

# Wondo, your sustainable food market

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## **Introduction**

This project is brought to you by Laura Jasmin Baltic Flores and Adrián Tébar Pendón, Business Administration and Innovation Management students in Tecnocampus Mataró-Maresme. The main reason why this project will be carried out is the need for a change that we believe involves both consumers and producers, towards a sustainable lifestyle in order to decrease the negative impact that human behavior is causing on our planet.

Nowadays, there are millions of products on the market that carry a set of bad practices that affect first-hand the welfare of animals and consequently, to ourselves, the final consumers.

Food with too many added product as chemicals, food waste, poor processing of scraps, hormone-laden animals and stables in bad conditions... are examples of bad practices that should be avoided and are going to be taken into account throughout the implementation of this project.

The wasteful western lifestyle is oblivious to the consequences such as overexploitation of territories and people that lead to inequalities that are extremely difficult to solve. Therefore, we believe that we, as a society, should be encouraged to use carefully both the products and the resources required in our daily life.

Personally, we consider the lack of facilities in Spain where consumers can buy healthy food and from a sustainable origin, and at the same time offers customers the experience of enjoying that food and those organic products.

This work will contain a business model based on the idea of a sustainable sustainable space to eat and the possibility to buy products, which is a business whose entire set of practices leads to the benefit of both the company and all its stakeholders: from the farmer who produce our products, going through the workers themselves and then the customers who consume the products in our store.

As mentioned before, this project is carried out by two students. Therefore, it will include a larger and more detailed part in the Operational Plan which consists of internal policies.

Following that kind of role, the company has very well-established values in the set of the practices so that the present actions do not compromise the needs of future generations. We must protect all our means so that, the company will take care of each of the resources and processes of its value chain.

## **1. Entrepreneurial Team**

In this section the composition of the team that will carry out the Wondo project will be detailed as well as the team's motivations and aptitudes.

Laura Baltic and Adrián Tébar, a couple of young entrepreneur students, compose the team.

In one hand, Laura is an ambitious and enthusiastic person who thinks life is too short to not try and make a difference, even if it is small or local. She is currently focused on raising awareness on environmental issues and how human beings are the perpetrators and the solution at the same time. Her multi-cultural family has lead her to an open-minded mind-set full of different aspirations and desires in life. One of those being her own boss in the future in order to be able to decide what to spent her time and effort on. However, she could improve her decision-making capacity whenever she finds herself alone with multiple viable options.

On the other hand, Adrián is a proactivity person that shows initiative to develop creative projects in a positive and optimistic way. Worried about the bad habits of life that are present today in most people. He does not believe in a single possible solution; he believes that there are more than one option coming from different points of view. In spite of this, is a impulsive person that can not stop himself from saying what he thinks.

An added difficulty when carrying out the project is the scarce work experience of both students due to their young age.

For more personal information, their CV can be checked out in the Annex 1. Entrepreneurial Team Curriculum Vitae.

Both students appreciate nature and animals on a level that are willing to pursue a business that does not harm none of them and care for futures generations.

Their main aspiration is that they believe that by this business model, they can make the world a better place or at least try it. Their main aspiration is reducing the human footprint on the planet with business practices that support equality and improving people's quality life by making their lifestyle more sustainable as well.

## 2. Background and current situation

As mentioned in the introduction, the purpose of this project is the development of a business plan to check the viability of a sustainable supermarket.

Before going deeper into the business itself, the situation of the Spanish population must be contextualized: its habits and customs as well as the situation of the food market in Spain.

The project belongs to the retail food sector, specifically in the market for organic products and the catering sector. The Spanish food industry is the first industrial sector in the country, offering the Spanish economy 29,400 million Euros, 3% of GDP, data from the Spanish Federation of Food and Beverage Industries (FIAB).

The ecological sector in Spain has been rising since the last decade. Sales of organic products in Spain increased by 5.42% between 2011 and 2013, reaching a total volume of consumption of 1,018 million Euros, according to the latest data offered by the Ministry of Agriculture (MAGRAMA). The per capita expenditure, during the same period, increased by 5.83% from €20.45 to €21.66. These data contrast with the decline of 0.72% suffered by the total volume of the national Food and Beverage market on the dates indicated.

However, we must highlight the low representation of general terms in organic supermarkets in the total of conventional distribution.

In 2015, the Spanish organic production sector has experienced a remarkable development in almost all its aspects: productive structures, internal market, foreign trade, etc. In this way, the tendency of recovery and growth of this sector observed in 2014 is consolidated and intensified; noting that it points in the same direction in the first half of 2016.

Spain leads at a European level the area devoted to the cultivation of organic production and is ranked fifth worldwide after Australia, Argentina, USA and China.

Since 2000, the number of countries that develop this type of agriculture has doubled, being in 2013 170 countries.

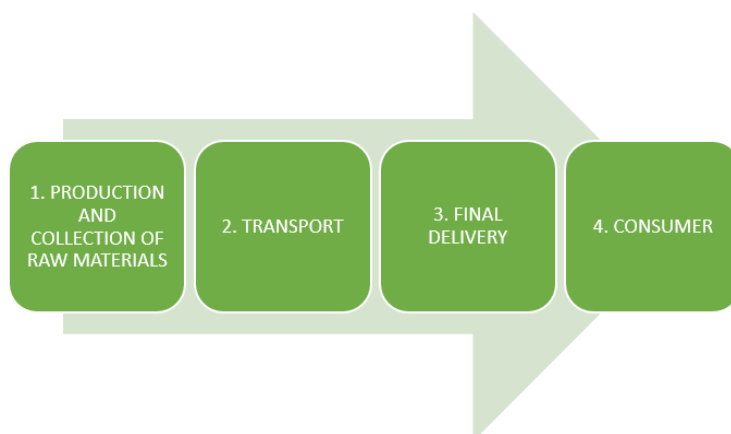
Focusing on the customs and habits of the Spanish market, it can be seen that the values of the Spanish diet are clear: healthy and varied food, known as Mediterranean diet. This culture has very characteristic and healthy habits, such as eating in company and at home. However, it must keep in mind that we live in a globalized world and that local customs have less importance and impact in the everyday life. Cecilia Díaz Méndez, accredited professor of Sociology at the University of Oviedo, explains in her study on Spanish nutrition<sup>1</sup> that as the level of development of a country grows, the percentage dedicated to domestic food decreases and the investment in eating out of home decreases. In the Spanish case, the Family Budget Surveys of the National Institute of Statistics (INE) approve that in the eighties Spaniards spent 30% of the family budget to eat at home and 6% to do it outside. However, in 2012, this expense corresponded to 15% and 9%, respectively.

We are facing a paradigm shift where society is more educated and informed than ever and, at the same time, more concerned about the health problems that may cause poor nutrition. Phenomena such as the mad cow crisis, in the nineties, the cucumber crisis in 2011, bird flu, etc. all of them show that at the end of the production and commercialization chain, the most affected will always be the consumer.

Figure 1. Phases Of The Food Chain.

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<sup>1</sup> Díaz Méndez, Cecilia. (2013). La alimentación en la sociedad española. *Investigación y Ciencia*.



Source: self-made.

