGS)</b>			-6389,11	-9583,67	-10542,03	-11069,13	-11622,59	Percentage of revenues (see different profit margins)
<b>Direct expenses</b>			-1254,50	-1254,50	-1254,50	-1254,50	-1254,50	
Booking fees			0,00	0,00	0,00	0,00	0,00	
Laundry service			0,00	0,00	0,00	0,00	0,00	
Office materials			0,00	0,00	0,00	0,00	0,00	
Amenities (shampoo/shower gel)			0,00	0,00	0,00	0,00	0,00	
Cleaning outsourcing (honorarium)			0,00	0,00	0,00	0,00	0,00	
Cleaning materials and products			0,00	0,00	0,00	0,00	0,00	
Transports and trips			112,00	112,00	112,00	112,00	112,00	= LS 70€/month // HS 140€/month (10% market)
Software and services			120,00	120,00	120,00	120,00	120,00	10€ per month
Utilities			182,50	182,50	182,50	182,50	182,50	0,50 € per day
Maintenance			240,00	240,00	240,00	240,00	240,00	20€ per month
Marketing			600,00	600,00	600,00	600,00	600,00	50€ per month
<b>Personnel expenses</b>			-5 953,81	-8 518,32	-11 121,29	-11 288,11	-11 457,43	Market represents 20% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate (% of EBT)</b>			-17%	-17%	-17%	-17%	-17%	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>		100%						
Capital Expenditures (€s)			-5 000,00					5k expenses for the market (=jars, bottles etc, shelves)
Depreciation & Amortization			-250,00	-250,00	-250,00	-250,00	-250,00	
% of CAPEX			5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>								
Accounts receivable		<i>PY's AVERAGE</i>	0,00	0,00	0,00	0,00	0,00	
% of revenues			0%	0%	0%	0%	0%	Payments received immediately
Inventory			511,13	766,69	843,36	885,53	929,81	
% of cost of goods sold			8%	8%	8%	8%	8%	Represents 8% of cost of sales as Biovilla will need to keep inventory to be sold
Accounts Payable		<i>PY's AVERAGE</i>	163,09	163,09	163,09	163,09	163,09	
% of outsourcing expenses			13%	13%	13%	13%	13%	Represents 13% of outsourcing expenses as the business will grow and more net working capital will be needed

# Appendix 6.10: Market Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		8 840,00	13 260,00	14 586,00	15 315,30	16 081,07	= Revenues
Cost of goods solds (COGS)		-6 389,11	-9 583,67	-10 542,03	-11 069,13	-11 622,59	= COGS
Outsourcing expenses		-1 254,50	-1 254,50	-1 254,50	-1 254,50	-1 254,50	= Outsourcing expenses
Personnel expenses		-5 953,81	-8 518,32	-11 121,29	-11 288,11	-11 457,43	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>-4 757,42</b>	<b>-6 096,48</b>	<b>-8 331,82</b>	<b>-8 296,44</b>	<b>-8 253,46</b>	= Revenues - Outsourcing expenses - Personnel expenses
Depreciation and amortization		-250,00	-250,00	-250,00	-250,00	-250,00	= Depreciations
<b>Taxable income</b>		<b>-5 007,42</b>	<b>-6 346,48</b>	<b>-8 581,82</b>	<b>-8 546,44</b>	<b>-8 503,46</b>	= OCBT - Depreciations
Income taxes		0,00	0,00	0,00	0,00	0,00	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>-4 757,42</b>	<b>-6 096,48</b>	<b>-8 331,82</b>	<b>-8 296,44</b>	<b>-8 253,46</b>	= TI - ( Income taxes + Depreciations)
<b>CAPEX</b>							
<b>Capital expenditure</b>	<b>-5 000,00</b>						= Capital expenditure
<b>Changes in NWC</b>	<b>-177,67</b>	<b>-170,38</b>	<b>-255,56</b>	<b>-76,67</b>	<b>-42,17</b>	<b>-44,28</b>	= NWC (Y0) - NWC (Y1)
NWC	177,67	348,04	603,61	680,28	722,45	766,72	= A/R + Inventory - A/P
Accounts receivable	0,00	0,00	0,00	0,00	0,00	0,00	= A/R
Inventory	340,75	511,13	766,69	843,36	885,53	929,81	= Inventory
Accounts payable	163,09	163,09	163,09	163,09	163,09	163,09	= A/P
<b>Investing cashflow</b>	<b>-5 177,67</b>	<b>-170,38</b>	<b>-255,56</b>	<b>-76,67</b>	<b>-42,17</b>	<b>-44,28</b>	= CapEX + Change in NWC
<b>Net cashflow</b>							
<b>Free cashflow</b>	<b>-5 177,67</b>	<b>-4 927,79</b>	<b>-6 352,04</b>	<b>-8 408,49</b>	<b>-8 338,61</b>	<b>-8 297,73</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow	-5 177,67	-10 105,46	-16 457,51	-24 866,00	-33 204,61	-41 502,34	
<b>IRR</b>							
<b>NET PRESENT VALUE</b>	<b>5%</b>						<i>Discount rate assumption just for context</i>
Discounted FCFs	-5 177,67	-4 693,14	-5 761,49	-7 263,57	-6 860,20	-6 501,49	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>	<b>-36 257,55</b>						= ∑ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-5 177,67	-9 870,80	-15 632,30	-22 895,87	-29 756,06	= Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>							= Last negative Year + ( Last negative FCF / First positive FCF)

# Appendix 6.11: Online Market Forecast Assumptions

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## Online Market

		Investment Year	Upcoming Years					Notes:
		2020	2021	2022	2023	2024	2025	
<b>OPEX</b>								
<b>Online Market Revenues</b>			<b>1 768,00</b>	<b>2 652,00</b>	<b>3 447,60</b>	<b>3 792,36</b>	<b>3 981,98</b>	Online Market is a completely new business unit --> no past data available. Assumption: 20% of total market revenue 23% profit margin (Nuno's assumption) 50% profit margin (We assume that with their own crafts + inhouse production Biovilla is able to keep costs low and thus profit high) 50% profit margin 23% profit margin 23% profit margin Big growth of +50% in the first year, after that 30%, 10% and then steady 5% per year
<i>Biovilla Souvenirs</i>	(30% of total market sales)		530,40	795,60	1 034,28	1 137,71	1 194,59	
<i>Biovilla Crafts</i>	(5% of total market sales)		88,40	132,60	172,38	189,62	199,10	
<i>Biovilla Inhouse &amp; Bulk Production</i>	(12,5% of total market sales)		221,00	331,50	430,95	474,05	497,75	
<i>Essentials</i>	(40% of total market sales)		707,20	1 060,80	1 379,04	1 516,94	1 592,79	
<i>Suppliers in bulk</i>	(12,5% of total market sales)		221,00	331,50	430,95	474,05	497,75	
	Revenue Growth %			50,00%	30,00%	10,00%	5,00%	
<b>Cost of goods sold (COGS)</b>			<b>-1277,82</b>	<b>-1916,73</b>	<b>-2491,75</b>	<b>-2740,93</b>	<b>-2877,97</b>	Percentage of revenues (see different profit margins)
<b>Running costs WIX platform</b>			<b>-300,00</b>	<b>-300,00</b>	<b>-300,00</b>	<b>-300,00</b>	<b>-300,00</b>	WIX platform costs which serves as website for online shop
<b>Outsourcing expenses</b>			<b>-352,29</b>	<b>-387,51</b>	<b>-426,27</b>	<b>-468,89</b>	<b>-515,78</b>	Costs for Shipping, Packaging, Transportation (% of total outsourcing costs)
<b>Personnel expenses</b>			<b>-297,69</b>	<b>-425,92</b>	<b>-556,06</b>	<b>-564,41</b>	<b>-572,87</b>	Market represents 1% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate (% of EBT)</b>			<b>-0,17</b>	<b>-0,17</b>	<b>-0,17</b>	<b>-0,17</b>	<b>-0,17</b>	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>								
		<b>100%</b>						
Capital Expenditures (€s)			0,00					
Depreciation & Amortization	% of CAPEX		5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>								
Accounts receivable	% of revenues	<i>PY's AVERAGE</i>	0,00 0%	0,00 0%	0,00 0%	0,00 0%	0,00 0%	Payments received immediately
Inventory	% of cost of goods sold		102,23 8%	153,34 8%	199,34 8%	219,27 8%	230,24 8%	Represents 8% of cost of sales as Biovilla will need to keep inventory to be sold
Accounts Payable	% of outsourcing expenses	<i>PY's AVERAGE</i>	45,80 13%	50,38 13%	55,41 13%	60,96 13%	67,05 13%	Represents 13% of outsourcing expenses as the business will grow and more net working capital will be needed

# Appendix 6.12: Online Market Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		1768,00	2652,00	3447,60	3792,36	3981,98	= Revenues
Cost of goods solds (COGS)		-1.277,82	-1.916,73	-2.491,75	-2.740,93	-2.877,97	= COGS
Running costs WIX platform		-300,00	-300,00	-300,00	-300,00	-300,00	= Running costs WIX platform
Outsourcing expenses		-352,29	-387,51	-426,27	-468,89	-515,78	= Outsourcing expenses
Personnel expenses		-297,69	-425,92	-556,06	-564,41	-572,87	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>-459,80</b>	<b>-378,16</b>	<b>-326,48</b>	<b>-281,87</b>	<b>-284,65</b>	<b>= Revenues - Outsourcing expenses - Personnel expenses</b>
Depreciation and amortization		0,00	0,00	0,00	0,00	0,00	= Depreciations
<b>Taxable income</b>		<b>-459,80</b>	<b>-378,16</b>	<b>-326,48</b>	<b>-281,87</b>	<b>-284,65</b>	<b>= OCBT - Depreciations</b>
Income taxes		0,00	0,00	0,00	0,00	0,00	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>-459,80</b>	<b>-378,16</b>	<b>-326,48</b>	<b>-281,87</b>	<b>-284,65</b>	<b>= TI - (Income taxes + Depreciations)</b>
<b>CAPEX</b>							
Capital expenditure	<b>0,00</b>						
<b>Changes in NWC</b>	<b>-26,52</b>	<b>-56,43</b>	<b>-46,53</b>	<b>-40,96</b>	<b>-14,39</b>	<b>-4,87</b>	<b>= NWC (Y0) - NWC (Y1)</b>
NWC	26,52	56,43	102,96	143,93	158,32	163,19	= A/R + Inventory - A/P
Accounts receivable	0,00	0,00	0,00	0,00	0,00	0,00	= A/R
Inventory	68,15	102,23	153,34	199,34	219,27	230,24	= Inventory
Accounts payable	41,63	45,80	50,38	55,41	60,96	67,05	= A/P
<b>Investing cashflow</b>	<b>-26,52</b>	<b>-56,43</b>	<b>-46,53</b>	<b>-40,96</b>	<b>-14,39</b>	<b>-4,87</b>	<b>= CapEX + Change in NWC</b>
<b>Net cashflow</b>							
<b>Free cashflow</b>	<b>-26,52</b>	<b>-516,23</b>	<b>-424,70</b>	<b>-367,45</b>	<b>-296,26</b>	<b>-289,52</b>	<b>= Operating cashflow + Investing cashflow</b>
Accumulated free cashflow	-26,52	-542,74	-967,44	-1.334,89	-1.631,15	-1.920,66	
<b>IRR</b>							
<b>NET PRESENT VALUE</b>	<b>5%</b>						<i>Discount rate assumption just for context</i>
Discounted FCFs	-26,52	-491,64	-385,21	-317,41	-243,73	-226,84	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>	<b>-1.691,37</b>						= Σ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-26,52	-518,16	-903,37	-1.220,79	-1.464,52	= Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>							= Last negative Year + ( Last negative FCF / First positive FCF )

# Appendix 6.13: Overall Business Case Forecast Assumptions

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## Overall Biovilla

	Investment Year	Upcoming Years				
	2020	2021	2022	2023	2024	2025
<b>OPEX</b>						
<b>Total Revenues</b>		<b>132 549,16</b>	<b>205 894,43</b>	<b>234 094,79</b>	<b>248 982,77</b>	<b>266 174,01</b>
<i>Revenue Growth %</i>			55,33%	13,70%	6,36%	6,90%
Accommodation		77 035,00	115 552,50	127 107,75	133 463,14	140 136,29
<i>% of Total Revenues</i>		58%	56%	54%	54%	53%
Restaurant		37 743,96	62 578,39	74 287,16	80 327,95	88 008,48
<i>% of Total Revenues</i>		28%	30%	32%	32%	33%
Retreats		7 162,20	11 851,54	14 666,28	16 084,02	17 966,19
<i>% of Total Revenues</i>		5%	6%	6%	6%	7%
Market		8 840,00	13 260,00	14 586,00	15 315,30	16 081,07
<i>% of Total Revenues</i>		7%	6%	6%	6%	6%
Online Market		1 768,00	2 652,00	3 447,60	3 792,36	3 981,98
<i>% of Total Revenues</i>		1%	1%	1%	2%	1%
<b>Cost of goods sold (COGS)</b>		<b>-21 553,31</b>	<b>-40 287,43</b>	<b>-48 846,08</b>	<b>-53 246,83</b>	<b>-58 545,65</b>
<b>Direct expenses</b>						
Booking fees		5 007,60	6 066,51	4 766,54	4 604,48	4 204,09
Laundry service		4 969,20	7 161,30	7 843,31	8 235,47	8 647,24
Office materials		506,95	831,58	973,40	1 046,71	1 137,86
Amenities (shampoo/shower gel)		539,90	809,85	890,84	935,38	982,15
Cleaning outsourcing (honorarium)		3 779,30	5 668,95	6 235,85	6 547,64	6 875,02
Cleaning materials and products		847,45	1 153,47	1 292,06	1 371,19	1 466,09
Transports and trips		1 380,00	1 380,00	1 380,00	1 380,00	1 380,00
Software and services		600,00	600,00	600,00	600,00	600,00
Utilities		4 417,20	5 129,23	5 709,96	6 013,71	6 379,88
Maintenance		1 540,00	1 540,00	1 540,00	1 540,00	1 540,00
Marketing		8 100,00	8 100,00	8 100,00	8 100,00	8 100,00
<b>Personnel expenses</b>		<b>-29 769,04</b>	<b>-42 591,58</b>	<b>-55 606,45</b>	<b>-56 440,55</b>	<b>-57 287,15</b>
<b>Effective tax rate (% of EBT)</b>		<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>
<b>CAPEX</b>						
Capital Expenditures (€s)	<b>100%</b>	<b>-300 553,01</b>				
Depreciation & Amortization		-15 027,65	-15 027,65	-15 027,65	-15 027,65	-15 027,65
<i>% of CAPEX</i>		5%	5%	5%	5%	5%
<b>Net Working Capital</b>						
Accounts receivable	<b>PY's AVERAGE</b>	2 814,64	4 374,46	4 969,82	5 285,37	5 655,26
<i>% of revenues</i>						
Inventory		613,35	920,03	1 042,70	1 104,80	1 160,05
<i>% of cost of goods sold</i>						
Accounts Payable	<b>PY's AVERAGE</b>	1 147,96	1 392,57	1 429,86	1 469,96	1 508,17
<i>% of outsourcing expenses</i>						

# Appendix 6.14: Overall Business Case Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		132 549,16	205 894,43	234 094,79	248 982,77	266 174,01	= Revenues
Cost of sales		-21 553,31	-40 287,43	-48 846,08	-53 246,83	-58 545,65	= COGS
Outsourcing expenses		-32 339,89	-39 128,41	-40 058,21	-41 143,47	-42 128,10	= Outsourcing expenses
Personnel expenses		-29 769,04	-42 591,58	-55 606,45	-56 440,55	-57 287,15	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>48 886,92</b>	<b>83 887,01</b>	<b>89 584,05</b>	<b>98 151,92</b>	<b>108 213,10</b>	= Revenues - Outsourcing expenses - Personnel expenses
Depreciation and amortization		-15 027,65	-15 027,65	-15 027,65	-15 027,65	-15 027,65	= Depreciations
<b>Taxable income</b>		<b>33 859,27</b>	<b>68 859,36</b>	<b>74 556,40</b>	<b>83 124,27</b>	<b>93 185,45</b>	= OCBT - Depreciations
Income taxes		-6 110,45	-13 460,47	-14 656,84	-16 456,10	-18 568,94	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>42 776,47</b>	<b>70 426,55</b>	<b>74 927,21</b>	<b>81 695,82</b>	<b>89 644,15</b>	= TI - Income taxes + Depreciations
<b>CAPEX</b>							
<b>Capital expenditure</b>		<b>-300 553,01</b>					= Capital expenditure
<b>Changes in NWC</b>		<b>-1 478,05</b>	<b>-801,99</b>	<b>-1 621,89</b>	<b>-680,74</b>	<b>-337,55</b>	<b>-386,93 = NWC (Y0) - NWC (Y1)</b>
NWC		1 478,05	2 280,03	3 901,92	4 582,66	4 920,21	5 307,14 = A/R + Inventory - A/P
Accounts receivable		1 811,02	2 814,64	4 374,46	4 969,82	5 285,37	5 655,26 = A/R
Inventory		613,35	613,35	920,03	1 042,70	1 104,80	1 160,05 = Inventory
Accounts payable		946,32	1 147,96	1 392,57	1 429,86	1 469,96	1 508,17 = A/P
<b>Investing cashflow</b>		<b>-302 031,06</b>	<b>-801,99</b>	<b>-1 621,89</b>	<b>-680,74</b>	<b>-337,55</b>	<b>-386,93 = CapEX + Change in NWC</b>
<b>Net cashflow</b>							
<b>Free cashflow</b>		<b>-302 031,06</b>	<b>41 974,49</b>	<b>68 804,66</b>	<b>74 246,47</b>	<b>81 358,27</b>	<b>89 257,23 = Operating cashflow + Investing cashflow</b>
Accumulated free cashflow		-302 031,06	-260 056,57	-191 251,91	-117 005,44	-35 647,17	53 610,06
<b>IRR</b>		<b>5,1%</b>					
<b>NET PRESENT VALUE</b>							
		5%					<i>Discount rate assumption just for context</i>
Discounted FCFs		-302 031,06	39 975,70	62 407,85	64 136,89	66 933,65	69 935,37 = $FCF / ( ( 1 + \% ) ^ n )$
<b>NPV</b>		<b>1 358,42</b>					= $\sum ( \text{All Discounted FCF} )$
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-302 031,06	-262 055,35	-199 647,50	-135 510,61	-68 576,96	1 358,42 = Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>		<b>4,98</b>					= Last negative Year + ( - Last negative accumulated FCF / Positive FCF after

