

**GRADO: Administración y Dirección de Empresas**  
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# Le Bon Café et Thé - A Cross-Border Business Opportunity



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# 1. Introduction

After recently completing academics in Business Administration from the University of the Basque Country, possessing full language proficiency in English, Spanish, and French as well as a profound interest in entrepreneurship, it is the intention of the head of this investigation to set up a business in Europe upon graduation.

Strategically located on the border of the Basque Country region, this entrepreneur seeks to **highlight, analyse and compare the cross-border differences involved setting up a specific business idea between two locations situated in Spain and France**. To be more precise, this cross-country analysis focuses solely on the most relevant bordering provinces of Gipuzkoa in the Basque Country, Northern Spain, and les Pyrénées Atlantiques, also in the Basque Country, South-western France.

It is interesting to point out that most provinces in Spain, such as Catalonia, Valencia, the Basque Country, etc., have varying laws with respect to entrepreneurship. Hence, each of these normally have specific policies for corporate tax rates, tax deductions, and grants. While this is not the case in France, where business laws remains the same throughout the country, each department does indeed have their differences in terms of government aids and grants for new businesses.

## 2. Project Objectives

The primary objectives of this investigation are:

- To lay out a **general Business Plan** for Le Bon Café et Thé, an innovative coffee and tea shop offering the high quality hot and cold beverages, as well as “Bubble Tea” an innovative product already storming the market in big cities which would be an exclusive product in both of the regions being analyzed.
- To identify, analyse and **compare the cross-border differences** involved in setting up the same business in each of the two locations.
- To **decide on the most favorable country** for the entrepreneur to invest her project based on the criteria and information collected.

### 3. Methodology

This project has been carried out using a variety of tools and research. The sources will be cited in each section. The document also includes a final list of references and attachments used in determining the financial analysis for the business plan. Theoretical concepts have been applied stemming from the entrepreneurs education in Business Administration.

Additionally, much of the information collected comes from **real sources in the industry**, such as coffee shop owners' experiences and consulting agencies in both Spain and France. The sales projections and estimated business costs are based on real life scenarios in both locations. Some data from similar companies in the industry has been used to calculate sales and costs. Much of this information was learned throughout the business owner's internship in an accounting firm in France dealing with small to medium sized enterprises. Additionally there was very valuable data was provided by some suppliers on estimated clientele. All of the costs and details that can be accounted for will be attached in the attachments section of this document.

The final financial analysis will be carried out through a high grade software by RCA Editeurs de Logiciels, allowing for a full vision of the contrast of all the variables in each location.

### 4. Successful Entrepreneurship and Business Planning

Starting up a business is a truly complex endeavor, and usually implies a risky investment that should be studied in depth beforehand. In Europe, a striking amount of new micro enterprises, businesses with less than 10 employees, are born each year, with many ceasing to operate in the same period. According to the European Commission, as many as one third of new Small and Medium enterprises created in 2011 failed within the first two years (European Commission SME Performance Review, 2016). With entrepreneurship being the indirect theme of this document, it is absolutely essential to lay out some important entrepreneurship and business plan theories as a starting point for creating a successful business.

#### Red Ocean Blue Ocean Business Strategy

This modern business concept divides industries into two types, Red Oceans and Blue Oceans. The analogy of the Red Ocean refers to a sea filled with sharks competing for the same prey or customers. It refers to a blood-thirsty competitive environment, where feeding and surviving is difficult. This describes and encompasses the vast majority of existing markets, where the business models and the competitors are very defined. (Kim, W.C. and Mauborgne, R. 2014).

The Blue Ocean is the exact opposite scenario. It is an open, easy to swim environment with plenty of new customers and little to no competitors. It is the ideal situation and the main point of this theory is to try to set your business in a Blue Ocean context. (Kim, W.C. and Mauborgne, R. 2014)

The Blue Ocean Strategy can be implemented by creating uncontested markets. This doesn't necessarily mean a new product or service, but could simply be to create a new variation of these capable of producing a Blue Ocean scenario. This means new demand would be created, competition wouldn't be as relevant, and all of the business' activities would be able to align with both differentiation and low cost. (Kim, W.C. and Mauborgne, R. 2014)

The first priority in a Blue Ocean is to **attract people who have never purchased in an industry** in order to make it grow (Kim, W.C. and Mauborgne, R. 2014). A good example of this is the video game console Nintendo Wii which was able to appeal to families and older adults. In an uncontested market, there is virtually no competition because either they don't know about it or they don't know how to compete. With the right implementation, like Nintendo Wii so far, competitors won't be able to enter a Blue Ocean for many years without failing.

According to Michael Porter on Competitive Strategy, a business must choose between high value and low cost strategies (Porter, M.E. 1988). However, Kim and Mauborgne's theory disrupted that concept by stating that you can indeed have both at the same time. It is just as crucial to diversify as it is to rid every corner of the organization and process of any unnecessary costs. **Anything that doesn't contribute to value, must be eliminated or reduced** (Kim, W.C. and Mauborgne, R. 2014).

Figure A. Red Ocean Blue Ocean Strategy Differences

Red Ocean Strategy Focus on current customers	Blue Ocean Strategy Focus on noncustomers
• Compete in existing markets	• Create uncontested markets to serve
• Beat the competition	• Make the competition irrelevant
• Exploit existing demand	• Create and capture new demand
• Make the value-cost trade-off	• Break the value-cost trade-off
• Align the whole system of a firm's activities with its strategic choice of differentiation <b>OR</b> low cost	• Align the whole system of a firm's activities in pursuit of differentiation <b>AND</b> low cost

Source: <http://www.corporatestrategy.com/red-ocean-vs-blue-ocean/>

## 5. The Business Plan

### Business Plan Strategy

The first desired objective is for the author to create a foolproof business plan based on their resources and skills, that is capable of being implemented in both Spain and France, and matching the characteristics of the market in the Basque Country.

A business plan serves to be many things, including a sales pitch or a selling document to prospective venture capitalists and banks. However, it has a more pure purpose, to be a roadmap, a written out strategy, a framework and a business forecast for an entirely new company. There are many theories and templates that help entrepreneurs develop very thorough business plans, considering the many areas a business' environment such as the SWOT Analysis<sup>1</sup>, Porter's 5 Forces Model<sup>2</sup>, and the Boston Matrix.<sup>3</sup>

Nonetheless, for this project it is essential to lay out a groundwork business plan that could be implemented in either the province of Gipuzkoa in Spain or the department of the Pyrénées Atlantiques in France. For that matter, the main template used will be the **Business Model Canvas**, developed by Alex Osterwalder co-founder of Strategyzer.com, which will summarize the most important underlying facts of the business plan. (Osterwalder and Pigneur, 2010).

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<sup>1</sup> Albert S. Humphrey was the founder of the SWOT Analysis which helps break down the Strengths, Weaknesses, Opportunities, and Threats of a business.

<sup>2</sup> Michael Porter's 5 Forces serve to analyse a company's competitive strength and position in a market based on the 5 key elements.

<sup>3</sup> The Boston Matrix breaks existing and developing products into four product categories in terms of their market potential in order to create strategies for each of the product categories.



## 5.1 Entrepreneur's situation

The pioneer of this project is a 26 year old entrepreneur, living near the border of the Basque Country between Spain and France, who wants to start up her own corporation in either of the two countries following an innovative business idea. The entrepreneur has some savings of about 8000 euros and has high probability of obtaining an angel loan from family and friends which will serve as the kickstarting capital for the business. This angel loan can be paid back in the second and third year of business and can reach up to 15,000 euros. Depending on the total investment amount needed, she may or may not need to ask for a corporate loan to start up her business.

The subject at hand is single, has no children, and has the ability to claim unemployment in France as well as Spain. The requirements for claiming unemployment in both countries will be specified in section 8.3 Unemployment Aid.

## 5.2 Entrepreneur's Background and Skills

The project owner is a soon to be graduate in Business Administration with experience in Social Media Marketing, Accounting, Event Organization and Financial Planning. She has no experience in the hospitality industry other than her personal encounters and frequent visits to coffee houses and salon de thes.

As the entrepreneur has a deep passion for coffee and desires more experience in the coffee industry, she decides to complete an intensive coffee roasting and brewing course in Naples, Italy for 2 days, where she will learn the essentials of making an excellent cup of coffee from the experts of quality coffee in Italy.

### Observations

The entrepreneur of Le Bon Café et Thé has spent time in countries such as Spain and Italy where quality coffee, notably espresso made of 100% arabica beans, is an integral part of their culture and highly consumed. Having observed these markets and upon comparing them to their neighbor country, the author has concluded **that France is a big potential market still waiting to be developed in terms of quality coffee**. Big cities such as Paris and Nice are already developing the coffee industry and show huge potential for the rest of France. However, Spain is still a very interesting market for coffee products, and **innovative, quality tea products are just starting to emerge in bigger cities in Spain** such as Barcelona and Madrid where they are doing very well.

This means that in both the Northern Spanish market and the South-western French market, Le Bon Café et Thé has the possibility of developing a growing market. The groundbreaking product in mind that will pave the way for a Blue Ocean Strategy is a new product called

"Bubble Tea". This beverage first became popular in Taiwan, and it is already making a storm in big cities such as Madrid, Paris and London.

Bubble Tea is a very easy product to make with particularly high margins with respect to coffee beverages. It is simply iced tea that is infused with flavors of choice and paired with flavor filled bubbles made of gelatin. The bubbles burst in your mouth releasing another explosion of flavors. Although these products are even more popular in the summer, they are also quite consumed in the winter, as they can be served with or without ice.

## 5.3 Planning the Business Structure

Choosing a type of corporation or business structure is a decision which should especially take into account each individual business owner's patrimonial, fiscal and strategic aspects.

The entrepreneur plans on opening a company with the following aspects:

- Limited Liability, so as to only have to respond with the money invested in the corporation.
- Be the only owner or at least own more than 50 percent of the company.
- Flexible enough to attract some investors within the next 3 years, and achieve expansion.

The different types of legal entities in Spain and France will be analyzed later on in section, 8.1 Choosing a Business Entity.

# 6. Mission Vision Values and Objectives

## 6.1 Business Concept

The principle idea is to create a coffee and tea shop that serves hot and cold beverages and snacks for coffee lovers and non coffee lovers. The business aims to reach those who do not usually visit coffee houses by offering them enjoy an excellent beverage of their choice, and sparking their interest for an exclusive product in the area, Taiwan's favorite Bubble Tea, available in 20 flavor combinations.

This concept could be successful in France as its coffee market is growing with much potential. The French market has a very traditional method of preparing long, watered down coffee without much variety of flavor. Therefore, this business would introduce pure espresso and different blends into the French market and present them to more vivid options of coffee. On the other hand, new quality loose leaf tea beverages offered by the company would allow the business to profit from Spain's growing tea market.

## 6.2 Mission Statement

To transmit the passion for high quality coffee and tea by inspiring and delighting our guests with the experience of every cup and with every visit.

## 6.3 Vision

To be the region's most unique and highest quality Coffee and Tea house, bringing coffee lovers and non coffee lovers together to discover their perfect cup of hot or cold beverage.

## 6.4 Values

- To create a welcoming, open environment where all of our customers are our guests.
- To create a culture of passion for real quality coffee and tea.
- To offer high quality ingredients for our products.
- To help preserve the environment through all of our organization's processes by recycling and reducing energy consumption.
- To treat others with dignity, openness, acceptance and respect.
- To strive to offer our best in all that we do.

## 6.5 Objectives

The following business objectives have been established for the first three years in business based on the predictions of the financial analysis.

- **Sales Revenue:** reach 128,000 euros in sales in the first year in business, the approximate amount to reaching the **breaking point**.
- **Profit:** generate a business profit of at least 80,000 euros during the first 3 years.
- **Profit Margin:** Maintain a minimum of 15% profit margin throughout the first 3 years.
- **ROI:** Obtain a personal Return on Investment of at least 47,000 euros within the first 3 years.

## 7. Business Model Canvas Sections

### 7.1 Customer Segments

All of the customer segments identified below are composed of the youth and young adults from ages 15-35, and include male and female subjects.

#### 7.1.1 Spain

##### 1. Coffee Lovers:

These customers share a common liking or passion for a good cup of coffee. They know what they like in a cup of coffee and their preferences vary greatly on the type of coffee they drink. They are usually interested in 100% Arabica and espresso blends. They like to occasionally have coffee at a coffeehouse or bar with friends anywhere from 1-5 times a week. There is a large female portion of this segment that is normally very interested in more choices of coffee flavors such as vanilla cappuccinos or frappes, but Gipuzkoa does not have a large selection to offer this kind of product.

##### 2. Tea Lovers:

Mostly made up of women aged 18-35, these customers share a common interest or love for tea, whether it be iced or hot. They love to drink high quality tea in the form of loose leaf, and like when there are many options of tea available to choose from. They do not have many options of good tea houses in Gipuzkoa and value when there is an emphasis placed on a menu for tea.

##### 3. Non Coffee Lovers

This group is the center of our Blue Market Strategy. They do not like coffee and sometimes not even tea. They are used to drinking water, juice or soda. They usually have hot chocolate or orange juice when at a bar, but are not completely satisfied because no one is making an effort to please their preferences. They like trying new flavors, sometimes even mocha frappuccinos, but are usually not willing to try anything with coffee flavor. This segment is mostly composed of younger people aged 15-25. Their preferences may include chocolate, vanilla and fruit flavors.

## 7.1.2 France

### 1. Coffee Lovers:

Similar to the Spanish segment, they know how they like their coffee and their preferences vary greatly on the type of coffee they drink. Usually they drink very long, watered down coffee. However, they have yet to discover many types of brews, particularly in the espresso variety. They do not know the difference between 100% Arabica and Robusta blends. They like to occasionally have coffee at a coffeehouse or bar with friends anywhere from 1-2 times a week. There is also a female portion of this segment that is interested in more choices of coffee flavors such as vanilla cappuccinos or frappes, but there is not a large selection to offer this kind of product in Southwestern France.

### 2. Tea Lovers:

Almost identical to the Spanish segment, this segment is quite larger in France. Made up of women aged 18-35, these customers share a common interest or love for tea, whether it be iced or hot. They love to drink high quality tea in the form of loose leaf, and like when there are many options of tea available to choose from. They do not have many options of good tea houses in the area and value when there is an emphasis placed on a menu for tea.

### 3. Non Coffee Lovers

Also in the case of France, this group is the center of our Blue Market Strategy. This market is even larger in France, where coffee is not an integral part of their culture. They do not like coffee and sometimes not even tea. They are used to drinking water, juice or soda. They usually have hot chocolate, sodas or juices when at a bar, but could be more satisfied if there was a more targeted option for them. They love trying new flavors. While some even try sweet coffees, others are usually not willing to try anything with coffee flavor. This segment is mostly composed of younger people aged 15-25. Their preferences may include chocolate, vanilla and fruit flavors.

## 7.2 Commercial Offer and Value Proposition for Each Segment

### Spain and France

#### Commercial Offer Per Segment - Beverages

##### 1. **Coffee Lovers Commercial Offer - Le Bon Café et Thé selection of Coffee Brews**

These customers need a selection of many types of quality brews, hot and cold, with or without milk including espresso, ristretto, macchiato, cappuccino, caffè latte, and more. Some of our cappuccinos and frappés include flavors such as mocha, caramel and vanilla. The coffee beans will be quality 100% arabica coffee toasted fresh each week from a local Coffee Toaster.

##### 2. **Tea Lovers Commercial Offer - Le Bon Café et Thé selection of Loose Leaf Teas**

A selection of 7 teas will come directly from a provider in the UK including flavors such as Rose Petals, Lavender, etc.... Customers will be able to smell the different teas before choosing one. Once they have chosen, they will be given a tea pot with boiling water where they can scoop their tea leaves into.

##### 3. **Non Coffee Lovers Commercial Offers**

- a. **Le Bon Café et Thé selection of Bubble Tea:** People in this segment will get to experience a whole new concept called Bubble Tea, a flavored iced tea with flavor filled bubbles which can be drunk at room temperature. There are over 20 flavor combinations in total. It is refreshing in both the summer and the winter. Customers will get to choose from 7 tea flavors and 4 bubble flavors.
- a. **Selection of Soda, Juice, and Water:** The selection of Soda, Juice and Water can be useful when there is an extrinsic need to purchase one of these products.
- b. **Le Bon Café et Thé Hot Chocolate:** Hot Chocolate and Coffeeless Frappés are also available for those out of this segment who still prefer a hot beverage with no coffee or tea.

#### Commercial Offer - Food

- **A Selection of Pastries, Cookies and Croissants** will be available to enjoy with each beverage or separate. These will be delivered daily from a nearby bakery.
- **A Selection of Sandwiches** to choose from for hungry visitors will also be prepared fresh daily.

## 7.3 Locations

The size of the Coffee and Tea house should be between 30-90 square meters in order to fit all of the equipment necessary, as well as a seating area for customers reaching up to capacity of about 20 seats. However, depending on the overall location and neighborhood of the store, less seating space with better positioning might be more valuable over worse positioning and more square meters.

Le Bon Café et Thé needs to be strategically located in a major city and as close to the city center as possible. For this reason, the cities of Bayonne, France and San Sebastian-Donostia, Spain have been chosen. Taking into account the necessary characteristics for the commercial space, the following locations have been selected:

### 7.3.1 Bayonne, Pyrénées Atlantiques (France)

Location of Choice: Centre Ville, Bayonne

**Address:**

3 Allée Paulmy  
64100 BAYONNE  
Commercial Building, ground floor

**Agent:** Jean-Pierre Abbadie Mandataire Judiciaire

**Size:**

- 47 square meters of store and the storage room
- 20 square meters of terrace
- 1 bathroom
- Central Heating and Air Conditioning

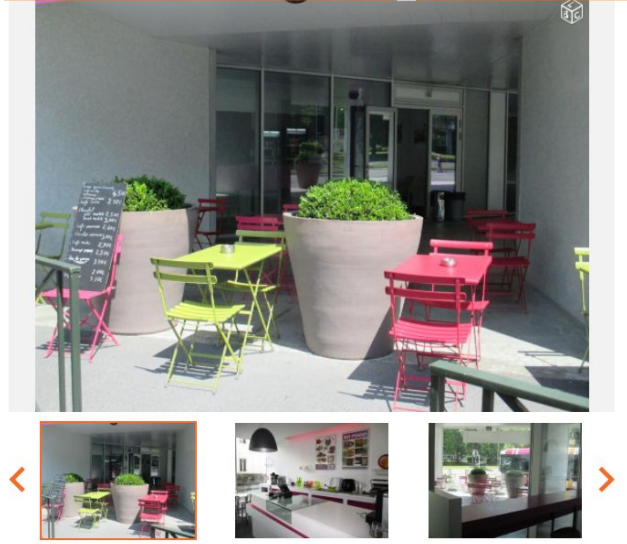
**Rent per month:**

- Droit au Bail plus fees: approximately **30,500 euros**
- **1059 euros** monthly rent
- **88 euros** monthly rent for the terrace
- Optional 83 euros a month for parking
- **30 euros** community fees

**Renovations:** No major investments, only in store furniture, and branding.

**Location:** City Center, close to the cathedral, 5 minute walk from the Place des Basques.

## Le Bon Café et Thé - A Cross-Border Business Opportunity



Mise en ligne le 8 janvier à 17:41

**MR VAILLANT**

Prix	<b>30 000 €</b>
Ville	Bayonne 64100 
Surface	47 m <sup>2</sup>
GES	Non renseigné
Classe énergie	Non renseigné

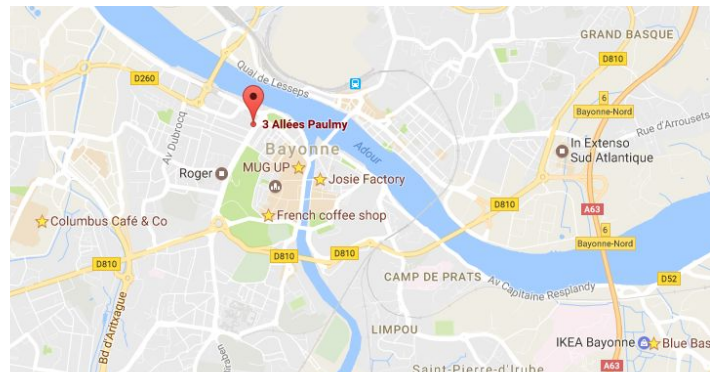
**Description :**

Local situé plein centre de Bayonne, à deux pas de la Place des Basques. Très bon état, lumineux, avec grandes baies vitrées, composé d'une grande salle, cuisine séparée, sanitaires, et terrasse couverte ensoleillée de 20 m<sup>2</sup> environ.

Actuellement exploité en restauration rapide, l'endroit se prête à tous genres de commerces, de la parfumerie au magasin de jouets par exemple....

Bail commercial 3/6/9.

Source: [https://www.leboncoin.fr/bureaux\\_commerces/1075773916.htm?ca=2\\_s](https://www.leboncoin.fr/bureaux_commerces/1075773916.htm?ca=2_s)



Source: <https://maps.google.com>

**Droit Au Bail:** The “Right to Lease”, this is a concept commonly used in France for commercial lease agreements. It can be present in the lease agreement as part of the provision of business assets or “fonds de commerce” or separately, as in this case. It represents the amount the buyer owes to the previous tenant for provisions and rights as well as the undervaluation of rents in relation to the market price. (Facon, 2013)

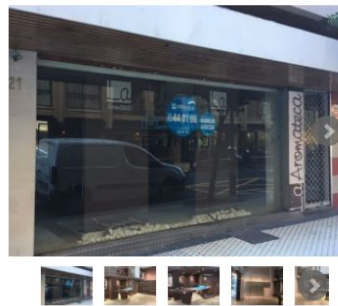


### 7.3.2 San Sebastian, Gipuzkoa (Spain)

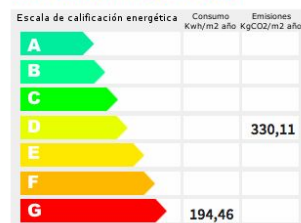
Location of Choice: Gros, San Sebastian

Commercial Building, ground floor

**Agent:** Inmobiliaria Areizag



#### Certificación energética (CES)



**Buena zona. Local de 42 m<sup>2</sup> + entlo y almacén, buena fachada, buen estado. No tiene salida de humos.**



Baja precio

**1.450 € / mes** ~~700.000€~~

Referencia: G31643

#### Características principales

1 Baños 42 m<sup>2</sup> útiles 55 m<sup>2</sup> const. Aval

Txofre, Gros - Donostia San Sebastián (Gipuzkoa)

#### Descripción del inmueble

Gros, zona Txofre, junto al super DIA y frente a la entrada del parking del Txofre.

Local comercial instalado de 42 m<sup>2</sup> de tienda con altura de 3,90 mts + entlo de 15 m<sup>2</sup> aprox para uso privado, además tiene un pequeño almacén de 12 m<sup>2</sup> con poca altura.

Escaparate de 5 mts.

Tiene 1 aseo en la entreplanta.

Source: <http://www.areizaga.com/inmueble/alquiler/local/donostia-san-Sebastian/gros/G31643?index=4>

#### Size:

- 42 square meters for the store
- 5 square meters of storefront
- 15 square meters of private use
- 12 square meter attic for storage

#### Details:

- Possibility of renting terrace from the city hall in the future.
- 1 bathroom in the top floor.
- Central Heating and Air Conditioning

#### Rent per month:

- Initial deposit of 2 months rent plus notary fees: approximately **3200 euros**
- **1450 euros** monthly rent
- **30 euros** community fees

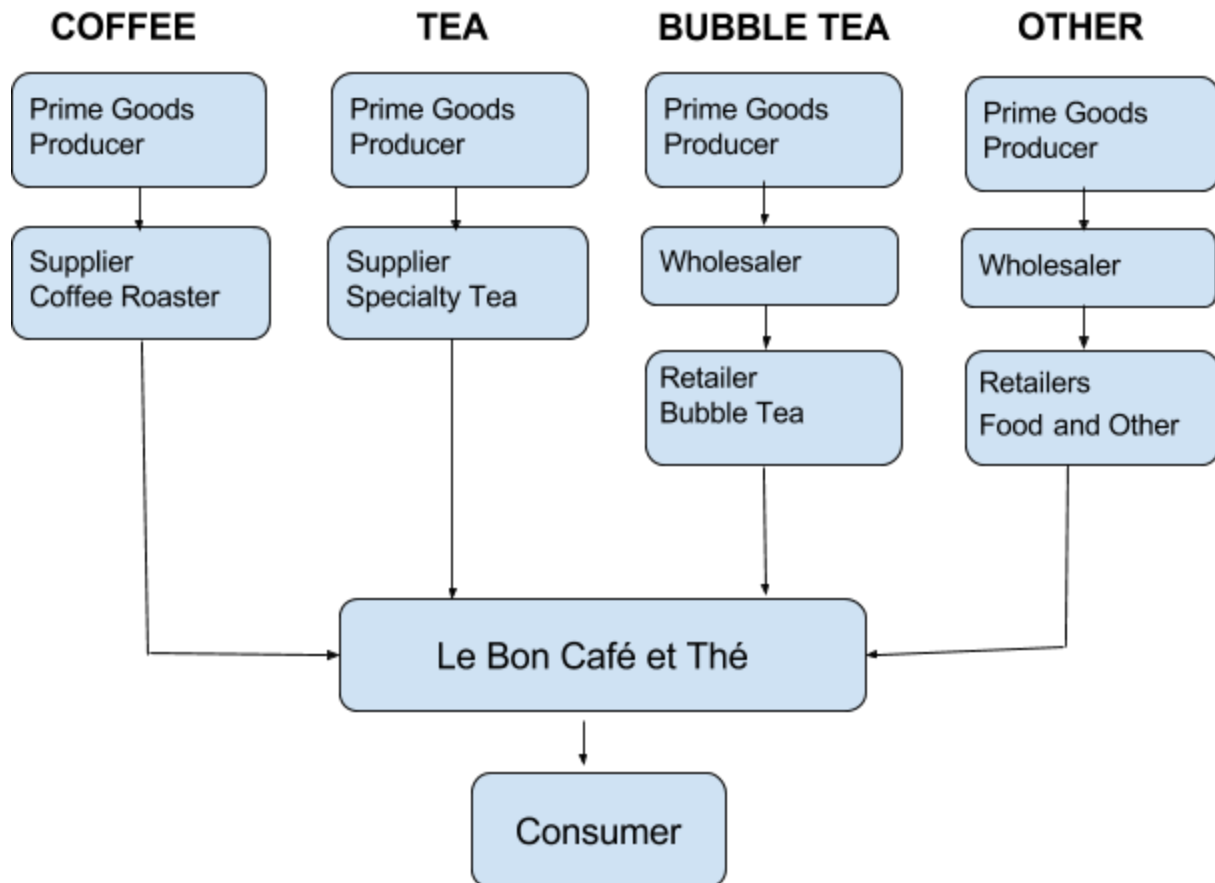
**Renovations:** No major investments, only in store furniture, and branding.