If we focus on the food sector chain, the first phase is where the raw materials are produced so then the consumer will later manipulate. The first bad practice that can be found is the excessive use of antibiotics in animals. On November 7, 2017, the World Health Organization (WHO) published a document recommending that the agribusiness, fish farming and food industries should stop using antibiotics systematically to stimulate growth and prevent diseases in healthy animals<sup>2</sup>. The abuse of antibiotics in animals and humans causes that some of the bacteria causing serious infections are already resistant to most available treatments. "The lack of effective antibiotics is a threat to safety as serious as a sudden and lethal outbreak of disease," says Dr. Tedros Adhanom Ghebreyesus, Director General of WHO. "The adoption of strong and sustained measures in all sectors is essential to roll back antimicrobial resistance and keep the world safe"<sup>3</sup>.

The use of fertilizers and pesticides that, in addition to negatively affecting our health, end with the properties, that are the nutrients found in the soil. If they are used in excess, these chemicals can contaminate rivers, seas and aquiferous and cause the deaths of fishes and species that live in these environments. However, traditional or subsistence agriculture also has a disastrous impact on the environment: is the first cause of deforestation worldwide, forests are burned especially in developing regions, and when the land runs out of nutrients they abandon and repeat the process in another space.

Livestock is not excluded from this list of bad practices. In 2006, FAO wanted to investigate how the ranching industry affected global pollution and published a report<sup>4</sup>. In this report, they affirm that the livestock activity is in the first place of the main causes of pollution of the planet and the one that generates the most greenhouse gases (18%), ahead of the industries and means of transport. In addition, FAO adds that it is one of the main causes of soil degradation and water resources.

Since that report, the livestock industry has been perceived differently since it is known in much more detail what are the most damaging aspects of livestock activity.

For example, the digestive system of ruminants already generates 37% of total methane of human activities, as there is a growing demand for products derived from bovine, forests are already

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<sup>2</sup> WHO. (2017). Directrices de la OMS sobre el uso de antimicrobianos de importancia médica en animales destinados a la producción de alimentos.

<sup>3</sup> Jašarević T, Cumberland S. (2017). Dejemos de administrar antibióticos a animales sanos para prevenir la propagación de la resistencia a los antimicrobianos. OMS Sala de Prensa.

<sup>4</sup> Matthews, C. (2006). La ganadería amenaza el medio ambiente. *FAO Sala de Prensa. 12.*

deforested to create pastures that, with overgrazing, compaction and erosion, end up being desertified, inadequate management of animal waste becomes contaminated water resources contributing to the loss of biodiversity in marine ecosystems.

Finally, the fishing sector, according to FAO, has increased fish exported from developing countries (Vietnam, China, India)<sup>5</sup> in the last decade. They are countries that do not follow the same codes of conduct that European countries follow. It should be noted that Spain is among the main importers of such fish, therefore, it is considered that the Spanish population consumes low quality fish. In 2015, 53% of Spanish imports from Vietnam correspond to frozen Panga fillets, specifically 23,179 tonnes<sup>6</sup>. This fish is raised intensively in highly polluted and endemic areas of the Mekong River, where there is no environmental policy. This fish has the presence of arsenic, fertilizers, pesticides and E. coli bacteria, considered as an indicator of fecal contamination of the food.<sup>7</sup>

Table 1. World Aquaculture.

WORLD AQUACULTURE (MT.)		
1	China	50.173.139
2	Indonesia	7.937.072
3	India	4.577.965
4	Vietnam	3.052.500
5	Philippines	2.608.120
6	Bangladesh	1.523.759
7	Korea	1.499.335
8	Norway	1.138.797
9	Thailand	1.008.049
10	Egypt	986.820

Source: Self made with Fishstat (FAO) 2011 data.

In the second phase of the chain of the food sector takes into account the large amount of packaging that have the products consumed by society in everyday life. By making frequent use of certain products, if distribution companies do not use a sustainable packaging with the environment, the consequences can be enormous. Its flexibility, durability and, above all, its low economic cost are the characteristics that have made plastic a great protagonist because it is packaged practically all the food products that can be found in supermarkets. The progressive and constant growth of the population causes an increase of the consumption, and therefore an increase in the production of plastic products such as: bags, bottles, glasses, forks, spoons....

The global production has been increasing every year and it is estimated that in 2020 they will exceed 500 million tons per year, which would be 900% more than the 1980 levels.<sup>8</sup> This production growth is linked to the constant increase in demand that has reached 49 million in Europe in 2015.<sup>9</sup>

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<sup>5</sup> FAO. (2016). El estado mundial de la pesca y la acuicultura 2016. Contribución a la seguridad alimentaria y la nutrición para todos. Roma. 224 pp.

<sup>6</sup> Ministerio de agricultura, alimentación y medioambiente. (2016). Intercambios comerciales de productos pesqueros.

<sup>7</sup> ADALID, IGNACIO ROLDÁN.(2017). Control microbiológico de panga (*Pangasius hypophthalmus*), tilapia (*Oreochromis spp.*) y merluza (*Merluccius merluccius*) ultracongelado. Análisis de presencia de bacterias patógenas.

<sup>8</sup> Global Ocean Commission. (2015). "Plastics - Keeping them out of the ocean" incluido en La problemática de los plásticos en Europa de Greenpeace España.

The European Union represents the second largest producer in the world after China, with about 50 million tons per year and most of this plastic goes to single-use containers.<sup>10</sup>

But, the problem extends to how is managed plastic waste known as "use and throw" once they have been used. An example would be plastic cutlery, food wrappers or plastic bags. As a consequence of its extensive use and the inefficiency when handling such quantities, the plastic waste goes on to pollute the terrestrial environment and above all it reaches the oceans through the fluvial routes.

It is estimated that between 4.8 and 12.7 million tons of discarded plastic ends up as marine garbage and only in the Mediterranean Sea there are 1,455 tons of plastic floating in its waters.<sup>11</sup>

It should be noted that 80% of marine litter comes from land, especially in the areas with the highest concentration of industries and the highest population density.<sup>12</sup> The greatest danger for marine species are the so-called microplastics, those plastic particles are smaller than 5 millimeters and there is currently no formal definition for these microplastics. A new range called nanoplastics has been included, which are those lower than 1 micrometer and at the same time are the most dangerous. While nanoplastics can originate from engineering materials such as electronics or chips, microplastics originate from manufacturing in a very small size as the microspheres used in cosmetic products, as drug vectors and for 3D printing. They are also pieces of plastic that have been degenerating and come from a larger article.<sup>13</sup>

These substances have not been given importance until the investigations of Richard C. Thompson (Professor of Marine Biology at university) in 2004.<sup>14</sup> 10 years later, the European Food Safety Authority (EFSA) published a report identifying the microplastics and nanoplastics as a new emerging risk. The nanoplastics are the most susceptible to be ingested by organisms that are at the base of the trophic chain, which is the process of nutrient transfers through species. However, although its production has increased in recent years, it is the less known and researched plastics today. Microplastics are currently one of the most widespread factors of marine pollution, since they end directly to the sewerage network and that means that sanitation systems are unraveled and untouched in the oceans.

The presence of this marine garbage has not stopped spreading and can be seen in all types of surfaces, even in the globally known as virgins as in the Arctic Ice.<sup>15</sup> It has great relevance because once they enter the environment, all types of plastics remain in it and do not disappear. Many are transported by sea currents and at some point end up accumulating on the shores of beaches around the world creating plastic sinks.