## 7. Social and environmental validation of the fine-tuned growth strategy

# Appendix 7.1: Impact validation of the fine-tuned growth strategy – Nature Tourism [Return to appendix content](#)

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Nature Tourism	Score	Weight	Output	Comment
<b>Direct Impact</b>				
Scope - To what extent the value of Nature Tourism reaches visitors	5	5%	>4000 guests per year	Marketing and communication practices would be implemented which means that Biovilla would be able to reach higher potential guests and companies.
Communication - To what degree Biovilla is able to clearly communicate the value of Nature Tourism to visitors	5	10%		Biovilla is able to communicate more effectively through different online channels (booking channels, social media, blog) and offline (local journals and local markets). Also, the implementation of a regenerative circuit would facilitate the learning and awareness of the BU.
Environmental Contribution - To what degree Nature Tourism is contributing to environmental improvement	5	15%	>4000 guests being indirectly educated about sustainable living and building practices by Biovilla per year	Implementation of grey water system, communicate more effectively sustainable practices when operating the BU and communicate where people may acquire the knowledge and products.
Social Contribution - To what degree Nature Tourism is contributing to social improvement	3	15%	1 social inclusion job created (person with a disability)	Nature Tourism contributes in social improvement the way it enables impact on the community in Pamela and influencing behavior on visitors. Biovilla will provide new and more solutions/practices that supports community to replicate practices, such as building a sustainable household. Also it is its mission to include people with a disability
Best Practices - To what degree does Biovilla have established best practices in Nature Tourism	5	10%		The newly designed recommendations would allow Biovilla to achieve excellence at this BU and through effective communication to spread those best practices to others.
Knowledge - To what extent Biovilla possesses expertise/knowledge about Nature Tourism	5	5%		Through the recommendation Biovilla will not only increase some practices onto achieving excellence but also incorporate strategies and operational processes that would develop its knowledge and performance
<b>Indirect Impact</b>				
Adaptability - To what degree visitors are able to adapt methods/skills/practices they learned in every-day life	4	10%		Visitors would to some extent easily adapt to more responsible use of water, and perhaps electricity consumption. Also, through more informative boards around the facility would allow people to reach directly suppliers and get the message to introduce it at home.
Benefits - To what degree visitors perceive methods/skills/practices learned at Biovilla valuable	5	10%		Through the recommendations regarding communication and informative procedures taking place the guest will be able to perceive the benefits of Nature Tourism practices.
Public Interest - To what degree government and public organizations pushing towards change	4	10%		Trends on turning the tourism and hospitality industry into more sustainable approaches are increasing and the guests are more concerned about sustainable issues which increases the public interest.
Clarity - To what the degree visitors understand the methods/skills/practices learned at Biovilla	5	10%		Through the recommendations regarding communication and informative procedures taking place the guest will be able to perceive the benefits of Nature Tourism practices in a more clear way.
Average Weighted Score	4	100,0%		



## Appendix 7.2: Impact validation of the fine-tuned growth strategy - Restaurant

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Restaurant	Score	Weight		Comment
<b>Direct Impact</b>				
Scope - To what extent the value of the restaurant reaches visitors	4	5%	+7000 meals sold per year	By starting cross-selling activities to promote the restaurant outside of Nature Tourism and Space Rentals, Biovilla will increase the scope of the restaurant.
Communication - To what degree Biovilla is able to clearly communicate the value of the restaurant to visitors	4	10%		Communication will be greatly increased by educational boards and explanations about the food that is served in the restaurant. Additional cooking workshops or educational seminars about environmentally friendly food within the space of the restaurant can add to that.
Environmental Contribution - To what degree the restaurant is contributing to environmental improvement	4	15%	+5000kg of organic food Zero Waste	The restaurant will increase its already very positive impact to the environment by implementing best-practices that lead to e.g. even less waste.
Social Contribution - To what degree the restaurant is contributing to social improvement	4	15%		Through established educational activities, also the social contribution will be higher.
Best Practices - To what degree Biovilla has established best practices in the restaurant	4	10%		By educating Biovilla staff about best-practices in Gastronomy or already hiring someone with this background, Biovilla will be able to establish best-practices fairly fast.
Knowledge - To what extent Biovilla possesses expertise/knowledge about the restaurant	4	5,0%		By educating Biovilla staff about best-practices in Gastronomy or already hiring someone with this background, Biovilla will possess a much higher knowledge about gastronomy than previously.
<b>Indirect Impact</b>				
Adaptability - To what degree visitors are able to integrate methods/skills/practices they learned by visiting the restaurant into their day to day lives	4	10,0%		Since visitors get engaged in educational activities in and around the restaurant while staying there, their understanding about the best-practices Biovilla displays there will be much higher.
Benefits - To what degree visitors perceive methods/skills/practices learned in the restaurant as valuable	4	10%		Might still vary from visitor to visitor but it is assumed that by implementing best-practices, Biovilla will be able to even further educate people who already possess a lot of knowledge about environmentally friendly food and share knowledge with them.
Public Interest - To what degree government and public organizations is pushing towards change	4	10%		Organic food and the impact of food consumption on the environment are a topic that is more and more acknowledged by the government and the public. However, especially in Portugal, no great push has yet been given by the government, since e.g. meat consumption is deeply rooted in the culture.
Clarity - To what the degree visitors understand the methods/skills/practices learned in the restaurant	5	10%		Since Biovilla now communicates healthy/environmentally friendly eating properly, it is fairly clear and easy to understand.
Average Weighted Score	4	100,0%		

## Appendix 7.3: Impact validation of the fine-tuned growth strategy - Space Rentals

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Space Rentals	Score	Weight	Comment
<b>Direct Impact</b>			
Scope - To what extent the value of Space Rentals reaches visitors	4	5%	-Between 10 and 30 participants per retreat ( 2400 max per year) -Infrastructure for an additional 40 retreats per year
Communication - To what degree Biovilla is able to clearly communication the value of Space Rentals to visitors	3	10%	Through a strategic sales plan Biovilla would be able to reach a greater amount of people to be educated through events hosted by biovilla. By making someone responsible for selling the spaces to hold events and workshops, Biovilla will get to the to tranfers the its value more effectively
Environmental Contribution - To what degree Space Rentals is contributing to environmental improvement	4	15%	20 events annually regarding environmental sustainability hosted
Social Contribution - To what degree Space Rentals is contributing to social improvement	4	15%	The specific environmental contributions depends on the content of the events, but the holistics experience of a space being rent enables for contribution in many aspects. Hence, if executed correctly, environmental contribution could be great 20 events annually regarding social sustainability and personal development hosted
Best Practices - To what degree does Biovilla has established best practices in Space Rentals	4	10%	Since personal development is on of the focuses of this BU, Biovilla is able have high social contribution in the sense that people are engaging in more socially exclusive activities such as meditation, yoga etc.
Knowledge - To what extent Biovilla possesses expertise/knowledge about Space Rentals	3	5%	Space Rentals are doing a decent job in the process of providing infrastruture to events taking place at Biovilla. Improvement in terms of communication, knowledge and cross-selling can increase the relevance and excelece of this BU Biovilla is highly dependent on the expertise or knowledge from the person who's renting the space. By adopting measures such as starting a regular schedule for events hold and host by Biovilla the knowledge regarding the discussion topics would also increase
<b>Indirect Impact</b>			
Adaptability - To what degree visitors are able to adapt methods/skills/practises they learned in every-day life	4	10%	In terms of personal development, there are many tools avaiable today, online and offline to easy adapt. Mobile application for example to improve meditation skills.
Benefits - To what degree visitors perceive methods/skills/practices learned at Biovilla valuable	4	10%	By betting on events that can create a more imediate impact such as DIY type of workshops and events Biovilla could be able to better transpose its knowledge to the audience by adapting its practices to a smaller scale
Public Interest - To what degree government and public organizations pushing towards change	4	10%	Overall themes of events hosted by Biovilla would be related to hot topics regarding social and envrimental sustainability and personal development and it is assumed that it will still be relevant in future
Clarity - To what the degree visitors understand the methods/skills/practices learned at Biovilla	4	10%	The clarity of the learning materials is mostly dependent on the type of event and content, therefore by hosting more relevant and do it yourself content, Biovilla can reach a higher impact in this point and provide a more holistic experience.
Average Weighted Score	4	100,0%	

## Appendix 7.4: Impact validation of the fine-tuned growth strategy - Market

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Market	Score	Weight	Comment
<b>Direct Impact</b>			
Scope - To what extent the value of In-house market reaches visitors	4	5%	Up to 80% of Biovilla guests educated in the market by boards and signs
Communication - To what degree Biovilla is able to clearly communicate the value of the in-house market to visitors	4	10%	The in-house market will be in the center of Biovilla and guests will be aware of it. Also, guests will have the opportunity to be educated even without purchasing products, hence many guests will be reached.
Environmental Contribution - To what degree In-bulk market is contributing to environmental improvement	4	15%	Biovilla will communicate effectively about the value of the market and the available products and ensure that visitors understand the concept of conscious consumption.
Social Contribution - To what degree In-house market is contributing to social improvement	3	15%	The in-bulk market is contributing to environmental improvement in the sense of offering alternative products, without chemicals, plastic, etc. Most guests will be educated about the benefits of the products which will increase the sales and increase the environmental value. (Through partnerships this value will also continue after the visit)
Best Practices - To what degree does Biovilla have established best practices in In-house market	5	10%	The social value of the market is created through the sharing of social values and ideals about conscious consumption.
Knowledge - To what extent Biovilla possesses expertise/knowledge about In-house market	4	5%	Biovilla does offer innovative and new alternative products that are not necessarily common in the area and only provided by specialized markets.
<b>Indirect Impact</b>			
Adaptability - To what degree visitors are able to integrate methods/skills/practices they learned by visiting the market into their day to day lives	4	10%	Biovilla creates some of the products themselves and also knows about the use of the products. Through creating the educational boards, Biovilla will increase the capacity and knowledge it has.
Benefits - To what degree visitors perceive methods/skills/practices learned at Biovilla valuable	4	10%	Visitors at Biovilla can easily adapt to the practices of the market (use of available products) and easily implement the practices at home through the knowledge gathered and information about partners that sell products.
Public Interest - To what degree government and public organizations pushing towards change	4	10%	Visitors will perceive the practices learned valuable.
Clarity - To what the degree visitors understand the methods/skills/practices learned at Biovilla	5	10%	Eradication of plastic and the use of alternative products is increasingly well known by the public.
Average Weighted Score	4	100,0%	Through the educational boards etc the clarity of the concepts taught will be very clear.

## Appendix 7.5: Impact validation of the fine-tuned growth strategy - Online Market

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Blog - Alternative to online market	Score	Weight		Comment
<b>Direct Impact</b>				
Scope - To what extent the value of the blog will reach visitors	4	5%	1000 subscriptions after one year	Biovilla will communicate the existence of the blog through Social Media as well as when visitors come to Biovilla so many people are reached.
Communication - To what degree Biovilla will be able to clearly communication the value of the blog to visitors	5	10%		The blog itself serves as a way to communicate Biovilla's joint knowledge about sustainability as well as things like permaculture to the public in an easy and accessible way.
Environmental Contribution - To what degree the blog will contribute to environmental improvement	4	15%		Since the blog is only operated online there will be no CO2 emissions or other factors that would negatively contribute to the environment besides some electricity expenditure. Indirectly, it has a positive contribution since it encourages readers to live more environmentally friendly.
Social Contribution - To what degree the blog will contribute to social improvement	4	15%		If properly communicated and after a certain time, the blog will have reached a critical mass of readers who can then drive social change in their environment.
Best Practices - To what degree Biovilla will be able to establish best practices in the blog	4	10%		It will certainly take some time to establish best practices around the blog, but there are many online tutorials Biovilla could consult to improve the blog.
Knowledge - To what extent Biovilla will possess expertise/knowledge about the blog	4	5%		Since Biovilla already operates a website, there is already some knowledge about writing for an online source. Of course this needs to be expanded, but knowledge in communication already is in place.
<b>Indirect Impact</b>				
Adaptability - To what degree visitors will be able to integrate methods/skills/practises they learned on the blog into their day to day lives	4	5%		The level of adaptability depends on the type of knowledge Biovilla shares on the blog, but e.g. recipes, or tips for more sustainable living practices will be easily adaptable.
Benefits - To what degree visitors will perceive methods/skills/practices learned through the blog as valuable	4	5%		If the content is far reaching and interesting, visitors will perceive the blog as a very valuable source of education online.
Public Interest - To what degree government and public organizations are pushing towards change(in this case the broader public)	4	15%		Blogs have become a popular way to spread knowledge about certain topics and are read by many people every day.
Clarity - To what the degree visitors will understand the methods/skills/practices learned on the blog	5	15%		The blog is a way for Biovilla to share recipes or sustainable best-practices that can be implemented in the daily life, which should be easily understandable by its reader community.
Average Weighted Score	4	100,0%		

# Appendix 7.6: Impact validation of the fine-tuned growth strategy - VER

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VER	Score	Weight	Outputs	Comment
<b>Direct Impact</b>				
Scope - To what extent the value of VER reaches beneficiaries	5	5%		VER is an extensive program that enables great reach to its beneficiaries and also enables Biovilla to establish its own educational program that could target diverse groups and also guests from other BUs.
Communication - To what degree Biovilla is able to clearly communicate the value of VER to beneficiaries	5	10%		The value VER brings to Biovilla and its community is clear, and communication takes place actively.
Environmental Contribution - To what degree VER is contributing to environmental improvement	5	15%	<ul style="list-style-type: none"> <li>- 1/3 hectare of native forest replanted each year</li> <li>- 1/3 hectare of organic garden developed each year</li> <li>- 30 educational activities about regeneration each year</li> </ul>	VER explicitly educate people on agroforestry, permaculture and other sustainable practices and will be able to improve the knowledge, and hence, impact in this area.
Social Contribution - To what degree VER is contributing to social improvement	5	15%	<ul style="list-style-type: none"> <li>- 4 jobs sustained in the long term</li> <li>- Around 50 unemployed trained per year of which 80% will be employed, fund their own generative business or get higher salaries</li> <li>- Around 15 own retreats and workshops with approximately 250-500 participants</li> </ul>	VER's contribution to social improvement is part of its core value proposition. VER enables social inclusion of unemployed youth and thus improves conditions for the local community while increasing knowledge.
Best Practices - To what degree does Biovilla has established best practices in VER	4	10%		An Innovative and unique project that is a best practice, however, the rating is only high as Biovilla is only launching VER and needs to build the capacity over the long-term (constantly).
Knowledge - To what extent Biovilla possesses expertise/knowledge about VER	4	5%		As the project will only launch in 2021, Biovilla does not have experience yet and also needs to hire the right personnel as the knowledge in some areas is only limited.
<b>Indirect Impact</b>				
Adaptability - To what degree beneficiaries are able to adapt methods/skills/practices they learned in every-day life	5	5%		The adaptability is very high, however, Biovilla will develop partnerships to create a network that will increase the employment rate after the conduction of the VER.
Benefits - To what degree beneficiaries perceive methods/skills/practices learned at Biovilla valuable	5	5%		The skills learned at Biovilla will be very valuable for participants and might bring new job opportunities for them.
Public Interest - To what degree governments and public institution are pushing towards that movement	5	15%		The public interest is very high as unemployment is an important topic, especially during the Covid-19 pandemic.
Clarity - To what the degree beneficiaries understand the methods/skills/practices learned at Biovilla	5	15%		The clarity of the concepts learned will be high as professionals will take care of the education.
Average Weighted Score	5	100,0%		