**Location:** Next to Dia Supermarket, 15 minute walk from the city center



## 7.4 Distribution channel

Le Bon Café et Thé includes various products and differing supply chains for each product offered. The Table below demonstrates the distribution channels for each main product line. As shown in the column other, this category includes everything other than coffee, tea or bubble tea supplies (packaging, milk, sugar, chocolate, etc.)



## 7.5 Customer Relations

### Le Bon Café et Thé Customer Fidelity Card

Each customer can acquire a free customer fidelity card where they can accumulate stamps in order to receive a free beverage of choice after 20 purchases. To receive the card, all that's necessary is for them to fill out their email address and zip code. With every purchase at Le Bon Café et Thé they can receive a stamp. Once they have accumulated 20 stamps they will be able to exchange their fidelity card for a new one and receive a free drink.

### Social Media and Les Bonnes Idées

Les Bonnes Idées is a special feature designed for the company to engage with customers through its Facebook and Instagram pages. It consists in the company posting "Bonnes Idées" or good ideas for inspiration and day to day motivation. This in turn is a challenge for customers to get inspired with their cup of coffee or tea, and share their inspiration or Bonne Idée with other people following the company's page.

The process is simple. All customers can grab a protector at the serving station once they have had their coffee. Each protector has a sticker with an inspirational quote. The rest of the space is meant to be filled out, whether it be with drawings or writing. Each customer can choose to upload and share their creation on the company's social media pages or to even leave comments and communicate about the service provided or the products.

## 7.6 Revenue Streams

Not only is it important to have a business plan, but to implement it efficiently. For this reason, it is essential to set rational prices to match the product markets in Spain and France, as well as to chart a sales forecast based on other Coffee Shop's experiences, the seating space and business location.

Concerning Le Bon Café et Thé's menu, prices will vary from Spain to France, as products have slightly higher average price in France. These prices reflect the price ranges at Coffee Shops in San Sebastian and Bayonne.

<b>Le Bon Café et Thé Menu</b>			
	SPAIN	FRANCE	
<b>Selection of Coffee and Hot Chocolate</b>			
Ristretto, Espresso, Macchiato, Lungo	€1.50	€1.80	
Caffe Latte	€2.25	€3.00	
Cappuccino with flavor (Plain, Mocha, Vanilla, Caramel)	€2.85	€3.50	
Hot Chocolate	€2.85	€3.50	
<b>Selection of Frappes</b>			
Coffee Frappes (Plain, Mocha, Vanilla, Caramel)	€3.25	€3.85	
Non Coffee Frappes (Plain, Mocha, Vanilla, Caramel)	€3.35	€3.85	
<b>Selection of Tea</b>			
Breakfast Tea, Apricot Green Tea, Green Tea, White Peach Tea)	€2.50	€3.25	
Spearmint, Strawberry Mint, Fresh Berry Herbal Tea, Cardamom	€2.50	€3.25	
Other Beverages (Water Bottles, Juice, etc)	€2.00	€2.50	
<b>Selection of Bubble Tea</b>			
Tea Flavors: (Coconut, Strawberry, Mango, Peach, Pineapple, Raspberry, Litchi)	€3.25	€3.50	
Bubble Flavors: (Litchi, Mango, Strawberry, Peach)	€3.25	€3.50	
<b>Pastries, Cookies and Croissants</b>			
	€1.85	€1.95	
<b>Sandwiches</b>			
	€3.00	€4.00	
<b>Selection of Merchandise</b>			
Le Bon Café et Thé T-shirts	€15.00	€17.00	
Le Bon Café et Thé Canvas Shopping Bag	€12.00	€14.50	
Le Bon Café et Thé Mug	€4.00	€5.00	

## 7.7 Key Resources

Le Bon Café et Thé will have the following list of suppliers for its multiple products. Suppliers for beverage products will be the same regardless of the which of the two locations is chosen. However, the provider for food products will vary depending on the city.

### 7.7.1 Suppliers

#### Coffee:

- Sakona Coffee: Located in the city of Irun, Gipuzkoa, about 20 minutes from San Sebastian and 45 minutes from Bayonne. The coffee beans, imported from small farmers in South America and Africa, are roasted fresh each week in Irun. The coffee will therefore be purchased weekly to maintain freshness and quality. The two chosen blends will be the “Jaizkibel” and “Decaf”. The coffee will be purchased at 18 euros/kilo.  
<http://www.sakonacoffee.com/>

#### Bubble Tea:

- The Inspire Food Company: Based in the Netherlands. This online site sells all the products needed for making bubble tea. Orders will be placed bi-weekly for 4 different bubble tea pearls at 8.50 euros/kilo. Shipping can be negotiated with a purchasing contract.  
<http://www.inspirefoodcompany.com/es/?gclid=CO2AnIWSv9ECFW8B0wodCNoBNg>
- Delidrinks - Monin Syrups: This French online website ships free starting from 180 euros. Orders will be placed bi-weekly for 9 different syrup flavors at 7.50 euros/700 ml bottle. The order amounts are expected to always exceed 180 euros.  
<http://www.delidrinks.com/monin-sirops.html>

#### Loose Leaf Teas:

- Whittard of Chelsea Teas: A prestigious English Tea company. The online store sells all of its products offering free shipping for orders of 35 pounds or more. Orders will be placed bi-weekly for 8 different loose leaf tea flavors. Prices range from 6.30 - 13.76 euros per 100g.  
<https://www.whittard.co.uk/?currency=EUR&gclid=CJy-75-1v9ECFY8Q0wod4ZQAAA>

**Local Bakery:** chosen for best quality pastries and proximity. Orders placed daily.

- Gogoko Goxua (San Sebastian) for San Sebastian location
- Le Fournil de la Licorne (Anglet, France) for Bayonne location

### Packaging:

- First Pack Packaging:  
Based in France, this website offers recyclable packaging products for beverages to go. All Bubble tea beverages will be served in cups and with straws purchased from here. Orders will be bi-weekly.  
<http://www.firstpack.fr/gamme/les-gobelets-verres-accessoires/>

### Other Ingredients and Products:

For other necessary products such as water, juice, milk, chocolate, vanilla, etc. purchases will be made weekly at the following hypermarkets chosen for their lower prices:

- Makro (France)
- Carrefour (France and Spain)

## 7.7.2 Human Resources

### Initial Team

The owner of Le Bon Café et Thé will work a **full time shift** carrying out all of the principle tasks involved in the business. Given the opportunity of claiming unemployment benefits, she will not receive a salary during the first year, but claim 20% dividends in the case of generating a business profit. She has worked in both Spain and France, and is therefore entitled to benefits for approximately one year in both countries (see section 8.3 Unemployment Aid).

### Key tasks:

- General management: organize, plan, delegate, and control
- Placing purchase orders and accounts payable management
- Arranging stock and inventory management
- Product elaboration and serving the public
- Administrative tasks and outsourcing management
- Human resources management
- Employee training
- Financial Planning
- Public Relations and Marketing

There will also be a **full-time worker** earning the minimum wage for four months during the summer to meet the high demand of customers throughout this period.

In the opening weeks, a **volunteering family member** will help meet the high demand expected upon the announcement of being the first café to serve “Bubble Teas” in the region.

#### Employee Key Tasks:

- Product elaboration and serving the public
- Arranging Stock
- Purchase Orders

#### Team Members at Le Bon Café et Thé

People are the highest resource at Le Bon Café et Thé. All employees are team members and represent a vital part of the company's backbone. The following program will be put in place for team members:

- **Two week training program:** as a Barista apprentice, tea selection overview, and Bubble Serving techniques.
- **Team member manual:** on company values, culture, protocol objectives and customer satisfaction.
- **Discounts:** Free Coffee, Tea and Snacks half an hour before and after work hours, and 50% discount outside of work hours. 50% discount off company merchandise.

## 7.8 Key Activities

Le Bon Café et Thé is primarily dedicated to serving quality hot and cold beverages, snacks and sweets to customers for onsite or offsite consumption. It will also sell company merchandise at its store to customers including canvas shopping bags and T-shirts. The company's activities can thus be broken down into:

- Offering initial guidance for customers by team members on the variety and qualities of coffee and tea.
- Serving of onsite hot and cold coffee, tea, bubble tea, and other beverages.
- Serving all of the company's products to go.
- Selling of company merchandise including T-shirts and shopping bags.

## 7.9 Key Partners

#### Charity Donations

Le Bon Café et Thé is prepared to **donate 1% of its profit to the International Women in Coffee Association IWCA**, which is dedicated to helping female participants in the coffee chain achieve success. Women represent some of the 25 million coffee farmers who work in substandard conditions. The IWCA carries out social service projects including scholarships for children of coffee families, health screenings for women coffee farmers, and handcrafting workshops to help women add new sources of income.



<https://www.womenincoffee.org/>

### Association Memberships

Le Bon Café et Thé is interested in joining **The Specialty Coffee Association of Europe SCAE** following its third year of Business in order to expand its presence on a broader international level. It supports its members through networking events, organising competitions and communications. The SCAE is also recognized on a global scale, with partner members in Asia and also in North America, with the Specialty Coffee Association of America. Founded in 1998, The SCAE is an association composed of coffee quality friends, with a common vision of offering "a perfect cup of coffee to the consumer." This vision of a specialty coffee consists of quality beans grown at a designated location and processed under the highest quality standards for raw processing, roasting, storing, all leading up to the final brew into a beverage.

Company membership fees range from 175 euros - 1000 euros. It is unsure whether or not these rates may increment in 2 years. However, at the designated time, the return on investment of becoming a SCAE member will be weighed out and analyzed before applying for the membership.

## 7.10 INITIAL INVESTMENTS

### EQUIPMENT COSTS

This project needs to carry out initial investments<sup>4</sup> for the following equipment regardless of the final chosen location:

- 1. Semi-automatic Coffee Machine**
  - a. 1 Egro ONE TOUCH Top Milk XP NMS Coffee Machine Price: 9,854.00 + 478.00 + 569.00 + 1000= 11,901 euros
- 2. Iced Tea Machine**
  - a. BUNN TB3Q 3-Gallon Iced Tea Brewer = 465 euros  
[https://www.amazon.com/BUNN-TB3Q-3-Gallon-Iced-Brewer/dp/B00345WZVU/ref=pd\\_sbs\\_328\\_4?encoding=UTF8&psc=1&refRID=FZJ0R9J38CWRJ1KKX034](https://www.amazon.com/BUNN-TB3Q-3-Gallon-Iced-Brewer/dp/B00345WZVU/ref=pd_sbs_328_4?encoding=UTF8&psc=1&refRID=FZJ0R9J38CWRJ1KKX034)  
<http://www.coffeespresso.com/bunn-tb3-commercial-iced-tea-brewer.html>
- 3. Hot Tea Machine**
  - a. Buffalo Manual Fill Water Boiler 20Ltr 2.6kW Capacity 20Ltr = 60 euros  
[http://www.nisbets.co.uk/Buffalo-Manual-Fill-Water-Boiler-20Ltr/GL347/ProductDetail.raction?cm\\_sp=PeeriusFeaturedProducts-\\_categoryRecs-\\_GL347](http://www.nisbets.co.uk/Buffalo-Manual-Fill-Water-Boiler-20Ltr/GL347/ProductDetail.raction?cm_sp=PeeriusFeaturedProducts-_categoryRecs-_GL347)
- 4. Tea and Coffee Containers for storage and display**
  - a. Chalkboard display signs Pack of 20
  - b. Other display= 80 euros
- 5. Bubble Tea syrup Station**
  - a. Monin Syrup Pump = 5 euros  
[http://www.nisbets.co.uk/Monin-Syrup-Pump/DP269/ProductDetail.raction?cm\\_sp=PeeriusFeaturedProducts-\\_categoryRecs-\\_DP269](http://www.nisbets.co.uk/Monin-Syrup-Pump/DP269/ProductDetail.raction?cm_sp=PeeriusFeaturedProducts-_categoryRecs-_DP269)
  - b. Stand for Syrup bottles Ikea= 20 euros
- 6. Fridge for Milk and products**
  - a. Polar Under Counter Fridge White 150Ltr= 480 euros  
<http://www.gastro-europe.com/gb/33-polar-fridge->
- 7. Silverware and Crockery =250 euros Standard**
- 8. Panini Grill**
  - a. H.Koenig GR20 - Grill panini, 2000 W= 45 euros  
<https://www.amazon.es/H-Koenig-GR20-Grill-panini-color/dp/B006E1GZA8>
- 9. Dishwasher**
  - a. Dishwasher BEKO DFS05011X= 289 euros  
<http://www.electrofutur.com/FichaArticulo~x~Lavavajillas-BEKO-DFS05011X~IDArticulo~19817.html>
- 10. Ice Maker**
  - a. Mr.Black-Frost 13kg = 190 euros  
[http://es.klarstein.com/Electrodomesticos/Maquina-de-Hielo/Mr-Black-Frost-Maquina-de-hielo-150-W-negra-13kg.html?force\\_sid=h7it14ni9d1dhtqsren16ffd61&](http://es.klarstein.com/Electrodomesticos/Maquina-de-Hielo/Mr-Black-Frost-Maquina-de-hielo-150-W-negra-13kg.html?force_sid=h7it14ni9d1dhtqsren16ffd61&)
- 11. Whipped Cream Machine**

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<sup>4</sup> These prices listed include shipping costs and do not include taxes.

- a. Ibili 750910 - 1L= 38.86 euros

[https://www.amazon.es/Ibili-750910-Sif%C3%B3n-nata/dp/B0056Y4P5Q/ref=sr\\_1\\_4?s=kitchen&ie=UTF8&qid=1485008689&sr=1-4&keywords=maquina+nata](https://www.amazon.es/Ibili-750910-Sif%C3%B3n-nata/dp/B0056Y4P5Q/ref=sr_1_4?s=kitchen&ie=UTF8&qid=1485008689&sr=1-4&keywords=maquina+nata)

## 12. Coffee Accessories, Latte Art

- a. Latte Art Pack = 10 euros

[https://www.amazon.es/Little-Poplar-Dispensers-inoxidable-Plantillas/dp/B01GRY2VUY/ref=sr\\_1\\_1?s=kitchen&ie=UTF8&qid=1485008758&sr=1-1&keywords=latte+art](https://www.amazon.es/Little-Poplar-Dispensers-inoxidable-Plantillas/dp/B01GRY2VUY/ref=sr_1_1?s=kitchen&ie=UTF8&qid=1485008758&sr=1-1&keywords=latte+art)

- b. Dailyart - Stainless Steel Jug 12oz (350ml) 10.99 euros

[https://www.amazon.es/Dailyart-Jarra-leche-espuma-jarra-inoxidable/dp/B01AUKBTFO/ref=sr\\_1\\_18?s=kitchen&ie=UTF8&qid=1485008829&sr=1-18&keywords=latte+art](https://www.amazon.es/Dailyart-Jarra-leche-espuma-jarra-inoxidable/dp/B01AUKBTFO/ref=sr_1_18?s=kitchen&ie=UTF8&qid=1485008829&sr=1-18&keywords=latte+art)

## 13. Menu Display

- a. Menu Display Sign= 66 euros <https://www.rotulowcost.es/es/rotulos-sin-iluminacion.html>

## 14. Logo Display Sign

- a. Round Sign Lit-Up = 137.94 euros

<https://www.rotulowcost.es/es/banderola-luminosa-redonda-dos-caras.html>

- b. One Sided Display Sign = 121 euros

<https://www.rotulowcost.es/es/rotulos-sin-iluminacion.html>

- c. Opening Soon Sign = 60 euros

<https://www.rotulowcost.es/es/lona-impresion-digital-una-cara.html>

## 15. Store Furniture and Decoration

- a. Furniture Tables and Chairs GIFÍ = 1200 euros

**Votre commande**  
 Une question? contactez nous au 05 53 40 54 68  
 Horaires : du lundi au vendredi de 8h30 à 17h30

CONTACTEZ-NOUS PAR EMAIL  
 QUESTIONS FRÉQUENTES  
 CONTINUER MES ACHATS

PANIER LIVRAISON PAIEMENT CONFIRMATION

Article	Qté	Prix unitaire	Total
Chaise blanche pieds recouverts 800611 X VENDU PAR 2. PRIX A L'UNITÉ. Chaise blanche avec structure en acier entièrement recouverte de polyuréthane (assise, dossier, pieds)... <a href="#">Lire la suite</a>	20 (vendu par : 2)	37,00 € <del>60,86 €</del> dont eco-part : 0,00 €	740,00 € <del>1217,00 €</del> dont eco-part : 0,00 €
Table carrée plateau verre trempé 800796 X Table carrée avec structure en métal blanche et plateau en verre trempé gris. Dimensions : 80 x 80 x 75 cm. Existe aussi en format re... <a href="#">Lire la suite</a>	6	61,00 € <del>80,00 €</del> dont eco-part : 1,25 €	366,00 € <del>480,00 €</del> dont eco-part : 7,50 €

J'utilise un code promo  
 Saisissez le code avantage Appliquer

**Total de vos articles** (26 articles) 1 106,00 €

- b. Decorations and Accessories Ikea = 150 euros budget

## 16. Cash Register

- a. Olivetti Ecr 7100= 95 euros

[http://www.pcexpansion.es/olivetti-ecr-7100.php?qclid=CjwKEAiA8JbEBRCz2szzhgrx7H8SJAC6FjXXEIrIQT3iDhKLZ4qoJZo-xwxfghvryrd1cTd1NXtJXChoCxSjw\\_wcb](http://www.pcexpansion.es/olivetti-ecr-7100.php?qclid=CjwKEAiA8JbEBRCz2szzhgrx7H8SJAC6FjXXEIrIQT3iDhKLZ4qoJZo-xwxfghvryrd1cTd1NXtJXChoCxSjw_wcb)

## 17. Credit Card Processor

- a. Ingenico TPV Verifone VX520 gprs/ctls 128MB Flash, 32MB 100 euros

<https://www.milanuncios.com/impresoras/datafono-tpv-214709164.htm>

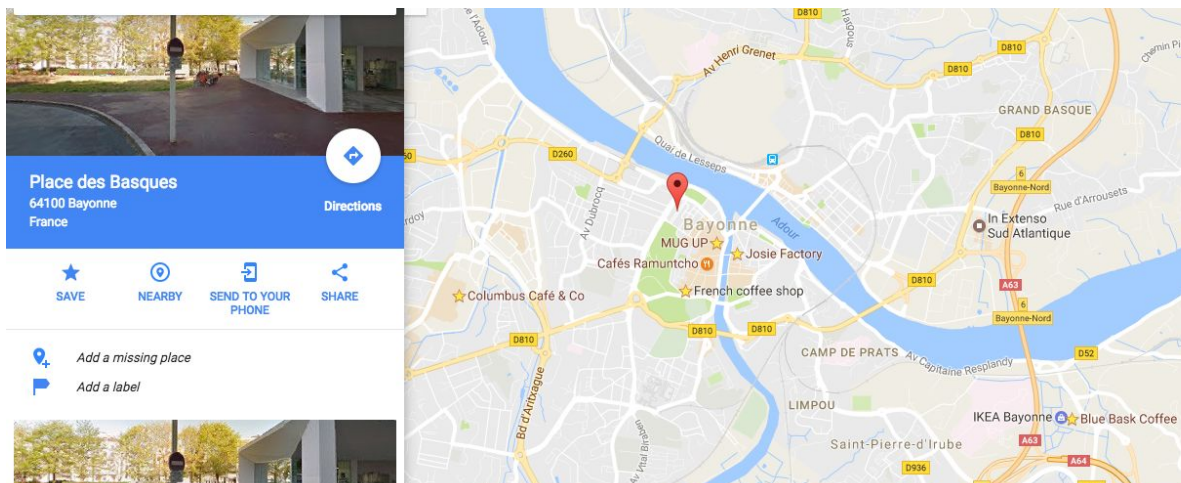
**Total Equipment Costs** : 16,215 euros (excluding VAT tax)

## 7.11 Competition Analysis

An analysis of the competition has been carried out for each of the relevant cities, selecting the top 5 competitors within reasonable distance from the chosen commercial locations. A map of with stars has been added in each case to visualize the competitor placement (each star indicates a competitor location). The red marker indicates Le Bon Café et Thé's location.

### BAYONNE, FRANCE

Map of Competitor Placement



source: <http://maps.google.com>

The chosen location in Bayonne is next to the Place des Basques, very close to the city center and the cathedral. A few competitors are situated nearby, the closest being Mug Up, a very small Coffee Shop with only 3 outdoor tables and mostly to go service. This competitor as well as French Coffee Shop and Josie Factory focus more on coffee products. The only similar product in quality is Mug Up. Nevertheless, these competitors constitute mostly a challenge to win over the coffee segment, while they pose no competition for Bubble Tea or loose leaf tea products.

#### 1. Mug Up

Address: 20 Rue Victor Hugo, 64100 Bayonne, France

Opening Hours: Tuesday-Saturday 10:30–18:30



## 2. Josie Factory

Dirección: 3 bis rue marengo, 64100 Bayonne, France

Opening Hours: Tuesday-Saturday 10:00–18:00

## 3. French Coffee Shop

Address: 11 Rue d'Espagne, 64100 Bayonne, France

Opening Hours: Tuesday-Saturday 8:30–19:00 and Sunday 14:00-19:00

## 4. Blue Bask Coffee

Address: Zone commerciale Ametzondo IKEA, 64100 Bayonne, France

Opening Hours: Monday-Saturday 10AM–8PM

## 5. Colombus Cafe & Co.

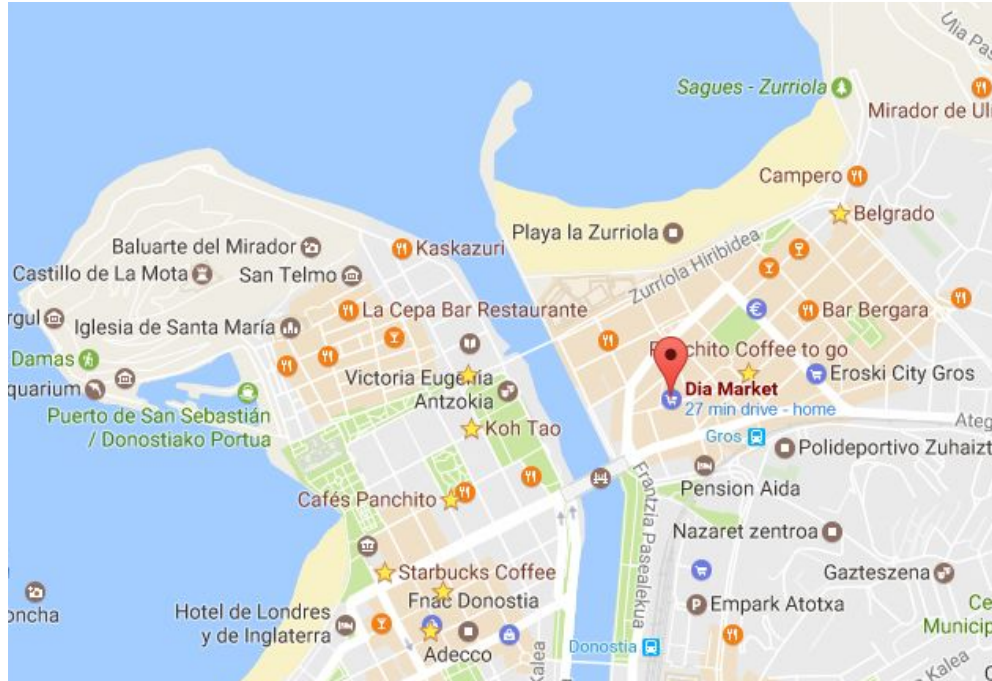
Dirección: Centre commercial BAB2, 64600 Anglet, Francia

Opening Hours: Monday-Saturday 8:30–20:00



## SAN SEBASTIAN, BASQUE COUNTRY, SPAIN

### Map of Competition Placement



source: <http://maps.google.com>

The chosen location in San Sebastian for Le Bon Café et Thé is very close to the city center in the neighborhood of Gros. Competitor locations are marked with a star symbol, while the business' location is situated in the red marker near "Dia Market". Only two of the analyzed competitors are situated on the right bank of the city, and the closest shop is Café Panchito, a to go location which does not have a seating area. It is important to point out that the competition is chosen based on coffee while this business's star product, Bubble Tea, make nearby competition more irrelevant.