However, the presence of plastics on the seabed has been studied much less than on the coasts when it is estimated that more than 70% of marine debris is found on the ocean floor.<sup>16</sup>

Microplastics are often confused with food by marine mammals, turtles and seabirds but increasingly affects more organisms and fish species that are marketed such as Mediterranean tuna.<sup>17</sup>

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<sup>9</sup> Plastics Europe, (2016). An analysis of European plastics production, demand and waste data" incluido en Basuras marinas, plásticos y microplásticos de Ecologistas en acción.

<sup>10</sup> Plastics Europe. (2015). An analysis of European plastics production, demand and waste data" incluido en La problemática de los plásticos en Europa de Greenpeace España.

<sup>11</sup> Ruiz-Orejón et al. (2016). *Floating plastic debris in the Western and Central Mediterranean: Marine Environmental Research*. 120, 136-144.

<sup>12</sup> Greenpeace España. (2016). Plastics Marine Litter and the Circular Economy. A briefing by IEEP for the MAVA Foundation.

<sup>13</sup> Ministerio de Sanidad, and AECOSAN. (2017). Informe sobre microplásticos y nanoplasticos.

<sup>14</sup> Thompson, Olsen, Mitchell. (2004). Lost at sea: where is all the plastic?

<sup>15</sup> Khitun, A. A., Baker, I., & Thompson, R. C. (2014). Global warming releases microplastic legacy frozen in Arctic Sea ice. *Earth's Future*

<sup>16</sup> Frias J.P.G.L., Gago J., Otero V., Sobral P. (2016). Microplastics in coastal sediments from Southern Portuguese shelf waters.

<sup>17</sup> Romeo, T., Pietro, B., Pedà, C., Consoli, P., Andaloro, F., Fossi, M.C.(2015). First evidence of presence of plastic debris in stomach of large pelagic fish in the Mediterranean Sea.



The ingestion of plastic can also cause direct death through physical obstruction of the stomach and indirectly also, since it produces a feeling of satiety that eliminates the reflex of looking for food and feeding. In addition, microplastics can transmit chemical compounds such as heavy metals (copper, zinc or lead) and organic pollutants.<sup>18</sup>

These additives can interfere in important biological processes, have an effect on the neurological and immunological systems, or have carcinogenic effects.<sup>19</sup>

The most recently report by the European Food Safety Authority (EFSA) published in June 2017, analyzes priority research topics and highlights the presence of microplastic and nano-plastic particles in food. However, currently there is no legislation, either national or European, regulating the presence of microplastics and nano-plastics as contaminants in food.

The third phase of the food sector is related to those spaces where food can be bought as supermarkets. According to FAO, this phase is the where most waste is generated as supermarkets have a very high “appearance quality standards” and some products are directly rejected at the farm gate due to rigorous quality standards concerning weight, size, shape and appearance of crops.<sup>20</sup> In order to solve this issue, FAO suggested supermarkets to do consumer surveys as they claim consumers will not buy food that has the ‘wrong’ weight, size or appearance. Some surveys from FAO, however show that consumers are willing to buy heterogeneous products as long as the taste is not affected.

Finally, the final phase is basically the consumer. Example of malpractice is doing the shopping without pre-planning, in other words, going to the supermarket without a list of what you really need and lack at home. Most of the time, non-planning involves buying products you already have at home but don't remember and that may lead to a loss of their quality, they can get in bad condition or maybe they have to be thrown away. Last year, every Spanish household threw away on average 4,39% of the products bought.<sup>21</sup> Furthermore, be in a hurry or hungry can imply buying excessively and in many occasions, products that are not really needed which contributes to the food waste.

Consumers also take place and have some kind of responsibility regarding all types of waste which is causing unsustainable circumstances. Something that plays a big role on today's society is the disposable culture, spread throughout the whole world and based on those products which are only meant to be used once and then thrown away.

Every minute, one million disposable plastic bags are used, bags that need hundreds of years to decompose but have an average usage time of less than 12 minutes instead. In order to produce that one million plastic bags 100 million of oil barrels are needed and the most substantial part is that less than 5% of those bags will be recycled. Unfortunately, most of the bags will end up on landfills and the ecosystems as mentioned before.

Luckily, according to a report about food consumption made in Spain by the Ministerio de Agricultura y Pesca, Alimentación y Medioambiente, consumer trends in the food market say that consumers are taking into account what they are eating, in other words, the consumer cares where the food is coming from. It also increases the habit of eating a wider range of products and a more balanced diet.

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<sup>18</sup> Cole M., Lindeque P., Halsband C., Galloway T. S. (2011). Microplastics as contaminants in the marine environment: A review. *Marine Pollution Bulletin* 62.

<sup>19</sup> Barnes, D. K. A., Galgani, F., Thompson, R. C., & Barlaz, M. (2009). Accumulation and fragmentation of plastic debris in global environments.

<sup>20</sup> FAO. (2011) “Global food losses and food waste – Extent, causes and prevention.” incluido en *La problemática de los plásticos en Europa de Greenpeace España*.

<sup>21</sup> Ministerio de agricultura y pesca, alimentación y medioambiente. (2017) “Informe del consumo de alimentación en España 2016”.

Consumers tend to eat away from home more often and decreases the habit of cooking products that you would normally buy, the consumer also oversees their food waste and likes when companies take part in order to end it. And this reports also mentioned that the search for shopping experiences is increasing.

Considering all these facts, it is established that the values of **Wondo** fit with the trends of the Spanish population. It is important to note that the tendency for consumers to seek new experiences when buying food is a point in favor of Wondo due to the fact that this supermarket takes into account the client's step by step through the enclosure, that it is comfortable and stays as much time as possible enjoying the products and facilities.

Because of this, the consumer is demanding and check more often on institutional recognition labels as designation of origin and fair trade products. These contribute to preserve the agriculture and local producers. Today's consumer habits in Spain consists basically on pursuing a healthy and balanced diet using healthier ways of cooking, choosing healthier and lighter meals, at the same time traditional cooking is not forgotten.<sup>22</sup>

## 2.1 Background Conclusions

The conclusions that have been pulled out of the previous points are that the Spanish people are progressively investing more in the ecological sector although it does not have much representation in the conventional food distribution market. Spanish people eat healthy and a wide variety of food but they spend quite a lot of money and mostly time not eating at home while not as much home-cooking. Society is interested in carefully knowing what they are actually eating, so Wondo must consider letting them know as clear as possible all the ingredients and properties on all the products offered.

Harmful practices like using antibiotics in fish farming, agribusiness and food industries is one of the reasons why some bacteria are much more resistant in human infections year by year. The use of fertilizers and pesticides can remove the properties of the land, besides polluting rivers, seas and aquifers. It is one of the reasons why fishes and species living in these environments die. In addition, these kind of practices can also affect our health and because of all aspects previously pointed out, Wondo would not work with any company that takes part in any of these practices. Wondo should look for those suppliers whose practices do not harm the environment nor the consumers' health and must pursue a high quality product.