## 8. Capital Budgeting Projections of the fine-tuned Growth Strategy

## Assumptions Support

### 2021 Revenues Forecast

Month	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Total 2021	
Days	31	28	31	30	31	30	31	31	30	31	30	31	365	
Baseline Room	4	4	8	8	8	8	8	8	8	8	8	8	8	
Availability	124	112	248	240	248	240	248	248	240	248	240	248	2684	
Occupation % of Retreats	15%	20%	20%	20%	20%	15%	0%	0%	15%	20%	20%	15%	15%	
Occupation % of Rooms	0%	0%	0%	0%	0%	60%	80%	80%	60%	0%	0%	0%	26%	
												<b>% OCC TOTAL</b>	<b>40%</b>	
Number of Beds sold from Retreats	41	49	109	106	109	79	0	0	79	109	106	82	869	
Number of Beds from Rooms	0	0	0	0	0	295	407	407	295	0	0	0	1404	
												<b>NUMBER OF GUESTS TOTAL</b>	<b>2273</b>	
€ of Acc. Retreat	70,00	75,00	75,00	80,00	80,00	75,00	70,00	70,00	75,00	80,00	80,00	70,00		
1 Pax	75,00	80,00	80,00	85,00	85,00	80,00	75,00	75,00	80,00	85,00	85,00	75,00		
2 Pax	80,00	85,00	85,00	90,00	90,00	85,00	80,00	80,00	85,00	90,00	90,00	80,00		
3 Pax	85,00	90,00	90,00	95,00	95,00	90,00	85,00	85,00	90,00	95,00	95,00	85,00		
€ of Acc. Room	50,00	50,00	50,00	70,00	70,00	70,00	80,00	80,00	70,00	50,00	50,00	50,00		
1 Pax	55,00	55,00	55,00	75,00	75,00	75,00	85,00	85,00	75,00	55,00	55,00	55,00		
2 Pax	60,00	60,00	60,00	80,00	80,00	80,00	90,00	90,00	80,00	60,00	60,00	60,00		
3 Pax	65,00	65,00	65,00	85,00	85,00	85,00	95,00	95,00	85,00	65,00	65,00	65,00		
Revenues of Retreat														
Total	1 506,60	1 926,40	4 265,60	4 368,00	4 513,60	3 096,00	0,00	0,00	3 096,00	4 513,60	4 368,00	3 013,20	34 667,00	
													<b>AVG. PRICE RETREATS</b>	<b>87,76</b>
Revenues of Rooms														
Total	0,00	0,00	0,00	0,00	0,00	11 556,00	17 905,60	17 905,60	11 556,00	0,00	0,00	0,00	58 923,20	
													<b>AVG. PRICE ROOMS</b>	<b>86,04</b>
TOTAL	1 506,60	1 926,40	4 265,60	4 368,00	4 513,60	14 652,00	17 905,60	17 905,60	14 652,00	4 513,60	4 368,00	3 013,20	93 590,20	
													<b>AVG. PRICE OVERALL</b>	<b>86,67</b>

KPIs						Notes
<b>Overall</b>						
Rooms available	2684	2920	2920	2920	2920	= Rooms available for sale per year
Occupation rate	38%	53%	58%	61%	64%	= Total OCC % per year
Number of nights	1029	1543	1698	1783	1872	= Total nights sold per year
Number of clients	2273	3409	3750	3938	4135	= Total number of guests per year
Average length of stay	2	2	2	2	2	= Average length of stay
Turnover	514	772	849	891	936	= Turnover
ADR	90,96	90,96	90,96	90,96	90,96	= Average selling price
<b>Rooms Only</b>						
Rooms available	2684	2920	2920	2920	2920	= Rooms available for sale per year
Occupation rate	23%	31%	31%	31%	31%	= Total OCC % per year
Number of nights	626	895	903	913	905	= Total nights sold per year
Number of clients	1404	2007	2024	2047	2028	= Total number of guests per year
Average length of stay	1,5	1,5	1,5	1,5	1,5	= Average length of stay
Turnover	418	597	602	609	603	= Turnover
ADR	94,09	94,09	94,09	94,09	94,09	= Average selling price
<b>Retreats</b>						
Rooms available	2684	2920	2920	2920	2920	= Rooms available for sale per year
Occupation rate	15%	22%	28%	30%	34%	= Total OCC % per year
Number of nights	403	652	807	885	989	= Total nights sold per year
Number of clients	869	1408	1742	1910	2134	= Total number of guests per year
Average length of stay	2,5	2,5	2,5	2,5	2,5	= Average length of stay
Turnover	161	261	323	354	395	= Turnover
ADR	86,11	86,11	86,11	86,11	86,11	= Average selling price



# Appendix 8.3: Accommodation Forecast Assumptions

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## Accommodation

	Investment Year	Upcoming Years					Notes:
	2020	2021	2022	2023	2024	2025	
<b>OPEX</b>							
<b>Total Accommodation Revenues</b>		<b>93 590,20</b>	<b>140 385,30</b>	<b>154 423,83</b>	<b>162 145,02</b>	<b>170 252,27</b>	<b>2021: Assumptions were made using Rooms Availability and Occupation Rate as drivers (Check support)</b>
Revenue Growth %		50,00%	50,00%	10,00%	5,00%	5,00%	In 2022, it was assumed a rate of 50% increase & after 2022 a rate of 10% and 5% increase
Accommodation Direct		20 623,12	35 096,33	46 327,15	48 643,51	51 075,68	In 2021 it was assumed to represent 35% of total revenues from accommodation only
% of Total Revenues		22%	25%	30%	30%	30%	It was assumed that it would increase steadily
Accommodation Online Channels		38 300,08	49 134,86	38 605,96	37 293,35	34 050,45	In 2021 it was assumed to represent 65% of total revenues from accommodation only
% of Total Revenues		41%	35%	25%	23%	20%	It was assumed that it would decrease steadily
Accommodation Retreats		34 667,00	56 154,12	69 490,72	76 208,16	85 126,14	In 2021 it was assumed to represent 100% of total revenues from retreats' accommodation
% of Total Revenues		37%	40%	45%	47%	50%	It was assumed that it would increase steadily
<b>Cost of goods sold (COGS)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	They were assumed to be 0, as accommodation does not require production of a product.
<b>Direct expenses</b>		<b>-22 529,68</b>	<b>-29 299,23</b>	<b>-29 263,19</b>	<b>-29 915,12</b>	<b>-30 319,94</b>	
Booking fees		5 745,01	7 370,23	5 790,89	5 594,00	5 107,57	= 15% of revenues through online channels
Laundry service		4 115,47	6 173,20	6 790,52	7 130,05	7 486,55	= 2€ per kilogram // 4kg per turnover
Office materials		257,22	385,83	424,41	445,63	467,91	= 0,5€ per turnover
Amenities (shampoo/shower gel)		514,43	771,65	848,82	891,26	935,82	= 1€ per turnover
Cleaning outsourcing (honorarium)		3 601,03	5 401,55	5 941,71	6 238,79	6 550,73	= 7€ per hour // 1 hour per turnover
Cleaning materials and products		257,22	385,83	424,41	445,63	467,91	= 0,5€ per turnover
Transports and trips		336,00	336,00	336,00	336,00	336,00	= 15 70€/month // HS 140€/month (30% Rooms)
Software and services		360,00	360,00	360,00	360,00	360,00	= 30€/month
Utilities		1 543,30	2 314,95	2 546,45	2 673,77	2 807,46	= 1,5€ per nights sold
Maintenance		1 000,00	1 000,00	1 000,00	1 000,00	1 000,00	= 1000€ a year for bedsheets, repairs etc
Marketing		4 800,00	4 800,00	4 800,00	4 800,00	4 800,00	= 400€ per month
<b>Personnel expenses</b>		<b>-8 930,71</b>	<b>-12 777,47</b>	<b>-16 681,93</b>	<b>-16 932,16</b>	<b>-17 186,15</b>	Accommodation represents 30% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate (% of EBT)</b>		<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>							
Capital Expenditures (Es)	<b>100%</b>	<b>-205 336,06</b>					
Depreciation & Amortization		-10 266,80	-10 266,80	-10 266,80	-10 266,80	-10 266,80	
% of CAPEX		5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>							
Accounts receivable	<b>PY's AVERAGE</b>	2 241,38	3 362,07	3 698,27	3 883,19	4 077,35	
% of revenues	2%	2%	2%	2%	2%	2%	
Inventory		0	0	0	0	0	
% of cost of goods sold		0%	0%	0%	0%	0%	
Accounts Payable	<b>PY's AVERAGE</b>	695,88	904,97	903,86	923,99	936,50	
% of outsourcing expenses	3%	3%	3%	3%	3%	3%	

# Appendix 8.4: Accommodation Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		93 590,20	140 385,30	154 423,83	162 145,02	170 252,27	= Revenues
Cost of sales		0,00	0,00	0,00	0,00	0,00	= COGS
Outsourcing expenses		-22 529,68	-29 299,23	-29 263,19	-29 915,12	-30 319,94	= Outsourcing expenses
Personnel expenses		-8 930,71	-12 777,47	-16 681,93	-16 932,16	-17 186,15	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>62 129,81</b>	<b>98 308,60</b>	<b>108 478,70</b>	<b>115 297,74</b>	<b>122 746,19</b>	= Revenues - Outsourcing expenses - Personnel expenses
Depreciation and amortization		-10 266,80	-10 266,80	-10 266,80	-10 266,80	-10 266,80	= Depreciations
<b>Taxable income</b>		<b>51 863,01</b>	<b>88 041,80</b>	<b>98 211,90</b>	<b>105 030,94</b>	<b>112 479,38</b>	= OCBT - Depreciations
Income taxes		-9 891,23	-17 488,78	-19 624,50	-21 056,50	-22 620,67	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>52 238,58</b>	<b>80 819,82</b>	<b>88 854,20</b>	<b>94 241,24</b>	<b>100 125,52</b>	= TI - Income taxes + Depreciations
<b>CAPEX</b>							
<b>Capital expenditure</b>	<b>-205 336,06</b>						= Capital expenditure
<b>Changes in NWC</b>	<b>-959,16</b>	<b>-586,34</b>	<b>-911,60</b>	<b>-337,32</b>	<b>-164,78</b>	<b>-181,66</b>	= NWC (Y0) - NWC (Y1)
NWC	959,16	1 545,50	2 457,10	2 794,42	2 959,19	3 140,85	= A/R + Inventory - A/P
Accounts receivable	1 494,25	2 241,38	3 362,07	3 698,27	3 883,19	4 077,35	= A/R
Inventory	0,00	0,00	0,00	0,00	0,00	0,00	= Inventory
Accounts payable	535,10	695,88	904,97	903,86	923,99	936,50	= A/P
<b>Investing cashflow</b>	<b>-206 295,21</b>	<b>-586,34</b>	<b>-911,60</b>	<b>-337,32</b>	<b>-164,78</b>	<b>-181,66</b>	= CapEX + Change in NWC
<b>Net cashflow</b>							
<b>Free cashflow</b>	<b>-206 295,21</b>	<b>51 652,23</b>	<b>79 908,23</b>	<b>88 516,88</b>	<b>94 076,47</b>	<b>99 943,86</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow	-206 295,21	-154 642,98	-74 734,75	13 782,13	107 858,60	207 802,46	
<b>IRR</b>	<b>25,6%</b>						
<b>NET PRESENT VALUE</b>							
	5%						<i>Discount rate assumption just for context</i>
Discounted FCFs	-206 295,21	49 192,60	72 479,12	76 464,21	77 396,94	78 308,63	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>	<b>147 546,29</b>						= Σ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-206 295,21	-157 102,61	-84 623,49	-8 159,28	69 237,66	147 546,29 = Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>		<b>3,11</b>					= Last negative Year + ( Last negative accumulated FCF / Positive FCF after

# Appendix 8.5: Restaurant Forecast Assumptions

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## Restaurant

	Investment Year	Upcoming Years					Notes:
	2020	2021	2022	2023	2024	2025	
<b>OPEX</b>							
<b>Total Restaurant Revenues</b>		<b>40 745,20</b>	<b>62 461,44</b>	<b>73 086,92</b>	<b>78 633,50</b>	<b>85 545,45</b>	
<i>Revenue Growth %</i>							
Restaurant Revenues from Outsiders		2 400,00	2 520,00	2 646,00	2 778,30	2 917,22	
Dinner and Lunch Service		2 400,00	2 520,00	2 646,00	2 778,30	2 917,22	= LS: 1pax / week // HS: 8pax / week (15€ / pax)   g = 5% / year
Restaurant Revenues from Rooms Only		11 406,20	16 305,25	16 441,13	16 635,43	16 478,50	
Breakfast		7 019,20	10 034,00	10 117,62	10 237,19	10 140,61	= 5€ (100% of clients) // number of clients based on Accommodation Assumptions
Dinner and Lunch Service		4 387,00	6 271,25	6 323,51	6 398,24	6 337,88	= 12,5€ (25% of clients) // number of clients based on Accommodation Assumptions
Restaurant Revenues from Retreats		26 939,00	43 636,19	53 999,79	59 219,77	66 149,74	
Breakfast		4 345,00	7 038,10	8 709,64	9 551,58	10 669,31	= 5€ / pax from retreats
Lunch		10 862,50	17 595,24	21 774,11	23 878,94	26 673,28	= 12,5€ / pax from retreats
Coffee Break		869,00	1 407,62	1 741,93	1 910,32	2 133,86	= 0,5€ x 2 / pax from retreats (initial price 2€ -> 3/4 of coffee breaks are offered)
Dinner		10 862,50	17 595,24	21 774,11	23 878,94	26 673,28	= 12,5€ / pax from retreats
<b>Cost of goods sold (COGS)</b>		<b>-20 372,60</b>	<b>-31 230,72</b>	<b>-36 543,46</b>	<b>-39 316,75</b>	<b>-42 772,72</b>	
<i>COGS as % of Revenues</i>		-50,00%	-50,00%	-50,00%	-50,00%	-50,00%	A Team's assumption that 50% of revenues would be considered COGS, leaving a Gross Profit of 50%
<b>Direct expenses</b>		<b>-3 061,00</b>	<b>-3 106,50</b>	<b>-3 154,28</b>	<b>-3 204,44</b>	<b>-3 257,11</b>	
Booking fees		0,00	0,00	0,00	0,00	0,00	
Laundry service		650,00	682,50	716,63	752,46	790,08	= 2,5€ per kilogram // 5kg a week // g = 5%
Office materials		0,00	0,00	0,00	0,00	0,00	
Amenities (shampoo/shower gel)		0,00	0,00	0,00	0,00	0,00	
Cleaning outsourcing (honorarium)		0,00	0,00	0,00	0,00	0,00	
Cleaning materials and products		260,00	273,00	286,65	300,98	316,03	= 5€ a week // g = 5%
Transports and trips		336,00	336,00	336,00	336,00	336,00	= LS 70€/month // HS 140€/month (30% restaurant)
Software and services		120,00	120,00	120,00	120,00	120,00	=10€ a month
Utilities		1 095,00	1 095,00	1 095,00	1 095,00	1 095,00	= 3€ per day
Maintenance		300,00	300,00	300,00	300,00	300,00	= 300€ per year
Marketing		300,00	300,00	300,00	300,00	300,00	= 25€ per month
<b>Personnel expenses</b>		<b>-10 419,16</b>	<b>-14 907,05</b>	<b>-19 462,26</b>	<b>-19 754,19</b>	<b>-20 050,50</b>	Restaurant represents 35% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate (% of EBT)</b>		<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>	<b>100%</b>						
Capital Expenditures (€s)		-12 354,97					
Depreciation & Amortization		-617,75	-617,75	-617,75	-617,75	-617,75	
<i>% of CAPEX</i>		5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>							
Accounts receivable	<i>PP's AVERAGE</i>	814,90	1 249,23	1 461,74	1 572,67	1 710,91	
<i>% of revenues</i>	2%	2%	2%	2%	2%	2%	
Inventory		0	0	0	0	0	
<i>% of cost of goods sold</i>		0%	0%	0%	0%	0%	
Accounts Payable	<i>PP's AVERAGE</i>	91,83	93,20	94,63	96,13	97,71	
<i>% of outsourcing expenses</i>	3%	3%	3%	3%	3%	3%	

# Appendix 8.6: Restaurant Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025		
	0	1	2	3	4	5		
<b>OPEX</b>								
Revenues		40 745,20	62 461,44	73 086,92	78 633,50	85 545,45	= Revenues	
Cost of sales		-20 372,60	-31 230,72	-36 543,46	-39 316,75	-42 772,72	= COGS	
Outsourcing expenses		-3 061,00	-3 106,50	-3 154,28	-3 204,44	-3 257,11	= Outsourcing expenses	
Personnel expenses		-10 419,16	-14 907,05	-19 462,26	-19 754,19	-20 050,50	= Personnel expenses	
<b>Operating cashflow before taxes</b>		<b>6 892,44</b>	<b>13 217,17</b>	<b>13 926,93</b>	<b>16 358,12</b>	<b>19 465,11</b>	= Revenues - COGS - Outsourcing expenses - Personnel expenses	
Depreciation and amortization		-617,75	-617,75	-617,75	-617,75	-617,75	= Depreciations	
<b>Taxable income</b>		<b>6 274,69</b>	<b>12 599,42</b>	<b>13 309,18</b>	<b>15 740,37</b>	<b>18 847,36</b>	= OCBT - Depreciations	
Income taxes		-1 066,70	-2 141,90	-2 262,56	-2 675,86	-3 204,05	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )	
<b>Operating cashflow after taxes</b>		<b>5 825,74</b>	<b>11 075,27</b>	<b>11 664,37</b>	<b>13 682,26</b>	<b>16 261,06</b>	= TI - Income taxes + Depreciations	
<b>CAPEX</b>								
Capital expenditure		-12 354,97					= Capital expenditure	
<b>Changes in NWC</b>		<b>-441,10</b>	<b>-281,98</b>	<b>-432,96</b>	<b>-211,08</b>	<b>-109,43</b>	<b>-136,66</b>	= NWC (Y0) - NWC (Y1)
NWC		441,10	723,07	1 156,03	1 367,11	1 476,54	1 613,20	= A/R + Inventory - A/P
Accounts receivable		531,58	814,90	1 249,23	1 461,74	1 572,67	1 710,91	= A/R
Inventory		0,00	0,00	0,00	0,00	0,00	0,00	= Inventory
Accounts payable		90,48	91,83	93,20	94,63	96,13	97,71	= A/P
<b>Investing cashflow</b>		<b>-12 796,07</b>	<b>-281,98</b>	<b>-432,96</b>	<b>-211,08</b>	<b>-109,43</b>	<b>-136,66</b>	= CapEX + Change in NWC
<b>Net cashflow</b>								
<b>Free cashflow</b>		<b>-12 796,07</b>	<b>5 543,76</b>	<b>10 642,31</b>	<b>11 453,29</b>	<b>13 572,83</b>	<b>16 124,40</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow		-12 796,07	-7 252,31	3 390,00	14 843,29	28 416,12	44 540,52	
<b>IRR</b>		<b>65,9%</b>						
<b>NET PRESENT VALUE</b>								
		5%					<i>Discount rate assumption just for context</i>	
Discounted FCFs		-12 796,07	5 279,77	9 652,89	9 893,78	11 166,40	12 633,89	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>		<b>35 830,66</b>						= Σ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>								
Accumulated discounted FCFs	0	-12 796,07	-7 516,30	2 136,59	12 030,37	23 196,77	35 830,66	= Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>		<b>1,78</b>						= Last negative Year + ( Last negative accumulated FCF / Positive FCF after )