#### 1. Café Panchito (4 locations)

- Plaza de guipuzkoa 16 – 20014
- Panchito Coffee to go – San Sebastian – c/ San Marcial 28 – 20005
- Panchito Coffee to go – San Sebastian – c/ Secundino Esnaola 9 – 20001
- Panchito Coffee to go – San Sebastian – c/ Reina Regente 2 – 20003

Opening Hours: Monday-Saturday 8:00 - 20:00



## 2. Koh Tao

Address: Bengoetxea Kalea, 2, 20004 Donostia, Gipuzkoa

Opening Hours:

Monday-Thursday 7:30 - 22:00

Friday 7:30 - 2:00

Saturday 9:30 - 2:00

Sunday 9:30 - 22:00

## 3. Belgrado

Address: Nafarroa Hiribidea, 2, 20013 Donostia, Gipuzkoa

Opening Hours: Monday-Sunday 8:00–23:30

## 4. Old Town

Address: Mercado San Martin, Urbieta 9, Planta 0, Puesto 8, Mercado San Martin,  
20006 San Sebastian, Guipúzcoa



Opening Hours: Monday-Saturday 8:00 - 20:00



## 5. Starbucks - San Sebastian

Address: Askatasunaren Hiribidea, 40, 20004 Donostia, Gipuzkoa

Opening Hours:

Sunday-Thursday from 7:30AM–10PM

Friday and Saturday from 7:30AM–11PM

## 7.12 Strategic Marketing and Marketing Plan

### 7.12.1 Marketing Objectives

In the first three years of Business, Le Bon Café et Thé's Marketing Plan will be focused on two different phases, the first being a promotional phase and the second serving as a reinforcement, growth, and engagement phase. The Marketing objectives for the first three years of business are as follows:

- Make the company's target groups **aware of Le Bon Café et Thé's value proposition** and make them **feel identified** with the products offered.
- **Bring target groups into the store** to try the product and experience the environment.
- **Create a relationship** with the customer so as to make them feel welcome to come back whenever they desire.
- **Build an image** of Le Bon Café et Thé as a unique coffee and tea house that inspires, offering something for everyone, whilst focusing on quality, minimalism, and cleanliness.

### 7.12.2 Market Branding

The Brand or Image for Le Bon Café et Thé that is intended to be transferred to the public is as stated in the Marketing objectives: a coffee and tea house for all types of people which brings inspiration with every single cup, while focusing on quality, minimalism, and cleanliness.

The main pillar for reaching the company's Blue Ocean and Red Ocean target groups will be through a campaign of storytelling, where the desired target groups will be able to feel identified with characters like themselves enjoying a product that they also enjoy. This creates an emotional link between the potential customer and Le Bon Café et Thé's value proposition.

The storytelling campaign will be otherwise referred to as the **Afternoon Break Stories**. They will be diffused through the different media tools described in Phase 1 and 2. The campaign consists of three characters, one representing each target market, with different jobs and different tastes in beverages. Nonetheless, all three have one thing in common: getting inspired on their afternoon break. The campaign will include an advertisement photo including each character with their beverage of choice. The characters are detailed below:

- The Tea Lover: a writer who needs a little inspiration to complete a scene he's writing. He's seen sipping on a cup of tea as he stares at his laptop. The laptop screen is filled with a colorful scene, which is the inspiration that the writer is experiencing as he drinks his tea.

- The Coffee Lover: a financial analyst who is staring at his laptop with a cup of coffee in one hand. The laptop screen shows the analyst's inspiration for beautifully laid out graphs.
- The Non Coffee Lover: a fashion designer who is sipping on a bubble tea is sitting at a desk with her charcoal pencil in her other hand. On her notepad, you can see her inspiration, a beautifully designed dress.

### 7.12.3 Marketing Phases

#### Promotion - Phase 1

For the first opening months, Phase 1 will serve to achieve the first two objectives mentioned in the Marketing Plan, creating awareness and bringing target groups into the store. For this reason it will be a mostly promotional phase. The actions included in this phase are detailed below.

1. **Launchrock Promotional Page:** Launchrock is an application free of charge that allows companies to create a preview page or prototype of an application in order to send it out and obtain customer information. It primarily works for obtaining email addresses from customers who are interested by the Launchrock page. This will be used for 3 months before opening the business and will be free of charge. The main objective with this is to collect emails for a customer base, and see the public's reaction to the value proposition.
2. **Company Webpage:** This webpage will be hosted by Weebly and will have a free domain name. The costs of making the website is free using the weebly host.
3. **Social Media Accounts:** 2 months before the opening, the company's Instagram, Facebook and Pinterest will be opened in order to start creating awareness about the novelty product Bubble Tea coming to the area. Photos of feature products will be shared on a weekly basis in order to get customers excited about the opening day. Pinterest photos of the company's products will especially serve to create awareness on a broader basis, since appealing photos are shared on this website very frequently. The company's Afternoon Break Stories campaign will be featured on the social media pages 2 weeks before opening.
4. **Bloggers and Influencers:** A month before opening, it is important to start reaching out to bloggers and influencers, cold calling and writing emails especially to young influencers in the nearby locations of the Basque Country. They will be offered free drinks at the establishment as well as free merchandise such as canvas shopping bags. These will mostly include bloggers who recommend places to visit, eat or drink in the

area. Their blogs or websites drive a lot of traffic and may especially help promote the novelty product, Bubble Tea.

5. **Local Newspaper Ads:** Two weeks before opening, there will be a Newspaper advertisement promoting the opening day of Le Bon Café et Thé.

## Engagement - Phase 2

Following the creation of awareness from the three target markets, the next marketing phase will focus on reinforcing growth and driving engagement from customers. The customer's participation in this phase is especially important. In the 1st phase, the company's Afternoon Break Inspiration campaign was released, which would make customers feel identified with the Le Bon Café et Thé's value proposition. This phase focuses on taking that feeling of identification and creating a two way communication channel between the company and the customer in order for them to diffuse that identity and share it with others.

1. **Social Media Campaign "Les Bonnes Idées":** This consists in growing the campaign previously mentioned in the section of Value Proposition, involving customer participation by sharing their ideas or quotes scribbled on the company's cup heat protectors on the company's Instagram page.
2. **Other Social Media expansion:** Facebook ads, Sponsored Instagram posts.
3. **Google Adwords:** presence on google so customers can find the location, SEO for webpage
4. **Bloggers and Influencers:** This consists in expanding the company's reach through the help of features, reviews or interviews by bloggers and influencers. There will be a target list of bloggers and influencers in the area of the Basque Country, Spain and France to contact, as well as bloggers on a broader scale to reach tourists during the high season.
5. **University Deals Campaign:** This consists in offering a special fidelity card for university students. In order to receive the card, they must be under 30 years of age and present their university card each. This card offers a promotion of a free beverage of choice after 10 purchases, instead of 20. Each time a purchase is made, the customer must provide their card to collect a stamp as well as their university card.

## 8. Analyzing Cross-Border Differences

### 8.1 Choosing a Business Entity

When choosing a type of corporation, the entrepreneur should take into account capital, fiscal and other strategic aspects. (Brouster, G.L. 2017)

#### CAPITAL ASPECTS

In both Spain and France, like in most countries, there is the option of establishing a company with limited liability, in which the associate only responds to the amount of money it has invested in the company. This is usually the case when setting up a corporation, also known as “sociedad” in Spanish and “société” in French. Alternatively, there is the option of forming a company with unlimited liability, in which the shareholders are liable to respond with all of their personal assets if necessary. (Brouster, G.L. 2017)

#### FISCAL ASPECTS

Businesses can also be divided into two categories according to their fiscal character. In the case of a corporation where the owner is a physical person, the company is subject to the IR (Impôt sur les Revenus or Income Tax) in France and to the IRPF (Impuesto Sobre la Renta de las Personas Físicas) in Spain. When the corporation is a legal entity it is subject to the IS (Impôt de Sociétés or Corporation Tax) in France and to the ISB (Impuesto Sobre Beneficios de las Sociedades). This varies in that, when the corporation is not a legal entity, the company’s earnings or losses are to be reflected in and declared as part of the owner’s personal revenue. In the case of a legal entity, it is the company in itself responds solely to the IS. (Brouster, G.L. 2017)

#### STRATEGIC ASPECTS

It could also be said that strategic reasons could be the decisive factor when choosing which type of business to create. This is because it can determine to which extent the owner can make decisions, raise capital or invest, and carry out certain activities. One of the main strategic factors lies on the intention of whether or not to share control of decision making. (Brouster, G.L. 2017)

If the intention is to develop the business idea and sell part or all of the company in the future, in France a SAS (Société Anonyme) is said to be more appropriate or a SA (Sociedad Anónima) in Spain, whereas, if the owner’s intention is to develop the business and hold the majority of shares a SARL (Société de Responsabilité Limitée) in France or SL (Sociedad de Responsabilidad Limitada) in Spain is recommended.

There is a large variety of business entities in Spain and France, but for the purpose of this study, only those business forms relevant to Le Bon Café et Thé’s Business Plan will be

analyzed. First, the business forms which the company is eligible to apply for will be listed in a comparative table. Then a more thorough description of the characteristics will be listed to choose the most interesting business form.

## 8.1.1 Options of Business Entities in France

The following table highlights the main characteristics for the legal business entities in France which are available to this entrepreneur, those with a minimum of 1 shareholder and that are not meant for professional activities requiring a specific license.

Type	Number of Shareholders	Minimum Capital Required	Shareholder Responsibility	Fiscal Regime	Owner's Social Status
Entreprise Individuelle	1	none	Unlimited	IR	Dirigeant Entrepreneur
EIRL - L'entreprise individuelle à responsabilité limitée	1	none	Limited	IR or IS	Dirigeant Entrepreneur
Auto - Entrepreneur	1	none	Unlimited or Limited (as EIRL)	IR or IS	Dirigeant Entrepreneur
EURL - Société à Responsabilité Limité	1	none <sup>5</sup>	Limited	IR or IS	Gérant
SAS	1 or more	none	Limited	IR or IS	Président

### 8.1.1.1 Entreprise Individuelle

An Entreprise Individuelle is the equivalent of what is usually referred to as a Sole Proprietorship in English. This option is available for solo entrepreneurs only. It consists of

<sup>5</sup> It is important to note that while there is no minimum capital required for corporations in France, it is highly recommended for an EURL or SAS to have a minimum capital of at least 2000 euros in order to avoid any government penalty fees.

connecting a business with an individual, as opposed to creating a separate entity or legal form. (Froger, V. 2014) Therefore, it has the following characteristics:

- The company is a physical person: the owner.
- The owner is liable to respond with their all of their assets in case of debt or bankruptcy.
- No minimum capital required to set up this form of business.
- Quick and easy filing process
- The accounting should be rigorous, especially to reclaim the regularized payments for social fees
- Comptabilité de Caisse: The imposable revenue is calculated based solely on effected payments and received payments. Taxes are only paid on the received profit.
- The VAT (Value Added Tax) is invoiced and can be recovered.
- Required to register in Registre du Commerce et des Sociétés RCS in order to obtain a VAT number.
- The social fees also take into account effective charges and revenue. This means social fees are also only based on actual received profit.
- In case of a deficit, the company can apply for tax reductions in the preceding periods.
- The owner's salary is non deductible from tax payments.
- Social Security Fees (called Cotisations Sociales) are paid in advance for each period and then regularized according to the effective revenue. (Froger, V. 2014)

#### 8.1.1.2 Auto – Entrepreneur

An Auto-Entrepreneur is not a separate Business Form on its own. It is simply an Entreprise Individuelle which is subject to a particular fiscal regime called « micro-social ». Since its creation in 2009, this is a very popular option for entrepreneurs in France. It has the following characteristics :

- The company is a physical person: the owner.
- The owner is liable to respond with their all of their assets in case of debt or bankruptcy.
- No minimum capital is required to set up this form of business.
- Quick and easy filing process
- No Filing Fees/ Constitution : Free
- Owners are not required to declare to the Registre du Commerce et des Sociétés RCS which must be paid for in all other forms of businesses.
- Social fees (Les charges sociales) are paid according to cash inflow. This means there is social fee payments are only made when Sales are positive. Payments are made each month or each trimester, and correspond to the Sales for the previous period. These social fees depend on the activity being realized.
- The tax imposition on profits also varies according to the professional activity being carried out.
- The Annual Revenue must be inferior to 81.500 euros for commercial activities and 32.600 euros for other services.

- Auto-Entrepreneurs do not charge customers VAT tax (Value Added Tax). However, they also do not have the right to recuperate VAT tax paid in the purchases.
- Taxes based on profit are always payable if sales are positive, meaning in case of deficit, the company still must pay their taxes. This is because the profit taxes are calculated based on the Revenue and not on the Profit.

It is really only interesting to apply for the Auto-Entrepreneur regime in 2 specific situations :

- **Launching an activity involving services** : This regime allows entrepreneurs to create their business and verify its viability very simply without paying too much. If it is a service, the VAT tax impact will usually not be as significant.
- **Establishing a complementary activity** : Many auto-entrepreneurs are usually either retired, students, or contracted employees. It can be an interesting option to make extra money on the side.

Normally, in all other scenarios, it is preferable to form an Entreprise Individuelle as the tax impositions and social fee calculations are more flexible and fair.

### 8.1.1.3 L'entreprise individuelle à responsabilité limitée (EIRL)

An EIRL is another form of Entreprise Individuelle that presents two major differences. (Petite-Entreprise.net, n.d.)

1. The liability of the owner is limited. The owner's capital is divided into 2 separate parts, much like in a corporation. The private capital represents the guarantee pertaining to private creditors such as the bank. The professional capital would serve as collateral to creditors such as the company's suppliers.
2. The owner can **choose which fiscal regime** to file taxes through. An EIRL has the option of deciding between filing their taxes through **L'impôt sur le revenu (IR)** like a classic Entreprise Individuelle (in this case the social fees are calculated on the business' revenue) or through **L'impôt sur les sociétés (IS)**, like other corporations. In this case the company's revenue is the base for taxation, and dividends can be distributed afterwards. The social fees in this scenario will be calculated based on the owner's salary instead of the company's revenue. The owner's salary would also be deductible from the IS.

These two characteristics make the EIRL seem almost identical to an SARL. However, it is not a "Société" meaning that the company does not have a legal entity, the company cannot be transferred or sold to another owner, the filing fees are less costly as an EIRL, there is a comptabilité de caisse (Cash flow accounting), and the social fees differ. It is also interesting to



point out that there is the option of forming an EURL with an Auto-Entrepreneur status. (Petite-Entreprise.net, n.d.)

#### 8.1.1.4 Société à Responsabilité Limité (SARL)

The Société à Responsabilité Limité or SARL is a limited liability corporation. It consists of creating a separate legal entity, the company, from the entrepreneur. The business owner or shareholders have a separate legal and fiscal identity, so the liability of the entrepreneur is limited to their personal investment in the company. There is a symbolic minimum capital of 1 euro to open a SARL in France, but most corporations add a capital of 2000 euros (Cléon, P. 2015). The main characteristics of a SARL are as follows:

- Limited Liability: the entrepreneur is only responsible to respond for the capital they invest in the company.
- Number of shareholders: 1 or more. There is no maximum.
- The Minimum Capital for an SARL is **1 euro**.
- It is required to publish Annual books.
- Taxes are filed through the Impot des Sociétés or “IS”. (Cléon, P. 2015)

#### L'entreprise unipersonnelle à responsabilité limitée (EURL)

This is one of the most common forms of setting up a business in France for sole entrepreneurs. A EURL is a “Société à Responsabilité Limité SARL” that has only one shareholder. This means that it has limited liability and offers great flexibility to the owner for important decision making. It shares all the traits of an SARL. (The Business Plan Shop Blog, n.d.)

The only other difference between a EURL and an SARL is that the owner of a EURL can decide whether to set up paying their taxes through their personal revenue (IR) or choosing to file corporate tax (IS). (The Business Plan Shop Blog, n.d.)

#### 8.1.1.5 La Société Anonyme (SA)

A **Société Anonyme** or SA is also a limited liability corporation in which the owner is a separate entity from the company. (Cléon, P. 2015) The regulations for this type of corporation are detailed in articles L-225 of the French Code de Commerce, or Code of Commerce. The main characteristics of an SA are the following:

- Limited Liability.
- Registry Fees: the SA must be publicly registered, and has higher formalization fees than an SL, as more documents are required.
- Complex filing process: similar to SL, but requires more complex documentation.
- Number of shareholders: 1 or more. There is no maximum.
- The Minimum Capital for an SA is **37,000 euros** if there are 2 or more shareholders.
- The capital is represented by stocks, and the stocks can be traded freely.

- It is required to publish Annual books, and hold annual shareholder meetings.
- Taxes must be filed through the "IS". (Cléon, P. 2015)

### La société par actions simplifiée (SAS)

This type of business form is a simplified version of the Société Anonyme (The Business Plan Shop Blog, n.d.). Although it is easier to start up, this type of business as well as the société anonyme are not ideal for sole business owners which are not interested in selling their company soon. When there is only one owner it is legally referred to as la Société par Actions Simplifiée Unipersonnelle or SAS. It presents the following differences with respect to the traditional Société Anonyme. (The Business Plan Shop Blog, n.d.)

- Quicker and easier to set up than a SA.
- The Minimum Capital for an SAS is **1 euro**, as opposed to the SA.
- Filing Fees still apply but are slightly less.
- Advantages in flexibility: Owners are more flexible to make decisions.

## 8.1.2 Options of Business Entities in Spain

The following table highlights the main characteristics for the legal business forms in Spain which are available to this entrepreneur.

Type	Number of Shareholders	Minimum Capital Required	Shareholder Responsibility	Fiscal Regime Subject To
Empresario Individual (Autónomo)	1	none	Unlimited	IRPF
Emprendedor de Responsabilidad Limitada	1	none	Limited	IRPF
Sociedad de Responsabilidad Limitada	1 or more	3015 euros	Limited	IS
Sociedad Limitada Nueva Empresa	1- 5 socios	3015 - 120,000 euros	Limited	IS
Sociedad Anónima	1 or more	60000 euros	Limited	IS

In Spain, the options for forming a business are quite similar to France but with different tax rates and regimes. As in the case of France, only the business options that are relevant to this entrepreneur will be analyzed. This includes business forms with a minimum of 1 shareholder and that are not meant for professional activities requiring a specific license.

### 8.1.2.1 Empresario Individual (Autónomo)

Identical to the Entreprise Individuelle in France, as an Empresario Individual, the company is a physical person, the owner (Infoautonomos, economista.es, 2017).

- They are completely responsible for deficits or debts resulting from their business activity. This means that in the worst case scenario, short term creditors have the possibility of confiscating your assets such as your homestead in the case of nonpayment.
- Taxes are filed as a physical person through the **Impuesto sobre la Renta de las Personas Físicas IRPF**, or tax for personal revenue.

- Not required to sign up in the Registro Mercantil (Spain's National Registry for Businesses).
- Simple filing process: register in Hacienda (for VAT declarations) and Seguridad Social (Spain's Social Security).
- No Filing Fees
- No Minimum Capital Required
- Social Security Fees: "**La Cuota del Autónomo**" is a required monthly payment made to Spain's Social Security. (Infoautonomos, economista.es, 2017)

Being an Autónomo requires making a monthly payment to Spain's Social Security called "La Cuota del Autónomo". This payment is destined to the entrepreneur's future pension. The way the system works is the owner can decide between a minimum base or a maximum base to calculate their payment. It is normally more interesting to choose a minimum base to pay less each month (Calvo Martinez, J.A 2015). However, some Autónomos are interested in designating more money towards their retirement. This monthly payment usually changes each year with the "Ley del Emprendedor" or "Entrepreneurial Law" which is officially the Ley 14/2013, de 27 de septiembre<sup>6</sup>. The estimations of the "Cuota" will be made based on the law of 2016 which is currently effective (Calvo Martinez, J.A 2015). The form of calculation is detailed below:

1. The payment is calculated using the expected salary the owner will receive. However, there is a set minimum base (893.10 euros) and a maximum base (3642 euros) to calculate the payment. The rate can be applied to any salary between these limits.
2. The "Tipo de Cotización" or rate applied to the base is currently **29.8%**. In the case where the owner has not contracted work accident insurance (cobertura AT) and professional illness insurance (cobertura EP), an additional 0.1% is added to their payment. This makes a total applicable rate of **29.9%**.
3. The monthly payment for a minimum based salary is approximately **267 euros** and can reach up to 1086 euros with the maximum base. (Calvo Martinez, J.A 2015)

#### BASIC MONTHLY FEES OF AN AUTONOMO

The amount of monthly payments for an autónomo in Spain are quite high because of the monthly social security payment. However, with the special reduction, or Tarifa Especial, the social fees are reduced considerably during the first 18 months. Below is a detailed list of what our entrepreneur would have to spend in order to operate as an autónomo. (Calvo Martinez, J.A 2015)

1. Initial Fees=0
2. Cuota del Autónomo:
  - a. First Semester= 53.4 euros
  - b. Second Semester= 134 euros
  - c. Third Semester= 187 euros
  - d. Afterwards: Approximately 267 euros

<sup>6</sup> <https://www.boe.es/buscar/act.php?id=BOE-A-2013-10074>

3. Accounting and Management= 60 euros approximately

The laws for Autónomos change every year and this makes it essential to outsource accounting and tax declarations to consulting firms or accounting firms. The monthly payments depend on the level of the company's activity as these firms charge by the hour. Usually a simple starting business will cost anywhere from 40-70 euros a month. (Calvo Martinez, J.A 2015)

### Autónomo Dependiente

This is a specific type of Autónomo that can be formed in the situation where the owner carries out an economic or professional activity regularly, personally and directly with a client (either a physical or legal entity) on whom it depends for a minimum of 75% of its revenue. In other words, the company has one main client that is responsible for three fourths of its revenue.

The only thing necessary apart from the usual process of setting up business as an Autónomo, is to sign a contract with the Public Service for National Employment electronically. However, this is not a valid option for the entrepreneur at hand, since the clients in restauration are obviously numerous. (Infoautonomos, economista.es, 2017)

### 8.1.2.2 Emprendedor de Responsabilidad Limitada (ERL)

An Emprendedor de Responsabilidad Limitada is almost identical to an Autónomo. However, it differs in that it has limited liability in certain conditions. (Gedesco, R. 2015)

- The entrepreneur is completely liable with their personal assets to pay back company debts, however has the option of protecting their homestead.
- In order to **separate their home from their commercial activity**, the entrepreneur must register their property as their homestead in el Registro de la Propiedad, Spain's Property Registry and register their company as an ERL at the Registro Mercantil specifically stating to exclude that property. Still, it is important to note that value of the homestead property must not exceed 300.000 euros.
- There are some filing fees for Registro de la Propiedad as well as the Registro Mercantil:
- No Minimum Capital Required
- Annual Books filing fee for the Registro Mercantil
- Taxes must be filed through the Impuesto sobre la Renta de Personas Físicas or IRPF (Gedesco, R. 2015)

### COSTS AS AN ERL

The amount of monthly payments for an ERL is slightly higher than an autónomo because of the fact they have protection from responding to liabilities with their homestead property. The estimated costs include the Registro de la Propiedad filing fee which depends on the value of the property, number of owners and other factors, the Registro Mercantil filing fee, Annual Books Publication costing about 350 euros, and the Cuota del Autonomo, exactly as in the case of Empresario Individual. (Gedesco, R. 2015)

### 8.1.2.3 Sociedad de Responsabilidad Limitada (SL)

The Sociedad de Responsabilidad Limitada is almost identical to an SARL in France. It creates a separate legal entity which is the corporation. The business owner or shareholders have a separate legal and fiscal identity. This means that the liability of the entrepreneur is limited to their personal investment in the company. The corporation will always have a minimum amount of capital made up of the shareholders' investments which is thereby divided into shareholder participations. These are indivisible and can be accumulated. (iPyme Dirección General de Industria y de la Pequeña y Mediana Empresa, 2017)

- An SL in Spain has limited Liability just like in the case of an SARL in France, which means that the entrepreneur is only responsible to respond for the capital they invest in the company.
- Registry Fees: In order to establish a SL, the corporation must be publicly registered, which requires a set of elevated constitutional fees involving a public notary and other specialists.
- Complex filing process: certify and register in Registro Mercantil (Registry of Commerce), deposit capital in the company's bank, publish official company statutes (Articles of Association), write escritura publica (Public deeds by a Notary), apply for CIF Hacienda (Public VAT and tax number for declarations), register in Impuesto Sobre Actividades Económicas IAE<sup>7</sup> (Economic Activity Tax) and Seguridad Social (Spain's Social Security).
- Number of shareholders: 1 or more. There is no maximum.
- The Minimum Capital for an SRL is **3,005.06 euros** and must be presented entirely at the time of constitution. It can be divided into shareholder participations that cannot be represented by stocks or titles.
- It is required to publish Annual books.
- Taxes must be filed through the Impuesto sobre Sociedades "IS". (iPyme Dirección General de Industria y de la Pequeña y Mediana Empresa, 2017)

#### COSTS AS AN SL

The costs of establishing an SL are much higher than those of an Autónomo. However, the amount of monthly payments are similar to the payments made by an autónomo for certain amounts of revenue. It is important to note that every SL must have at least one administrator (this can be the entrepreneur), who is registered as an autónomo and pays the monthly cuota del autónomo. (iPyme Dirección General de Industria y de la Pequeña y Mediana Empresa, 2017) The estimated costs are as follows:

1. Public Notary Fees= about 400 euros. This includes the company's official documents and statutes, and establishes the board of administration.

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<sup>7</sup> The IAE is a mandatory tax calculated based on a scale of tariffs which any subject conducting business must register for upon initiating their commercial activity. However, corporations with under 1.000.000 euros in revenue and and business owners during their first two years of activity are exempt from paying this tax.

2. Corporate Name Registration= About 150 euros (Emitt Blog, n.d)
3. Registro Mercantil filing fee= About 180 euros<sup>8</sup> (Registro Mercantil Gipuzkoa, 2017)
4. Annual Books Publication = About 300 euros in Accounting Fees, 30 euros in Notary fees and 16 euros in Registry fees per volume to elaborate the annual books.
5. Consulting and Accounting fees are higher because of annual books. (Emitt Blog, n.d)
6. Other fees and taxes detailed in the financial analysis for San Sebastian.