It has been said that the packaging is a serious problem, a lot of products are not sustainably packaged and therefore, the message given to the customers is to use, for example plastic packaging only once and then to throw everything out. Every day we are, as a society, consuming more products and are collectively destroying all the ecosystems, what makes the Earth so rich. Wondo will take care of that matter as for example using paper instead of plastic.

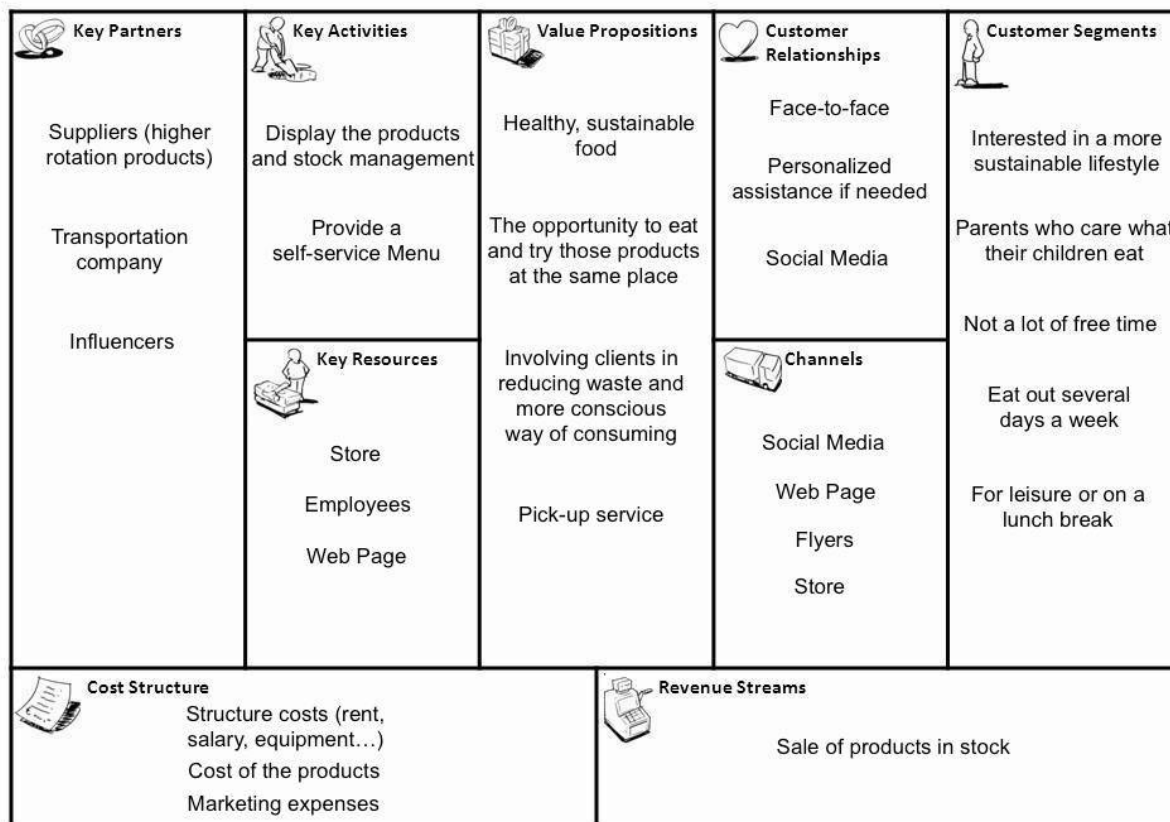
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<sup>22</sup> Ministerio de agricultura y pesca, alimentación y medioambiente. (2017). Informe del consumo de alimentación en España 2016.

### 3. Business Model

In this section, the business model is going to be detailed, as well as the values of the company which will take part during its whole journey. The best way to capture and describe Wondo’s business model is through the Business Model Canvas:

Figure 2. Wondo’s Business Model Canvas.



Source: Own elaboration.

The value proposition of Wondo is **offering the experience of eating and buying healthy sustainable food in the same space**. It is trying to open the eyes of today’s society, which is not well-informed about the products it consumes and neither their origin. In order to get to that point, Wondo supports a way of eating and buying products focused on those who are interested in their health and in causing as least environmental damage as possible.

Wondo is a place where those people can find from fresh local (0 km) organic food to sustainable food suggestions as an alternative to ordinary products.

It is also possible for customers to place an order online and Wondo’s employees will get all the products ordered and ready so the customers just have to pick it up at the store. This service is focused on people who are already familiarized with Wondo’s products and look for practicability on their day to day shopping.

Regarding Wondo’s **innovative factors**, the most remarkable ones are its products and practices. From the Zen Business Model which would be completely immersed in Wondo, to the fact that its aim is reducing the human footprint on the environment once and for all.

With the pick-up service Wondo adds an **incremental innovation** as it is offering a more effective and satisfying way to shop from home in case they do not have enough time to go and pick the products themselves.

Wondo pursues independent consumers who shares this perspective on what food should be consumed and also it aspires to be able to get loyal costumers. Wondo expects a face-to-face relationship with the costumer adding personalized assistance given by the staff if needed. The main channel used in order to reach those costumers is mainly the store where the products and meals are available for them.

Customers will also be reached through the web page which should be well thought-out and able to transmit Wondo's values and products. Furthermore, it should have an active social media profile on Instagram and Facebook in order to be approachable to anyone interested in Wondo or the type of products it offers. One of the reasons why social media is a key factor is the fact that it can built a community.

The market segment are people who are willing to take a step forward to a more sustainable lifestyle including fresh groceries and good quality products free of any artificial additives.

Therefore, people who are aware of the human environmental footprint and want to reduce it. It is focused on parents who seek for the best products for their children and who also wish to pass the same mentality and values on to them. The mentality of the workers who watch what they eat when they eat out and at home as well. Besides, due to not having plenty of free time, they can do their shopping in the same space and then make their experience more comfortable and practical.

The source of income is the sale of the products in stock, whose selling price would be between 15% and 40% higher than the conventional products (results extracted from the survey located in the Annexes). This selling price is needed to face the high structure costs and the cost of the products in stock which are high quality and more exclusive than the conventional ones.

Wondo is forced to depend on its treasury due to its business model. Consequently, it would be fundamental to establish a flexible average payment period with suppliers. The main expense would be the seed money used to rent the space and remodel it to the standards previously determined. The expense of creating our web page should also be mentioned, as well as the advertisement expenses.

Once the space is taken and ready to operate, one of the main expenses that should be faced is the cost of our own products. The dining service increases the structure expenses, specifically the water, the electricity and the gas bill. Another main structure expense would be personnel cost in which Wondo supports quality jobs and quality salaries. It is necessary to reach an average stock rotation period as low as possible in order to easily fund the expenses mentioned before.

Wondo's key partners are mainly the suppliers of those products with a higher rotation. It is important to mention the company who will offer us a transportation service as a key partner. It will bring the fresh products from the field to the store in case of the fresh products. Regarding the rest of the products, it will be indispensable to determine from where will they be sent, which mode of transport will be used and what company will Wondo be working with.