# Appendix 8.7: Space Rentals Forecast Assumptions

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## Space Rentals

	Investment Year	Upcoming Years					Notes:
	2020	2021	2022	2023	2024	2025	
<b>OPEX</b>							
Retreats Revenues (Space Rental)		10 037,50	14 944,82	18 494,21	20 281,98	22 655,41	= (Retreat % occ * days * rental price) + (Retreat % occ * (days / average turnover) * cleaning fee) = 150€ / per day of retreat + 100€ fee for cleaning per retreat
Revenue Growth %			48,89%	23,75%	9,67%	11,70%	
Cost of goods sold (COGS)		0,00	0,00	0,00	0,00	0,00	Team's assumptions that there are no COGS in retreats
<b>Outsourcing expenses</b>		-3 984,06	-4 757,63	-5 237,76	-5 479,60	-5 800,66	
Booking fees		0,00	0,00	0,00	0,00	0,00	
Laundry service		0,00	0,00	0,00	0,00	0,00	
Office materials		241,56	391,28	484,21	531,02	593,16	= 1,5€ per retreat
Amenities (shampoo/shower gel)		0,00	0,00	0,00	0,00	0,00	
Cleaning outsourcing (honorarium)		0,00	0,00	0,00	0,00	0,00	= No cleaning for outsourcing, as this is done by the employee allocated to the retreat management
Cleaning materials and products		201,30	326,07	403,51	442,52	494,30	= 0,5€ per day of cleaning
Transports and trips		336,00	336,00	336,00	336,00	336,00	= LS 70€/month // HS 140€/month (30% retreats)
Software and services		0,00	0,00	0,00	0,00	0,00	
Utilities		805,20	1 304,27	1 614,04	1 770,06	1 977,20	= 2€ per day of retreat
Maintenance		0,00	0,00	0,00	0,00	0,00	
Marketing		2 400,00	2 400,00	2 400,00	2 400,00	2 400,00	= 200€ a month
Personnel expenses		-4 465,36	-6 388,74	-8 340,97	-8 466,08	-8 593,07	Retreats represents 15% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
Effective tax rate (% of EBT)		-17%	-17%	-17%	-17%	-17%	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>	100%						
Capital Expenditures (€s)		-77 861,98					
Depreciation & Amortization		-3 893,10	-3 893,10	-3 893,10	-3 893,10	-3 893,10	
% of CAPEX		5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>							
Accounts receivable	PY's AVERAGE	301,13	448,34	554,83	608,46	679,66	
% of revenues	2%	3%	3%	3%	3%	3%	
Inventory		0	0	0	0	0	
% of cost of goods sold		0%	0%	0%	0%	0%	
Accounts Payable	PY's AVERAGE	159,36	190,31	209,51	219,18	232,03	
% of outsourcing expenses	3%	4%	4%	4%	4%	4%	

# Appendix 8.8: Space Rentals Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025		
	0	1	2	3	4	5		
<b>OPEX</b>								
Revenues		10 037,50	14 944,82	18 494,21	20 281,98	22 655,41	= Revenues	
Cost of sales		0,00	0,00	0,00	0,00	0,00	= COGS	
Outsourcing expenses		-3 984,06	-4 757,63	-5 237,76	-5 479,60	-5 800,66	= Outsourcing expenses	
Personnel expenses		-4 465,36	-6 388,74	-8 340,97	-8 466,08	-8 593,07	= Personnel expenses	
<b>Operating cashflow before taxes</b>		<b>1 588,08</b>	<b>3 798,45</b>	<b>4 915,48</b>	<b>6 336,30</b>	<b>8 261,68</b>	= Revenues - COGS - Outsourcing expenses - Personnel expenses	
Depreciation and amortization		-3 893,10	-3 893,10	-3 893,10	-3 893,10	-3 893,10	= Depreciations	
<b>Taxable income</b>		<b>-2 305,01</b>	<b>-94,64</b>	<b>1 022,38</b>	<b>2 443,20</b>	<b>4 368,58</b>	= OCBT - Depreciations	
Income taxes		0,00	0,00	785,30	486,93	-742,66	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )	
<b>Operating cashflow after taxes</b>		<b>1 588,08</b>	<b>3 798,45</b>	<b>5 700,78</b>	<b>6 823,23</b>	<b>7 519,02</b>	= TI - Income taxes + Depreciations	
<b>CAPEX</b>								
<b>Capital expenditure</b>		<b>-77 861,98</b>					= Capital expenditure	
<b>Changes in NWC</b>		<b>-68,80</b>	<b>-72,97</b>	<b>-116,28</b>	<b>-87,28</b>	<b>-58,36</b>	= NWC (Y0) - NWC (Y1)	
NWC		68,80	141,76	258,04	345,32	389,28	= A/R + Inventory - A/P	
Accounts receivable		202,25	301,13	448,34	554,83	608,46	= A/R	
Inventory		0,00	0,00	0,00	0,00	0,00	= Inventory	
Accounts payable		133,45	159,36	190,31	209,51	232,03	= A/P	
<b>Investing cashflow</b>		<b>-77 930,77</b>	<b>-72,97</b>	<b>-116,28</b>	<b>-87,28</b>	<b>-58,36</b>	= CapEX + Change in NWC	
<b>Net cashflow</b>								
<b>Free cashflow</b>		<b>-77 930,77</b>	<b>1 515,12</b>	<b>3 682,18</b>	<b>5 613,50</b>	<b>6 779,27</b>	<b>7 460,66</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow		-77 930,77	-76 415,66	-72 733,48	-67 119,98	-60 340,70	-52 880,05	
<b>IRR</b>		<b>-25,8%</b>						
<b>NET PRESENT VALUE</b>		<b>5%</b>					<b>Discount rate assumption just for context</b>	
Discounted FCFs		-77 930,77	1 442,97	3 339,84	4 849,16	5 577,32	5 845,62	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>		<b>-56 875,86</b>						= ∑ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>								
Accumulated discounted FCFs	0	-77 930,77	-76 487,80	-73 147,96	-68 298,81	-62 721,48	-56 875,86	= Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>								= Last negative Year + ( Last negative accumulated FCF / Positive FCF after

# Appendix 8.9: Market Forecast Assumptions

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## Market

	Investment Year	Upcoming Years					Notes:	
		2020	2021	2022	2023	2024		2025
<b>OPEX</b>								
<b>Market Revenues</b>			<b>7 280,00</b>	<b>10 920,00</b>	<b>12 012,00</b>	<b>12 612,60</b>	<b>13 243,23</b>	No data available for years before 2020. Data was used from POS from August-October 2020 (not really representative because of Covid) so a simple base assumption for 2020 was made. (high season: 900/month, 400/month low season)
<i>Biovilla Souvenirs</i>	(30% of total market sales)		2 184,00	3 276,00	3 603,60	3 783,78	3 972,97	23% profit margin (Nuno's assumption)
<i>Biovilla Crafts</i>	(5% of total market sales)		364,00	546,00	600,60	630,63	662,14	50% profit margin (We assume that with their own crafts + inhouse production Biovilla is able to keep costs low and thus profit high)
<i>Biovilla Inhouse &amp; Bulk Production</i>	(25% of total market sales)		910,00	1 365,00	1 501,50	1 576,58	1 655,40	50% profit margin
<i>Essentials</i>	(35% of total market sales)		2 912,00	4 368,00	4 804,80	5 045,04	5 297,23	23% profit margin
<i>Suppliers in bulk</i>	(5% of total market sales)		910,00	1 365,00	1 501,50	1 576,58	1 655,40	23% profit margin
	Revenue Growth %		30,00%	50,00%	10,00%	5,00%	5,00%	Big growth of +50% in the first year, after that 30%, 10% and then steady 5% per year
<b>Cost of goods sold (COGS)</b>			<b>-5261,62</b>	<b>-7892,43</b>	<b>-8681,67</b>	<b>-9115,76</b>	<b>-9571,54</b>	Percentage of revenues (see different profit margins)
<b>Outsourcing expenses</b>			<b>-557,00</b>	<b>-557,00</b>	<b>-557,00</b>	<b>-557,00</b>	<b>-557,00</b>	
Booking fees			0,00	0,00	0,00	0,00	0,00	
Laundry service			0,00	0,00	0,00	0,00	0,00	
Office materials			0,00	0,00	0,00	0,00	0,00	
Amenities (shampoo/shower gel)			0,00	0,00	0,00	0,00	0,00	
Cleaning outsourcing (honorarium)			0,00	0,00	0,00	0,00	0,00	
Cleaning materials and products			0,00	0,00	0,00	0,00	0,00	
Transports and trips			64,00	64,00	64,00	64,00	64,00	= LS 40€/month // HS 80€/month
Software and services			120,00	120,00	120,00	120,00	120,00	= 10€ per month
Utilities			73,00	73,00	73,00	73,00	73,00	= 0,20 € per day
Maintenance			60,00	60,00	60,00	60,00	60,00	= 5€ per month
Marketing			240,00	240,00	240,00	240,00	240,00	= 20€ per month
<b>Personnel expenses</b>			<b>-893,07</b>	<b>-1 277,75</b>	<b>-1 668,19</b>	<b>-1 693,22</b>	<b>-1 718,61</b>	Market represents 3% of the overall Salaries Expenses (around 30 minutes a day) It was assumed a growth of 1,5% each year in each person's salaries. (Check support)
<b>Effective tax rate (% of EBT)</b>			<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>		<b>100%</b>						
Capital Expenditures (€s)								5k expenses for the market (=jars, bottles etc, shelves)
Depreciation & Amortization	% of CAPEX		0,00	0,00	0,00	0,00	0,00	
			5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>								
Accounts receivable	% of revenues	<i>PY's AVERAGE</i>	0,00	0,00	0,00	0,00	0,00	
			0%	0%	0%	0%	0%	Payments received immediately
Inventory	% of cost of goods sold		263,08	394,62	434,08	455,79	478,58	
			5%	5%	5%	5%	5%	Represents 5% of cost of sales as Biovilla will need to keep inventory to be sold
Accounts Payable	% of outsourcing expenses	<i>PY's AVERAGE</i>	72,41	72,41	72,41	72,41	72,41	
			13%	13%	13%	13%	13%	Represents 13% of outsourcing expenses as the business will grow and more net working capital will be needed

# Appendix 8.10: Market Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		7 280,00	10 920,00	12 012,00	12 612,60	13 243,23	= Revenues
Cost of goods solds (COGS)		-5 261,62	-7 892,43	-8 681,67	-9 115,76	-9 571,54	= COGS
Outsourcing expenses		-557,00	-557,00	-557,00	-557,00	-557,00	= Outsourcing expenses
Personnel expenses		-893,07	-1 277,75	-1 668,19	-1 693,22	-1 718,61	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>568,31</b>	<b>1 192,82</b>	<b>1 105,13</b>	<b>1 246,63</b>	<b>1 396,07</b>	= Revenues - Outsourcing expenses - Personnel expenses
Depreciation and amortization		0,00	0,00	0,00	0,00	0,00	= Depreciations
<b>Taxable income</b>		<b>568,31</b>	<b>1 192,82</b>	<b>1 105,13</b>	<b>1 246,63</b>	<b>1 396,07</b>	= OCBT - Depreciations
Income taxes		-96,61	-202,78	-187,87	-211,93	-237,33	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>471,70</b>	<b>990,04</b>	<b>917,26</b>	<b>1 034,70</b>	<b>1 158,74</b>	= TI - (Income taxes + Depreciations)
<b>CAPEX</b>							
<b>Capital expenditure</b>		<b>0,00</b>					= Capital expenditure
<b>Changes in NWC</b>	<b>-102,98</b>	<b>-87,69</b>	<b>-131,54</b>	<b>-39,46</b>	<b>-21,70</b>	<b>-22,79</b>	= NWC (Y0) - NWC (Y1)
NWC	102,98	190,67	322,21	361,67	383,38	406,17	= A/R + Inventory - A/P
Accounts receivable	0,00	0,00	0,00	0,00	0,00	0,00	= A/R
Inventory	175,39	263,08	394,62	434,08	455,79	478,58	= Inventory
Accounts payable	72,41	72,41	72,41	72,41	72,41	72,41	= A/P
<b>Investing cashflow</b>	<b>-102,98</b>	<b>-87,69</b>	<b>-131,54</b>	<b>-39,46</b>	<b>-21,70</b>	<b>-22,79</b>	= CapEX + Change in NWC
<b>Net cashflow</b>							
<b>Free cashflow</b>	<b>-102,98</b>	<b>384,00</b>	<b>858,50</b>	<b>877,80</b>	<b>1 013,00</b>	<b>1 135,95</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow	-102,98	281,03	1 139,53	2 017,33	3 030,32	4 166,27	
<b>IRR</b>		<b>456,9%</b>					
<b>NET PRESENT VALUE</b>							
	<b>5%</b>						<i>Discount rate assumption just for context</i>
Discounted FCFs	-102,98	365,72	778,69	758,28	833,39	890,05	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>	<b>3 523,14</b>						= Σ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-102,98	262,74	1 041,43	1 799,70	2 633,10	= Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>	<b>0,28</b>						= Last negative Year + ( Last negative FCF / First positive FCF )



# Appendix 8.11: Blog Forecast Assumptions

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## Blog

	Investment Year	Upcoming Years					Notes:
	2020	2021	2022	2023	2024	2025	
<b>OPEX</b>							
<b>Online Market Revenues</b>		1 418,21	4 089,63	5 686,89	6 321,23	8 200,94	
Biovilla guests' donations		568,21	1 704,63	2 812,64	2 953,27	4 134,58	Total number of guests * 5%   10% capture rate * 5€   7,5€   10€ average donation per year
Social media followers' donations		850,00	1 785,00	1 874,25	1 967,96	2 066,36	Total number of followers * 1%   2% capture rate * 5€ average donation per year
Social media followers		17 000	17 850	18 743	19 680	20 664	Assuming that who follows on Facebook also follows on Instagram to avoid double counting + growth 5%
Sponsored posts		0,00	600,00	1 000,00	1 400,00	2 000,00	average 200€/post
# Sponsored posts		0	3	5	7	10	posts per year
<b>Cost of goods sold (COGS)</b>		0,00	0,00	0,00	0,00	0,00	
<b>Running costs platform</b>		-300,00	-300,00	-300,00	-300,00	-300,00	WIX platform costs which serves as website for online shop
<b>Outsourcing expenses</b>		-150,00	-150,00	-150,00	-150,00	-150,00	Costs associated with online marketing, software and internet
<b>Personnel expenses</b>		-4 465,36	-6 388,74	-8 340,97	-8 466,08	-8 593,07	Market represents 15% of the overall Salaries Expenses It was assumed a growth of 1,5% each year in each person's salaries (Check support)
<b>Effective tax rate (% of EBT)</b>		-17%	-17%	-17%	-17%	-17%	Until 25 000 = 17%. Then, after 25 000 = 21%
<b>CAPEX</b>		100%					
Capital Expenditures (€s)		0,00					
Depreciation & Amortization	% of CAPEX	5%	5%	5%	5%	5%	Assumed to be as it is. 5% per year of Total CapEx
<b>Net Working Capital</b>		<i>PY's AVERAGE</i>					
Accounts receivable	% of revenues	0,00	0,00	0,00	0,00	0,00	
		0%	0%	0%	0%	0%	
Inventory	% of cost of goods sold	0,00	0,00	0,00	0,00	0,00	
		0%	0%	0%	0%	0%	
Accounts Payable	% of outsourcing expenses	0,00	0,00	0,00	0,00	0,00	
		0%	0%	0%	0%	0%	