#### **8.1.2.4 Sociedad Limitada Nueva Empresa (SLNE)**

A Sociedad Limitada Nueva Empresa is a variation of SL detailed in the Ley 7/2003 de 1 de abril. This type of SL was designed for small entrepreneurial projects in order to facilitate the formalization process, making it easier to set up an SL and with full legal guarantees. (CIRCE - Gobierno de España, 2017) The SLNE has the same characteristics as an SL, but there are some major differences that set apart this type of SL:

- There is a minimum and maximum of shareholders: 1-5 physical shareholders.
- Legal entities are not allowed to be a shareholder of a SLNE unlike in an SL.
- A shareholder registry listing the names of the shareholders is not necessary.
- The administrators of a SLNE must be the actual shareholders, and there is no board of administration, unlike the SL where the statutes can name a board of administration including other administrators. (CIRCE - Gobierno de España, 2017)
- More flexibility to make important decisions or to develop different business activities without modifying the company's statutes.
- The filing process can be done online or in person.
- The company's statutes can be based on basic models approved by the Spanish Ministry of Justice, and can be validated by a public notary in a time frame of 48 hours.
- The business name must be composed of the first and last name of one of the shareholders followed by a numerical code. Following the company's formation, the business name can be modified into a different name, free of charge if done during the first three months following the formation.
- Deferment of payment to Impuesto de Sociedades or IS for the first two fiscal periods of business or first two years.
- Deferment of payment to IRPF during the first year. (CIRCE - Gobierno de España, 2017)

#### **8.1.2.5 Sociedad Anónima (SA)**

A Sociedad Anónima or SA is the equivalent to a Société Anonyme in France. It is a limited liability corporation in which the owner is a separate identity from the company, a separate legal entity. The overall concept of a SA is similar to that of a SL (CIRCE - Gobierno de España, 2017). The main characteristics of an SA are the following:

- Limited Liability.

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<sup>8</sup> The estimated price from the Registro Mercantil is included in the attachments section of this document.

- Registry Fees: the SA must be publicly registered, and has higher formalization fees than an SL, as more documents are required.
- Complex filing process: similar to SL, but requires more complex documentation such as a shareholder registry, board of administration and complex statutes.
- Number of shareholders: 1 or more. There is no maximum.
- The Minimum Capital for an SA is **60,000 euros** and must be presented entirely at the time of constitution. It is represented by stocks, and the stocks can be traded freely.
- It is required to publish Annual books, and hold annual shareholder meetings.
- Taxes must be filed through the Impuesto sobre Sociedades "IS". (CIRCE - Gobierno de España, 2017)



## 8.2 Corporate Tax Laws and Tax Reductions

### 8.2.1 Corporate Tax in Gipuzkoa, Basque Country, Spain

The Corporate Tax rate in Spain varies depending on the province. In the case of Gipuzkoa, it is the Gobierno Vasco, or Basque Government, which delegates the commerce laws. The current law in place in Gipuzkoa by the Basque Government is LA NORMA FORAL 2/2014, de 17 de enero, del Impuesto sobre Sociedades del Territorio Histórico de Gipuzkoa. (Documento de Hacienda y Finanzas - Gobierno Vasco, 2017)

One can find information about the corporate tax rate in the 56th article: Artículo 56. El tipo de gravamen. The article states that the general tax rate is 28%. However, this rate is reduced to 24% for small and micro enterprises defined in the 13th article of the same Norma Foral. (NORMA FORAL 2/2014, de 17 de enero, 2014)

According to legislation, a Micro enterprise is defined as a company whose revenue or volume of activity does not surpass 2 million euros, has less than 10 employees, and is not vinculated directly or indirectly by 25% or more with any company that does not meet the previous two requirements. (NORMA FORAL 2/2014, de 17 de enero, 2014)

This firm is therefore considered a micro enterprise according to the Basque law. Additionally, this company is eligible for a special deduction of 20% of the applicable rate, which is only designated for micro enterprises. Therefore, the impuesto de sociedades or corporate tax rate will ultimately be **19.2%** in the case of Le Bon Café et Thé.

### 8.2.2 Corporate Tax in France

The Impôt sur les sociétés or normal corporate tax rate in France is situated at 33 and 1/3% of the total taxable profit. (Droit-finances.net, 2017)

A reduced rate is applied to small firms which meet the following conditions :

- Total Revenue, without taxes, is less than 7 630 000 euros
- At least 75% of the capital is possessed physical corporations directly or through interposed companies.
- The capital of the company is completely cleared. (Droit-finances.net, 2017)

In 2017, the reduced tax rate is:

- 15% for companies with a profit between 0 and 38 120 €
- 28% for companies with a profit between 38 120 € and 75 000 € (Droit-finances.net, 2017)

Since this company meets the requirements for a small firm, and it expects a profit less than 38,120 euros during the first five years, the corporate tax rate applicable to Le Bon Café et Thé in France would be **15%**.

## 8.3 Unemployment Aid

### 8.3.1 Unemployment in Gipuzkoa Spain

The Spanish Government sets the laws for unemployment aid throughout all of the country. However, in order for a person in the Basque Country to claim unemployment, they must register in their local employment office, Lanbide Servicio Vasco de Empleo.

Requirements to receive personal unemployment contribution or aid:

1. To have worked, officially contributing to unemployment during at least 360 days in the preceding 6 years before being unemployed. These contributions must not have been used to receive other subsidies or aid.
2. To be in the legal situation of unemployment, or unemployed. The law only allows registering for unemployment in the case of job loss for extrinsic reasons to the worker, such as a layoff, expired temporary contracts, expired contracts due to incapacity, etc.
3. To be registered in a regime that contemplates unemployment aid, normally the general regime of the Social Security, and eligible to receive such aids.
4. To be registered as a jobseeker, unemployed and subscribed to the “compromiso de actividad” or activity agreement.
5. To not have reached the age of retirement or working for hire, “por cuenta propia”. (Citapreviainem.es, n.d.)

#### **How much does the unemployed aid amount to?**

The aid is calculated through a percentage on the regulatory base of the individual.

##### 1. The Regulatory Base

The regulatory base is an average based on the daily amount of social contributions made by the employee during the last 6 months of employment. (Citapreviainem.es, n.d.)

##### 2. The percentage rate

Once the daily regulatory base is calculated, a percentage of that base is paid out to the unemployed individual depending on the time frame:

- During the first 6 months, the daily unemployment aid will be 70% of the daily regulatory base of the worker.
- After the first 6 months, the amount of unemployment aid is reduced to 50% of the regulatory base. (Citapreviainem.es, n.d.)

Each year the maximum and minimum legal amounts that can be received in the form of unemployment aid are fixed through the Spanish legal system. In 2017 the minimum monthly amount for individuals without children is 497.00 €, while the maximum is 1,087.20 €. The

minimum for that of a parent is 664.74 € while the maximum is 1,242.52 € for one child and 1,397.84 € in the case of more than one child. (Citapreviainem.es, n.d.)

### During how much time can one receive unemployment aid?

The minimum timeframe for unemployment aid is 4 months and the maximum is 2 years. Se cobra como mínimo cuatro meses y como máximo dos años. The length of the aid depends ultimately on the contributions accumulated during the last 6 years.

The graph below shows the corresponding timeframe for the aid depending on the number of contributed work days. Our entrepreneur has worked 900 days in Spain and is therefore entitled to 10 months of unemployment aid. This is very roughly enough to help with the entrepreneur's living expenses during the first year of business. (Citapreviainem.es, n.d.)

Días de cotización	Días de prestación (paro)
de 360 a 539	120
de 540 a 719	180
de 720 a 899	240
de 900 a 1079	300
de 1080 a 1259	360
de 1260 a 1439	420
de 1440 a 1619	480
de 1620 a 1799	540
de 1800 a 1979	600
de 1980 a 2159	660
desde 2160	720

Source: <http://www.citapreviainem.es/prestacion-por-desempleo/>

## 8.3.2 Unemployment in France

The Employment Office which registers unemployment in France is called Pôle Emploi. Each department has their own local office. The office corresponding to Bayonne, France is Pôle Emploi Bayonne.

### Conditions for the Aide au Retour de L'Emploi (ARE) or Unemployment Aid:

- Applicants should justify the periods of affiliation corresponding to the work completed in one or more companies considered in the list of eligible sectors for unemployment benefits.
- The job seeker must justify 122 days of affiliation or 610 work hours throughout the last:
  - **28 months** preceding the end of the work contract for those under 50 years old.
  - **36 months** preceding the end of the work contract for those over 50 years old.
- The maximum number of hours taken into account for the length of affiliation is 260 hours a month. (Pole-Emploi, 2017)
- Applicants should:
  - Be registered as a job seeker or carrying out professional education registered in the Pole Emploi's PPAE or projet personnalisé d'accès à l'emploi.

- Effectively seeking a permanent job.
- Not have reached the legal age of retirement (60 years old for those born before 01/07/1951, 60 years and 4 months or more depending on the birth year of preceding generations).
- Be physically apt to exercise a job.
- Be in a situation of unemployment involuntarily, except for in the case of legitimate resignments.
- Live in the territory relevant to the registered Pole Emploi office. (Pole-Emploi, 2017)

## 8.4 Minimum Wage and Social Security

### 8.4.1 Minimum Wage in Spain

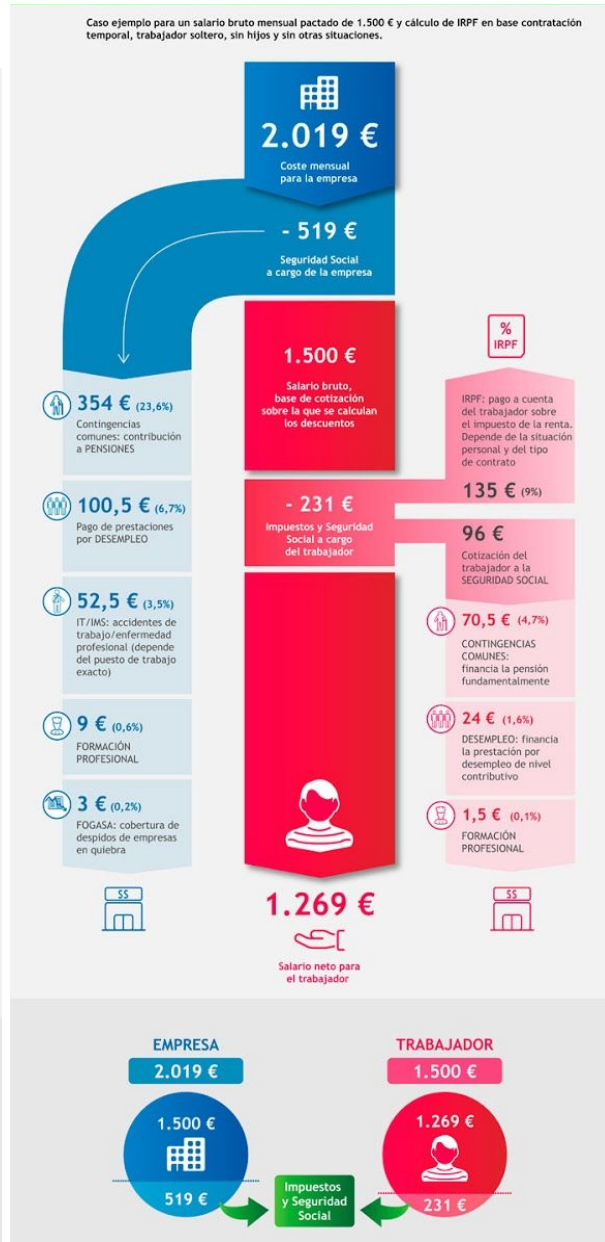
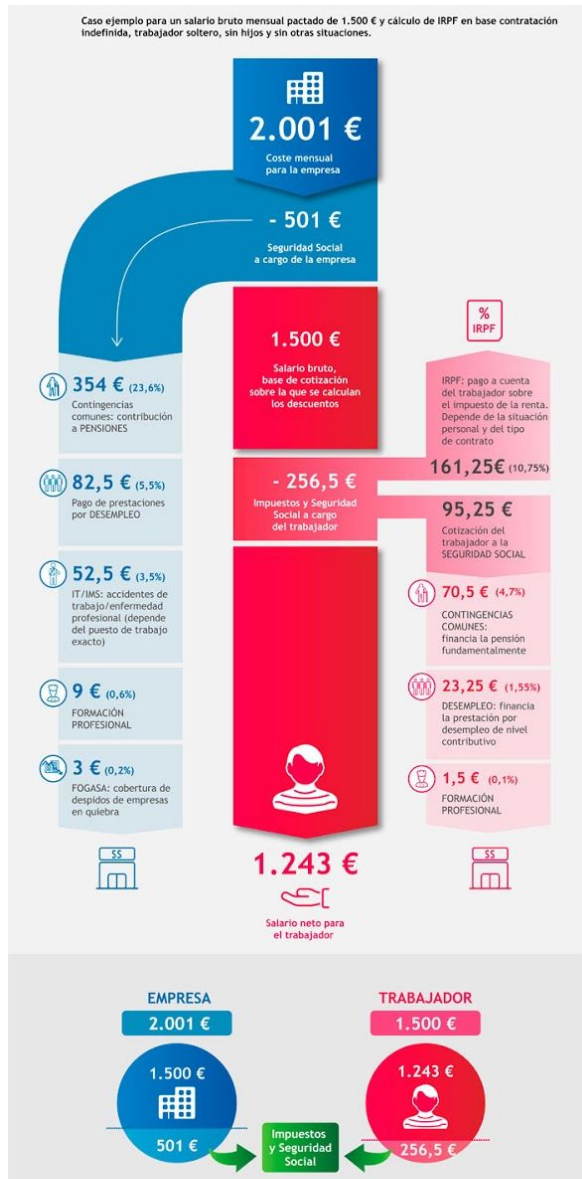
In the year 2017, the Ministerio de Empleo y Seguridad Social (Ministry of Employment and Social Security) fixed the minimum interprofessional Wage for the minimum of 40h a week in Spain at:

- Daily Brut Minimum Wage: 23.59€
- **Monthly Brut Minimum Wage (12 payments) : 707.60€**
- Yearly Brut Minimum Wage (including 2 extra payments June and December): 9,906.40€
- **Monthly Brut Minimum Wage (including vacations) : 825.53€** (Salariominimo.es, 2017)

To calculate the actual cost of hiring an employee in Spain, it's essential to take social charges and taxes into account. In Spain, these charges usually make up about 33.4% of the salary. In other words, with a salary of 825 euros a month, plus 34% of charges, the total monthly cost of an employee would be about 1106 euros. This is not including deductions, however. (Salariominimo.es, 2017)

The detailed charges and deductions are illustrated below in the following graphics:

# Le Bon Café et Thé - A Cross-Border Business Opportunity



Source: <http://www.citapreviainem.es/cuanto-cuesta-un-trabajador/>

**Contratación Indefinido - Indefinite Employee Contract:**

23.6% Contingencias comunes

5.5% Pago de Prestaciones por Desempleo

3.5% Pago por accidentes de trabajo etc

0.20% Fogasa cobertura de despidos de empresas en quiebra

0.60% Formación Profesional

**Total: 33.4% of Brut Salary**

**Contratación Temporal - Temporary Employee Contract :**

23.6% Contingencias comunes

6.7% Pago de Prestaciones por Desempleo

3.5% Pago por accidentes de trabajo etc

0.20% Fogasa cobertura de despidos de empresas en quiebra

0.60% Formación Profesional

**Total: 34.6% of Brut Salary**

## 8.4.2 Minimum Wage in France

In 2017, the France fixed the minimum wage based on a legal time period of 35h a week at:

- Daily Brut Minimum Wage: 49.34 €
- Monthly Brut Minimum Wage: 1,480.27 €
- **Yearly Minimum Wage : 17,700 €** (Droit-finances.net, 2017)

In order to calculate the actual cost of hiring an employee, one must take into account the social charges and taxes to be paid. In France, these charges usually make up from 45% of the salary. In other words, with a salary of 1480 euros a month, plus 45% of charges, the total monthly cost of an employee would be 2146 euros. This is not including deductions, however. (Droit-finances.net, 2017)

With the **Employment Simulator** provided by Les-aides.fr<sup>9</sup> the actual cost of taking on a full time employee under minimum wage is calculated in a few steps.

The actual cost of an employee after social charges, taxes and instant and deferred deductions is 1380 euros. (CCI, 2017)

### Vous envisagez de recruter ?

Grâce à l'outil "simulateur d'embauche" développé par le SGMAP (Secrétariat Général pour la Modernisation de l'Action Publique), calculez rapidement le coût de l'embauche pour votre entreprise, et l'estimation de la rémunération nette de votre futur salarié.

Mon entreprise de 0 salariés souhaite embaucher un-e CDI  
 en statut non-cadre rémunéré-e 1480 € brut par mois  
 à temps plein sur la commune de 64100 BAYONNE .  
 Mon entreprise ne dispose pas du statut jeune entreprise innovante.

Cela coûtera 1651 € par mois à mon entreprise, ou 1380 € après déduction des aides différées.

For the purpose of simplicity, the deferred aides will be disregarded, and we will consider the cost of an employee **1651 euros** per month. This would translate into a sum of **19,812 euros** a year.

The detailed charges and deductions are broken down in the following table.

<sup>9</sup> This tool can be found at <http://les-aides.fr/embauche>

**Cotisations Employeurs - Social Payment Responsibilities Employers**

<b>AGS</b>	-3.70 €
<b>AGFF</b>	-17.76 €
<b>APEC</b>	0.00 €
<b>AGIRC</b>	0.00 €
<b>AGIRC GMP</b>	0.00 €
<b>ARRCO</b>	-68.82 €
<b>Assurance chômage</b>	-59.20 €
<b>Cotisation exceptionnelle temporaire</b>	0.00 €
<b>Allocations familiales</b>	-77.70 €
<b>Vieillesse (déplafonnée)</b>	-28.12 €
<b>Vieillesse (plafonnée)</b>	-126.54 €
<b>Maladie</b>	-190.03 €
<b>Contribution solidarité autonomie</b>	-4.44 €
<b>Formation professionnelle</b>	-8.14 €
<b>Participation à l'effort de construction</b>	0.00 €
<b>Taxe d'apprentissage</b>	-10.06 €
<b>Fonds national d'aide au logement</b>	-1.48 €
<b>Contribution au dialogue social</b>	-0.24 €
<b>Prévoyance obligatoire cadre</b>	0.00 €
<b>Versement transport</b>	0.00 €
<b>Forfait social</b>	0.00 €
<b>Accident du travail</b>	-16.28 €
<b>Contribution supplémentaire à l'apprentissage</b>	0.00 €
<b>Taxe sur les salaires</b>	0.00 €
<b>Complémentaire santé</b>	--

**Aides Employeurs Immédiates - Immediate Deductions and Aid for Employers**

<b>Réduction générale sur les bas salaires (ex-Fillon)</b>	415.44 €
<b>Réduction de cotisation d'allocations familiales</b>	26.64 €



## Le Bon Café et Thé - A Cross-Border Business Opportunity

Jeune entreprise innovante 0.00 €

Apprentissage 0.00 €

### Aides Employeurs Différées - Deferred Deductions and Aid for Employers

Crédit d'impôt pour la compétitivité et l'emploi (CICE) 103.60 €

Aide à l'embauche d'un premier salarié 0.00 €

Aide à l'embauche pour les PME 166.67 €

The total amount of social charges is approximately **45% of the Brut Salary** not including the available deductions. (CCI, 2017)

## 8.5 Government Aid and Grants

### 8.5.1 GIPUZKOA, BASQUE COUNTRY, SPAIN

As mentioned earlier, each province in Spain has its own regulations. Government aid also varies from province to province. Gipuzkoa is a region of the Basque Country in Spain, which has a separate delegation and its own regional laws differing from the rest of Spain. “El Gobierno del País Vasco” has various differences with respect to Spain in its commerce laws, specifically different corporate tax rates, unemployment aid and financial government grant options.

Below is a list of interesting government grants that this entrepreneur would qualify for:

#### **1. Ayudas de apoyo a las personas emprendedoras para la puesta en marcha de nuevos proyectos empresariales**

**Organization:** Lanbide - Basque Employment Services

**Objective:** To impulse the creation of new business projects by entrepreneurs with a defined business idea. (Lanbide, 2017)

**Qualifying applicants:** Entrepreneurs, residents of the Basque Country, that have a business plan for creating a new company in the region and wish to carry out the necessary procedures for its creation. The entrepreneur must be the sole project leader and under the supervision of a collaborating organization authorized by Lanbide. They must also be registered as unemployed and searching for employment in Lanbide.

**Requirements:**

- Comply with all the rules, support services and consulting events organized by the collaborating organizations authorized by Lanbide.
- Not receive any other government aid for the same purpose.
- Register in the IAE within 3 months of the government sponsored process.
- Not have received any government aid for entrepreneurship by Lanbide in the last 4 years. (Lanbide, 2017)

**Type of aid:**

- The maximum amount of monthly aid is 1500 euros per entrepreneur.
- This amount would be incremented in 15% if the entrepreneur is between 18-30 years old at the moment of presenting the application and in another 15% in the case of a women.
- In the case of our entrepreneur the maximum monthly aid would amount to 30% more, that is 1950 euros .

## 2. Ekintzaile: ayuda de acceso a la financiación.

**Organization:** Agencia Vasca de Desarrollo Empresarial (SPRI).

**Objective:**

Offer financial help to entrepreneurs with projects monitored through CEIs (Centros de Empresas e Innovación). A list of CEIs can be found at <http://www.spri.eus/es/creacion-de-empresas/polos-de-creacion-de-start-ups-de-euskadi> (SPRI, 2017)

**Type of Aid:**

**1.- Consulting Aid** to the entrepreneur and promotion team in the process of maturing the business ideal and elaboration of the business plan until its functioning.

**2.- Aid for access to Finance** of the necessary investments to carry out the business plan. It consists in the reduction of the financial cost for any loan operations formalized according to the agreement subscribed with the financial firm Luzaro. Establecimiento Financiero de Crédito.

**Qualifying Applicants:**

All applicants must be registered residents of the Basque Country. (SPRI, 2017)

- Small and Medium Enterprises SMEs or PYMES according to the Basque Country:
  - o Less than 250 employees.
  - o Annual revenue must be less than 50 million euros
  - o Not associated to any other company that is not a PYME or does not meet the previously mentioned conditions.
- Autónomos
- Physical Entities/People

**Requirements for Financial Aid:**

- Innovative Industrial or Related Service Business Activity
- Generate at least 3 jobs in 3 years.
- Have its headquarters or at least one center of activity situated in the Basque Country
- Be a new Business created after the 1st of January of the previous year before applying for the grant.
- Not have expired debt with any corporation from the SPRI group or with collaborating organizations.
- Not owe any debt to the public administration or Social Security.
- Qualify as a PYME. (SPRI, 2017)

**Requirements for Investments Financed:**

1. They should qualify as a long term asset destined for installation, amplification or improvement of long term assets purchased from third parties.
2. They should be auto financed with the entrepreneur's capital by at least 30%.

**Eligible Costs for Reimbursement:**

- Consulting Aid: Up to 100% of costs are eligible for reimbursement with a limit of 30,000 euros within a maximum period of 18 months. The grant covers costs including professional education (specific sector or Business education) or counseling (600 euros/month), external counseling or outsourcing, documentation and prospection investigations, assistance to fairs, business trips, developing prototypes, and others.
- Financial Aid: Consists of obtaining a loan operation with the following characteristics:
  - a. Minimum amount: 40,000 euros.
  - b. Maximum amount: 180,000 euros.
  - c. Interest rate: Euribor 6 months + 1.25.
  - d. Loan period: 7 years.
  - e. Payments: At the end of each trimester
  - f. Guarantee: Contract confirming the execution of the Business Project.
  - g. Exempt from Filing fees and Opening commissions

Once Luzaro informs SPRI of the payment, SPRI will transfer the aid corresponding to the following concepts:

- Interests generated from the opening date of the loan to the final current trimester.
- The interests generated each trimester throughout the following 8 trimesters.

The loan must be only used to finance the following concepts:

- 1.- Tangible Assets, excluding lots and building construction. This includes reform or conditioning of commercial space, machinery, equipment, tools, industrial vehicles, technical installations, furniture and other investments in fixed assets.
- 2.- Intangible Assets including software, industrial property, intellectual property, research and development costs.
- 3.- Filing Fees and Initial Company Registry Fees

**Timeline:**

Starting date: 01/01/2017 Deadline: 31/12/2017 (SPRI, 2017)

**3. Programa para promoción de Sociedades Emprendedoras en Gipuzkoa: Barnetekin**

**Organization:** Diputación Foral de Gipuzkoa

**Objective:** To accompany new business projects that contribute to the diversification of the entrepreneurial community in Gipuzkoa through a transformational character, high added value and placing special emphasis on those contributing to a green and circular economy. (Diputación Foral de Gipuzkoa, 2017)

**Qualifying applicants:**

Physical and Legal entities with primary residence in Gipuzkoa which have an idea for an innovating or technological business project.

**Eligible Costs for Reimbursement:**

The grant will serve to offer counseling from BIC GIPUZKOA to new businesses, and to reimburse, with a limit of 30,000 euros per company, up to 100% of any costs associated with:

- Dedication of the entrepreneur maximum of 600 euros/month.
- Acquiring Business skills, specific to managing the business project.
- Consulting and external technical assistance costs.
- documentation and prospection investigations
- assistance to fairs and business trips
- developing prototypes (Diputación Foral de Gipuzkoa, 2017)

**4. Tarifa Especial de la Cuota del Autónomo - Social Fee Reduction: All of Spain**

For the **first 18 months**, business owners are offered a special reduction on social fees through what is known as the “Tarifa Especial”.<sup>10</sup> This reduction grants Autónomos the possibility of paying a fixed monthly fee or “Cuota” of 53,4 euros during the first 6 months and a reduced fee during the following 12 months. (Infoautonomos, 2017)

**Qualifying applicants:**

Eligible business owner should meet the following requirements:

- Not having been an Autónomo at any time during the previous 5 years.
- Not contracting any employees during this period.
- Must not be an owner of any other business.
- Must not carry out any other sort of business activity during this period.

**Type of Aid:**

Those eligible for the fixed monthly fee for the first 6 months will be able to apply for more reductions during the first year and a half. This aid is divided into 3 stages of reductions. The reduction is calculated using the minimum base of 267 euros. (Infoautonomos, 2017)

The stages of payments are as follows:

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<sup>10</sup> The Tarifa Especial will be considered in the financial analysis, where the owner and administrator will have a reduced social fee during the first year.

- First Semester: 80% reduction of fees= 53,4 euros
- Second Semester: 50% reduction of fees= 134 euros
- Third Semester: 30% reduction of fees= 187 euros
- Afterwards: The minimum base will be applied 267 euros. If the profit exceeds this baseline, the cuota will be calculated between the two set limits. (Infoautonomos, 2017)

## 8.5.2 PYRÉNÉES ATLANTIQUES, FRANCE

France has a much more centralized legal system for its departments than Spain. Although France's regions have the same laws of commerce, and many government aid are available in all of its regions, each province and town hall in France does also offer its own selection of government grants for business owners.