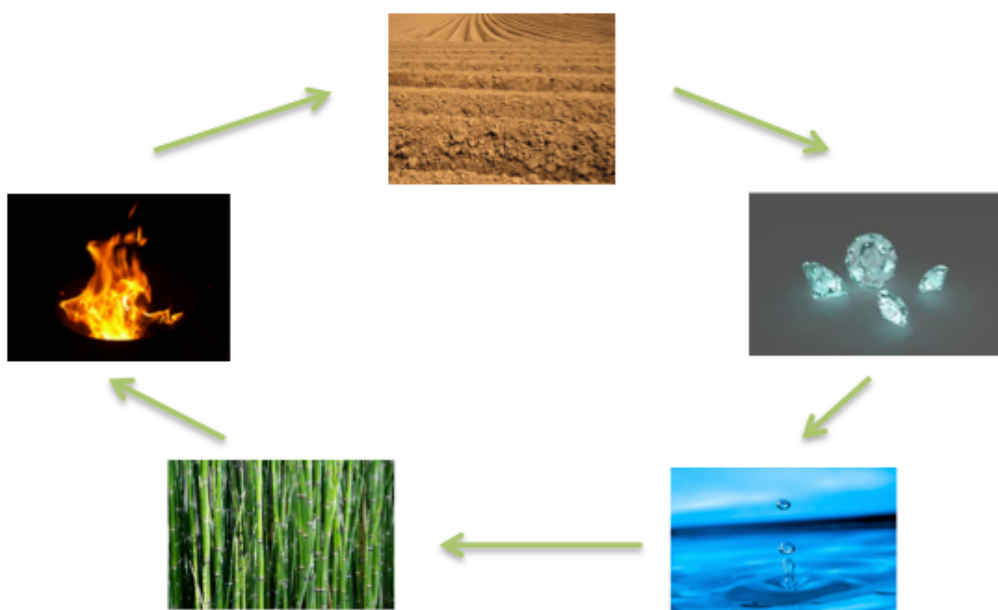
Influencers will be key partners as well, and Wondo will be working with them constantly as it prefers a non-conventional way of advertisement. Social media and our impact throughout it will be the chosen path to connect with potential customers and finally built a Wondo community.

The main key resource in order to offer Wondo's value proposition is the store where customers can get the products. Another key resource that should be mentioned is the staff located in the store, who should be people involved in Wondo's cause, who share the same values and are also able to pass them on to the customers. As mentioned before, the web page is very valuable as it could be the first thing a potential customer sees. Lastly, funding is essential to make this project a reality.

As mentioned before, this project encourage consumers to enjoy sustainable products and for that reason we believe that the company should apply the Zen Business Model<sup>23</sup> in all its processes.

This model pursues the well-being and the common good of the population as a whole through this company. It is composed of 5 interrelated elements in nature.

Figure 3. Zen Business.



Source: Self-made from *Zen Business* book (J.M. Coll).

First, there is the Fire, the creator element, and therefore, it expresses the vision, mission, values and the superior purpose of the company. In the case of Wondo, it's higher purpose consists in offer healthy foods to a society with unhealthy habits.

Next, the Earth is shown, an element that represents the stakeholders, and for Wondo people it is the core of the business, including its workers, customers and suppliers.

The following element is Metal. It is involved with the product of the business, and in our case is the supermarket and the foodstuffs. A good product will attract people and investors, and that will make sense to the next element: Water. Water means the money: the cost structure and the revenue streams. And then the 5th element is the Wood. It is implicated with the company's ability to grow successfully through all the other elements in order to achieve the higher purpose. The business success is measured by the quality of the positive impact generated by the company.

Keep in mind that to get results from model, each element is essential and it cannot give up any of them, because if this happened, the model would lose its meaning.

With this model, the company pursues a way of doing things that goes beyond the benefit of the company itself (which is necessary to achieve its objectives), is focused on the welfare of people and the preservation of the environment, as has been seen in the background papers, this is being harmed by the actions of human beings, leading to a progressive decrease in resources.

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<sup>23</sup> Coll, J.M. (2015). *Zen Business*.(1) Barcelona: Profit Editorial.

Another key value to be applied in the project is transparency, with the aim of representing clarity in all processes so that customers, workers and investors gain the necessary confidence to be able to identify with the company.

In addition to the commented values, the company will follow a sustainable ethic by reusing and recycling the materials in order to reduce as much as possible the waste generated, which, as explained above in the papers, takes too long to be eliminated from the planet.<sup>24</sup>

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<sup>24</sup> Lobato, I. (2017). *Economía circular de la eco-obligación a la eco-oportunidad*. (1). Madrid: Tagus

## 4. Marketing Plan

In this section the market study of the company, the strategies to carry out and the planning to follow will be explained. In order to know if Wondo is efficient with the implemented strategies, it is very important to set some objectives in order to better define the goals that the company wants to achieve both in the short and long term. The capability to measure and control the progress of the different goals is essential. Depending on its nature, there are two types of objectives:

- Quantitative goals:
  - To achieve a market share of 0,00009% at the end of the first year.
  - To get a sales volume of 91,710 euros in the first year.
  - To gain customer loyalty (get at least 50 loyal clients).
  - To start having profit in two years.
  - To reach a web traffic of 1.500 monthly visits.
  - To get 200 monthly conversions.
  
- Qualitative goals:
  - To be Wondo recognized as a quality brand with sustainable values.
  - To stand out for offering good service and customer service.
  - Expand the range of the products.

### 4.1 Target Identification

To know the target audience of the business idea and its viability, a survey has been carried out. This is reflected in the annexes and its results in the later point.

The survey has been answered by **311** people and has reached to the following conclusions: our target audience is a family of three or more people who spend between 50 and 150 euros a week to eat both at home and outside. Usually eat a few days away from home and do it for leisure, mostly on the weekend. Food is not usually taken from home. The surveyed population is concerned about getting healthy and quality products. They go to the supermarket every two or three days a week and their supermarket is preferably Mercadona by proximity and price. The majority of the respondents affirm that they would change of supermarket especially for the quality of the products, followed by the price and the variety of these. 90% of the population would be willing to change the usual supermarket if it were offered higher quality products, healthier and of sustainable origin and the 60% would be willing to pay a higher price, concretely, between 15% and 40% more.

Taking into account the number of people surveyed and the result obtained, we can begin to believe in the viability of the project, since it has been demonstrated both in the survey and in the papers, that the population increasingly makes an effort to consume products of higher quality without caring to pay a higher price. Our value proposition, proposed in the business model, is fully supported by the respondents, since 65% would eat in the same supermarket.

Aside from the survey, Wondo's target expand to people from different age category. One of them is young revolutionary people who consider themselves dreamers of a brighter future paired with a sustainable way of living. They know today's society of consuming is unrealistically maintainable and they are used to have that on mind while doing their shopping. They don't shop in regular supermarkets and are part of what society sometimes refers as an urban tribe. They allude to vegan and vegetarian people who also do not want to be involve in an uncontrolled capitalism and buy other staple products in alternative places like traditional solidarity markets where they can find such things like clothes which its production does not harm the environment.

Another type of target would those people who are in their mid 30s and are planning to have a family or they already have it but are questioning if the traditional manners raising a child are the best option nowadays. Lately, there has been some reconsideration on how the next generation will handle global problems and that has a lot to do on the values the next generation is based on and grew on. This customer target is aware and strongly believes it is their duty to build the foundation that will lead to a sustainable future mind-set.