# Appendix 8.12: Blog Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025		
	0	1	2	3	4	5		
<b>OPEX</b>								
Revenues		1418,21	4089,63	5686,89	6321,23	8200,94	= Revenues	
Cost of goods solds (COGS)		0,00	0,00	0,00	0,00	0,00	= COGS	
Running costs WIX platform		-300,00	-300,00	-300,00	-300,00	-300,00	= Running costs WIX platform	
Outsourcing expenses		-150,00	-150,00	-150,00	-150,00	-150,00	= Outsourcing expenses	
Personnel expenses		-4 465,36	-6 388,74	-8 340,97	-8 466,08	-8 593,07	= Personnel expenses	
<b>Operating cashflow before taxes</b>		<b>-3 497,15</b>	<b>-2 749,11</b>	<b>-3 104,08</b>	<b>-2 594,85</b>	<b>-842,13</b>	= Revenues - Outsourcing expenses - Personnel expenses	
Depreciation and amortization		0,00	0,00	0,00	0,00	0,00	= Depreciations	
<b>Taxable income</b>		<b>-3 497,15</b>	<b>-2 749,11</b>	<b>-3 104,08</b>	<b>-2 594,85</b>	<b>-842,13</b>	= OCBT - Depreciations	
Income taxes		0,00	0,00	0,00	0,00	0,00	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )	
<b>Operating cashflow after taxes</b>		<b>-3 497,15</b>	<b>-2 749,11</b>	<b>-3 104,08</b>	<b>-2 594,85</b>	<b>-842,13</b>	= TI - ( Income taxes + Depreciations)	
<b>CAPEX</b>								
Capital expenditure		0,00						
<b>Changes in NWC</b>								
NWC		0,00	0,00	0,00	0,00	0,00	= NWC (Y0) - NWC (Y1)	
Accounts receivable		0,00	0,00	0,00	0,00	0,00	= A/R + Inventory - A/P	
Inventory		0,00	0,00	0,00	0,00	0,00	= A/R	
Accounts payable		0,00	0,00	0,00	0,00	0,00	= Inventory	
							= A/P	
<b>Investing cashflow</b>		<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	<b>0,00</b>	= CapEX + Change in NWC	
<b>Net cashflow</b>								
<b>Free cashflow</b>		<b>0,00</b>	<b>-3 497,15</b>	<b>-2 749,11</b>	<b>-3 104,08</b>	<b>-2 594,85</b>	<b>-842,13</b>	= Operating cashflow + Investing cashflow
Accumulated free cashflow		0,00	-3 497,15	-6 246,25	-9 350,33	-11 945,18	-12 787,31	
<b>IRR</b>		<b>#NUM!</b>						
<b>NET PRESENT VALUE</b>	<b>5%</b>						<i>Discount rate assumption just for context</i>	
Discounted FCFs		0,00	-3 330,62	-2 493,52	-2 681,42	-2 134,79	-659,83	= FCF / ( ( 1 + % ) ^ n )
<b>NPV</b>		<b>-11 300,18</b>						= Σ ( All Discounted FCF )
<b>PAYBACK PERIOD</b>								
Accumulated discounted FCFs	0	0,00	-3 330,62	-5 824,14	-8 505,55	-10 640,34	-11 300,18	= Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>								= Last negative Year + ( Last negative FCF / First positive FCF)

# Appendix 8.13: Overall Business Case Forecast Assumptions

## Overall Biovilla

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	Investment Year	Upcoming Years				
	2020	2021	2022	2023	2024	2025
<b>OPEX</b>						
<b>Total Revenues</b>		<b>153 071,11</b>	<b>232 801,19</b>	<b>263 703,85</b>	<b>279 994,34</b>	<b>299 897,30</b>
Revenue Growth %			52,09%	13,27%	6,18%	7,11%
Accommodation		93 590,20	140 385,30	154 423,83	162 145,02	170 252,27
% of Total Revenues		61%	60%	59%	58%	57%
Restaurant		40 745,20	62 461,44	73 086,92	78 633,50	85 545,45
% of Total Revenues		27%	27%	28%	28%	29%
Retreats		10 037,50	14 944,82	18 494,21	20 281,98	22 655,41
% of Total Revenues		7%	6%	7%	7%	8%
Market		7 280,00	10 920,00	12 012,00	12 612,60	13 243,23
% of Total Revenues		5%	5%	5%	5%	4%
Online Blog		1 418,21	4 089,63	5 686,89	6 321,23	8 200,94
% of Total Revenues		1%	2%	2%	2%	3%
<b>Cost of goods sold (COGS)</b>		<b>-16 874,22</b>	<b>-30 363,15</b>	<b>-36 465,13</b>	<b>-39 672,51</b>	<b>-43 584,27</b>
<b>Direct expenses</b>		<b>-30 581,74</b>	<b>-38 170,35</b>	<b>-38 662,23</b>	<b>-39 606,16</b>	<b>-40 384,71</b>
Booking fees		5 745,01	7 370,23	5 790,89	5 594,00	5 107,57
Laundry service		4 765,47	6 855,70	7 507,15	7 882,50	8 276,63
Office materials		498,78	777,11	908,62	976,65	1 061,07
Amenities (shampoo/shower gel)		514,43	771,65	848,82	891,26	935,82
Cleaning outsourcing (honorarium)		3 601,03	5 401,55	5 941,71	6 238,79	6 550,73
Cleaning materials and products		718,52	984,89	1 114,57	1 189,13	1 278,24
Transports and trips		1 072,00	1 072,00	1 072,00	1 072,00	1 072,00
Software and services		600,00	600,00	600,00	600,00	600,00
Utilities		3 516,50	4 787,22	5 328,49	5 611,83	5 952,65
Maintenance		1 360,00	1 360,00	1 360,00	1 360,00	1 360,00
Marketing		7 740,00	7 740,00	7 740,00	7 740,00	7 740,00
<b>Personnel expenses</b>		<b>-29 173,66</b>	<b>-41 739,74</b>	<b>-54 494,32</b>	<b>-55 311,74</b>	<b>-56 141,41</b>
<b>Effective tax rate (% of EBT)</b>		<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>	<b>-17%</b>
<b>CAPEX</b>						
Capital Expenditures (€s)	100%	-295 553,01				
Depreciation & Amortization		-14 777,65	-14 777,65	-14 777,65	-14 777,65	-14 777,65
% of CAPEX		5%	5%	5%	5%	5%
<b>Net Working Capital</b>						
Accounts receivable	PY's AVERAGE	3 357,41	5 059,64	5 714,84	6 064,32	6 467,92
% of revenues						
Inventory		263,08	394,62	434,08	455,79	478,58
% of cost of goods sold						
Accounts Payable	PY's AVERAGE	1 019,48	1 260,88	1 280,40	1 311,72	1 338,65
% of outsourcing expenses						

# Appendix 8.14: Overall Business Case Capital Budgeting Outlook

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years / €	2020	2021	2022	2023	2024	2025	
	0	1	2	3	4	5	
<b>OPEX</b>							
Revenues		153 071,11	232 801,19	263 703,85	279 994,34	299 897,30	= Revenues
Cost of sales		-16 874,22	-30 363,15	-36 465,13	-39 672,51	-43 584,27	= COGS
Outsourcing expenses		-30 581,74	-38 170,35	-38 662,23	-39 606,16	-40 384,71	= Outsourcing expenses
Personnel expenses		-29 173,66	-41 739,74	-54 494,32	-55 311,74	-56 141,41	= Personnel expenses
<b>Operating cashflow before taxes</b>		<b>76 441,49</b>	<b>122 527,94</b>	<b>134 082,16</b>	<b>145 403,94</b>	<b>159 786,91</b>	= Revenues - Outsourcing expenses - Personnel expenses
Depreciation and amortization		-14 777,65	-14 777,65	-14 777,65	-14 777,65	-14 777,65	= Depreciations
<b>Taxable income</b>		<b>61 663,84</b>	<b>107 750,29</b>	<b>119 304,51</b>	<b>130 626,29</b>	<b>145 009,26</b>	= OCBT - Depreciations
Income taxes		-11 949,41	-21 627,56	-24 053,95	-26 431,52	-29 451,94	= - ( ( 25000 * 0,17 ) + ( ( TI - 25000 ) * 0,21 ) )
<b>Operating cashflow after taxes</b>		<b>64 492,09</b>	<b>100 900,38</b>	<b>110 028,22</b>	<b>118 972,42</b>	<b>130 334,97</b>	= TI - Income taxes + Depreciations
<b>CAPEX</b>							
<b>Capital expenditure</b>		<b>-295 553,01</b>					= Capital expenditure
<b>Changes in NWC</b>		<b>-1 666,65</b>	<b>-934,36</b>	<b>-1 592,37</b>	<b>-675,13</b>	<b>-339,87</b>	<b>-399,46 = NWC (Y0) - NWC (Y1)</b>
NWC		1 666,65	2 601,01	4 193,38	4 868,52	5 208,38	5 607,85 = A/R + Inventory - A/P
Accounts receivable		2 227,86	3 357,41	5 059,64	5 714,84	6 064,32	6 467,92 = A/R
Inventory		263,08	263,08	394,62	434,08	455,79	478,58 = Inventory
Accounts payable		824,30	1 019,48	1 260,88	1 280,40	1 311,72	1 338,65 = A/P
<b>Investing cashflow</b>		<b>-297 219,65</b>	<b>-934,36</b>	<b>-1 592,37</b>	<b>-675,13</b>	<b>-339,87</b>	<b>-399,46 = CapEX + Change in NWC</b>
<b>Net cashflow</b>							
<b>Free cashflow</b>		<b>-297 219,65</b>	<b>63 557,72</b>	<b>99 308,01</b>	<b>109 353,08</b>	<b>118 632,55</b>	<b>129 935,50 = Operating cashflow + Investing cashflow</b>
Accumulated free cashflow		-297 219,65	-233 661,93	-134 353,93	-25 000,84	93 631,71	223 567,21
<b>IRR</b>		<b>19,6%</b>					
<b>NET PRESENT VALUE</b>							
		5%					<i>Discount rate assumption just for context</i>
Discounted FCFs		-297 219,65	60 531,17	90 075,29	94 463,30	97 599,29	101 807,87 = $FCF / ((1 + \% ) ^ n)$
<b>NPV</b>		<b>147 257,26</b>					= $\sum ( \text{All Discounted FCF} )$
<b>PAYBACK PERIOD</b>							
Accumulated discounted FCFs	0	-297 219,65	-236 688,49	-146 613,20	-52 149,90	45 449,40	147 257,26 = Discounted FCF (Y0) + Discounted FCF (Y1)
<b>Payback period</b>		<b>3,53</b>					= Last negative Year + ( - Last negative accumulated FCF / Positive FCF after

## 9. Tactical Implementation Plan

# Appendix 9.1: Tactical Implementation Plan Measure 1-4

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
1	0	All	Finance	The financial reports (revenues, costs, etc) are not split per BU	<b>Hire a financial professional that will support Biovilla on a regular basis and build an accounting system that gives an accurate picture of all Bus</b>		01.02.21	25.04.21
1	1	All	Finance		Hire a financial professional that will support Biovilla on a regular basis and build an accounting system that gives an accurate picture of all Bus	Analyze the possibility to hire a Finance Expert/Accountant through the VER project (financial sustainability is important for all impactful projects)	01.02.21	08.02.21
1	2	All	Finance		Hire a financial professional that will support Biovilla on a regular basis and build an accounting system that gives an accurate picture of all Bus	Recruit financial professional	08.02.21	28.03.21
1	3	All	Finance		Hire a financial professional that will support Biovilla on a regular basis and build an accounting system that gives an accurate picture of all Bus	Implement an accounting system that allows Biovilla to track costs and revenues for each Business Unit (e.g. USALI System)	28.03.21	11.04.21
1	4	All	Finance		Hire a financial professional that will support Biovilla on a regular basis and build an accounting system that gives an accurate picture of all Bus	Agree on a regular timeframe for the monitoring of the financial accounts and systems	11.04.21	18.04.21
2	0	All	Operations	There are no standard operating procedures in place, hence the operational costs are high	<b>Biovilla should create standard operating procedures to ensure that task are fulfilled efficiently and consistent, high-quality services are provided to all customers</b>		07.06.21	30.08.21
2	1	All	Operations		Biovilla should create standard operating procedures to ensure that task are fulfilled efficiently and consistent, high-quality services are provided to all customers	Write down all daily and weekly tasks and prioritize them by importance and relevance (cleaning rooms, cooking, laundry service, gardening, etc)	07.06.21	05.07.21
2	2	All	Operations		Biovilla should create standard operating procedures to ensure that task are fulfilled efficiently and consistent, high-quality services are provided to all customers	Define best practice procedures for high priority tasks	05.07.21	26.07.21
2	3	All	Operations		Biovilla should create standard operating procedures to ensure that task are fulfilled efficiently and consistent, high-quality services are provided to all customers	Create a booklet of standard operating procedures, that will help to keep the service standardized and optimized, and also be self-explanatory for new volunteers and employees	26.07.21	30.08.21
3	0	Nature Tourism	Marketing	There are no specific marketing activities in place to attract new clients to Nature Tourism	<b>Introduce marketing for Nature Tourism and better communicate benefits and USP of Biovilla</b>		05.04.21	10.05.21
3	1	Nature Tourism	Marketing		Introduce marketing for Nature Tourism and better communicate benefits and USP of Biovilla	Decide on tools (e.g. SEO, google ads) and websites/ channels (e.g. sustainable blogs, green accommodation platforms, Instagram, Facebook) to use for marketing activities	05.04.21	12.04.21
3	2	Nature Tourism	Marketing		Introduce marketing for Nature Tourism and better communicate benefits and USP of Biovilla	Create and design marketing content that ensures a clear communication about the vision and mission of Biovilla	12.04.21	26.04.21
3	3	Nature Tourism	Marketing		Introduce marketing for Nature Tourism and better communicate benefits and USP of Biovilla	Assign resources and decide on a process that ensures regular marketing activities/ content	26.04.21	03.05.21
4	0	Nature Tourism	Social and Environmental Value	There is a lack of education for guests about the sustainable elements that Biovilla implemented in its Nature Tourism facilities	<b>Implement educational boards/ signs in and around Nature Tourism facilities to ensure that guests are educated about the social and environmental value the different elements create</b>		15.02.21	22.03.21
4	1	Nature Tourism	Social and Environmental Value		Implement educational boards/ signs in and around all facilities to ensure that guests are educated about the social and environmental value the different elements create	Identify and decide on which elements to educate guests (e.g. recycled fabrics, water use, pool filtration system, wooden materials, composting dry toilet)	15.02.21	22.02.21
4	2	Nature Tourism	Social and Environmental Value		Implement educational boards/ signs in and around all facilities to ensure that guests are educated about the social and environmental value the different elements create	Design educational content for the signs and boards	22.02.21	08.03.21
4	3	Nature Tourism	Social and Environmental Value		Implement educational boards/ signs in and around all facilities to ensure that guests are educated about the social and environmental value the different elements create	Implement boards	08.03.21	22.03.21

# Appendix 9.2: Tactical Implementation Plan Measure 5-9

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
5	0	Restaurant	Social and Environmental Value	There is a lack of education and communication for guests about the benefits of the vegetarian and organic diet in the restaurant of Biovilla, which also causes confusion about the absence of meat dishes	Implement a way to educate restaurant guests about the benefits of the vegetarian and organic diet		14.03.21	04.04.21
5	1	Restaurant	Social and Environmental Value		Implement a way to educate restaurant guests about the benefits of the vegetarian and organic diet	Identify a medium on which guests will be educated (e.g. brochure, online, boards, communication of waitress)	14.03.21	21.03.21
5	2	Restaurant	Social and Environmental Value		Implement a way to educate restaurant guests about the benefits of the vegetarian and organic diet	Design educational content and implement it	21.03.21	04.04.21
6	0	Nature Tourism	Customers & User	The impact created with Nature Tourism varies between each guest and the used booking channel, as the Vision and Mission are not clearly communicated on e.g. Airbnb and booking.com. Some guests that come to Biovilla do so, because of the currently low price and not because of the sustainability experience. In the future, this missing communication may lead to a decrease in bookings as guests might find the price too high because they don't understand the concept of Biovilla.	Improve the communication about Biovillas vision and mission on all channels that are used to reach guests		01.02.21	15.02.21
6	1	Nature Tourism	Customers & User		Improve the communication about Biovillas vision and mission on all channels that are used to reach guests	Adapt the description text of Biovilla for online channels to ensure that potential guests can easily understand the Vision and Mission of Biovilla	01.02.21	08.02.21
6	2	Nature Tourism	Customers & User		Improve the communication about Biovillas vision and mission on all channels that are used to reach guests	Implement and change the new description on all channels	08.02.21	15.02.21
7	0	Market	Strategy	Biovilla does not have any partnerships to encourage and promote the sales of Biovilla elsewhere	Create partnerships with Gasshó and other retailers (also e-commerce e.g. mind the trash) to sell Biovilla products and increase revenues		07.06.21	18.08.21
7	1	Market	Strategy		Create partnerships with Gasshó and other retailers (also e-commerce e.g. mind the trash) to sell Biovilla products and increase revenues	Conduct a market research on companies and retailers that are aligned with Biovilla's Market mission and objectives	07.06.21	28.06.21
7	2	Market	Strategy		Create partnerships with Gasshó and other retailers (also e-commerce e.g. mind the trash) to sell Biovilla products and increase revenues	Approach potential partners in the area (e.g. Gasshó, Mind the Trash, Babu)	28.06.21	19.07.21
7	3	Market	Strategy		Create partnerships with Gasshó and other retailers (also e-commerce e.g. mind the trash) to sell Biovilla products and increase revenues	Agree on benefits for Biovilla (e.g. discounts, marketing) and ensure consistent supply in partner stores	19.07.21	18.08.21
8	0	Nature Tourism	Income Generation	Prices are static throughout the year	Understand demand fluctuations and manage prices accordingly		07.03.22	02.05.22
8	1	Nature Tourism	Income Generation		Understand demand fluctuations and manage prices accordingly	Establish the monitoring and reporting of reservations	07.03.22	02.05.22
8	2	Nature Tourism	Income Generation		Understand demand fluctuations and manage prices accordingly	Based on the report, increase or decrease prices on booking channels to ensure high occupation rates	07.03.22	02.05.22
8	3	Nature Tourism	Income Generation		Understand demand fluctuations and manage prices accordingly	Consider price increments for weekends and holidays on which the demand increases	07.03.22	14.03.22
8	5	Nature Tourism	Income Generation		Understand demand fluctuations and manage prices accordingly	Agree on the different seasons and price the rooms accordingly	07.03.22	14.03.22
9	0	Nature Tourism, Space Rentals	Customers & User	Guest feedback is not implemented and recognized	Implement a process for continuous improvement taking client feedback into consideration		03.05.21	17.06.21
9	1	Nature Tourism and Space Rentals	Customers & User		Implement a process for continuous improvement taking client feedback into consideration	Create a process to collect e-mail addresses from clients and make sure they sign legal data agreement	03.05.21	10.05.21
9	2	Nature Tourism and Space Rentals	Customers & User		Implement a process for continuous improvement taking client feedback into consideration	Create a survey to be sent out after the checkout	10.05.21	17.05.21
9	3	Nature Tourism and Space Rentals	Customers & User		Implement a process for continuous improvement taking client feedback into consideration	Define a process to send the survey out, e.g. one day after the check-out to the clients that gave the e-mail and authorization	17.05.21	20.05.21
9	4	Nature Tourism and Space Rentals	Customers & User		Implement a process for continuous improvement taking client feedback into consideration	Define a process to regularly analyze feedback	20.05.21	03.06.21
9	5	Nature Tourism and Space Rentals	Customers & User		Implement a process for continuous improvement taking client feedback into consideration	Implement a problem-solving process to ensure that necessary actions are taken and client feedback is considered for continuous improvement	03.06.21	17.06.21