### 1. Exonération d'impôts pour création d'entreprise : all of France

#### Objective:

- Newly created businesses are exonerated under certain conditions from the Cotisation Foncière des entreprises (CFE), one of the two components of the Contribution Économique Territoriale (CET) tax.
- New corporations or sociétés, that choose to file taxes under the IS or l'impôt sur les sociétés, are also exonerated from the advanced payment transfers to the IS. (CCI, 2017)

#### Type of Aid:

- The company is exempt from advanced payment transfers to the IS during its first year of activity.
- The imposable base of the CFE or cotisation foncière des entreprises is reduced to 50% in the first year and is not due until the following period.
- Only fiscal services have the competency to judge the company's eligibility to this aid.

#### Beneficiaries:

- Entrepreneurs, corporations of physical entities, with a new enterprise created within the last 3 years and meeting the eligibility of France's fiscal services. (CCI, 2017)

**Organization:** DDFIP Direction Départementale des Finances Publiques

## 2. FGIF - Fonds de Garantie à l'Initiative des Femmes : all of France

### Objective:

- The FGIF (Fonds de Garantie à l'Initiative des Femmes) de France Active, or Guaranteed Funds for Womens' Initiative, has the objective of financing the creation, purchase or development of businesses.
- The FGIF supplies a guarantee to facilitate female entrepreneurs, with whichever management status, legal business form, or activity, in obtaining credit with banks.
- The guaranteed credit can finance investment needs and the Besoin en Fonds de Roulement or Working Capital Requirement
- The personal guarantees are excluded with the FGIF's guaranteed credit. (CCI, 2017)

### Type of Aid:

- The guarantee covers up to 70% of the total loan, with a 45 000 € limit.
- The sum the loan should be at least 5 000 €.

### Beneficiaries:

- Female entrepreneurs, whether corporations of physical entities, with a new enterprise created within the last 3 years and meeting the eligibility of France's fiscal services.
- All Fiscal and Social payments must be up to date, and the company should possess a healthy financial situation. (CCI, 2017)

## 3. Micro-crédit pour la création d'entreprises: All of France

### Objective:

- This is a micro-credit for entrepreneurs proposed by the ADIE. Its objective is to allow people without access to bank credit to get past their situation by creating their own job or developing an existing activity. (CCI, 2017)
- The ADIE supports the project manager in the preparation of their business plan, informing them on existing aids and procedures that need to be done. They search for local partners which can assure the project gets put together and propose support. The Depending on the entrepreneur's situation, the micro credit can be carried out through other means (AGEFIPH, NACRE).

### Type of Aid:

- The maximum amount of intervention from the ADIE is 10 000 €.
- The total sum of the micro credit can reach up to 10 000 €. (CCI, 2017)

- Can also intervene in the form of an honor loan at a 0% rate with a maximum of 3 000 €. This could potentially be used as a **Crédit TVA**<sup>11</sup>.
- The ADIE deducts 5% of the total loan sum and transfers this amount to a solidarity fund. This applies to all loans contracted with the ADIE.

**Beneficiaries:**

- All new companies registered as any legal business forms excluding Entreprise Individuelle as agricultural farmers and all Associations.

**Organization:** ADIE Association pour le Droit à l'Initiative Economique (CCI, 2017)

#### 4. Prêt SOCAMA Création: All of France

**Objective:**

- The SOCAMA Création loan supports business creation projects financially. It finances tangible and intangible investments related to the creation of enterprises.
- As part of the European Program, COSME, this loan serves as a guarantee agreement between the Fédération nationale des SOCAMA, or National Federation of SOCAMA, and the FEI (Fonds Européen d'Investissement), or European Investment Fund. (CCI, 2017)

**Type of Aid:**

- The total sum of the SOCAMA loan can reach a maximum of 30 000 €.

**Beneficiaries:**

- All new companies registered as any legal business forms.

**Organization:** SOCAMA (CCI, 2017)

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<sup>11</sup> A Crédit TVA is a short term credit which can be negotiated with some banks in order to finance the VAT payments of initial investments. The honor loan offered by the AIDE can serve as a perfect Crédit TVA with a 0% interest rate.



## 5. ACCRE Aide au Chômeur Créant ou Reprenant une Entreprise: All of France

### Objective:

The ACCRE<sup>12</sup> consists in exonerating entrepreneurs from social fees throughout one year, offering a possible loan, and advancing their unemployment payments. (Agence France Entrepreneur, 2017)

**Organization:** French Government

### Beneficiaries:

- Entrepreneurs benefitting from unemployment aid which either fit the criteria for unemployment aid or receive unemployment aid by Pole Emploi (France's Unemployment Office).
- Other categories:
  - Unpaid individuals who are job searching and registered at Pole Emploi for at least 6 months during the last 18 months.
  - 18-26 year olds.
  - Those who are under 30 and do not meet the conditions to apply for unemployment (not enough work years, etc).
  - Individuals who benefit from RSA, Allocation de Solidarité or Allocation Temporaire d'Attente. (Agence France Entrepreneur, 2017)

### Type of Aid:

- The ACCRE offers the possibility of taking on a loan with 0% interest of a sum of 1000-10,000 euros, to be payed back in 1 to 5 years.
- Exoneration of Social Charges on personal income during one year.
- ARCE Pole Emploi Aid for Unemployed Entrepreneurs:
  - Those eligible for or receiving unemployment benefits have the right to request an advance payment of **45% of their total benefits** (with the ARCE, monthly unemployment periods are reduced to one year) **at the beginning** of their business activity. (Agence France Entrepreneur, 2017)

## 6. Plate forme d'initiative locale BULTZA: Department of Pyrénées Atlantiques

### Objective:

BULTZA is local platform initiative, offered only in the region of Pyrénées Atlantiques, which creates a financial and human push for entrepreneurs setting up their business in a precise territory and responding to a certain number of conditions. (CCI, 2017)

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<sup>12</sup> The ACCRE will be considered in the financial analysis for Le Bon Café et Thé. During the first year, the owner will be exonerated from social fees.

It seeks to mobilise finance through honor loans with 0% interest with no personal or physical guarantees necessary, and through personal guidance and during the life of the loan.

**Organization:** Association BULTZA with CCI Bayonne Pays Basque - Chamber of Commerce

**Type of Aid:**

- The total sum of the honor is between 1,500-15,000 euros.
- Unemployed entrepreneurs under 30 years of age can also solicit aid from the NACRE fund in addition to the BULTZA loan. This can grant between 1000-8000 euros per applicant. (CCI, 2017)

**Beneficiaries:**

- Entrepreneurs setting up a business in the region of Pyrénées Atlantiques. The aid in the form of a loan is granted to the physical entrepreneur, never to the company. (CCI, 2017)

## 8.6 Other factors

### Opening Days Per Year

Based on the neighboring competition in both locations, Le Bon Café et Thé plans on opening all year long, and closing for two weeks in the month of February due to low frequentation. The business will be open 6 days a week from Wednesday to Monday. This translates into 300 work days per year.

### Living Expenses

The expected living costs in Bayonne for this entrepreneur is approximately 1050 euros per month. The expected living costs in Spain for this entrepreneur is approximately 950 euros per month.

### Salaries

The owner is considering hiring a full time worker for 5 months from May to September in order to meet the high flow of clients during the summer season. The entrepreneur will not receive a salary until the second year of business since she has the possibility of claiming unemployment for the first 10 months in either Bayonne or San Sebastian.

The monthly salaries in each scenario are as follows:

	Bayonne	San Sebastian
<b>5 month contracted employee</b>	1480 <sup>13</sup>	826 <sup>14</sup>

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<sup>13</sup> Minimum Wage in France

<sup>14</sup> Minimum Wage in Spain including 2 extra payments in June and December.

**Owner's salary (year 2 and 3)**

1500

1200

### VAT Tax

Official government information on VAT tax in both countries can be found in the attachments section. In Spain, the VAT tax stays constant throughout all the provinces. The general rate is **21%**, however there is a reduced tax for the food and beverage industry of **10%**.

The general VAT tax rate in France, also constant throughout the country, is presently **20%**. There is also a reduced rate for the restaurant and beverage industry of **10%** percent. Therefore, given the nature of the business activity, the food and beverage service sector, the applicable tax rate on sales and purchases in both scenarios is **10%**.

### External Finance

The owner plans on obtaining a loan in both cases to finance initial business costs. After doing some investigating and contacting local banks in San Sebastian and Bayonne. Both banks offer the possibility of obtaining a loan with monthly payments for 7 years at an annual interest rate of 2% (interest rates in 2016 were at an all time low and plan to remain this way throughout 2017).

### Other Costs

There are a multitude of costs and variable factors involved in setting up this business such as insurance costs, electricity, etc., even more so to consider in each location. In order to make this an authentic study, the financial analysis has included data from real life businesses: balance sheets of companies with similar activities in the area, information from accounting firms, and provided quotations. All the documents indicating used for calculating external costs in the financial analysis are included in the attachments section.

### Initial Stock

Product Category	Estimated Cost	Order Timeframe
Coffee	€73.98	Weekly
Milk and extras	€163.00	Weekly
Loose Leaf Tea	€170.78	Bi weekly
Bubble Tea	€329.35	Bi weekly
Other Beverages	€183.00	Weekly
Packaging	€596.78	Monthly
Food	€66.00	Daily
<b>GRAND TOTAL</b>	<b>€1,582.89</b>	

## 8.7 Incorporated Financial Analysis

As part of the cross-border analysis, two financial plans have been carried out using a financial software called *Prévision Flash*<sup>15</sup> by RCA, one for the Bayonne location and another for the San Sebastian location. Both plans are based on the characteristics which have been specified throughout the business canvas model, including the essential costs and varying economic situations of each location. The following tables provide a summary of differences for the costs and revenue of each scenario.

### RESOURCES AND NEEDS

		FRANCE		SPAIN	
NEEDS:		<i>Besoins</i>		<i>Necesidades</i>	
<b>Equipment Costs</b>	Investissements	16215	Inversión Inicial	16215	
<b>Filing Fees</b>	Frais de Constitution*	1750	Gastos de Constitución*	900	
<b>Deposit Rent</b>	Caution Loyer	-	Fianza Alquiler	3200	
<b>Droit Au Bail</b>	Droit Au Bail	30500	Droit Au Bail	-	
<b>Various</b>	Divers	500	Otros gastos	500	
<b>VAT Tax</b>	TVA 20%**	3693	IVA 21%**	3699	
<b>TOTAL</b>		<b>52658</b>		<b>24514</b>	

\*The Filing Fees will appear as general costs under the category of Legal Fees for the first year.

\*\*The VAT tax is not included in the Income Statement, but is reflected in the Cash Flow analysis.

		FRANCE		SPAIN	
RESOURCES:		<i>Ressources</i>		<i>Recursos</i>	
<b>Capital</b>	Capital Social	2000	Capital Social	3015	
<b>Personal Savings</b>			Aporte Personal		
<b>Current Account</b>	Apport Personnel	8000		6000	
<b>Angel Loan</b>	Emprunt Famille	15000	Préstamo Familiar	10000	
<b>Bank Loan</b>	Emprunt Banque	30500	Préstamo Banco	10000	
<b>TOTAL</b>		<b>55500</b>		<b>29015</b>	

<sup>15</sup> RCA's *Prévision Flash* is used by Expert Accountants in France to elaborate financial business plans. The official language is in French. However, even variables such as corporate tax rates, social fees, and VAT rates can be customized to reflect the scenario of a business in another country. The software can be tested for a 15 day free trial on its website. <https://rca.fr/gamme-conseil/prevision-flash/>

## Sales Forecast

The sales forecast takes into account the same amount of average daily customers in both locations, considering the information provided by nearby business selling coffee and drinks in both cities. According to business owners of local establishments, there is an expected amount of :

- 100 daily purchase tickets on average
- 125 clients a day on average

These averages vary with respect to seasonality, which is expressed in the sales forecast. The sales forecast for both locations therefore is calculated using the **same amount of customer** flow while incorporating the **varying average price** of each country for each product category.

### SAN SEBASTIAN, GIPUZKOA, BASQUE COUNTRY, SPAIN

Daily clients av. 100 sales/124 clients

Opening days 300 days a year

	Sales Dist. by Product Category	Daily Average	Average Price	Daily Average Sales	Total Yearly Sales
Coffee	25%	31	€2.85	€89.06	€26,718.75
Tea	25%	31	€2.50	€78.13	€23,437.50
Bubble Tea	45%	56	€3.25	€182.81	€54,843.75
Other drinks	5%	6	€2.00	€12.50	€3,750.00
Snacks*	+ Extra 35%	44	€2.50	€109.38	€32,812.50
<b>Total Sales</b>				<b>€471.88</b>	<b>€141,562.50</b>

\*an estimated 25% of all customers include a food or snack purchase in their order.

	Seasonality	Coffee Sales	Tea Sales	Bubble Tea Sales	Other Bev. Sales	Food & Snack Sales
Jan	5%	€1,335.94	€1,171.88	2,742 €	€187.50	€1,641.18
Feb	2%	€534.38	€468.75	1,097 €	€75.00	€656.47
Mar	5%	€1,335.94	€1,171.88	2,742 €	€187.50	€1,641.18
Apr	6%	€1,603.13	€1,406.25	3,291 €	€225.00	€1,969.41
May	8%	€2,137.50	€1,875.00	4,388 €	€300.00	€2,625.88
Jun	13%	€3,473.44	€3,046.88	7,130 €	€487.50	€4,267.06
Jul	16%	€4,275.00	€3,750.00	8,775 €	€600.00	€5,251.76
Aug	16%	€4,275.00	€3,750.00	8,775 €	€600.00	€5,251.76
Sept	11%	€2,939.06	€2,578.13	6,033 €	€412.50	€3,610.59
Oct	8%	€2,137.50	€1,875.00	4,388 €	€300.00	€2,625.88
Nov	4%	€1,068.75	€937.50	2,194 €	€150.00	€1,312.94
Dec	6%	€1,603.13	€1,406.25	3,291 €	€225.00	€1,969.41
<b>Total</b>	<b>100%</b>	<b>€26,718.75</b>	<b>€23,437.50</b>	<b>54,844 €</b>	<b>€3,750.00</b>	<b>€32,823.50</b>

According to the prices of the menu in France, the **average price** for most product categories is slightly **higher**. This results in a higher amount of sales for each period. The opening days, sales distribution, number of clients per day, and seasonality remains the same.

**BAYONNE, PYRENEES ATLANTIQUES, BASQUE COUNTRY, FRANCE**

Daily clients av. 100 sales/124 clients

Opening days 300 days a year

	Sales Dist. by Product Category	Daily Average	Average Price	Daily Average Sales	Total Yearly Sales
Coffee	25%	31	€3.50	€109.38	€32,812.50
Tea	25%	31	€3.25	€101.56	€30,468.75
Bubble Tea	45%	56	€3.50	€196.88	€59,062.50
Other drinks	5%	6	€2.50	€15.63	€4,687.50
Snacks*	+ Extra 35%	44	€3.00	€131.25	€39,375.00
<b>Total</b>				<b>€554.69</b>	<b>€166,406.25</b>

\*an estimated 25% of all customers include a food or snack purchase in their order.

	Seasonality	Coffee Sales	Tea Sales	Bubble Tea Sales	Other Bev. Sales	Food & Snack Sales
Jan	5%	€1,640.63	€1,523.44	2,953 €	€234.38	€1,968.75
Feb	2%	€656.25	€609.38	1,181 €	€93.75	€787.50
Mar	5%	€1,640.63	€1,523.44	2,953 €	€234.38	€1,968.75
Apr	6%	€1,968.75	€1,828.13	3,544 €	€281.25	€2,362.50
May	8%	€2,625.00	€2,437.50	4,725 €	€375.00	€3,150.00
Jun	13%	€4,265.63	€3,960.94	7,678 €	€609.38	€5,118.75
Jul	16%	€5,250.00	€4,875.00	9,450 €	€750.00	€6,300.00
Aug	16%	€5,250.00	€4,875.00	9,450 €	€750.00	€6,300.00
Sept	11%	€3,609.38	€3,351.56	6,497 €	€515.63	€4,331.25
Oct	8%	€2,625.00	€2,437.50	4,725 €	€375.00	€3,150.00
Nov	4%	€1,312.50	€1,218.75	2,363 €	€187.50	€1,575.00
Dec	6%	€1,968.75	€1,828.13	3,544 €	€281.25	€2,362.50
<b>Total</b>	<b>100%</b>	<b>€32,812.50</b>	<b>€30,468.75</b>	<b>59,063 €</b>	<b>€4,687.50</b>	<b>€39,375.00</b>

## 9. Conclusions

### 9.1 Which location should the entrepreneur invest in?

After taking a look at the essential data in the financial analysis, the following numbers stand out:

- The **revenue in France is 24,845 euros higher** the first year, and maintains a similar proportion the following periods due to the higher price range in this country.
- Opening in Bayonne involves **27,300 euros more of initial investments**, not including filing fees. This is due to the elevated cost of the Droit au Bail (30,500 euros) which will be fully financed through the bank loan for the same quantity. This translates into much higher annual finance costs in France. The personal capital put forward by the entrepreneur will also be 1000 euros more in the case of Bayonne (this mainly covers the higher costs of forming a SARL). In the case of Spain the bank loan amounts to 10,000 euros.
- While the annual interest rate for a business loan with a financial entity in both locations is the same (2%), the annual cost of external finance in the case of Bayonne is much higher due to the higher quantity needed to be financed. The annual loan payment amounts to **4668 euros in France versus 1536 euros in Spain. This translates into 3132 euros more per year.**
- The **annual cost of a full time employee with a 5 month contract is 5155 euros more** in the case of France.
- During the first year, the **ACCRE aid in France allows the business owner to save 2425 euros** of social fees that are required in Spain (cuota del autónomo). Nonetheless, the social fees amount to **4819 euros more** per year in France the following periods.
- The highest costs involved in business operations in both locations is Personnel and External Costs. **Wages represent 37% of total costs in the case of San Sebastian and 47% in the case of Bayonne.** On the other hand, augmented by the high price of rent, **external costs represent 37% of total costs for San Sebastian and 32% in the case of Bayonne.**
- **The price of rent per year in San Sebastian is 3636 euros more per year.** However, the price of finance for the Droit au Bail in France is approximately 3000 euros more per year.

- The **net profit in France is 10,739 euros less in the first year** due to the amortization of the Droit Au Bail during the first year. This also translates into lower corporate taxes the first year. However, in the following years the **net profit rises to be 2051 euros and 2258 euros more per year respectively in the case of Bayonne**. This means it would take between 4 to 5 years to make up for the lower profit in the first year if the business model stays constant.
- The **most profitable product categories** in both scenarios are **Bubble Tea and Food**.
- Both scenarios present a **positive monthly cash flow** during the first 36 months, a **strong cash flow position** and prove to be more than **capable of financing its external debt**<sup>16</sup>.

In view of the findings throughout this business analysis, the owner has decided that it is **more favorable in their case to open Le Bon Café et Thé in San Sebastian, Gipuzkoa** due to the high initial investment required in Bayonne provoked by the 30,000 euro Droit au bail.

In reality, **France is a more profitable country** to invest in **in terms of revenue** in this kind of industry. The costs involved in operations are higher concerning wages (evidently minimum wage and social fees are more expensive) and external costs (especially accounting and other outsourcing), yet these costs are balanced out by the higher prices and revenue.

Had it not been for the Droit au bail, the entrepreneur would have been able to carry out the same business with less initial costs and smaller annual finance payments, resulting in a larger revenue.

The business owner has concluded that in the future France will be a good country to invest in, but until they have the necessary capital to purchase a Droit au bail without external finance, Le Bon Café et Thé will be opening its doors in San Sebastian.

All in all, there are some main points that can be additionally extracted as general information from this cross-border business plan analysis:

- For a young entrepreneur with little capital, opening a business which involves a physical location in France entails a much larger amount of initial investment due to the concept of Droit Au Bail. Nevertheless, without this cost, business is more profitable in France because of higher price ranges.
- There are many variables involved in setting up and running a business in each country but more specifically in each province. In the case of the Basque Country, the local

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<sup>16</sup> This is evident through the **Autofinancement net** which can be found under the table “Capacité d'autofinancement” on page 8 of the financial analysis. If the Autofinancement net is positive, it means the company is capable of paying back its external debt.



government presents its own regulations, which are quite different from the other provinces of Spain. It is not possible to analyse in which country it is more profitable to invest in without focusing on a particular province in Spain, as the variables are too many.

- In order to determine in which country it is more profitable to open up a business in, it is necessary to analyze each case separately, since each legal entity, business model and sector has its benefits and disadvantages.

## 9.2 Personal Conclusions

This project has proved to be very valuable in determining the feasibility of opening a location in San Sebastian or Bayonne, but also in serving as a learning experience for the entrepreneur. After finishing a degree in Business, this analysis has helped the business owner put into practice all of the concepts learnt throughout the previous four years.

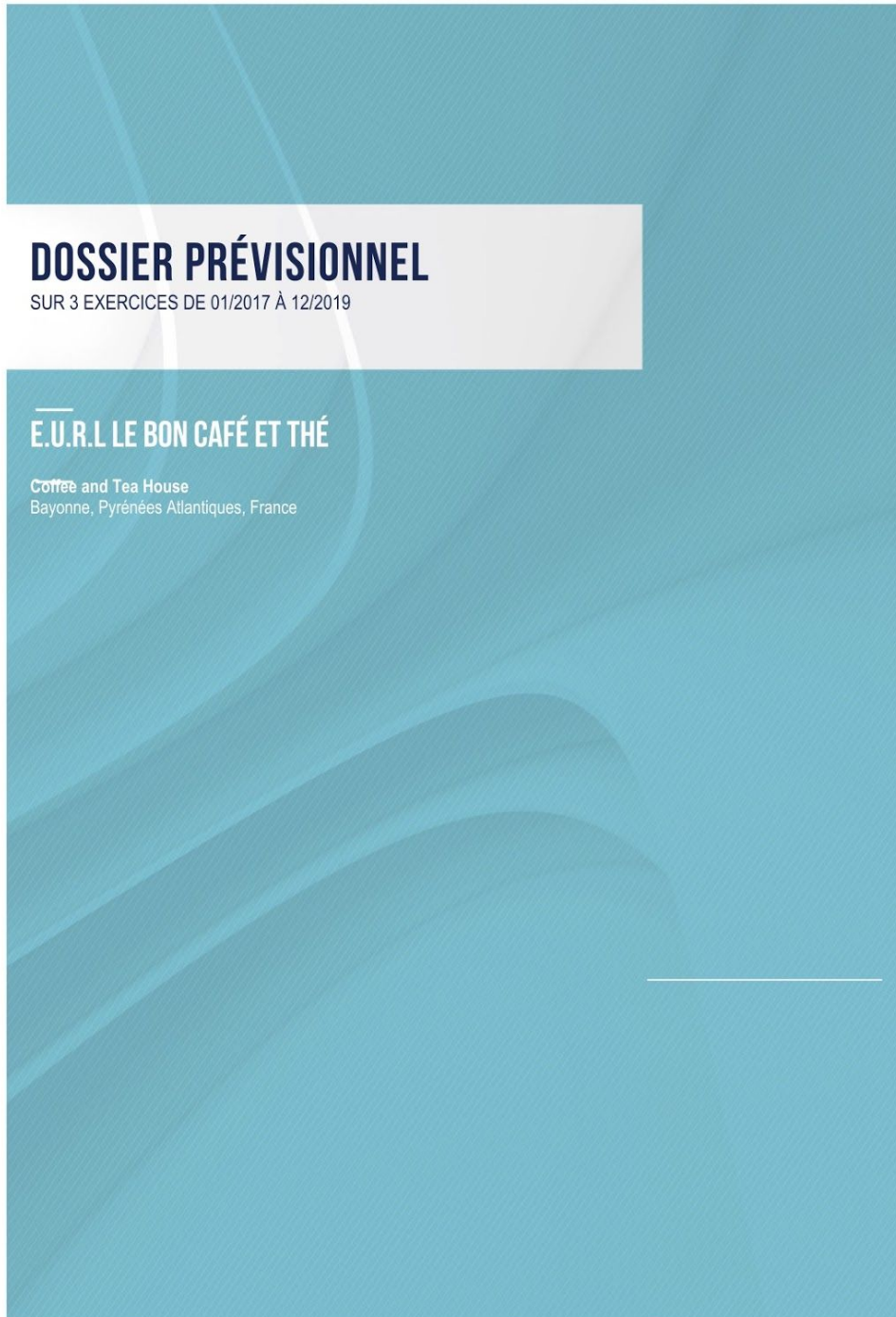
They were able to broaden their scope by creating a Business plan through the Business Canvas Model, with a cross-border contrast which served to expand the vision of the entrepreneur for future business ventures. It also involved elaborating two financial plans, which were invaluable for making the business owner conscious of the financial situation of setting up Le Bon Café et Thé.

It is evident that opening a business encompasses an enormous variety of factors, obligations, and details, but it was surprising to learn that, although situated in two different countries, much of the framework for opening a business is quite similar in both locations. The most unexpected thing learned throughout this investigation was that although some aspects of business appears to be favorable in one country, such as the lower corporate tax rate in France, it doesn't account for the whole picture. This is what needs to be looked at all together to determine the most favorable spot.

Perhaps the greatest learning point taken from this investigation is that, for a young entrepreneur, the starting costs for opening a business with a physical location is not a wise decision in both locations if they do not have enough personal capital to invest, and it is also not so favorable regardless in terms of return on investment. This has made the head of the project consider it more recommendable for young entrepreneurs to start off with a virtual or e-commerce business model.