These are some examples of different types of buyer personas whose need would be perfectly filled by Wondo:

1. **Dolores Garcia**, a 40-year-old woman who works as an accountant on an international company in Barcelona. Dolores has got two children, a 10-year-old daughter and a 16-year-old son. She has got a husband who is 43 years old and likes to do exercise at the weekends. Her daughter loves animals and wants to be a vet and her son's passion is football. Dolores is a vegetarian and she is aware of the bad habits that the majority of the population have and the bad practices that happen in most of the supermarket chains. All of her family do not eat at home at least one meal a day, and Dolores has to buy breakfast and lunch somewhere near her work.

In addition, she sometimes has to buy some products that are gluten free for her daughter and as she values organic food, she specifically looks for organic products for her family and her, as a vegetarian. She normally spends at least 100 euros per week, more when they decide to eat at a restaurant that offers high quality products at an affordable price.

She cannot always buy at organic supermarkets because they are located far away and she doesn't have enough time outside work. If there would be a place near her work where she can have breakfast or lunch with organic products and at the same time buy anything she needs at home, she would change to that supermarket.

2. **Bernard Lowe**, a 25-year-old man who was born and raised in Sweden and after finishing college decided to work hard and follow his dream of becoming an artist. Painting is his passion, he loves creating and appreciating the beauty of nature. Now, he lives in Barcelona sharing a flat with some other students from all over the globe and one of his flatmates told him to take care of the environment is the only way for him to keep painting his art, as he loves painting outdoors. He realised that living in a sustainable way is the solution and wants to start making changes in his life such as getting rid of unnecessary stuff as well as realising he does not need meat or fish in order to survive, so he became a vegetarian and half way vegan. He likes to try vegan alternatives as he does not want to eat an animal corpse anymore, so he shops in shops like Wondo where he knows he will find what he needs. He is a friendly man, and loves to talk about ethics and morals, and he loves to show his friends how amazing vegan and vegetarian food is once it is cooked, so he takes them to lunch or dinner to vegan and vegetarian places at the weekends.



## 4.2 Competitors

In this particular segment, competitors are going to be analyzed, but as it's very large market, the analysis will be divided in two parts. Firstly, we detected those stores located in the center of Barcelona that most of their offering are organic products, in addition to their own singularities that may be similar than Wondo. Having that in common makes them differ from conventional supermarkets. Lastly, we will mention and analyses which are our main competitors within the conventional supermarkets that people from Barcelona visit and trust on a daily basis.

As mentioned before, we will start by analyzing those stores that offer a similar concept than Wondo. The first store that should be analyzed is **OBBIO**, also known as "the Spanish WholeFoods". It's the store that has the most similar offering as it consists of a space dedicated to organic products where you can also taste them through their vegetarian and vegan buffet. There is a restaurant-cafeteria where customers can get from fresh juice to breakfast and healthy snacks. In addition, there's a takeaway service, which Wondo can also include in the future. However, the containers are made of plastic and one of our main goals is to reduce plastic waste, so Wondo would add a sustainability turn by using a less pollutant material.

Regarding the 8.000 products that can be bought in OBBIO, 90% of the fruit is fresh and from local producers. Customers can take their product in bulk as well and that is something we really considered doing in Wondo in order to decrease plastic waste and organic waste as you can buy the quantity you think you are going to use. The main difference is the fact that OBBIO also offers consultations with nutritionists who are workers that customers can find in the store, classes and seminars related to nutrition and health. OBBIO has a wider range of products like natural cosmetics and books but Wondo is focusing on organic and sustainable food.

According to customers that left a comment on TripAdvisor, some of them have an issue with the price of the buffet. Most of them think that the price is too high for what they are getting. This has to be taken into consideration as Wondo is able to offer an excellent relation between quality and price on the buffet as we do not sell nothing but food so the price can be lower than OBBIO.

**Veritas** is a supermarket chain established with more than 50 stores distributed among more than 15 municipalities. According to their web page, Veritas is committed to sustainability, health, local producers and a responsible consumption among other things. They offer more than 4.500 products with the certification of organic production guaranteed by the European Union under Community Regulations 834/2007, 889/2008 y 1235/2008. Veritas is also the first supermarket chain to obtain the BCORP certification, which is given to those companies that measure and reduce their impact on their workers, community and environment. For those reasons, it's a strong competitor and we set as a goal obtaining the BCORP certification as well.

However, the main difference is the inability of tasting dishes made with organic products in the store, their main business line is selling their products.

We can also find **I Love Food**, a non-profit project which their goal is to approach local organic products to consumers. Their products come directly from the countryside, so the price without any intermediaries. They offer artisan and handmade products, made by small local producers and their organic products come with the certification of organic production by the European Union mentioned before.

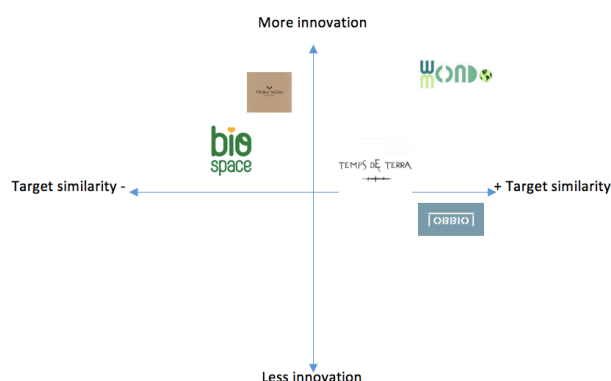
Regarding the variety of products, they offer and values of the company, this store is closer to our project and concept. The base idea is basically the same and the values as well, however, Wondo is much more than just organic products, I Love Food lacks a restaurant area among other things.

**Bio Space** is a store that offers the most quantity of organic products in Barcelona (9.000 products) from organic agriculture and livestock. The main difference is that it lacks a restaurant service and the fact that Bio Space also sells hygiene products, organic cosmetic, books, clothes, footwear and kitchen utensils. Furthermore, it also offers classes and seminars based on the organic philosophy. Their range of products stands out as they adjust to vegetarians, vegans, people who has coeliac condition, and raw foodies amongst others.

**Tribu Woki** consists of a space where they support quality and simplicity above all. They count with two business lines: supermarkets and conventional restaurants. Their distinctiveness in relation to Wondo is that their stores and restaurants do not share the same space, they are set apart as different businesses. There are 9 stores which include a cafeteria and in some cases a simple restaurant service like Wok where organic products take place. On the other hand, there are 5 restaurants and they work as a conventional restaurant. Wondo includes the restaurant service at the same location, that is the main difference.

**Temps de Terra** is an organic store where customers can find fresh and seasonal products and at the same time, they count with a restaurant service that offers also seasonal dishes for lunch and dinner. In addition, they sell take away homemade food and they offer the possibility to bring youth food at home if you are from the neighborhood. They are known for their organic meat and it is definitely a competitor to keep an eye on.

Map 1. Competence Map.



Source: Self-made.

Once the similar competitors have been analyzed qualitatively, it will proceed to their quantitative analysis. This analysis is based on a matrix made with the SABI database that provides us the necessary information to have a numerical idea of the volume of our competitors in the market.

Table 2. Similar Competitors Indicators.