# Appendix 9.3: Tactical Implementation Plan Measure 10-13

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
10	0	Online Store	Social and Environmental Value	Online store creates negative environmental impact	Create Biovilla Blog instead		14.02.21	11.04.21
10	1	Online Store	Social and Environmental Value		Create Biovilla Blog instead	Brainstorm and decide about the best platform to build the education Biovilla Blog (e.g. wix.com)	14.02.21	21.02.21
10	2	Online Store	Social and Environmental Value		Create Biovilla Blog instead	Assign someone to be responsible for it (upload content, answer to comments and doubts, build the monthly program)	14.02.21	21.02.21
10	3	Online Store	Social and Environmental Value		Create Biovilla Blog instead	Agree on Content Pipeline monthly (eg. 4 vegan/sustainable recipes, DIY regeneration, 2 Articles about regeneration, News about Biovilla, Promotions...)	21.02.21	07.03.21
10	4	Online Store	Social and Environmental Value		Create Biovilla Blog instead	Use SEO as a marketing tool to attract new readers for the blog as well as guests to Biovilla	07.03.21	11.04.21
10	5	Online Store	Social and Environmental Value		Create Biovilla Blog instead	Implement posters, link in a guest survey, or a similar method to inform the guest at Biovilla about the blog to use it as a follow-up method	07.03.21	14.03.21
10	6	Online Store	Social and Environmental Value		Create Biovilla Blog instead	Measure Impact: Create a template/form that can generate those KPIs monthly (number of blog visits, number of likes, number of article views, number of comments, number of shares...)	14.03.21	28.03.21
10	7	Online Store	Social and Environmental Value		Create Biovilla Blog instead	Create a plan on how partnerships can be formed in the long term and how sponsored posts can be implemented on the Blog (e.g. with Geshco or Mindtreast)	28.03.21	11.04.21
11	0	Market	Social and Environmental Value	No impact measurement systems are in place	Measure impact that the market creates		03.05.21	05.07.21
11	1	Market	Social and Environmental Value		Measure impact that the market creates	Brainstorm different KPIs that can help to monitor the social and environmental impact of the market (number of sustainable products sold, number of returning customers, number of customers, sales)	03.05.21	31.05.21
11	2	Market	Social and Environmental Value		Measure impact that the market creates	Create a report that generates KPIs monthly	31.05.21	21.06.21
11	3	Market	Social and Environmental Value		Measure impact that the market creates	Define a process for monitoring the impact regularly	21.06.21	05.07.21
12	0	All	Marketing & Communication	The different Business Units are still working very independently	Align strategic sales practices to attract people from different Business Units to enjoy diverse services offered, by creating packages that include multiple activities across Biovilla.		03.05.21	31.05.21
12	1	All	Marketing & Communication		Align strategic sales practices to attract people from different Business Units to enjoy diverse services offered, by creating packages that include multiple activities across Biovilla.	Agree on the type of packages that Biovilla should create to use the different business units strengths to empower other business units or services (Nature Tourism + Restaurant; Restaurant + Pool; Space Rentals + Nature Tourism + Restaurants)	03.05.21	17.05.21
12	2	All	Marketing & Communication		Align strategic sales practices to attract people from different Business Units to enjoy diverse services offered, by creating packages that include multiple activities across Biovilla.	Agree on the prices of the cross-selling packages (eg. +5€ for BB; +20€ for HB...)	17.05.21	24.05.21
12	3	All	Marketing & Communication		Align strategic sales practices to attract people from different Business Units to enjoy diverse services offered, by creating packages that include multiple activities across Biovilla.	Include packages in the different Booking channels	24.05.21	31.05.21
13	0	Restaurant	Income Generation	While building the menu/new dishes Biovilla does not track the costs of each dish	Create a template for a cost tracking per dish to better understand the costs		04.04.21	02.05.21
13	1	Restaurant	Income Generation		Create a template for a cost tracking per dish to better understand the costs	Create a Dish Form Template (ingredients, quantities, supplier, costs, procedures, PVP)	04.04.21	11.04.21
13	2	Restaurant	Income Generation		Create a template for a cost tracking per dish to better understand the costs	Brainstorm the most regular dishes served at Biovilla over the year	11.04.21	18.04.21
13	3	Restaurant	Income Generation		Create a template for a cost tracking per dish to better understand the costs	Insert information of each dish into the Dish Form Template	18.04.21	02.05.21



# Appendix 9.4: Tactical Implementation Plan Measure 14-20

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
14	0	Restaurant	Income Generation & Operations	Biovilla is producing every single meal in-house with a cost-intensive structure and high fluctuation of required HR	<b>For Retreats and Events, Biovilla should consider looking for outsourcing organic and vegetarian catering companies, to improve cost structure and increase potential revenue</b>		03.05.21	28.06.21
14	1	Restaurant	Income Generation & Operations		For Retreats and Events, Biovilla should consider looking for outsourcing organic and vegetarian catering companies, to improve cost structure and increase potential revenue	Identify potential catering companies that are aligned with Biovilla's mission and vision	03.05.21	31.05.21
14	2	Restaurant	Income Generation & Operations		For Retreats and Events, Biovilla should consider looking for outsourcing organic and vegetarian catering companies, to improve cost structure and increase potential revenue	Check if prices are competitive	31.05.21	28.06.21
15	0	Restaurant	HR & Org. Development	<b>Biovilla does not have trained personnel in gastronomy</b>	<b>Build knowledge in sustainable gastronomy to ensure best-practice and excellent service</b>		07.06.21	09.08.21
15	1	Restaurant	HR & Org. Development		Build knowledge in sustainable gastronomy to ensure best-practice and excellent service	Identify resources gaps	07.06.21	05.07.21
15	2	Restaurant	HR & Org. Development		Build knowledge in sustainable gastronomy to ensure best-practice and excellent service	Write a detailed job description	05.07.21	12.07.21
15	3	Restaurant	HR & Org. Development		Build knowledge in sustainable gastronomy to ensure best-practice and excellent service	Hire personnel trained in gastronomy that fulfils job description	12.07.21	09.08.21
16	0	Restaurant	Marketing	<b>A little number of guests from outside</b>	<b>Attract more outside guests through marketing activities</b>		17.05.21	14.06.21
16	1	Restaurant	Marketing		Attract more outside guests through marketing activities	Ideate different Marketing activities (e.g. posters in gashio, articles in the Palmela newspaper, digitalize menu of the week and share it on social media)	17.05.21	07.06.21
16	2	Restaurant	Marketing		Attract more outside guests through marketing activities	Schedule regular activities and define responsibility for them	07.06.21	14.06.21
17	0	Restaurant	Social and Environmental Value	<b>No impact measurement systems in place</b>	<b>Define a process for the restaurant to measure its performance and impact</b>		01.03.21	22.03.21
17	1	Restaurant	Social and Environmental Value		Define process for the restaurant to measure its impact	Define clear targets (e.g. Zero waste, a certain amount of organic food, customer satisfaction) and how these targets will be met (e.g. clear guidelines, actions)	01.03.21	08.03.21
17	2	Restaurant	Social and Environmental Value		Define process for the restaurant to measure its impact	Define a process how measurement will be taking place (e.g. through POS, client feedback, counting of trash collected)	08.03.21	15.03.21
17	3	Restaurant	Social and Environmental Value		Define process for the restaurant to measure its impact	Implement plan/ process when measurements take place on a regular basis to check if targets have been met (e.g. at the end of the year)	15.03.21	22.03.21
18	0	Nature Tourism	Social and Environmental Value	<b>No impact measurement systems in place</b>	<b>Measure impact that Biovilla creates in the Business Unit Nature Tourism</b>		30.08.21	13.12.21
18	1	Nature Tourism	Social and Environmental Value		Measure impact that Biovilla creates in the Business Unit Nature Tourism	Define measurement tool or system (contribution towards SDGs, impact measurements, surveys)	30.08.21	27.09.21
18	2	Nature Tourism	Social and Environmental Value		Measure impact that Biovilla creates in the Business Unit Nature Tourism	Define process to measure impact in terms of water, electricity spent, etc.	27.09.21	15.11.21
18	3	Nature Tourism	Social and Environmental Value		Measure impact that Biovilla creates in the Business Unit Nature Tourism	Communicate achievement	15.11.21	13.12.21
19	0	Space Rentals	Social and Environmental Value	<b>Only indirect education is taking place and Biovilla is only a provider of an infrastructure (lower impact)</b>	<b>Develop a strategy on how direct education can take place in the future to increase revenues and impact</b>		11.04.22	02.05.22
19	1	Space Rentals	Social and Environmental Value		Develop a strategy on how direct education can take place in the future to increase revenues and impact	Define how Biovilla wants to educate in the future	11.04.22	11.04.22
19	2	Space Rentals	Social and Environmental Value		Develop a strategy on how direct education can take place in the future to increase revenues and impact	Ideate different programs (e.g. events, markets, workshops, retreats) and assess the feasibility	18.04.22	25.04.22
19	3	Space Rentals	Social and Environmental Value		Develop a strategy on how direct education can take place in the future to increase revenues and impact	Identify resource gaps and think about how to close them	02.05.22	02.05.22
20	0	Space Rentals	Income Generation & Operations	<b>Depending on the purpose of the space rental, the HR requirements are very high</b>	<b>Ensure that Biovillas responsibility is clearly defined with retreat hosts and that effort is charged accordingly (if areas are set up and mats etc from Biovilla are used, this should be reflected in the price) to ensure that use of Biovilla resources/ costs are covered in the price</b>		15.03.21	05.04.21
20	1	Space Rentals	Income Generation & Operations		Ensure that Biovillas responsibility is clearly defined with retreat hosts and that effort is charged accordingly (if areas are set up and mats etc from Biovilla are used, this should be reflected in the price) to ensure that use of Biovilla resources/ costs are covered in the price	Define a process to communicate Biovilla's responsibility with retreat host (How much time is spent on preparing the structure, who prepares it etc.)	15.03.21	29.03.21
20	2	Space Rentals	Income Generation & Operations		Ensure that Biovillas responsibility is clearly defined with retreat hosts and that effort is charged accordingly (if areas are set up and mats etc from Biovilla are used, this should be reflected in the price) to ensure that use of Biovilla resources/ costs are covered in the price	Define pricing adaptations of the space rental depending on different levels of Biovilla's engagement	29.03.21	05.04.21

# Appendix 9.5: Tactical Implementation Plan Measure 21-27

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
21	0	All	Operations	There is no risk analysis management nor strategies do deal with significant negative effects of risk (COVID-19)	Conduct a regular risk analysis, create bad scenario strategies for the different business units, and prevention of the impact the risk		04.04.22	02.05.22
21	1	All	Operations		Conduct a regular risk analysis, create bad scenario strategies for the different business units and prevention of the impact the risk	Agree on a regular meeting date (every 3 months) to analyze the impact of the different risks (COVID-19) in the business case	04.04.22	11.04.22
21	2	All	Operations		Conduct a regular risk analysis, create bad scenario strategies for the different business units and prevention of the impact the risk	Conduct brainstorming on how to overcome the different negative effects and challenging times	18.04.22	25.04.22
21	3	All	Operations		Conduct a regular risk analysis, create bad scenario strategies for the different business units and prevention of the impact the risk	Implement a Risk Management Framework to keep on track when it is getting into a risky phase and keep tracking it	25.04.22	02.05.22
21	3	All	Operations		Conduct a regular risk analysis, create bad scenario strategies for the different business units and prevention of the impact the risk	Adapt the activities and operational procedures to align with possible changes due to risk	02.05.22	02.05.22
22	0	VER	Social and Environmental Value	Currently, VER is only running for 3 years, not ensured that Biovillas able to sustain personnel	Make sure that the personnel hired through VER can be sustained also post-program (in case there is no new funding through the state)		31.01.22	02.05.22
22	1	VER	Social and Environmental Value		Make sure that the personnel hired through VER can be sustained also post-program (in case there is no new funding through the state)	Conduct financial projections including VER employees sustained by Biovilla's operations after the end of the 3-year program	31.01.22	02.05.22
22	2	VER	Social and Environmental Value		Make sure that the personnel hired through VER can be sustained also post-program (in case there is no new funding through the state)	Find alternative funding (e.g. Philanthropy) in case the expenses can not be supported by Biovilla's operational revenues	25.04.22	02.05.22
23	0	VER	Finance	Budgeting very optimistic	Ensure no extra budget is spent on VER		03.05.21	14.06.21
23	1	VER	Finance		Ensure no extra budget is spent on VER	Set a clear budget for VER expenses	03.05.21	17.05.21
23	2	VER	Finance		Ensure no extra budget is spent on VER	Define how costs for VER are being tracked	17.05.21	31.05.21
23	3	VER	Finance		Ensure no extra budget is spent on VER	Define a process to regularly (every 3 months) control expenses from VER and ensure that there is no extra spending	31.05.21	14.06.21
24	0	VER	Operations	High logistical and organizational costs	Define a strategy on how the operations in VER are organized to ensure that costs and efforts are kept low		01.03.21	22.03.21
24	1	VER	Operations		Define a strategy on how the logistics and organizations in VER are conducted to ensure that costs and efforts are kept low	Create a detailed operations plan for VER with time schedules and responsibilities	01.03.21	15.03.21
24	2	VER	Operations		Define a strategy on how the logistics and organizations in VER are conducted to ensure that costs and efforts are kept low	Communicate the plan with all parties involved in VER	15.03.21	22.03.21
25	0	VER	Social and Environmental Value	No impact measurement systems in place	Measure the impact that VER has in terms of social and environmental sustainability		03.05.21	24.01.22
25	1	VER	Social and Environmental Value		Measure the impact that VER has in terms of social and environmental sustainability	Define a process on how to measure the impact of VER	03.05.21	24.05.21
25	2	VER	Social and Environmental Value		Measure the impact that VER has in terms of social and environmental sustainability	Define key KPIs (e.g. how many people found a (better) job after completing VER, how much land was regenerated)	24.05.21	07.06.21
25	3	VER	Social and Environmental Value		Measure the impact that VER has in terms of social and environmental sustainability	Measure impact after each "round" of participants	06.12.21	24.01.22
26	0	All	Finance	High debt and cost of capital	Restructure debt to ensure that interest costs are low and that new assets are build		27.09.21	08.12.21
26	1	All	Finance		Restructure debt to ensure that interest costs are low and that new assets are build	Assess the total amount of debt	27.09.21	04.10.21
26	2	All	Finance		Restructure debt to ensure that interest costs are low and that new assets are build	Conduct a research on the best debt instruments available	04.10.21	25.10.21
26	3	All	Finance		Restructure debt to ensure that interest costs are low and that new assets are build	Agree on the best instruments to be used per BU (each business unit has a specific structure that needs to be addressed individually)	25.10.21	08.11.21
26	4	All	Finance		Restructure debt to ensure that interest costs are low and that new assets are build	Create a debt-restructuring plan that focusses on a gradual decrease of the overall debt and shifting debt away from a high interest position	08.11.21	08.12.21
27	0	All	Systems, Data & Processes	The POS system currently doesn't allow correct tracking of revenues per BU	POS System needs to be adjusted to ensure accurate tracking		18.01.21	22.03.21
27	1	All	Systems, Data & Processes		POS System needs to be adjusted to ensure accurate tracking	Define a process/procedure on how to insert sales in the POS (eg. Right now Biovilla inserts a bundle of room night sales as 1, leaving important data out such as average length of stay)	18.01.21	01.02.21
27	2	All	Systems, Data & Processes		POS System needs to be adjusted to ensure accurate tracking	Define which data needs to be available at the end of the month or for regular check-ups and to dispose of a detailed cost and revenue breakdown	25.01.21	08.02.21
27	3	All	Systems, Data & Processes		POS System needs to be adjusted to ensure accurate tracking	Define a set of important reports that the POS should give out (eg. Reservations map, Rooming List, Sales per BU)	01.02.21	08.02.21