## 10. Attachments

### 10.1 Financial Analysis Bayonne



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## INVESTISSEMENTS ET FINANCEMENTS

### Les investissements prévus sur la période :

Investissements	2017	2018	2019
Immobilisations incorporelles	30.500		
<i>Droit Au Bail</i>	30.500		
Immobilisations corporelles	16.715		
<i>Machines, Equipments, Meubles</i>	16.215		
<i>Frais Divers</i>	500		
<b>Total des investissements à réaliser</b>	<b>47.215</b>		
Immobilisations existantes		47.215	47.215
<b>Total des immobilisations</b>	<b>47.215</b>	<b>47.215</b>	<b>47.215</b>

### Le financement des investissements :

Financements des investissements	2017	2018	2019
Apports en capital	2.000		
<i>Capital Social</i>	2.000		
Apports en comptes courants	8.000		
<i>Apporte Personnel Compte Courant</i>	8.000		
Emprunts	45.500		
<i>Emprunt Banque</i>	30.500		
<i>Emprunt Famille</i>	15.000		
<b>Total des financements</b>	<b>55.500</b>		
<b>Écart de financement</b>	<b>8.285</b>		

### Le détail des remboursements d'emprunts :

Remboursements des emprunts	2017	2018	2019
Capital remboursé	4.095	11.678	11.762
<i>Emprunt Banque</i>	4.095	4.178	4.262
<i>Emprunt Famille</i>		7.500	7.500
Charges d'intérêts	573	490	406
<i>Emprunt Banque</i>	573	490	406
<b>Echéances d'emprunts</b>	<b>4.668</b>	<b>12.168</b>	<b>12.168</b>
<i>Emprunt Banque</i>	4.668	4.668	4.668
<i>Emprunt Famille</i>		7.500	7.500
Capital restant dû	41.405	29.727	17.965
<i>Emprunt Banque</i>	26.405	22.227	17.965
<i>Emprunt Famille</i>	15.000	7.500	

## SALAIRES ET CHARGES SOCIALES

### Les rémunérations annuelles du personnel :

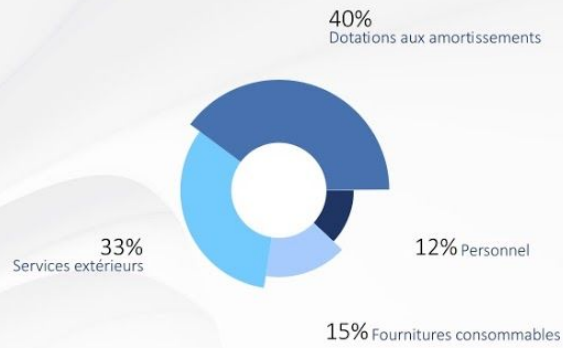
Personnel	2017	%	2018	%	2019	C.S. Sal.	C.S. Pat.
Salarié Haut Saison l'été	7.400	2%	7.548	2%	7.699	22%	45%
Salaire Dirigeant			18.000		18.000		

### Le détail des salaires bruts et des charges sociales :

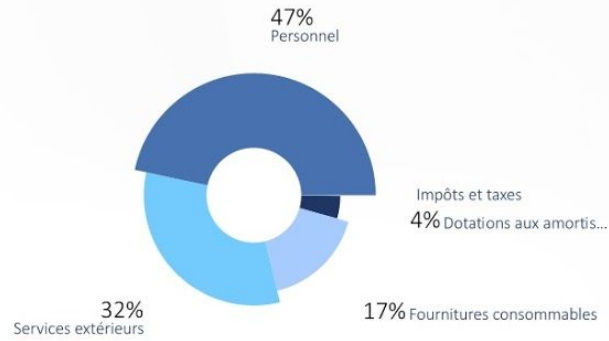
Salaires bruts	2017	2018	2019
<b>Salariés</b>	<b>7.400</b>	<b>7.548</b>	<b>7.704</b>
<i>Salarié Haut Saison l'été</i>	<i>7.400</i>	<i>7.548</i>	<i>7.704</i>
<b>Dirigeant</b>		<b>18.000</b>	<b>18.000</b>
<i>Salaire Dirigeant</i>		<i>18.000</i>	<i>18.000</i>

Charges sociales	2017	2018	2019
<b>Salariés</b>	<b>3.330</b>	<b>3.396</b>	<b>3.468</b>
<i>Salarié Haut Saison l'été</i>	<i>3.330</i>	<i>3.396</i>	<i>3.468</i>
<b>Cotisations TNS</b>		<b>8.419</b>	<b>8.419</b>
<i>Allocation familiale</i>		<i>387</i>	<i>387</i>
<i>Maladie / Maternité, Indemnités journalières</i>		<i>1.296</i>	<i>1.296</i>
<i>Retraite, Invalidité / Décès</i>		<i>4.689</i>	<i>4.689</i>
<i>CSG déductible, CFP</i>		<i>1.340</i>	<i>1.340</i>
<i>CSG + CRDS non déductible</i>		<i>707</i>	<i>707</i>

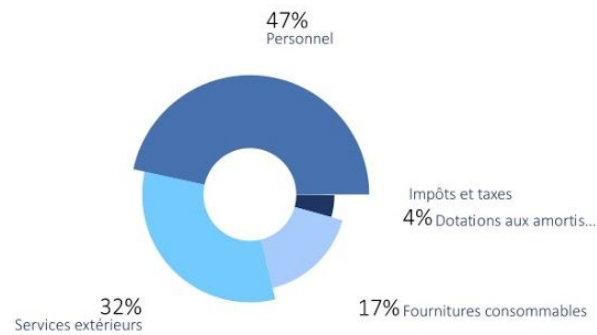
Répartition des charges d'exploitation (2017)



Répartition des charges d'exploitation (2018)



Répartition des charges d'exploitation (2019)



## FRAIS GÉNÉRAUX PRÉVISIONNELS

### Les charges externes prévues :

Charges externes	2017	2018	2019
<b>Fournitures consommables</b>	<b>13.150</b>	<b>13.282</b>	<b>13.415</b>
<i>Electricité et Gaz</i>	2.500	2.525	2.550
<i>Eau</i>	650	657	664
<i>Petit équipement</i>	1.500	1.515	1.530
<i>Produits d'entretien</i>	1.000	1.010	1.020
<i>Fournitures administratives</i>	300	303	306
<i>Emballages</i>	7.200	7.272	7.345
<b>Services extérieurs</b>	<b>27.904</b>	<b>25.394</b>	<b>25.610</b>
<i>Location immobilière</i>	14.124	14.124	14.124
<i>Entretien et réparations</i>	1.500	1.515	1.530
<i>Primes d'assurances</i>	1.500	1.515	1.530
<i>Honoraires comptables</i>	4.200	4.326	4.456
<i>Honoraires sociales</i>	200	206	212
<i>Honoraires juridiques</i>	1.750	550	567
<i>Publicité, publications</i>	2.000	500	505
<i>Déplacements</i>	250	253	256
<i>Missions, réceptions</i>	150	152	154
<i>Frais postaux</i>	100	101	102
<i>Frais télécommunications</i>	1.500	1.515	1.530
<i>Services bancaires</i>	350	354	358
<i>Frais Carte Bleue</i>	280	283	286
<b>Total</b>	<b>41.054</b>	<b>38.676</b>	<b>39.025</b>

### Les impôts et taxes de la période :

Impôts et taxes	2017	2018	2019
Taxe d'apprentissage	50	51	52
Formation professionnelle	41	42	42
<b>Total</b>	<b>91</b>	<b>93</b>	<b>94</b>

### Le détail des amortissements :

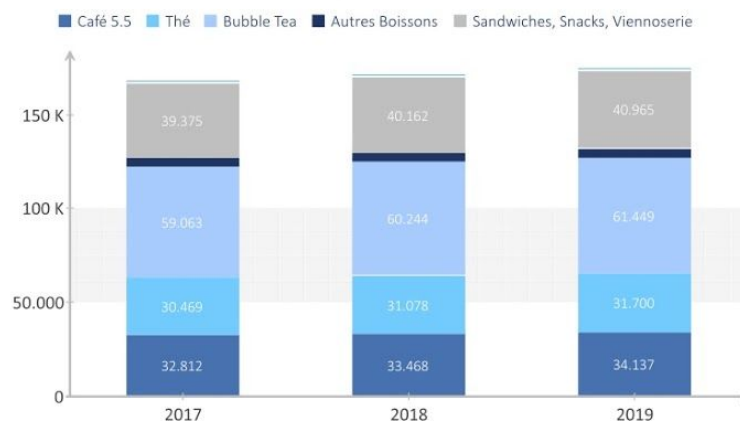
Amortissements	2017	2018	2019
<b>Amortissements incorporels</b>	<b>30.500</b>		
<i>Droit Au Bail</i>	30.500		
<b>Amortissements corporels</b>	<b>3.343</b>	<b>3.343</b>	<b>3.343</b>
<i>Machines, Equipments, Meubles</i>	3.243	3.243	3.243
<i>Frais Divers</i>	100	100	100
<b>Total</b>	<b>33.843</b>	<b>3.343</b>	<b>3.343</b>

## COMPTE DE RÉSULTAT PRÉVISIONNEL

**Évolution du compte de résultat :**

Compte de résultat	2017	%	2018	%	2019	%
Ventes de marchandises	166.407	100%	169.734	100%	173.129	100%
<b>Chiffre d'affaires</b>	<b>166.407</b>	<b>100%</b>	<b>169.734</b>	<b>100%</b>	<b>173.129</b>	<b>100%</b>
Total des produits d'exploitation	166.407	100%	169.734	100%	173.129	100%
Achats effectués de marchandises	56.387	34%	56.041	33%	57.162	33%
Variation de stock de marchandises	-1.472	-1%	-29	0%	-30	0%
Fournitures consommables	13.150	8%	13.282	8%	13.415	8%
Services extérieurs	27.904	17%	25.394	15%	25.610	15%
<b>Charges externes</b>	<b>41.054</b>	<b>25%</b>	<b>38.676</b>	<b>23%</b>	<b>39.025</b>	<b>23%</b>
Impôts et taxes	91	0%	93	0%	94	0%
Salaires bruts (Salariés)	7.400	4%	7.548	4%	7.704	4%
Charges sociales (Salariés)	3.330	2%	3.396	2%	3.468	2%
Rémunération nette (Dirigeant)			18.000	11%	18.000	10%
Cotisations TNS			8.419	5%	8.419	5%
CICE	-518	0%	-528	0%	-539	0%
<b>Charges de personnel</b>	<b>10.212</b>	<b>6%</b>	<b>36.835</b>	<b>22%</b>	<b>37.052</b>	<b>21%</b>
Dotations aux amortissements	33.843	20%	3.343	2%	3.343	2%
Total des charges d'exploitation	140.115	84%	134.959	80%	136.646	79%
<b>Résultat d'exploitation</b>	<b>26.292</b>	<b>16%</b>	<b>34.775</b>	<b>20%</b>	<b>36.483</b>	<b>21%</b>
Charges financières	573	0%	490	0%	406	0%
<b>Résultat financier</b>	<b>-573</b>	<b>0%</b>	<b>-490</b>	<b>0%</b>	<b>-406</b>	<b>0%</b>
<b>Résultat courant</b>	<b>25.719</b>	<b>15%</b>	<b>34.285</b>	<b>20%</b>	<b>36.077</b>	<b>21%</b>
Impôt sur les bénéfices	3.780	2%	5.064	3%	5.331	3%
<b>Résultat de l'exercice</b>	<b>21.939</b>	<b>13%</b>	<b>29.221</b>	<b>17%</b>	<b>30.746</b>	<b>18%</b>

Chiffre d'affaires par produit





## SOLDES INTERMÉDIAIRES DE GESTION

L'évolution des soldes intermédiaires de gestion :

Soldes intermédiaires de gestion	2017	%	2018	%	2019	%
Chiffre d'affaires	166.407	100%	169.734	100%	173.129	100%
Ventes + Production réelle	166.407	100%	169.734	100%	173.129	100%
Achats consommés	54.915	33%	56.012	33%	57.132	33%
Marge globale	111.492	67%	113.722	67%	115.997	67%
Charges externes	41.054	25%	38.676	23%	39.025	23%
Valeur ajoutée	70.438	42%	75.046	44%	76.972	44%
Impôts et taxes	91	0%	93	0%	94	0%
Charges de personnel	10.212	6%	36.835	22%	37.052	21%
Excédent brut d'exploitation	60.135	36%	38.118	22%	39.826	23%
Dotations aux amortissements	33.843	20%	3.343	2%	3.343	2%
Résultat d'exploitation	26.292	16%	34.775	20%	36.483	21%
Charges financières	573	0%	490	0%	406	0%
Résultat financier	-573	0%	-490	0%	-406	0%
Résultat courant	25.719	15%	34.285	20%	36.077	21%
Impôt sur les bénéfices	3.780	2%	5.064	3%	5.331	3%
Résultat de l'exercice	21.939	13%	29.221	17%	30.746	18%
Capacité d'autofinancement	55.782	34%	32.564	19%	34.089	20%

## CAPACITÉ D'AUTOFINANCEMENT

La capacité d'autofinancement sur la période :

Capacité d'autofinancement	2017	2018	2019
Résultat de l'exercice	21.939	29.221	30.746
+ Dotations aux amortissements	33.843	3.343	3.343
Capacité d'autofinancement	55.782	32.564	34.089
- Remboursement des emprunts	4.095	11.678	11.762
Autofinancement net	51.687	20.886	22.327

## RATIOS D'EXPLOITATION

### Analyse des ratios d'exploitation :

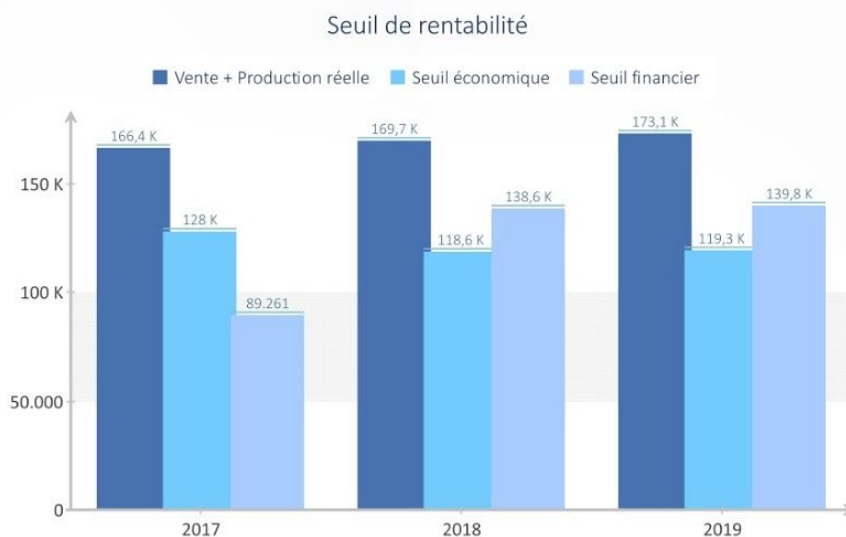
Ratios d'exploitation	2017	2018	2019
Chiffre d'affaires	100%	100%	100%
Ventes + Production réelle	100%	100%	100%
Achats consommés	33%	33%	33%
Marge globale	67%	67%	67%
Charges externes	25%	23%	23%
Valeur ajoutée	42%	44%	44%
Impôts et taxes	0%	0%	0%
Charges de personnel	6%	22%	21%
Excédent brut d'exploitation	36%	22%	23%
Dotations aux amortissements	20%	2%	2%
Résultat d'exploitation	16%	20%	21%
Charges financières	0%	0%	0%
Résultat financier	0%	0%	0%
Résultat courant	15%	20%	21%
Impôt sur les bénéfices	2%	3%	3%
Résultat de l'exercice	13%	17%	18%

## SEUIL DE RENTABILITÉ

Le seuil de rentabilité économique :

Seuil de rentabilité économique	2017	2018	2019
Ventes + Production réelle	166.407	169.734	173.129
Achats consommés	54.915	56.012	57.132
<i>Total des coûts variables</i>	<i>54.915</i>	<i>56.012</i>	<i>57.132</i>
Marge sur coût variable	111.492	113.722	115.997
Taux de marge sur coût variable (%)	67,00%	67,00%	67,00%
<i>Coûts fixes</i>	<i>85.773</i>	<i>79.437</i>	<i>79.920</i>
Total des charges	140.688	135.449	137.052
Résultat courant avant impôt	25.719	34.285	36.077
Seuil de rentabilité	128.019	118.562	119.284
Excédent / Insuffisance	38.388	51.172	53.845
Point mort (jours)	277 jours	251 jours	248 jours

### Évolution du seuil de rentabilité



## BILAN PRÉVISIONNEL

Le bilan prévisionnel de la période :

Bilan	31/12/2017	31/12/2018	31/12/2019
Immobilisations	47.215	47.215	47.215
- Amortissements, Provisions	33.843	37.186	40.529
Immobilisations nettes	13.372	10.029	6.686
Stocks, Encours de production	1.472	1.501	1.531
Autres créances	73	64	337
Disponibilités	64.318	83.138	104.484
Actif circulant	65.863	84.703	106.352
<b>Total de l'actif</b>	<b>79.235</b>	<b>94.732</b>	<b>113.038</b>
Capital social	2.000	2.000	2.000
Réserves, Report à nouveau		21.939	51.160
Résultat de l'exercice	21.939	29.221	30.746
Capitaux propres	23.939	53.160	83.906
Emprunts et dettes assimilés	49.405	37.727	25.965
Dettes fournisseurs	2.518	2.494	2.539
Dettes fiscales et sociales	3.373	1.351	628
Total des dettes	55.296	41.572	29.132
<b>Total du passif</b>	<b>79.235</b>	<b>94.732</b>	<b>113.038</b>

## RATIOS DE STRUCTURE

Ratios de structure	2017	2018	2019
Délai des stocks de marchandises	10 jours	10 jours	10 jours
Délai de rotation des stocks	10 jours	10 jours	10 jours
Délai des dettes fournisseurs	9 jours	9 jours	9 jours
Délai BFR en nombre de jours de CA	-9 jours	-5 jours	-3 jours
Autonomie financière à long terme	30,21%	56,12%	74,23%
Solvabilité à moyen terme	474,14%	715,10%	952,38%
Solvabilité à court terme	463,02%	701,88%	935,65%
Taux d'endettement	172,96%	55,92%	21,41%
Capacité de remboursement des emprunts	1 an	1 an	1 an

Analyse de l'évolution du solde de trésorerie sur la période :

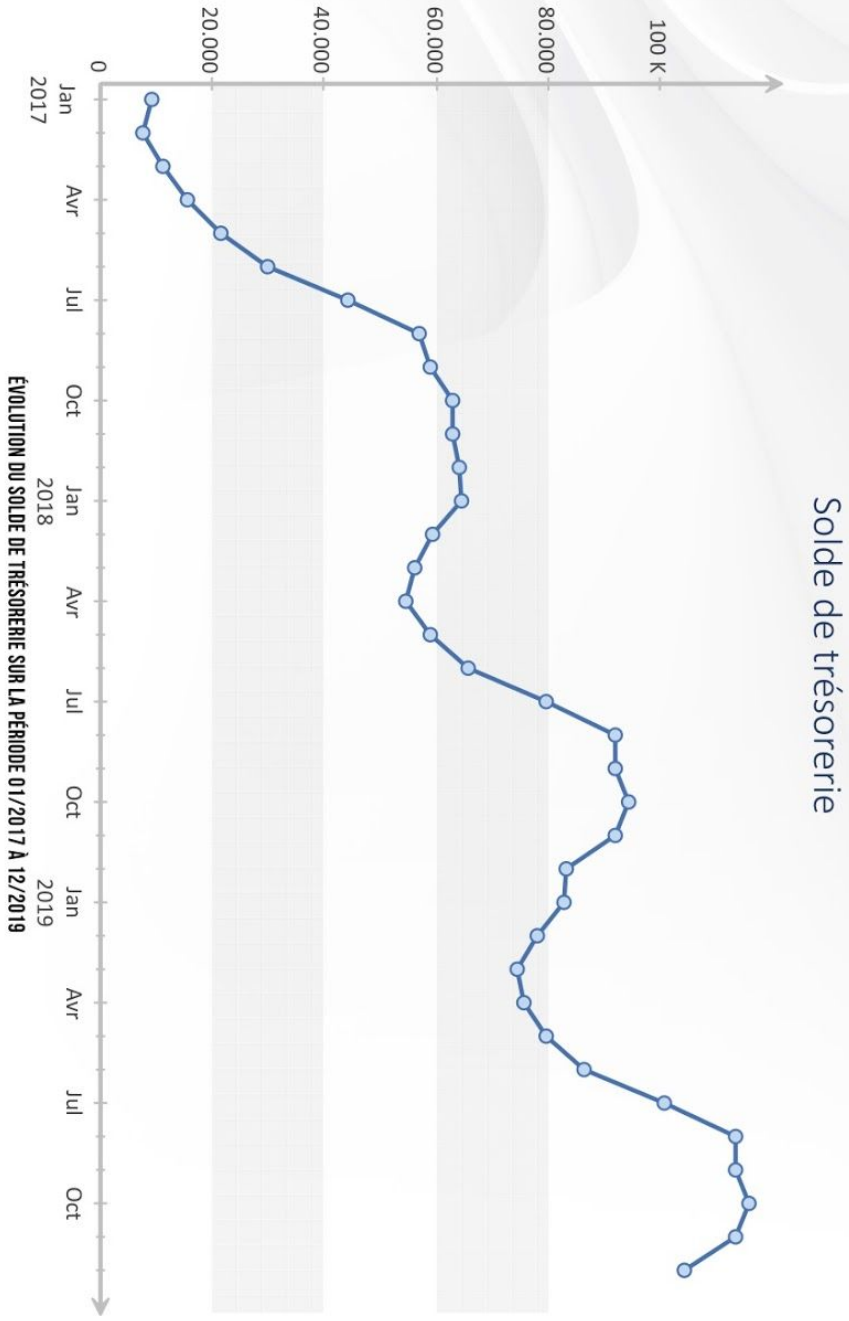
Trésorerie (N)	2017		2018		2019		Total						
	Jan	Fév	Mar	Avr	Mai	Jun							
Encasements	64.650	3.661	11.966	10.982	14.644	23.797	29.288	29.288	20.136	14.644	7.323	10.982	241.361
Décaissements	55.537	5.118	8.395	6.511	8.792	15.444	14.887	16.522	18.284	10.538	7.443	9.541	177.012
Solde précédent	9.113	9.113	7.656	11.227	15.698	21.550	29.903	44.304	57.070	58.922	63.028	62.908	62.908
Variation de la trésorerie	9.113	-1.457	3.571	4.471	5.852	8.353	14.401	12.766	1.852	4.106	-120	1.441	1.441
Solde de trésorerie	9.113	7.656	11.227	15.698	21.550	29.903	44.304	57.070	58.922	63.028	62.908	64.349	64.349
Encours fournisseurs	2.002	1.125	2.228	2.292	2.877	4.563	5.215	5.215	3.977	2.877	1.708	2.518	2.518

Trésorerie (N+1)	2018		2019		Total	
	Jan	Fév	Mar	Avr		
Encasements	9.334	3.734	9.335	11.203	29.873	29.873
Décaissements	9.186	8.745	12.447	12.825	15.925	17.581
Solde précédent	64.349	64.497	59.486	56.374	65.734	79.682
Variation de la trésorerie	148	-5.011	-3.112	-1.622	13.948	12.292
Solde de trésorerie	64.497	59.486	56.374	54.752	79.682	91.974
Encours fournisseurs	1.968	1.080	2.196	2.266	4.561	5.220

Trésorerie (N+2)	2019		2019		Total	
	Jan	Fév	Mar	Avr		
Encasements	9.520	3.809	9.521	11.426	30.469	30.469
Décaissements	9.687	8.851	12.887	10.427	16.170	17.859
Solde précédent	83.136	82.969	77.927	74.561	86.646	100.945
Variation de la trésorerie	-167	-5.042	-3.366	999	14.299	12.610
Solde de trésorerie	82.969	77.927	74.561	75.560	100.945	113.555
Encours fournisseurs	2.010	1.102	2.239	2.310	5.328	5.328



Détail du tableau de TVA sur la période :

TVA (N)	Jan 2017	Fév 2017	Mar 2017	Avr 2017	Mai 2017	Jun 2017	Jul 2017	Aoû 2017	Sep 2017	Oct 2017	Nov 2017	Déc 2017	Total	
TVA collectée	831	333	832	998	1.331	2.164	2.663	2.663	2.663	1.831	1.331	666	998	16.641
TVA sur ventes	831	333	832	998	1.331	2.164	2.663	2.663	2.663	1.831	1.331	666	998	16.641
TVA déductible	3.644	282	950	402	464	1.192	708	708	708	1.130	464	342	978	11.264
TVA sur immobilisations	3.343													3.343
TVA sur achats de marchandises	154	62	154	182	244	396	488	488	488	334	244	122	182	3.050
TVA sur frais	147	220	796	220	220	796	220	220	220	796	220	220	796	4.871
TVA due		51		596	867	972	1.955	1.955	1.955	701	867	324	20	8.308
Credit à reporter				118										2.813
Remboursement du crédit de TVA														
Credit de TVA		51	118											
TVA à payer				478	867	972	1.955	1.955	1.955	701	867	324	20	8.190





10.2 Financial Analysis San Sebastian



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## INVERSIONES Y FINANCIACION

### Las Inversiones previstas durante el periodo :

Investissements	2017	2018	2019
Immobilisations incorporelles	3.200		
<i>Fianza Alquiler</i>	3.200		
Immobilisations corporelles	16.715		
<i>Maquinaria, Equipamento, Muebles</i>	16.215		
<i>Gastos Diversos</i>	500		
<b>Total des investissements à réaliser</b>	<b>19.915</b>		
Immobilisations existantes		19.915	19.915
<b>Total des immobilisations</b>	<b>19.915</b>	<b>19.915</b>	<b>19.915</b>

### Financiación de las Inversiones :

Financements des investissements	2017	2018	2019
Apports en capital	3.015		
<i>Capital Social</i>	3.015		
Apports en comptes courants	6.000		
<i>Aportación Personal Cuenta Corriente</i>	6.000		
Emprunts	20.000		
<i>Préstamo Familia</i>	10.000		
<i>Préstamo de Negocio Banco</i>	10.000		
<b>Total des financements</b>	<b>29.015</b>		
Écart de financement	9.100		