2016	OBPIO		VERITAS		BIO SPACE		TRIBU WOKI	
Sales	2.882.969	100%	58.186.465	100%	3.997.717	100%	1.576.638	100%
Operating costs	1.875.887	65,07%	34.565.072	59,40%	2.940.408	73,55%	679.540	43,10%
Gross Margin	1.007.082	34,93%	23.621.393	40,60%	1.057.309	26,45%	897.098	56,90%
Other Operating Costs	110.349	3,83%	1.556.723	2,68%	23.811	0,60%	22.579	1,43%
Total Staff Expenses	660.337	22,90%	8.300.008	14,26%	647.034	16,19%	430.236	27,29%
EBIT	- 32.572	-1,13%	4.405.476	7,57%	59.922	1,50%	140.061	8,88%
Net Result	- 38.747	-1,34%	3.171.960	5,45%	45.171	1,13%	105.825	6,71%
Total Assets	1.131.582	100%	29.389.676	100%	535.819	100%	495.004	100%
Own Funds	- 44.418	-3,93%	10.435.530	17,93%	142.438	26,58%	262.370	53,00%
indebtedness %	103,93%		0,64%		73,42%		47,00%	
ROA	-2,88%		14,99%		11,18%		28,29%	
ROE	87,23%		30,40%		31,71%		40,33%	
Market Share	0,0030%		0,0604%		0,0041%		0,0016%	
Number of Employees	28		346		32		17	
Annual Expenditure per Worker	23.583,46 €		23.988,46 €		20.219,81 €		25.308,00 €	
Number of Stores	1		58		1		9	
Income per Store	2.882.969,00 €		1.003.214,91 €		3.997.717,00 €		175.182,00 €	

\*Market Share calculated from 96.400 million € in total sector sales (Data: FIAB 2016)

Source: Self-made with SABI data and companies' annual accounts.

In table 2, it can be seen that Veritas is the company with the highest sales volume in 2016 with 58 million euros. The other companies have a much lower volume of business, but it should be noted that Veritas has 58 physical stores, while Tribu Woki has 9 and Obbio and Biospace only 1. Therefore, if the billing per store is compared, Biospace is the company that more bill per store, with almost 4 million euros. Regarding sales, the company that has higher returns is Tribu Woki, probably thanks to its low operating costs as a result of the diversification of its business lines, since it has two big stores and the rest are small franchises with a part of the business, with only the restaurant, cafeteria or supermarket.

It is necessary to mention that Obbio presents some bad results; it can be due to his exaggerated level of indebtedness.

Proceeding with the analysis, will be analyzed the conventional supermarkets that came up on the survey and most people visit.

The main competitor is **Mercadona**, a Spanish supermarket company that works hand to hand with supplies which allows them to offer all kind of products at an affordable price. The major difference with Wondo is the variety of products, they sell food and drinks, hygiene cosmetics, household cleaning products, and products for pets. Wondo is focused only on organic food and the restauration service, which you won't find in Mercadona. However, the reason why Mercadona is our main competitor in the conventional supermarkets, is due to the fact that there are 1627 stores in Spain so, they are very easy to find and really reachable.

**Bonpreu** is another supermarket that is pretty known in Barcelona. Bonpreu is part of El Grupo Bon Preu which has other type of supermarkets in Catalonia. Bonpreu supermarkets are small or medium size and it's best known by selling fresh fruit and vegetables. El Grupo Bon Preu also owns Esclat which is a much bigger surface and has more variety and EsclatOil where customers are able to buy fuel 24 hours a day as it is self-service. Bonpreu is popular by many reasons, one of them being that 2% of their staff have some kind of disability and they also cooperate with charities. The main difference with Wondo is that Bonpreu does not offer its customers a restaurant service and that organic products only represent a small part of their products (600 organic products out of 30.000 products).

**Dia** is Spanish multinational company and operates in 5 countries and is the leading Spanish franchisor by number of stores. In Spain, Dia it's well known as a supermarket where you can find the cheapest prices in the market. Throughout this decade, Dia bought and launched new concepts of proximity supermarket in urban areas in order to give fresh food and local producers more notoriety. So it's a competitor to keep in mind as Dia is starting to notice that people like local products and their brand can offer lower prices. Dia does not prioritize organic products and their strong bet is the price.

**Lidl**, is a similar competitor as Dia because it's a very big multinational with 540 stores in Spain and it's known by their low prices. Lidl's strong bet is also the price, but it is usually associated with quality. Dia and Lidl are maybe the ones further from our product offering as they sell much more than food.

Once the conventional competitors have been analyzed qualitatively, it will proceed to their quantitative analysis. This analysis is based on a matrix made with the SABI database and the annual accounts of the different companies that provide us the necessary information to have a numerical idea of the volume of competitors in the market.

Table 3. Conventional Competitors Indicators.

2016	DIA		BONPREU		MERCADONA		LIDL	
Sales	8.978.597.000	100%	1.082.112.098	100%	19.823.515.000	100%	3.078.293.000	100%
Operating costs	6.942.007.000	77,32%	829.082.325	76,62%	15.028.974.000	75,81%	2.196.009.000	71,34%
Gross Margin	2.036.590.000	22,68%	253.029.773	23,38%	4.794.541.000	24,19%	882.284.000	28,66%
Other Operating Costs	232.953.000	2,59%	20.061.943	1,85%	312.977.000	1,58%	101.002.000	3,28%
Total Staff Expenses	846.103.000	9,42%	95.204.550	8,80%	2.502.267.000	12,62%	254.953.000	8,28%
EBIT	295.059.000	3,29%	39.797.684	3,68%	779.345.000	3,93%	158.074.000	5,14%
Net Result	174.001.000	1,94%	35.979.553	3,32%	636.260.000	3,21%	104.938.000	3,41%
Total Assets	3.916.329.000	100%	422.394.388	100%	8.194.637.000	100%	1.986.847.000	100%
Own Funds	392.883.000	10,03%	160.432.357	37,98%	4.911.843.000	59,94%	559.407.000	28,16%
indebtedness %	89,97%		59,63%		40,06%		71,84%	
ROA	7,53%		9,42%		9,51%		7,96%	
ROE	44,29%		22,43%		12,95%		18,76%	
Market Share	9,3139%		1,1225%		20,5638%		3,1933%	
Number of Employees	42667		4106		79563		8804	
Annual Expenditure per Worker	19.830,38 €		23.186,69 €		31.450,13 €		28.958,77 €	
Number of Stores	4875		123		1602		540	
Income per Store	1.841.763,49 €		8.797.659,33 €		12.374.229,09 €		5.700.542,59 €	

\*Market Share calculated from 96.400 million € in total sector sales (Data: FIAB 2016)

Source: Self-made with SABI data and companies' annual accounts.

Table 3 shows how Mercadona is the company that bills the most, has the most market share (specifically, 20.56%) and has more physical stores (1.602). In this way, Mercadona can afford to pay more to its employees than the rest of the competition.

If we pay attention to costs with respect to sales, it can be seen that the most efficient company is Lidl, with a much higher gross margin (28.66%). Lidl is the company that grows the most, presenting a net result with respect to sales of 3.41%.

Dia presents the second highest market share, with 9.31%. Even so, the company has a lower net result compared to its sales because it is the one that spends more operationally.