# Appendix 9.6: Tactical Implementation Plan Measure 28-33

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
27	4	All	Systems, Data & Processes		POS System needs to be adjusted to ensure accurate tracking	Educate key people that will work close to the POS	08.02.21	22.02.21
27	5	All	Systems, Data & Processes		POS System needs to be adjusted to ensure accurate tracking	Track the accuracy of the data regularly	22.02.21	22.03.21
28	0	All	Strategy	Only one board member is responsible for creating progress and defining a strategic direction at Biovilla. Also, no formal strategy review is conducted and no targets are measured.	Define a strategy development and monitoring process, in which all board members are involved in forming the strategic direction of Biovilla and strategic targets are measured		04.04.22	25.04.22
28	1	All	Strategy		Define a strategy development and monitoring process, in which all board members are involved in forming the strategic direction of Biovilla and strategic targets are measured	Define a strategy development and assessment process for the next years (e.g. strategy map, balanced scorecard, portfolio matrix)	04.04.22	18.04.22
28	2	All	Strategy		Define a strategy development and monitoring process, in which all board members are involved in forming the strategic direction of Biovilla and strategic targets are measured	Schedule a meeting with the whole board every 3 months to monitor progress and target achievement, discuss problems, assess new projects, etc.	25.04.22	25.04.22
29	0	All	Finance	Funding is acquired for all business units instead of diversifying funding sources/ strategies	Diversify funding streams to minimize risks		04.04.22	02.05.22
29	1	All	Finance		Diversify funding streams to minimize risks	Go through every business unit and check which funding stream makes the most sense (for high environmental & social impact = philanthropy)	04.04.22	25.04.22
29	2	All	Finance		Diversify funding streams to minimize risks	Apply for specific funds/ look for philanthropy opportunities and reach out to certain organizations	02.05.22	02.05.22
30	0	All	Strategy	Because of its organic growth, Biovilla has a lot of fragmented activities and new activities seem to be added continuously (e.g. hosting a Forest Kindergarten)	Ensure that all new activities and ideas are assessed before resources are spent on them		20.09.21	01.11.21
30	1	All	Strategy		Ensure that all new activities and ideas are assessed before resources are spent on them	Go through all the different activities and check if they are contributing to reach Biovilla's overall mission and vision	20.09.21	04.10.21
30	2	All	Strategy		Ensure that all new activities and ideas are assessed before resources are spent on them	Define a decision process for implementation of new activities	04.10.21	01.11.21
31	0	All	Strategy	Biovilla's Vision and Mission is abstract and difficult to understand (for outsiders). Furthermore, the board and members of Biovilla always mention their aim to create a showroom for sustainability and a holistic sustainability experience.	Define a Mission, Vision, Values, and Endgame that portray the right picture of why Biovilla exists and what its overall goal is in an intuitive and direct way.		04.01.21	08.02.21
31	1	All	Strategy		Define a Mission, Vision, Values, and Endgame that portray the right picture of why Biovilla exists and what its overall goal is in an intuitive and direct way.	Review current Mission, Vision, and Values to see if it is aligned with how the board and members of Biovilla see it.	04.01.21	18.01.21
31	2	All	Strategy		Define a Mission, Vision, Values, and Endgame that portray the right picture of why Biovilla exists and what its overall goal is in an intuitive and direct way.	Decide if a change of the Mission, Vision, Values should be conducted.	11.01.21	18.01.21
31	3	All	Strategy		Define a Mission, Vision, Values, and Endgame that portray the right picture of why Biovilla exists and what its overall goal is in an intuitive and direct way.	Define a new Mission, Vision and Values and include the Endgame (e.g. in a workshop with the key people from Biovilla. Ensure that no individual objectives are represented in the Mission, Vision, Values, and Endgame but that a common picture of Biovilla is drawn)	18.01.21	25.01.21
31	4	All	Strategy		Define a Mission, Vision, Values, and Endgame that portray the right picture of why Biovilla exists and what its overall goal is in an intuitive and direct way.	Implement and communicate the new Mission, Vision, Values, and Endgame.	25.01.21	08.02.21
32	0	All	Processes & Systems	Biovilla does not have a declaration of consent to send messages, newsletter, and impact surveys to its guests	Implement a process to ensure that guests fill out a privacy agreement in order for Biovilla to follow up with them after their visit		25.01.21	22.02.21
32	1	All	Processes & Systems		Implement a process to ensure that guests fill out a privacy agreement in order for Biovilla to follow up with them after their visit	Implement a process for future guests to fill out a privacy agreement at check-in or check-out to ensure that Biovilla can follow up with the guests and send them emails with important information/updates	25.01.21	01.02.21
32	2	All	Processes & Systems		Implement a process to ensure that guests fill out a privacy agreement in order for Biovilla to follow up with them after their visit	Send out an email to past clients and ask for their consent to join the database	01.02.21	08.02.21
32	3	All	Processes & Systems		Implement a process to ensure that guests fill out a privacy agreement in order for Biovilla to follow up with them after their visit	Create a contact list for all Biovilla guests	08.02.21	22.02.21
33	0	Nature Tourism	Income Generation	Costs for rooms are not trackable and hence, the prices are not based on a cost-based pricing approach	Implement a cost-based pricing approach for Nature Tourism to ensure a sustainable profit margin and consider typology and occupation rate of each room for pricing of rooms		04.04.22	02.05.22
33	1	Nature Tourism	Income Generation		Implement a cost-based pricing approach for Nature Tourism to ensure a sustainable profit margin and consider typology and occupation rate of each room for pricing of rooms	Understand and review the cost structure of the Nature Tourism business unit based on the new accounting system	04.04.22	11.04.22
33	2	Nature Tourism	Income Generation		Implement a cost-based pricing approach for Nature Tourism to ensure a sustainable profit margin and consider typology and occupation rate of each room for pricing of rooms	Define criteria of the room that should be considered when prices are defined (e.g. availability of kitchen, private bathroom, balcony, size of the room) introducing different typologies.	11.04.22	11.04.22
33	3	Nature Tourism	Income Generation		Implement a cost-based pricing approach for Nature Tourism to ensure a sustainable profit margin and consider typology and occupation rate of each room for pricing of rooms	Fill out criteria list for all rooms to define baseline rate per room, taking into consideration the cost structure	18.04.22	25.04.22
33	4	Nature Tourism	Income Generation		Implement a cost-based pricing approach for Nature Tourism to ensure a sustainable profit margin and consider typology and occupation rate of each room for pricing of rooms	Agree on price increments per person that will occupy the room (eg. +5€ per person that will occupy the room) - to cover extra utility expenses and other variable costs	25.04.22	25.04.22
33	5	Nature Tourism	Income Generation		Implement a cost-based pricing approach for Nature Tourism to ensure a sustainable profit margin and consider typology and occupation rate of each room for pricing of rooms	Update and adapt the new prices on all booking channels and own booking engine	25.04.22	02.05.22

# Appendix 9.7: Tactical Implementation Plan Measure 34-38

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
34	0	Space rentals	Marketing & Communication	Space/infrastructure available for retreats is much larger from spring 2021 on, than it has been in the past. To ensure a high occupancy rate, new and larger events/workshops/ retreats should take place	Diversify and attract new companies/organizations/retreat hosts that could use Biovilla's space and infrastructure		03.05.21	07.07.21
34	1	Space rentals	Marketing & Communication		Diversify and attract new companies/organizations/retreat hosts that could use Biovilla's space and infrastructure	Brainstorm possible new clients for the space and infrastructure Biovilla provides (e.g. start-ups and companies with a sustainable approach, local organizations that could be interested to conduct workshops/conferences, hubs, and think-tanks)	03.05.21	24.05.21
34	2	Space rentals	Marketing & Communication		Diversify and attract new companies/organizations/retreat hosts that could use Biovilla's space and infrastructure	Define channels on which identified potential clients could be reached and conduct market research by reaching out to companies	24.05.21	07.06.21
34	3	Space rentals	Marketing & Communication		Diversify and attract new companies/organizations/retreat hosts that could use Biovilla's space and infrastructure	Create marketing content or contact potential clients directly	07.06.21	07.07.21
35	0	Market	Social and Environmental Value	Currently, the education in the market takes place indirectly, through the customers seeing the sustainable products. However, no description and explanation of the benefits are available	Increase educational experience in the market by introducing informative boards and recommendations on how to implement and where to buy sustainable products in a day-to-day life		01.02.21	15.03.21
35	1	Market	Social and Environmental Value		Increase educational experience in the market by introducing informative boards and recommendations on how to implement and where to buy sustainable products in a day-to-day life	Define content that could be put on the boards related to the products available in the market	01.02.21	08.02.21
35	2	Market	Social and Environmental Value		Increase educational experience in the market by introducing informative boards and recommendations on how to implement and where to buy sustainable products in a day-to-day life	Decide how the boards will be designed and where they will be placed	08.02.21	22.02.21
35	3	Market	Social and Environmental Value		Increase educational experience in the market by introducing informative boards and recommendations on how to implement and where to buy sustainable products in a day-to-day life	Purchase materials for the boards and print everything necessary	22.02.21	08.03.21
35	4	Market	Social and Environmental Value		Increase educational experience in the market by introducing informative boards and recommendations on how to implement and where to buy sustainable products in a day-to-day life	Implement boards	08.03.21	15.03.21
36	0	Market	Income Generation	Currently, only a few Biovilla products are sold.	Focus on selling more Biovilla products in the Market and provide relevant marketing strategies for those products		24.05.21	21.07.21
36	1	Market	Income Generation		Focus on selling more Biovilla products in the Market and provide relevant marketing strategies for those products	Identify which own products should always be available in the market (e.g. essential oils, herbal teas, dried produce)	24.05.21	07.06.21
36	2	Market	Income Generation		Focus on selling more Biovilla products in the Market and provide relevant marketing strategies for those products	Define a process that will ensure that enough products are produced and made available to clients	07.06.21	21.06.21
36	3	Market	Income Generation		Focus on selling more Biovilla products in the Market and provide relevant marketing strategies for those products	Implement a specific "Biovilla Product Area" in the market shelves	21.06.21	28.06.21
36	4	Market	Income Generation		Focus on selling more Biovilla products in the Market and provide relevant marketing strategies for those products	Design a communication process to ensure that guests know how the products are produced, what kind of social & environmental value they generate, and how a purchase will support the Mission & Vision of Biovilla (e.g. Brochure, Informative Board)	21.06.21	21.07.21
36	5	Market	Income Generation		Focus on selling more Biovilla products in the Market and provide relevant marketing strategies for those products	Implement the communication boards/ brochure	21.07.21	21.07.21
37	0	Market	Income Generation	Biovilla has a selection of sustainable products, but there is no process in place to ensure that the "newest" products are available at Biovilla	Stay up to date with trends of sustainable products		03.01.22	02.05.22
37	1	Market	Income Generation		Stay up to date with trends of sustainable products	Define how often a research should be done on new trends of sustainable products (e.g. every three months)	03.01.22	03.01.22
37	2	Market	Income Generation		Stay up to date with trends of sustainable products	Create a process to ensure that research is conducted	10.01.22	24.01.22
37	3	Market	Income Generation		Stay up to date with trends of sustainable products	Conduct research about new trends (e.g. go to competitors like mind-the-trash, research blogs that focus on sustainable products)	31.01.22	02.05.22
38	0	Market	Income Generation	Sales of in-bulk are very low	Sell little bundles of in-bulk products (grains and herbs) ready to be cooked with a recipe in order to increase sales and profit margin and decrease the amount of waste		14.06.21	16.08.21
38	1	Market	Income Generation		Sell little bundles of in-bulk products (grains and herbs) ready to be cooked with a recipe in order to increase sales and profit margin and decrease the amount of waste	Brainstorm recipes that would be suitable for such little bundles (e.g. risotto mix with dried vegetables, black bean soup, etc) and decide on a few	14.06.21	28.06.21
38	2	Market	Income Generation		Sell little bundles of in-bulk products (grains and herbs) ready to be cooked with a recipe in order to increase sales and profit margin and decrease the amount of waste	Write and design recipes to go with the selected bundles and print them (or make them available online as a sustainable alternative)	28.06.21	26.07.21
38	3	Market	Income Generation		Sell little bundles of in-bulk products (grains and herbs) ready to be cooked with a recipe in order to increase sales and profit margin and decrease the amount of waste	Decide on a price for created bundles taking costs into consideration	26.07.21	02.08.21
38	4	Market	Income Generation		Sell little bundles of in-bulk products (grains and herbs) ready to be cooked with a recipe in order to increase sales and profit margin and decrease the amount of waste	Prepare bundles and ensure that guidelines are available so that new bundles can be easily made to stock up the market and explained to the customers	02.08.21	16.08.21

# Appendix 9.8: Tactical Implementation Plan Measure 39-45

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Measure ID	Activity ID	BU	Dimension	Problem	Measure	Activites for the Implementatin of the Measure	Start Date Planned	End-Date Planned
39	0	All	HR & Org. Development	No Job descriptions or staff handbooks are available	<b>Introduce job descriptions and role specifications for volunteers as well as a staff handbook that covers all HR and organizational policies which staff is to be aware of and is responsible for adhering to.</b>		01.02.21	01.03.21
39	1	All	HR & Org. Development		Introduce job descriptions and role specifications for volunteers as well as a staff handbook that covers all HR and organizational policies which staff is to be aware of and is responsible for adhering to.	Define specific jobs that require a job description (e.g. general coordinator, financial manager, volunteers)	01.02.21	15.02.21
39	2	All	HR & Org. Development		Introduce job descriptions and role specifications for volunteers as well as a staff handbook that covers all HR and organizational policies which staff is to be aware of and is responsible for adhering to.	Write job descriptions and ensure distribution on specific platforms	15.02.21	01.03.21
40	0	All	HR & Org. Development	<b>Biovilla is aware of capacity and knowledge gaps, however, does not ensure that these gaps are written down and closed through recruitment</b>	<b>Ensure that a regular review of the business plan is conducted to identify and fill any gaps in the resources, knowledge, or skills which could prevent it from effectively delivering its services.</b>		03.01.22	31.01.22
40	1	All	HR & Org. Development		Ensure that a regular review of the business plan is conducted to identify and fill any gaps in the resources, knowledge or skills which could prevent it from effectively delivering its services.	Identify and note current gaps in resources, knowledge, or skills	03.01.22	10.01.22
40	2	All	HR & Org. Development		Ensure that a regular review of the business plan is conducted to identify and fill any gaps in the resources, knowledge or skills which could prevent it from effectively delivering its services.	Implement a process that ensures that identified gaps are considered during recruitment processes	17.01.22	31.01.22
41	0	All	HR & Org. Development	<b>Biovilla currently does not define how many volunteers are required and that the recruitment process is started early enough (e.g. for the high season) &amp; Biovilla does not have any procedure in place to effectively manage volunteers</b>	<b>Ensure that a sufficient number of volunteers are recruited</b>		03.05.21	24.05.21
41	1	All	HR & Org. Development		Manage volunteers effectively and ensure that a sufficient number of volunteers are recruited.	Determine responsibility and timing for recruitment	03.05.21	10.05.21
41	2	All	HR & Org. Development		Manage volunteers effectively and ensure that a sufficient number of volunteers are recruited	Implement a process to assess volunteer needs in the different seasons	03.05.21	24.05.21
42	0	All	HR & Org. Development	<b>No training plan for staff is available and staff performance reviews are conducted rather irregularly and informally</b>	<b>Introduce a process that enables Biovilla to actively support the training of staff as well as a regular performance review to align development goals</b>		07.03.22	04.04.22
42	1	All	HR & Org. Development		Introduce a process that enables Biovilla to actively support the training of staff as well as a regular performance review to align development goals	Define a methodology to use for supporting the training of staff (e.g. trainings matrix) as well as a two-sided performance review	07.03.22	21.03.22
42	2	All	HR & Org. Development		Introduce a process that enables Biovilla to actively support the training of staff as well as a regular performance review to align development goals	Define timing for employee training assessment and performance review	28.03.22	04.04.22
43	0	All	HR & Org. Development	<b>No management control system in place for Biovilla to monitor and evaluate the work done by volunteers</b>	<b>Implement a process for continuous monitoring and evaluate volunteers to ensure progress and accountability</b>		07.03.22	02.05.22
43	1	All	Processes & Systems		Implement a process for continuous monitoring and evaluate volunteers to ensure progress and accountability	Implement a management tool to help Biovilla to organize the support needed and accountability from volunteers and ensure that the effort of the volunteers is meaningful	07.03.22	21.03.22
43	2	All	Processes & Systems		Implement a process for continuous monitoring and evaluate volunteers to ensure progress and accountability	Ensure relevant personnel is trained to effectively manage volunteers	28.03.22	02.05.22
44	0	All	Operations	<b>Task allocation only takes place informally, and the total capacity is not efficiently planned. No proper problem solving takes place on a day-to-day basis and challenges are not monitored.</b>	<b>Implement a team board that is used at the beginning of each workday to better allocate tasks, ensure efficient use of resources, track challenges, solve problems and communicate effectively with all team members</b>		01.03.21	22.03.21
44	1	All	Operations		Implement a team board that is used at the beginning of each workday to better allocate tasks, ensure efficient use of resources, track challenges, solve problems and communicate effectively with all team members	Design the team board aligned with Biovilla's needs	01.03.21	08.03.21
44	2	All	Operations		Implement a team board that is used at the beginning of each workday to better allocate tasks, ensure efficient use of resources, track challenges, solve problems and communicate effectively with all team members	Choose materials and board used for the team board	08.03.21	15.03.21
44	3	All	Operations		Implement a team board that is used at the beginning of each workday to better allocate tasks, ensure efficient use of resources, track challenges, solve problems and communicate effectively with all team members	Implement the board and train all employees	15.03.21	22.03.21
45	0	Space Rentals	Social and Environmental Value	<b>There is no impact measurement system in place to track the impact of space rentals</b>	<b>Measure impact that space rentals create</b>		30.08.21	27.12.21
45	1	Space Rentals	Social and Environmental Value		Measure impact that space rentals create	Define the process on how to measure the impact of Space Rentals	30.08.21	20.09.21
45	2	Space Rentals	Social and Environmental Value		Measure impact that space rentals create	Define key KPIs (eg. Number of events, number of events per company, workshops created by Biovilla, ...)	20.09.21	04.10.21
45	3	Space Rentals	Social and Environmental Value		Measure impact that space rentals create	Define a process on how to collect data from Space Rentals that go into KPIs	04.10.21	18.10.21
45	4	Space Rentals	Social and Environmental Value		Measure impact that space rentals create	Monitor data and KPI on a regular basis	18.10.21	27.12.21