### Detalle de devolución de préstamos e intereses :

Remboursements des emprunts	2017	2018	2019
Capital remboursé	1.348	6.376	6.403
<i>Préstamo Familia</i>		5.000	5.000
<i>Préstamo de Negocio Banco</i>	1.348	1.376	1.403
Charges d'intérêts	188	160	133
<i>Préstamo de Negocio Banco</i>	188	160	133
<b>Echéances d'emprunts</b>	<b>1.536</b>	<b>6.536</b>	<b>6.536</b>
<i>Préstamo Familia</i>		5.000	5.000
<i>Préstamo de Negocio Banco</i>	1.536	1.536	1.536
Capital restant dû	18.652	12.276	5.873
<i>Préstamo Familia</i>	10.000	5.000	
<i>Préstamo de Negocio Banco</i>	8.652	7.276	5.873

CIFRA DE VENTAS

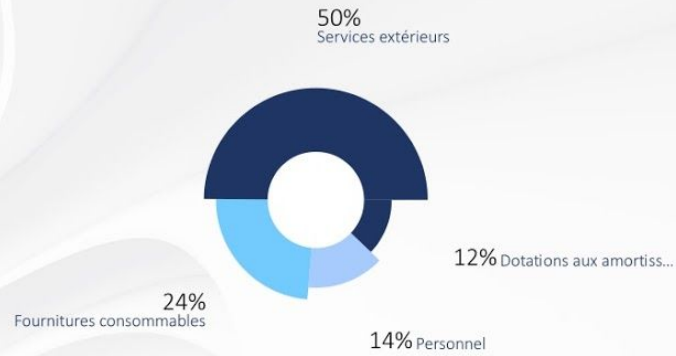
Las ventas provisionales :

Chiffre d'affaires	Secteur	2017	%	2018	%	2019	Marge Stocks	TVA	
								Ventes	Achats
Café 5.5	Négoce	26.719	2%	27.253	2%	27.798	67% 7 jours	10%	5,5%
Thé	Négoce	23.437	2%	23.906	2%	24.384	67% 15 jours	10%	5,5%
Bubble Tea	Négoce	54.844	2%	55.941	2%	57.060	67% 15 jours	10%	5,5%
Autres Boissons	Négoce	3.750	2,01%	3.825	2,01%	3.902	67% 15 jours	10%	5,5%
Sandwiches, Snacks, Viennoiserie	Négoce	32.812	2%	33.468	2%	34.137	67% 0 jour	10%	5,5%
<b>Chiffre d'affaires</b>		<b>141.562</b>	<b>2%</b>	<b>144.393</b>	<b>2%</b>	<b>147.281</b>			

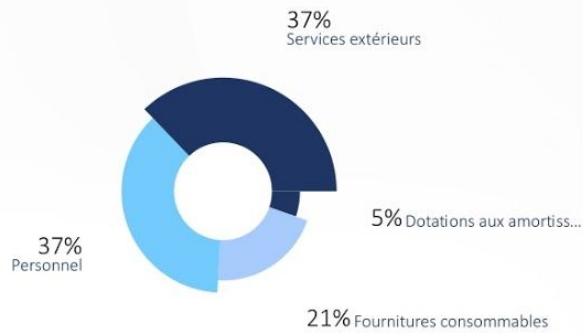
Evolución de Ventas y del Margen



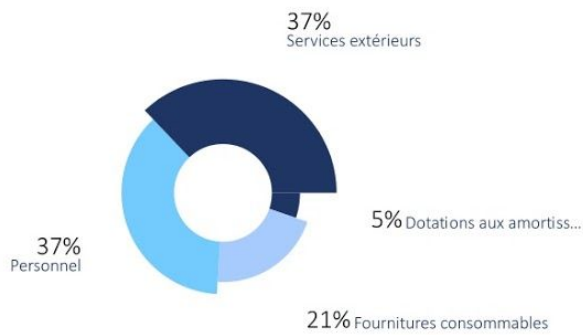
Répartition des charges d'exploitation (2017)



Répartition des charges d'exploitation (2018)



Répartition des charges d'exploitation (2019)



## SALARIOS Y CARGOS SOCIALES

## Les rémunérations annuelles du personnel :

Personnel	2017	%	2018	%	2019	C.S. Sal.	C.S. Pat.
Trabajador verano 5 meses	4.130		4.130		4.130	15%	35%
Salaire Dirigeant			14.400		14.400		

## Le détail des salaires bruts et des charges sociales :

Salaires bruts	2017	2018	2019
Salariés	4.130	4.130	4.130
<i>Trabajador verano 5 meses</i>	<i>4.130</i>	<i>4.130</i>	<i>4.130</i>
Dirigeant		14.400	14.400
<i>Salaire Dirigeant</i>		<i>14.400</i>	<i>14.400</i>

Charges sociales	2017	2018	2019
Salariés	1.445	1.445	1.445
<i>Trabajador verano 5 meses</i>	<i>1.445</i>	<i>1.445</i>	<i>1.445</i>
Cotisations TNS	2.425	3.600	3.720
<i>Cuota del Autónomo</i>	<i>2.160</i>	<i>3.600</i>	<i>3.720</i>
<i>Tarifa Especial Cuota Autónomo</i>	<i>265</i>		

## GASTOS GENERALES

### Les charges externes prévues :

Charges externes	2017	2018	2019
<b>Fournitures consommables</b>	<b>12.850</b>	<b>12.979</b>	<b>13.109</b>
<i>Electricidad y Gas</i>	2.400	2.424	2.448
<i>Agua</i>	450	455	460
<i>Equipos pequeños</i>	1.500	1.515	1.530
<i>Productos de limpieza</i>	1.000	1.010	1.020
<i>Material de oficina</i>	300	303	306
<i>Packaging</i>	7.200	7.272	7.345
<b>Services extérieurs</b>	<b>26.940</b>	<b>23.418</b>	<b>23.498</b>
<i>Alquiler</i>	17.760	17.760	17.760
<i>Mantenimiento y Reparaciones</i>	3.000	1.515	1.530
<i>Prima de seguros</i>	520	525	530
<i>Gastos Contabilidad</i>	1.440	1.469	1.498
<i>Gastos Nóminas</i>	90	92	94
<i>Gastos Jurídicos</i>	900	309	315
<i>Publicidad</i>	2.000	500	505
<i>Transporte</i>	250	253	256
<i>Promoción, Comidas, Regalos Clientes</i>	150	152	154
<i>Correos</i>	100	101	102
<i>Teléfono e Internet</i>	450	459	468
<i>Transacciones Tarjeta de Crédito</i>	280	283	286
<b>Total</b>	<b>39.790</b>	<b>36.397</b>	<b>36.607</b>

### Les impôts et taxes de la période :

Impôts et taxes	2017	2018	2019
<b>Total</b>			

### Le détail des amortissements :

Amortissements	2017	2018	2019
<b>Amortissements incorporels</b>	<b>3.200</b>		
<i>Fianza Alquiler</i>	3.200		
<b>Amortissements corporels</b>	<b>3.343</b>	<b>3.343</b>	<b>3.343</b>
<i>Maquinaria, Equipamento, Muebles</i>	3.243	3.243	3.243
<i>Gastos Diversos</i>	100	100	100
<b>Total</b>	<b>6.543</b>	<b>3.343</b>	<b>3.343</b>

## CUENTA DE RESULTADOS PROVISIONAL

### Évolution du compte de résultat :

Compte de résultat	2017	%	2018	%	2019	%
Ventes de marchandises	141.562	100%	144.393	100%	147.281	100%
<i>Chiffre d'affaires</i>	141.562	100%	144.393	100%	147.281	100%
Total des produits d'exploitation	141.562	100%	144.393	100%	147.281	100%
Achats effectués de marchandises	48.015	34%	47.676	33%	48.629	33%
Variation de stock de marchandises	-1.299	-1%	-27	0%	-26	0%
Fournitures consommables	12.850	9%	12.979	9%	13.109	9%
Services extérieurs	26.940	19%	23.418	16%	23.498	16%
<i>Charges externes</i>	39.790	28%	36.397	25%	36.607	25%
Salaires bruts (Salariés)	4.130	3%	4.130	3%	4.130	3%
Charges sociales (Salariés)	1.445	1%	1.445	1%	1.445	1%
Rémunération nette (Dirigeant)			14.400	10%	14.400	10%
Cotisations TNS	2.425	2%	3.600	2%	3.720	3%
CICE	-289	0%	-289	0%	-289	0%
<i>Charges de personnel</i>	7.711	5%	23.286	16%	23.406	16%
Dotations aux amortissements	6.543	5%	3.343	2%	3.343	2%
Total des charges d'exploitation	100.760	71%	110.675	77%	111.959	76%
Résultat d'exploitation	40.802	29%	33.718	23%	35.322	24%
Charges financières	188	0%	160	0%	133	0%
Résultat financier	-188	0%	-160	0%	-133	0%
Résultat courant	40.614	29%	33.558	23%	35.189	24%
Impôt sur les bénéfices	7.936	6%	6.388	4%	6.701	5%
Résultat de l'exercice	32.678	23%	27.170	19%	28.488	19%

Analyse de l'activité sur la période

Analyse de l'activité





## SALDOS INTERMEDIARIOS DE GESTION

L'évolution des soldes intermédiaires de gestion :

Soldes intermédiaires de gestion	2017	%	2018	%	2019	%
Chiffre d'affaires	141.562	100%	144.393	100%	147.281	100%
Ventes + Production réelle	141.562	100%	144.393	100%	147.281	100%
Achats consommés	46.716	33%	47.649	33%	48.603	33%
Marge globale	94.846	67%	96.744	67%	98.678	67%
Charges externes	39.790	28%	36.397	25%	36.607	25%
Valeur ajoutée	55.056	39%	60.347	42%	62.071	42%
Charges de personnel	7.711	5%	23.286	16%	23.406	16%
Excédent brut d'exploitation	47.345	33%	37.061	26%	38.665	26%
Dotations aux amortissements	6.543	5%	3.343	2%	3.343	2%
Résultat d'exploitation	40.802	29%	33.718	23%	35.322	24%
Charges financières	188	0%	160	0%	133	0%
Résultat financier	-188	0%	-160	0%	-133	0%
Résultat courant	40.614	29%	33.558	23%	35.189	24%
Impôt sur les bénéfices	7.936	6%	6.388	4%	6.701	5%
Résultat de l'exercice	32.678	23%	27.170	19%	28.488	19%
Capacité d'autofinancement	39.221	28%	30.513	21%	31.831	22%

## CAPACIDAD DE AUTOFINANCIACION

La capacité d'autofinancement sur la période :

Capacité d'autofinancement	2017	2018	2019
Résultat de l'exercice	32.678	27.170	28.488
+ Dotations aux amortissements	6.543	3.343	3.343
Capacité d'autofinancement	39.221	30.513	31.831
- Remboursement des emprunts	1.348	6.376	6.403
Autofinancement net	37.873	24.137	25.428

## RATIOS DE EXPLOITACION

Analyse des ratios d'exploitation :

Ratios d'exploitation	2017	2018	2019
Chiffre d'affaires	100%	100%	100%
Ventes + Production réelle	100%	100%	100%
Achats consommés	33%	33%	33%
Marge globale	67%	67%	67%
Charges externes	28%	25%	25%
Valeur ajoutée	39%	42%	42%
Charges de personnel	5%	16%	16%
Excédent brut d'exploitation	33%	26%	26%
Dotations aux amortissements	5%	2%	2%
Résultat d'exploitation	29%	23%	24%
Charges financières	0%	0%	0%
Résultat financier	0%	0%	0%
Résultat courant	29%	23%	24%
Impôt sur les bénéfices	6%	4%	5%
Résultat de l'exercice	23%	19%	19%

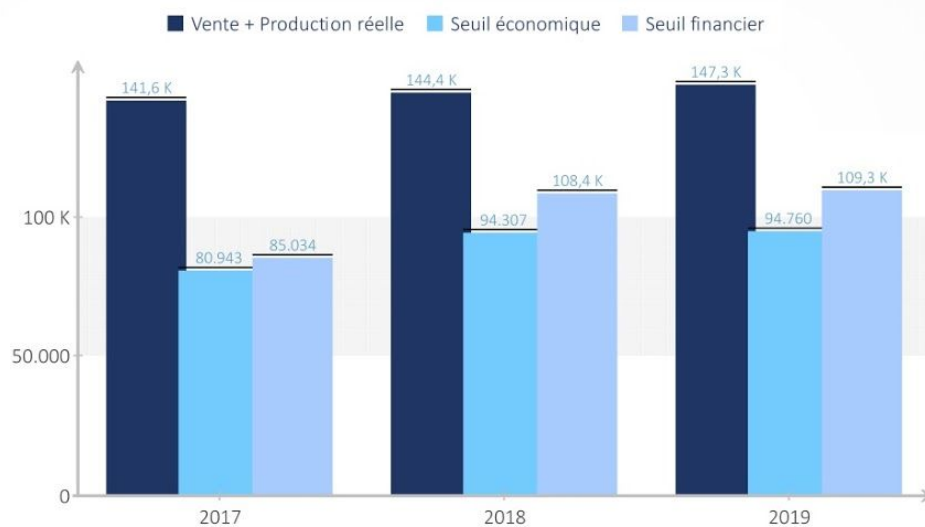
## UMBRAL DE RENTABILIDAD

Le seuil de rentabilité économique :

Seuil de rentabilité économique	2017	2018	2019
Ventes + Production réelle	141.562	144.393	147.281
Achats consommés	46.716	47.649	48.603
<i>Total des coûts variables</i>	<i>46.716</i>	<i>47.649</i>	<i>48.603</i>
Marge sur coût variable	94.846	96.744	98.678
Taux de marge sur coût variable (%)	67,00%	67,00%	67,00%
<i>Coûts fixes</i>	<i>54.232</i>	<i>63.186</i>	<i>63.489</i>
Total des charges	100.948	110.835	112.092
Résultat courant avant impôt	40.614	33.558	35.189
Seuil de rentabilité	80.943	94.307	94.760
Excédent / Insuffisance	60.619	50.086	52.521
Point mort (jours)	206 jours	235 jours	232 jours

## Évolution du seuil de rentabilité

### Seuil de rentabilité



## | FONDO DE MANIOBRA

Évolution du besoin en fonds de roulement :

Besoins en fonds de roulement	Initial	31/12/2017	31/12/2018	31/12/2019
Stocks de marchandises	986	1.299	1.326	1.352
Autres créances	3.564	181	1.892	50
Besoins d'exploitation (Total)	4.550	1.480	3.218	1.402
Total des besoins	4.550	1.480	3.218	1.402
Dettes fournisseurs		1.854	1.848	1.883
Dettes fiscales et sociales		7.647		24
Ressources d'exploitation (Total)		9.501	1.848	1.907
Total des ressources		9.501	1.848	1.907
Variation du B.F.R.	4.550	-8.021	9.391	-1.875
Besoins en fonds de roulement	4.550	-8.021	1.370	-505

## PLAN DE FINANCIACION

Le plan de financement sur la période :

Plan de financement	Initial	2017	2018	2019
Immobilisations	19.915	19.915		
Variation du B.F.R.	4.550	-8.021	9.391	-1.875
Remboursements d'emprunts		1.348	6.376	6.403
<b>Total des besoins</b>	<b>24.465</b>	<b>13.242</b>	<b>15.767</b>	<b>4.528</b>
Apports en capital	3.015	3.015		
Apports en comptes courants	6.000	6.000		
Souscription d'emprunts	20.000	20.000		
Capacité d'autofinancement		39.221	30.513	31.831
<b>Total des ressources</b>	<b>29.015</b>	<b>68.236</b>	<b>30.513</b>	<b>31.831</b>
Variation de trésorerie	4.550	54.994	14.746	27.303
<b>Solde de trésorerie</b>	<b>4.550</b>	<b>54.994</b>	<b>69.740</b>	<b>97.043</b>

## TESORERIA

L'évolution du solde de trésorerie :

Etat de trésorerie	Initial	2017	2018	2019
Fonds de roulement	9.100	46.973	71.110	96.538
Besoins en fonds de roulement	4.550	-8.021	1.370	-505
<b>Solde de trésorerie</b>	<b>4.550</b>	<b>54.994</b>	<b>69.740</b>	<b>97.043</b>

## BALANCE PROVISIONAL

Le bilan prévisionnel de la période :

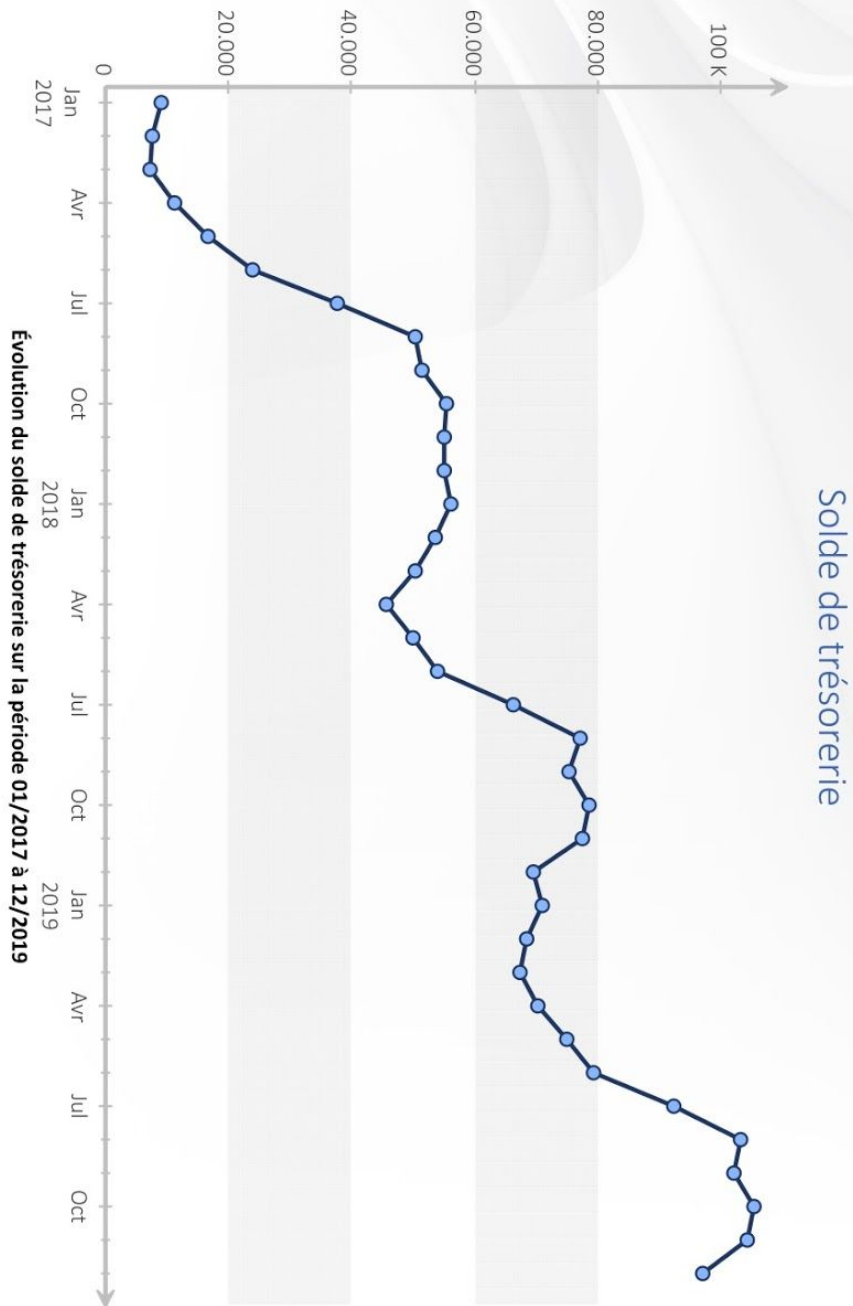
Bilan	31/12/2017	31/12/2018	31/12/2019
Immobilisations	19.915	19.915	19.915
- Amortissements, Provisions	6.543	9.886	13.229
Immobilisations nettes	13.372	10.029	6.686
Stocks, Encours de production	1.299	1.326	1.352
Autres créances	181	1.892	50
Disponibilités	54.994	69.740	97.043
Actif circulant	56.474	72.958	98.445
Total de l'actif	69.846	82.987	105.131
Capital social	3.015	3.015	3.015
Réserves, Report à nouveau		32.678	59.848
Résultat de l'exercice	32.678	27.170	28.488
Capitaux propres	35.693	62.863	91.351
Emprunts et dettes assimilés	24.652	18.276	11.873
Dettes fournisseurs	1.854	1.848	1.883
Dettes fiscales et sociales	7.647		24
Total des dettes	34.153	20.124	13.780
Total du passif	69.846	82.987	105.131

## RATIOS DE ESTRUCTURA

Ratios de structure	2017	2018	2019
Délai des stocks de marchandises	10 jours	10 jours	10 jours
Délai de rotation des stocks	10 jours	10 jours	10 jours
Délai des dettes fournisseurs	7 jours	7 jours	7 jours
Délai BFR en nombre de jours de CA	-20 jours	3 jours	-1 jour
Autonomie financière à long terme	51,10%	75,75%	86,89%
Solvabilité à moyen terme	364,33%	929,64%	1245,05%
Solvabilité à court terme	354,78%	888,63%	1227,32%
Taux d'endettement	52,26%	19,53%	6,43%
Capacité de remboursement des emprunts	0 an	0 an	0 an

Analyse de l'évolution du solde de trésorerie sur la période :

Trésorerie (N)	Trésorerie (N)												Total
	Jan 2017	Fév 2017	Mar 2017	Avr 2017	Mai 2017	Jun 2017	Jul 2017	Août 2017	Sep 2017	Oct 2017	Nov 2017	Déc 2017	
Encaissements	36.800	3.115	7.787	9.343	12.459	20.245	24.916	24.916	17.129	12.459	6.227	9.343	184.739
Décaissements	27.903	4.301	8.235	5.293	7.008	13.037	11.089	12.270	16.190	8.390	6.493	9.549	129.758
Solde précédent	8.897	8.897	7.711	7.263	11.313	16.764	23.972	37.799	50.445	51.384	55.453	55.187	
Variation de la trésorerie	8.897	-1.186	-448	4.050	5.451	7.208	13.827	12.646	939	4.069	-266	-206	
Solde de trésorerie	8.897	7.711	7.263	11.313	16.764	23.972	37.799	50.445	51.384	55.453	55.187	54.981	
Encours fournisseurs	1.364	863	1.365	1.854	2.108	3.590	4.093	4.335	2.855	2.350	1.116	1.854	
<b>Trésorerie (N+1)</b>	<b>Jan 2018</b>	<b>Fév 2018</b>	<b>Mar 2018</b>	<b>Avr 2018</b>	<b>Mai 2018</b>	<b>Jun 2018</b>	<b>Jul 2018</b>	<b>Août 2018</b>	<b>Sep 2018</b>	<b>Oct 2018</b>	<b>Nov 2018</b>	<b>Déc 2018</b>	<b>Total</b>
Encaissements	7.941	3.177	7.942	9.529	12.706	20.648	25.413	25.413	17.472	12.706	6.354	9.529	158.830
Décaissements	6.580	5.907	11.148	14.221	8.496	16.577	12.988	14.791	18.947	9.617	7.617	17.225	144.114
Solde précédent	54.981	56.342	53.612	50.406	45.714	49.924	53.995	66.420	77.042	75.567	78.656	77.393	
Variation de la trésorerie	1.361	-2.730	-3.206	-4.692	4.210	4.071	12.425	10.622	-1.475	3.089	-1.263	-7.696	
Solde de trésorerie	56.342	53.612	50.406	45.714	49.924	53.995	66.420	77.042	75.567	78.656	77.393	69.697	
Encours fournisseurs	1.353	841	1.353	1.848	2.107	3.608	4.121	4.365	2.862	2.351	1.102	1.848	
<b>Trésorerie (N+2)</b>	<b>Jan 2019</b>	<b>Fév 2019</b>	<b>Mar 2019</b>	<b>Avr 2019</b>	<b>Mai 2019</b>	<b>Jun 2019</b>	<b>Jul 2019</b>	<b>Août 2019</b>	<b>Sep 2019</b>	<b>Oct 2019</b>	<b>Nov 2019</b>	<b>Déc 2019</b>	<b>Total</b>
Encaissements	8.101	3.241	9.938	9.720	12.960	21.062	25.921	25.921	17.823	12.960	6.479	9.720	163.846
Décaissements	6.613	6.094	10.849	6.648	8.597	16.361	13.171	15.003	18.778	9.749	7.708	16.946	136.517
Solde précédent	69.697	71.185	68.332	67.421	70.493	74.856	79.557	92.307	103.225	102.270	105.481	104.252	
Variation de la trésorerie	1.488	-2.853	-911	3.072	4.363	4.701	12.750	10.918	-955	3.211	-1.229	-7.226	
Solde de trésorerie	71.185	68.332	67.421	70.493	74.856	79.557	92.307	103.225	102.270	105.481	104.252	97.026	
Encours fournisseurs	1.381	854	1.381	1.883	2.148	3.678	4.200	4.447	2.917	2.395	1.123	1.883	





Détail du tableau de TVA sur la période :

TVA (N)	Jan 2017	Fév 2017	Mar 2017	Avr 2017	Mai 2017	Jun 2017	Jul 2017	Aoû 2017	Sep 2017	Oct 2017	Nov 2017	Déc 2017	Total
TVA collectée	708	284	708	849	1.133	1.841	2.266	2.266	1.557	1.133	566	849	14.160
TVA sur ventes	708	284	708	849	1.133	1.841	2.266	2.266	1.557	1.133	566	849	14.160
TVA déductible	3.801	243	920	347	313	1.208	521	605	1.076	397	211	1.030	10.672
TVA sur immobilisations	3.510												3.510
TVA sur achats de marchandises	184	52	130	156	206	334	414	414	286	206	104	156	2.642
TVA sur frais	107	191	790	191	107	874	107	191	790	191	107	874	4.520
TVA due		41		502	820	633	1.245	1.661	481	736	355		6.974
Crédit à reporter		3.093	3.052	3.264	2.762	1.942	1.309						
Crédit de TVA		3.093	3.052	3.264	2.762	1.942	1.309						
TVA à payer				2.762	1.942	1.309	436	1.661	481	736	355	181	3.669

10.3 VAT information France



Extrait du  
**Bulletin Officiel des Finances Publiques-Impôts**

DIRECTION GÉNÉRALE DES FINANCES PUBLIQUES

Identifiant juridique : BOI-ANXX-000428-20140919

Date de publication : 19/09/2014

DGFIP

autres annexes

**ANNEXE - TVA - Tableau récapitulatif des taux applicables  
pour les ventes à emporter ou à livrer de produits  
alimentaires préparés en vue d'une consommation  
immédiate, en fonction des produits et des situations**

Produit	Taux	Commentaire
Repas servi dans un restaurant traditionnel.	10 %	(CGI, art. 279, m)
Plats servis dans une brasserie, une cafétéria, un bar, un café, etc.	10 %	
Restauration sur place dans un fast-food.	10 %	
Sandwichs, salades salées vendues avec assaisonnement séparé ou couverts et salades sucrées (même composées d'un seul fruit) vendues avec couverts quels que soient l'emballage et le lieu de vente.	10 %	Ventes à consommer immédiatement, sauf lorsqu'ils sont vendus surgelés (taux de 5,5 %).
Frites, sushis, pizzas, quiches, etc., destinés à une consommation immédiate et quel que soit le lieu de vente.	10 %	Ventes à consommer immédiatement.
Frites, sushis, pizzas, quiches, etc., non destinés à une consommation immédiate et quel que soit le lieu de vente.	5,5 %	Produits pouvant être conservés du fait de leur conditionnement.

MINISTÈRE DES FINANCES  
ET DES COMPTES PUBLICS

## Le Bon Café et Thé - A Cross-Border Business Opportunity

Date de publication : 19/09/2014

Produits surgelés, plats cuisinés effectivement consommés immédiatement dans les locaux du vendeur.	10 %	Grâce à la mise à disposition de couverts, de fours à micro-ondes et de tables / chaises / comptoirs.
Sachets de chips, yaourts vendus avec ou sans cuillères, fruits (même vendus à l'unité).	5,5 %	Ces produits n'ont pas vocation à être consommés immédiatement, sauf en cas de consommation sur place dans un restaurant où le taux de TVA est de 10 % (CGI, art. 279, m).
Pain, viennoiseries et pâtisseries sucrées.	5,5 %	Ces produits n'ont pas vocation à être consommés immédiatement, sauf en cas de consommation sur place dans un restaurant où le taux de TVA est de 10 % (CGI, art. 279, m).
Glaces vendues à l'unité : en cornet, pot individuel (moins de 200 ml), esquimaux.	10 %	Quel que soit le lieu de vente (par exemple : vendeur ambulante).
Glaces conditionnées (en vrac, en lot, paquet ou pot familial) non destinées à une consommation immédiate.	5,5 %	Produits alimentaires n'ayant pas vocation à être consommés immédiatement.
Produits livrés destinés à une consommation immédiate.	10 %	Dès lors que la préparation, la vente et la livraison se suivent immédiatement (pizzas, sushis, etc.). A défaut, taux de 5,5 %, selon le régime habituel des produits alimentaires.
Produits préparés chez le traiteur vendus à emporter ou à livrer.	5,5 %	Ces produits n'ont pas vocation à être consommés immédiatement, à l'exclusion des produits préparés en vue d'une consommation immédiate (sandwichs, pizzas, quiches, sushis, salades sucrées ou salées avec assaisonnement à part ou couverts, etc. dans les conditions précisées aux § 430 et 440 du IV du A du BOI-TVA-LIQ-30-10-10).
Produits vendus par un traiteur en association avec un service (fourniture de salle, de matériel, de personnel, etc., liée à la vente de la nourriture, par exemple pour des fêtes familiales).	10 %	L'ensemble est considéré comme un service de restauration sur place (CGI, art. 279, m).
Plateau de fruits de mer à emporter ou à livrer.	10 % ou 5,5 %	10 % si le plateau contient des coquillages ouverts.
Boissons non alcooliques vendues dans des contenants ne	10 %	Boissons destinées à une consommation immédiate.

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<http://bofip.impots.gouv.fr/bofip/7204-PGP.html?identifiant=BOI-ANXX-000428-20140919>

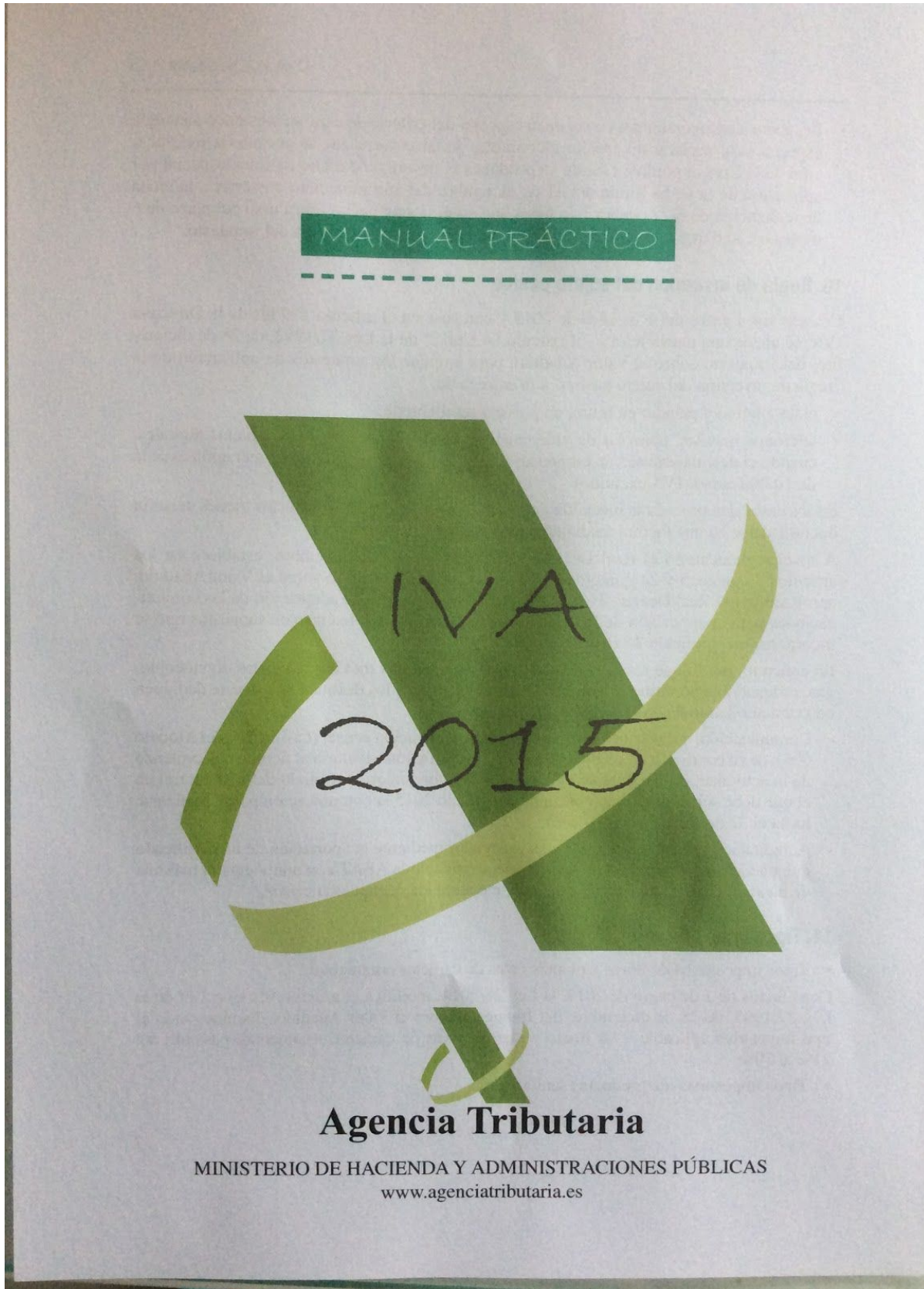
Date de publication : 19/09/2014

permettant pas leur conservation (gobelet, verre en plastique, tasse en carton, etc.).		
Boissons non alcooliques vendues dans des contenants permettant leur conservation (bouteille, fût, brique, canette, etc.).	5,5 %	Boissons pouvant être conservées du fait de leur conditionnement.
Boissons alcooliques.	Taux normal	En toutes circonstances.
Consommations et produits alimentaires des mini-bars dans les chambres d'hôtel.	10 %	Sauf les boissons alcooliques soumises au taux normal.
Produits alimentaires au taux normal.	Taux normal	Ex. : confiseries, certains types de chocolat, caviar, etc., relevant du taux de TVA, sauf en cas de consommation dans le cadre d'une prestation de service de restauration où le taux réduit de 10 % s'applique (CGI, art. 279, m).

Commentaire(s) renvoyant à ce document :

TVA - Liquidation - Taux réduits - Produits destinés à l'alimentation humaine et aux ventes à emporter ou à livrer de produits alimentaires préparés en vue d'une consommation immédiate

10.4 VAT information Spain



- Respecto a las operaciones en régimen especial del criterio de caja, se introduce una regla especial para declarar un crédito incobrable, de tal manera que se permite la modificación de la base imponible cuando se produzca el devengo de dicho régimen especial por aplicación de la fecha límite del 31 de diciembre del año inmediato posterior a la fecha de realización de la operación, sin tener que esperar a un nuevo transcurso del plazo de 6 meses o 1 año que marca la normativa a computar desde el devengo del impuesto.

### 10. Regla de inversión del sujeto pasivo

Con efectos a partir del 1 de abril de 2015 y con base en el artículo 199 bis de la Directiva IVA, se añade una nueva letra g) al artículo 84.Uno.2º de la Ley 37/1992, de 28 de diciembre, del Impuesto sobre el Valor Añadido, para ampliar los supuestos de aplicación de la "regla de inversión del sujeto pasivo" a la entrega de:

- plata, platino y paladio en bruto, en polvo o semilabrado.
- teléfonos móviles, consolas de videojuegos, ordenadores portátiles y tabletas digitales, cuando el destinatario sea un empresario revendedor o el importe de la operación exceda de 10.000 euros (IVA excluido).

En los casos que proceda la inversión del sujeto pasivo, las entregas de estos bienes deberán documentarse en una factura mediante serie especial.

A nivel reglamentario el Real Decreto 1073/2014, de 19 de diciembre, establece en los artículos 24 quater.5 y 24 quinquies del Reglamento del Impuesto sobre el Valor Añadido, aprobado por el Real Decreto 1624/1992, de 29 de diciembre, la adaptación de las comunicaciones para la aplicación de la inversión del sujeto pasivo a los nuevos supuestos que se incorporan en el artículo 84.Uno.2º.g) de la Ley.

En concreto, por lo que respecta a las entregas de teléfonos móviles, consolas de videojuegos, ordenadores portátiles y tabletas digitales, se exige a los destinatarios que se dediquen con carácter habitual a la reventa de dichos bienes:

- Comunicación, a través de la correspondiente declaración censal (casilla 513 del Modelo 036), de su condición de revendedor a la Administración tributaria al tiempo de comienzo de la actividad, o bien durante el mes de noviembre anterior al inicio del año natural en el que debe surtir efecto (no obstante, para el año 2015 la comunicación podrá realizarse hasta el 31 de marzo de dicho año).
- Acreditación de dicha condición a su proveedor mediante la aportación de un certificado que puede obtener a través de la Sede electrónica de la AEAT con una vigencia máxima de un año natural, una vez presentada la mencionada declaración censal.

### 11. Tipos impositivos

- Tipos impositivos de flores y plantas vivas de carácter ornamental.

Con efectos de 1 de enero de 2015, la Ley 28/2014, modifica el artículo 91. Uno.1.8º de la Ley 37/1992, de 28 de diciembre, del Impuesto sobre el Valor Añadido, disminuyendo el tipo impositivo aplicable a las flores y plantas vivas de carácter ornamental, pasando del 21% al 10%

- Tipos impositivos de productos sanitarios.

Capítulo 1. Novedades 2015

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Con efectos de 1 de enero de 2015, la Ley 28/2014, modifica los artículos 91.Uno.1.5º y 6º, 91.Dos.1.3º y Anexo. apartado octavo de la Ley 37/1992, de 28 de diciembre, del Impuesto sobre el Valor Añadido. Esta modificación es consecuencia de la Sentencia del TJUE de 17 de enero de 2013, en el asunto C-360/11, conforme a la cual los equipos médicos, aparatos, productos sanitarios y demás instrumental, de uso médico y hospitalario pasan a tributar, con carácter general, del 10% al 21%, manteniéndose exclusivamente la tributación al tipo reducido del 10% para aquellos productos que, por sus características objetivas, estén diseñados para aliviar o tratar deficiencias, para uso personal y exclusivo de personas que tengan deficiencias físicas, mentales, intelectuales o sensoriales.

El listado de productos a los que resulta aplicable el tipo reducido del 10%, entre los que se encuentran las gafas y lentes de contacto graduadas, órtesis, prótesis y ortoprótesis (salvo para personas con discapacidad que tributan al 4%), sillas, muletas y dispositivos para tratamientos de diálisis y respiratorios, se incorpora a un nuevo apartado octavo del anexo de la Ley.

Pasan a tributar del 4% al 21% las sustancias medicinales y los principios activos de los medicamentos para uso humano, así como los productos intermedios para la fabricación de dichos medicamentos.

Asimismo, incrementan su tributación del 10% al 21% las sustancias medicinales y los principios activos utilizados en la elaboración de medicamentos de uso veterinario, así como los equipos médicos, aparatos y demás instrumental usado con fines veterinarios.

Mantienen la tributación al 10%:

- los medicamentos de uso animal,
- los productos farmacéuticos susceptibles de uso directo por el consumidor final (gasas, vendas y análogos),
- compresas, tampones, protegeslips, preservativos y otros anticonceptivos no medicinales.

Mantienen la tributación al 4%:

- los medicamentos de uso humano, las fórmulas galénicas, magistrales y preparados oficiales,
- los vehículos para personas con movilidad reducida,
- las prótesis, órtesis e implantes internos para personas con discapacidad.

## 12. Prorrata especial

Con efectos de 1 de enero de 2015, la Ley 28/2014, modifica la redacción del artículo 103. Dos.2º de la Ley 37/1992, de 28 de diciembre, para ampliar el ámbito de aplicación de la prorrata especial al disminuir del 20% al 10% la diferencia admisible en cuanto al montante de cuotas deducibles en un año natural que resulten por aplicación de la prorrata general en comparación con las que resulten por aplicación de la prorrata especial, siendo de aplicación obligatoria esta última superado dicho límite.

10.5 General Costs

10.5.1 Telecommunications Offer France

**Freebox mini 4K**

Internet ADSL2+, VDSL 2 ou FIBRE selon éligibilité  
 WiFi 802.11n jusqu'à 450 Mbit/s  
 Téléphonie vers les fixes de + de 110 destinations  
 Compatible 4K / Ultra Haute Définition  
 Bluetooth 4.0 (compatible Low Energy)  
 Sous Android TV™  
 Freebox TV : + de 230 chaînes TV incluses, dont + de 100 en HD  
 Freebox Replay  
 Accès aux services de VOD/SVOD  
 Fonctions enregistrement & contrôle du direct  
 Télécommande avec fonction de recherche vocale  
 Femtocell incluse  
 Assistance téléphonique et intervention à domicile incluses

**29,99€/mois**  
sans engagement



10.5.2 Telecommunications Offer Spain

Precios con IVA    Precios sin IVA

Detalle	Cuota inicial IVA NO INCLUIDO	Cuota Mensual IVA NO INCLUIDO	Pago inicial IVA NO INCLUIDO
<b>Fibra + Vodafone One</b>			
One 120Mb   S	0€	47,93€ al mes 38,35€ al mes 20% Dto. 6 meses	0€
<b>Dispositivo</b>			
Tarjeta SIM Sin compromiso en Vodafone Tipo de alta: Portabilidad contrato	0€	0€ al mes	0€
<b>Promociones</b>			
20% de descuento durante 6 meses			
<b>Resumen de tu pedido</b>	<b>Cuota Inicial</b>	<b>Cuota Mensual</b>	<b>Pago Inicial</b>
Importe a pagar sin IVA	0€	38,35€ al mes	0€
IVA(21%)	0€	8,05€ al mes	0€
<b>Total Pedido IVA incluido</b>	<b>0€</b>	<b>46,4€ al mes</b>	<b>0€</b>



10.5.3 Energy Costs Spain

### Fórmula Gas Negocio (3.1 + 3.2)

- [Estimación factura anual](#)
- [Condiciones del contrato](#)
- [Tarifas](#)
- [Información complementaria del producto](#)
- [Más información sobre EDP](#)

Sus datos de consumo [editar](#)

🔥 Gas (kWh / año): 8100

[« Volver a los resultados](#)

[Solicitar ahora](#)

---

#### Estimación factura anual

##### Energía

##### 🔥 Gas

Término fijo			€101,4	€ 101,40
Consumo gas	8100 kWh	X	€0,0438765	€ 355,40
Impuesto Especial sobre hidrocarburos	8100 kWh	X	€0,00234	€ 18,95
<b>Total gas</b>				<b>€ 475,75</b>

##### ✂️ Descuentos en energía

Descuento de 2% en consumo	2%	X	€355,40	-€ 7,11
<b>Total descuentos en energía</b>				<b>-€ 7,11</b>

Total estimado sin IVA				€ 468,65
IVA	21%	X	€468,65	€ 98,42
<b>Total estimado energía al año</b>				<b>€ 567,06 / año</b>

---

#### Condiciones del contrato

##### General

Duración: Sin permanencia

Resolución del contrato: 15 días

⚠️ Alerta: Incluye la facturación electrónica

##### Disponibilidad

Validez hasta: 31 marzo 2017

Para todos los clientes: Si, disponible para todo tipo de clientes.

##### Descuentos ✂️

Condiciones generales: Descuento indefinido del 2% sobre el T. Variable (consumo) de gas.

##### Extra 📦

Detalles: 2000 puntos EDP

##### Condiciones EDP

[Condiciones generales Suministro y Servicios EDP](#)

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#### Tarifas

##### 🔥 Gas

Término fijo: €8,45 / mes

Término de consumo: €0,0438765 / kWh (sin IVA)

### 10.5.4 Insurance Costs Spain

Buenos días,

Según los datos recibidos, detallo la mejor oferta que tenemos para tu seguro de negocio:

**IMPORTE ANUAL 520 €**

Si te interesa la oferta y deseas ampliar más información, no dudes en contactar conmigo.

Un saludo,

**Marisa**  
Asesora de seguros Calcula tu Seguro  
Tel: 93 846 99 18  
Mov: 618 71 82 71  
Email: [marisa@calculatuseguro.com](mailto:marisa@calculatuseguro.com)

El 18 de febrero de 2017, 17:46, LBC <[no-reply@calculatuseguro.com](mailto:no-reply@calculatuseguro.com)> escribió:

<b>Código Postal</b>	20008
<b>Población</b>	San Sebastian
<b>Actividad Profesional (lo mejor detallado posible)</b>	Cafeteria
<b>Es franquicia?</b>	- No
<b>Nº de Trabajadores</b>	2
<b>Año de construcción del local</b>	01 Jan 1968
<b>Metros cuadrados</b>	55
<b>Propietario o Inquilino</b>	Inquilino
<b>Ubicación</b>	Casco URBANO
<b>Localización</b>	Planta Baja
<b>Medidas de protección</b>	- Extintores - Instalación eléctrica protegida - Cristal de seguridad

### 10.5.5 Filing Fees S.L. Diputación Foral Gipuzkoa

to sansebastian.a. ▾

Buenos días,

Quería un presupuesto para crear una **Sociedad a Responsabilidad Limitada** unipersonal en Donosti.

El Capital Social es de **3000 euros** (el mínimo exigido)  
Solo hay **un socio** y un administrador, el mismo.

Agradecería mucha vuestra respuesta para seguir con el proceso de emprender lo antes posible.

Eskerrik asko y un saludo,  
Jacqueline

...

---

**REGISTRO MERCANTIL AVISOS** Feb 13 ☆ ↶ ▾

to me ▾

Spanish ▾ > English ▾ [Translate message](#) Turn off for: Spanish x

Hola, el importe sería de unos 180 euros

**DEPARTAMENTO DE FACTURACIÓN Y CONTABILIDAD**  
**REGISTRO MERCANTIL Y DE BIENES MUEBLES DE GIPUZKOA**  
**GIPUZKOAKO MERKATAL ETA ONDASUN HIGARRIEN ERREGISTROA**  
Pl. Julio Caro Baroja 1, 1º y 4º - 20018 Donostia - San Sebastián.  
TELEF: 943.31.67.10 - FAX: 943.31.63.20  
[www.rmgulipuzcoa.com](http://www.rmgulipuzcoa.com)

10.6 Filing Fees Price Sheet for Consulting Agency in France

**TARIF INDICATIF DES TRAVAUX JURIDIQUES**  
01/06/2014 - 31/05/2015

JURIDIQUE ANNUEL			
	Clôtures 2014 (janv à nov)	Exercice clos à compter du 31/12/2014	
SARL/SAS sans CAC	610,00	615	(+ IF : 20 € et convoc. 5 €)
EURL	500,00	505	
EARL/SNC/SCP	330,00	335	
SCI	270,00	275	
SA	1580,00	1585	(+ IFU : 20 €)
SAS (sauf SASU) avec CAC	1180,00	1185	(+ IFU : 20 €)
SASU avec CAC	840,00	845	(+ IFU : 20 €)

JURIDIQUE EXCEPTIONNEL					
Constitutions :		Registres		Devis type constitution SARL	
		EURL	610		Hono
SARL/EURL/EARL	1220	87	Grefe	50	
SA	2240	145	Publicité	180	
SCI/SNC	970	45	Chambre de métiers	200	
SAS/SEL	1900	87	Registre	87	
				Total	1737

Location gérance	450		
Baux	450		
Renouvellement bail	295		
Modifications statutaires			

Entreprise individuelle :	
P0/P2/P4	150 à 300 €

10.7 Example External Costs for Fast Food Restaurant with 3 employees in Aquitaine, France

COMPTE DE RESULTAT	Solde		Variation	
	31/10/2015	31/10/2014	Montant	%
<b>Produits d'exploitation</b>				
Vente de marchandises				
707400 VENTES MSES 10%	212 412.72	212 070.10	342.62	0.16
707500 VENTES DE MARCHANDISES	208 828.50	208 390.89	437.61	0.21
Production vendue biens	3 584.22	3 679.21	-94.99	-2.58
Production vendue services				
<b>Chiffre d'affaires Net</b>	<b>212 412.72</b>	<b>212 070.10</b>	<b>342.62</b>	<b>0.16</b>
Production stockée				
Production immobilisée				
Subventions d'exploitation reçues				
Reprises sur amortis. et provisions, transferts de charges	1 769.16	400.00	1 369.16	342.25
791000 TRANSFERTS CHARGES D_EXPL.	1 769.16	400.00	1 369.16	342.25
Autres produits	2.20	8.07	-5.87	-75.00
758000 PROD.DIVERS DE GEST.COUR.	2.20	8.07	-5.87	-75.00
<b>TOTAL ( I )</b>	<b>214 184.08</b>	<b>212 478.17</b>	<b>1 705.91</b>	<b>0.80</b>
<b>Charges d'exploitation</b>				
Achats de marchandises (y compris droits de douane)	71 442.23	71 708.80	-266.57	-0.37
607000 ACHATS DE M/SES A 5.5 %	71 442.23	68 933.91	2 508.32	3.64
607100 ACHATS DE M/SES A 20%		2 774.89	-2 774.89	-100.00
Variation de stock (marchandises)	-810.76	571.30	-1 382.06	-242.03
603700 VAR.STOCKS MARCHANDISES	-810.76	571.30	-1 382.06	-242.03
Achats de matières premières et autres approvisionnements	2 649.83	2 963.12	-313.29	-10.56
602610 ACHATS EMBALLAGES	2 649.83	2 963.12	-313.29	-10.56
Variation de stock (matières premières et autres appro.)	385.79	-775.77	1 161.56	-149.74
603200 VAR.STOCKS AUTR.APPROVIS.	385.79	-775.77	1 161.56	-149.74
Autres achats et charges externes*	28 699.17	28 575.37	123.80	0.43
606130 EDF / EAU	5 503.14	4 758.14	745.00	15.66
606140 CARBURANTS	172.51		172.51	-
606300 ACHATS MAT. ET OUTILLAGES	2 024.51	5 092.56	-3 068.05	-60.24
606400 FOURNITURES DE BUREAU	258.45	254.33	4.12	1.57
613200 LOCATION 12/2019	7 474.32	7 360.17	114.15	1.55
613210 LOCATION TERRASSE D.PUBLI		900.00	-900.00	-100.00
613400 LOC TPE FIXE	264.00	264.00		
615520 ENTRETIEN ET REPARATIONS	350.77	254.76	96.01	37.65
615540 Entretien et réparations véhicue	150.00		150.00	-
616100 ASS MULTIRISQUE	1 693.16	1 002.33	690.83	68.96
616200 ASS PRET/LEASING	904.80	812.40	92.40	11.45
622600 HONORAIRES	5 552.80	4 919.00	633.80	12.89
622700 FRAIS ACTES ET CONTENTIEU	189.93		189.93	-
623100 PUBLICITE	590.00	608.00	-18.00	-2.96
625100 FRAIS DE REPAS	244.50	365.70	-121.20	-33.06
625600 FRAIS DE DEPLACEMENTS	22.00	35.00	-13.00	-37.14
626100 FRAIS POSTAUX	112.52	113.72	-1.20	-0.88
626200 FRAIS DE TELEPHONE	1 500.08	1 249.58	250.50	20.00
627500 SERVICES BANCAIRES ET ASS	395.35	303.47	91.88	30.36
627510 FRAIS CB	317.91	282.21	35.70	12.77
627520 FRAIS TR	978.42		978.42	-
Impôts, taxes et versements assimilés	4 828.00	3 707.76	1 120.24	30.20
633200 TAXE D APPRENTISSAGE	115.58	156.48	-40.90	-25.64

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