# 10. Implementation Support

To guide Biovilla, the recommendations outlined in the implementation roadmap are followed by a set of detailed activities and tasks

Example:

ID	BU	Strategic Objective	Dimension	Problem	Recommendation	Actions for the implementation of the recommendation	Start	End
1	All	Finance	Marketing	The different Business Units are working very independently	Align strategic sales practices to attract people from different Business Units to enjoy other services by implementing a cross-selling approach between	Define packages within Business Units through which customers can experience different services	03.05.21	17.05.21
						Agree on specific marketing strategies to communicate these packages according to its public	17.05.21	24.05.21
						Set a pricing strategy for each type of package and communicate it effectively	24.05.21	31.05.21

6 key business units

According to Strategy Map

According to Diagnostic Tool

Problem that led to the diagnostic rating

Recommendation to mitigate the problem

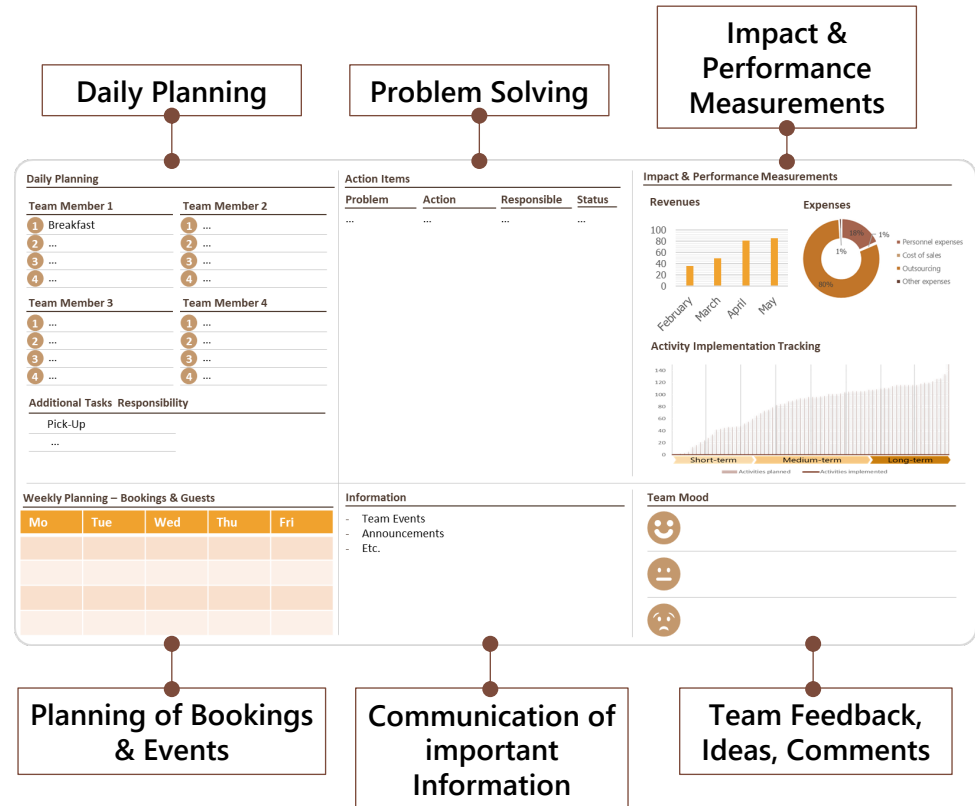
Every recommendation is followed by a set of several activities that together create a detailed action plan for Biovilla that is easy to implement

Time Tracker

# A visual team board will improve the efficiency of Biovilla's operations through capacity planning, problem solving and performance tracking (1/2)

Using a **visual team board** at the beginning of each workday will help Biovilla to improve the efficiency of operations and communication:

- Enables advanced **planning of available capacity** through **task allocation**
- Ensures **shift kickoffs** and **handovers** are conducted and well organized
- Allows to **mitigate upcoming challenges** and arising problems through effective **problem solving**
- Improves the **cascading of communication** across the organization and addressing of open topics
- **Visualizes performance and impact**
- Increases **team motivation** through daily feedback and idea session





## A visual team board will improve the efficiency of Biovilla's operations through capacity planning, problem solving and performance tracking (2/2)

### Daily Planning

Team Member 1	Team Member 2
1 Breakfast	1 ...
2 ...	2 ...
3 ...	3 ...
4 ...	4 ...

Team Member 3	Team Member 4
1 ...	1 ...
2 ...	2 ...
3 ...	3 ...
4 ...	4 ...

#### Additional Tasks Responsibility

Pick-Up \_\_\_\_\_

... \_\_\_\_\_

### Action Items

Problem	Action	Responsible	Status
...	...	...	...

### Impact & Performance Measurements

#### Revenues

#### Expenses

#### Activity Implementation Tracking

### Weekly Planning – Bookings & Guests

Mo	Tue	Wed	Thu	Fri

### Information

- Team Events
- Announcements
- Etc.

### Team Mood

## Biovilla's implemented a POS System however the sales reports and data about sales is not accurate and not being registered in the right way

### POS System needs to be adjusted to ensure accurate tracking

- 1 **Divide the revenues streams by the different business units and by source of those revenues**  
Extremely important to take strategic actions and understand Biovilla's revenue sources

eg. Business Unit

eg. Sources

Nature Tourism	Direct	Online	Retreats	
Space Rentals	Retreats	Events	Wellness	
Restaurant	Tourism	External	Retreats	Events

- 2 **Insert sales description and details in most accurate way – room sold, nights sold, price per night**  
It allows Biovilla to take decisions based on KPIs such as average length of stay, average daily rate, occupation rate

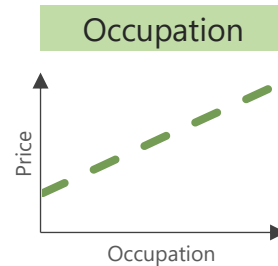
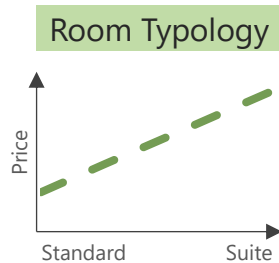
- 3 **Educate key people that work close with the POS System**  
In order to ensure that the POS is standardised and always delivers the same information

- 4 **Define key reports and important data that the POS must deliver on a regular basis**  
Ensuring close attention to sales breakdown, get to know the business fluctuations and data accuracy

# Biovilla has no pricing strategy in place leaving the cooperation reaching a small amount of its overall potential revenues

Implement a pricing approach for Nature Tourism that takes into consideration different variables

- 1 Understand and review the cost structure of the Business Units through the new accounting system**  
Define a baseline rate for the room, considering the cost structure, rooms' renovation, services offered, and the market
- 2 Define different variables that influence costs and that can justify price increments**  
Variables may include: room typology (new rooms), occupation of the room



- 3 Reformulate and update the new pricing strategy on the different channels**  
To make sure that every online channel is aligned with the new strategy and gives Biovilla accurate information

Booking.com

Family Room

Single = 75€

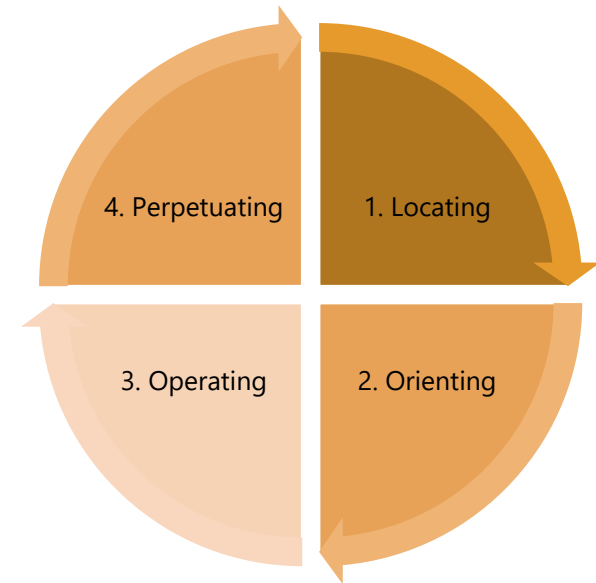
Double = 80€

Triple = 85€

# Making sure guests know about the blog and promoting it on social media will help Biovilla create a strong reader community and create impact

Ensure that a sufficient number of volunteers are recruited and that a management practice is implemented that organizes their support meaningful

- 1 Assess volunteer needs in the different seasons
- 2 Determine responsibility and timing for recruitment
- 3 Implement management tool that will help Biovilla to organize the support and effort of the volunteers in a meaningful way
  - Use the L-O-O-P Model to manage volunteers and ensure their support is contributing towards the mission
  - 1. Locating: Write job descriptions; Identify potential volunteers  
Screen applicants; Recruit talented, promising volunteers
  - 2. Orient: Train volunteers on arrival; Ensure available capacity is planned
  - 3. Operating: Mobilize and engage volunteers; Ensure volunteers stay motivated; Provide guidance and supervision
  - 4. Sustain: Evaluate volunteers and recognize their support accordingly; Retain talent



## Biovilla should implement strategic sales practices to attract guests from different Business Units to experience other services by creating packages

### Align cross selling activities to boost BU's revenues

1

#### Define packages within Business Units through which customers can experience different services

A way for guests to have a more holistic experience and to use more sustainable business units to empower others

Nature Tourism + Restaurant

Bed & Breakfast

Half Board

All Inclusive

Restaurant + Pool

Sunday Brunch + Pool Day

Weekday Lunch + Pool Day

2

#### Agree on specific marketing strategies to communicate these packages according to its public

Each package attracts different types of customers and each customer type must be reached in the most effective way

Nature Tourism + Restaurant

By creating packages in booking channels (Biovilla's website and booking.com)

Restaurant + Pool

Through the local Palmela's and Setúbal's newspaper, communicate in local markets

3

#### Set a pricing strategy for each type of package and communicate it effectively

Updating all online channels with the package offer and price it accordingly

Nature Tourism + Restaurant

BB Package = Room + 5€ | HB Package = Room + 20€ | AI Package = Room + 35€

## Creating and using job descriptions to recruit qualified personnel needs to be an essential part of Biovilla's future HR strategy

### A Job description template needs to be created that can be used for future recruitments

#### 1 Identify for which job positions Biovilla should create descriptions and understand their importance

- Jobs that require "hard" skills and certain qualifications, e.g. Coordinator or seed/permaculture expert
- A detailed description makes it easier for potential candidates to spot the opportunity as well as assess if qualifications are in line with Biovilla's requirements and expectations

#### 2 Define outline of job description and create a template that can be used in the future

- Introduction and overview of the organization, description of job opportunity, requirements and expectations, what Biovilla can offer, (contact information)
- A template that just needs to be filled in/adapted can facilitate the recruitment process

#### 3 Decide on which job platforms will be recruited

- "Green" job platforms like x or x can be used to post job opportunities and attract potential candidates with the right skills

#### \*General Coordinator\*

##### JOB SUMMARY

As a "General coordinator" you will be part of a small team responsible for "managing the daily operations" within "our 6 key business units" as well as give a hand to our Executive Director in strategic decision making.

##### MAIN DUTIES

- Manage main facilities and make sure everything is clean and presentable to guests at all times
- Delegate tasks to Business Unit managers
- Participate in regular meetings with BU managers and Executive Director
- Be in touch with suppliers and partners
- Analyze and manage feedback from customers

##### ESSENTIAL SKILLS, INTERESTS AND REQUIREMENTS

- You have taken a course in "\*"
- You speak English fluently
- You like social engagement and living in a communal setting
- You are proactive and independent
- You have great organizational and time management skills
- You have interest and knowledge in at least one of the areas: hotel management, gastronomy, market gardening or garden management
- Your values are: Honesty, trust, respect, responsibility, open-mindedness, authenticity and accountability
- You are able to work well as part of a team or individually
- You have good communication skills and a courteous personal manner to clients and staff

##### WHAT WE OFFER

- Salary: "500€" per month
- Food - you will have access to all our garden vegetables and the staples ingredients we buy
- Lodging - You will stay in one of our rooms
- A friendly and supportive atmosphere

##### ABOUT US

At Biovilla we aim to achieve the full regeneration of the ecological, social and economic landscape that serves as a model for creation and sharing of social value around the world. We believe in deep and meaningful connections between humans that's why at Biovilla we are all friends, partners, and accomplices. If you think this would be the right space for you, please contact us at [recruitment@biovilla.org](mailto:recruitment@biovilla.org)

# In order to successfully launch and maintain the Biovilla Blog as an impactful educational platform, several actions need to be taken

## 1 Decide which platform is suitable for the blog

- Incorporate Blog in the current website on WIX

## 2 Brainstorm about blogpost ideas, create a content calendar and decide when certain blog posts are supposed to be published

- E.g. 4 vegan recipes, 2 permaculture articles, 2 posts on sustainable living practices and one sponsored post per month
- Blogposts can be prepared in advance, e.g. in the winter months where there is no Nature Tourism and employees have more free time

## 3 Decide on income strategy

- Implement button for donations by readers and agree on regular sponsored posts
- A more advanced income method would be blog articles that are "hidden" but can be accessed if a small sum is paid (more suitable for the future)

BIOVILLA BLOG CONTENT CALENDAR 2021

\*INSERT MONTH AND YEAR\*

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	Vegan Recipe		Sustainable living			
	Vegan Recipe				Permaculture	
	Vegan Recipe		Sustainable living			
	Vegan Recipe		Sponsored Post		Permaculture	

Vegan Recipe  
Sustainable living  
Permaculture  
Sponsored Post

# Making sure guests know about the blog and promoting it on social media will help Biovilla create a strong reader community and increase impact

4

### Connect Biovilla blog with Social Media

- Each time an article is published, link it with Biovilla's Social Media pages (Instagram and Facebook) in order to raise awareness and attract new readers

5

### Inform Biovilla guests about Blog

- Make sure Biovilla guests learn about the blog and suggest them to subscribe right at check-out.
- Inform them about the blog being a way to follow-up with what they learned at Biovilla and encourage them to try out recipes or other tips about sustainable living

6

### Measure impact of the blog

- Use Google analytics or another program to track the number of blog visitors, the time they spent on the blog, if they engaged with the content through comments or likes etc.



# A "Biovilla Experience Survey" was drafted to ensure that continuous improvement takes place based on client feedback

## Implement a process for continuous improvement taking client feedback into consideration

1

- Create a process to collect e-mail addresses from clients and inquire their consent for the legal data agreement
- Ask guests at check-in or check-out for their contact details and inquire their consent to Biovilla's privacy policy

2

- Create a survey to be sent out after the checkout
- During the project a "Biovilla experience survey" was created as a feedback tool for guests

3

Define a process to send the survey to the clients, e.g. one day after the check-out

4

Define a process to regularly analyse feedback and implement a problem-solving approach to ensure that necessary actions are taken and client feedback is considered for continuous improvement

**Biovilla Experience Survey** 67%

Did your experience at Biovilla match with the expectation you had before visiting? Please rate. \*

	very poor	poor	fair	good	perfectly
Biovilla Expectation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How satisfied are you with your overall experience at Biovilla? Please rate \*

	very dissatisfied	not satisfied	somewhat satisfied	satisfied	very satisfied
Biovilla Experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. How satisfied were you with each of Biovillas activities? Please rate each activity. \*

	very dissatisfied	not satisfied	somewhat satisfied	satisfied	very satisfied	N/A
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