Regarding the performance per store, Mercadona is again the leading company, with a turnover per store of 12.37 million euros per year, followed by Bonpreu with 8.8 million euros per year.

Once the two types of competition have been analyzed, it can be seen that **the conventional competitors analyzed carry 34.19%** of the market share, while similar competitors have an average market share of **0.002%**, but still thus, this figure represents between 1 and 4 million euros per year of invoicing. It should be noted that, as mentioned above, people are increasingly concerned about their health, so they are confident that this quota will have an upward trend in the coming years.

## 4.3 Marketing Mix

In this section an internal analysis will be carried out in which the product, price, distribution and promotion will be analyzed. The goal of applying this analysis is to know the situation of the company and to be able to develop a specific strategy of positioning.

### 4.3.1. Portfolio's Products/Services and Suppliers

Regarding Wondo's services, there are three different services targeted to very dissimilar people.

#### 1. The supermarket service

To develop the product portfolio, a search was carried out of those suppliers that share the values of Wondo: care for the environment, minimum generation of waste, fair treatment with raw materials and pursuit of quality products without preservatives or additives chemical. It should be noted that the selected products have the EU ecological logo, shown below in figure 4, which endorse the good practices of the producers.

Figure 4. The EU Organic Logo.



Source: European Commission.

The complete product portfolio is shown in the section Annex 4. Products Portfolio and its Cost. To understand better the product list, the products have been organized according to the following categories:

- Alternatives to Meat: Substitute meat products have been selected because, as it has seen in the background (searched articles), the vegan and vegetarian population is booming, and also, for those who, like Wondo, consider unacceptable the practices that the meat industry carries out. The competition of Wondo (Obbio, Veritas, Biospace, etc.) sell Meat, however, Wondo opts for substitute products to the meat, this is a clearly distinctive fact of Wondo with respect to the competition, an added value.
- Fruit and vegetables: They are the basis of the food that Wondo seeks. The Spanish population today and above all the youth do not eat as before, processed foods have replaced the fresh ones and Wondo wants to put back in the center of the Mediterranean diet the vegetables and fruits.
- Masses and pasta: It is true that the variety is smaller, but hydrates are a source of energy and it is important for Wondo to offer products for those who have difficulties to find what they want in the rest of ordinary supermarkets. For that reason, we have focused on gluten-free pasta. In addition, it is perfectly compatible in the diets of those people tolerant to gluten.
- Dairy: Part of the Mediterranean diet that Wondo supports and also with options for vegans. As for yogurts, it is important to note that they are offered in 400g packages with the objective of disposing of less plastic. Instead of producing waste every time you consume yogurt, we believe that being in a larger container and consuming it in a bowl, only one residue will be produced at the end when all the yogurt is finished.

- Bulk: This type of products is an important part of the Wondo offer. In coherence with all mentioned before, Wondo follows a policy of little waste so buying bulk products is a perfect solution to achieve that goal. They can be found from nuts, legumes, cereals, flours and organic eggs. Products with a lot of contribution and nutritional aspects that currently the young population does not take enough and it is necessary to consume for a balanced diet.
- Drinks: Although it is true that the population lives hooked on coffee, Wondo offers a huge variety of ecological teas, with many nutritional elements that help to purify the body among other utilities. In addition, they are drinks that enrich both vegans and non-vegans, such soy.
- Sauces: It is important for Wondo, that the population discover substitutes to those that are commonly consumed and that are not positive for health. It can find natural sweeteners such as maple syrup or egg-free mayonnaise for the vegan public.
- Spices: Wondo is clear that with food people have to experiment and acquire everything from other cultures and that is why Wondo encourage adding different spices to the food, as it can change a dish completely. We offer up to 22 spices to make the dishes much richer and special.

Target: people who are familiar with Wondo's products and like to go to the store and pick the products themselves. However, it is also targeted to those who are vegan or vegetarian and live in the area and do not have a reliable place to find the products they need. Tourists who are also involved in having a more sustainable lifestyle and want to continue doing that while they are on holiday. This service is targeted to all ages and is the most extensive one.

**2. The menu self-service** where clients can have a delicious healthy meal for lunch or for dinner. There are vegetarian options as well as vegan, so everyone can try have some. The meals are mostly consisted of products that can be bought at the supermarket area, so clients can purchase them if they want to try them at home too.

Target: people who happen to be on the area and are looking for a place to eat healthy food. These people must be open about the possibility to eat vegan and vegetarian food even though they are not vegetarian or vegan themselves. Open-minded tourists or residents who already know Wondo and know they can find quality organic food in Barcelona, a place where it is not easy to find it.

**3. The pick-up service** is an alternative to conventional shopping by ordering what you need online and your order will be ready to be picked up in the store. This is a much more effective way and faster way of shopping.

Target: those people who are living an under stress on a daily basis because of their lack of free time to do important tasks such as doing the shopping. They are people who care of what they eat and prioritise quality instead of quantity. Besides having a busy lifestyle, these people are much more aware of the environmental problems than the majority of the population who buy in conventional supermarkets. This service is targeted to young and adult people who use the Internet on a daily basis and work in the same Area as Wondo, so it is handy for them to pick the order up.

#### **4.3.2. Promotion and Distribution Plan**

Wondo's communication plan for the first year needs few resources and little economic cost but it can have a great impact on the target audience. The main objective in the pre-sale communication process is to generate confidence and credibility about the brand. During the sale, it is to inform the clients of what Wondo offers them in the store and how they can improve their food, and finally in the communication process post sale is looking to encourage interaction with followers using social networks to get more notoriety and reach more people.

The media that will be used will be mainly Internet, especially web page and social networks, because the vast majority of citizens use their smartphone daily. However, it also has a certain prominence and importance conventional formats to be able to approach the non-native digital audience.

The communication plan includes, among other things, building a web page where customers or interested parties can see from anywhere, offered by Wondo and what are the values and principles on which it is based. From the web page, you can see all the kinds of product that Wondo sells and which are adapted to celiac or vegans. In addition, the week menu that can be consumed in the store will be available. The domain of the website will cost € 120 per month. The web page is: [superwondo.weebly.com](http://superwondo.weebly.com).

Figure 5. Wondo's Web Page.



Source: Self-made.

Wondo also bets on advertising campaigns carried out through Influencers that live in Barcelona and that post content related to healthy eating, fitness and that use Instagram or have a blog with a considerable number of readers and followers. Choosing local influencers, Wondo narrow down the audience is going to reach, because the main objective is to reach people who live in Barcelona or surroundings and who, due to leisure or work, move around Barcelona in their daily lives.

The first chosen Influencer would be *Juanmasaurus* (Juanma Rivero), a youtuber who has suffered weight problems all his life and tells his followers what remedies he uses to improve his health. He has more than 300 thousand subscribers on YouTube and almost 200 thousand on Instagram and with its young age it is a perfect channel to reach young people concerned about the environment and health that is interested in starting to consume new products. The campaign would specifically invite Juanma Rivero to come to the store, eat there and give him a selection of products so he can make some dishes at home. It would be agreed that this experience would be posted on social networks, specifically an Instagram publication attaching the Wondo website and a series of Instastories commenting and showing how to buy and eat at the facilities, always labeling Wondo. The cost of this advertising campaign would be around **1500 euros**.

The product pack for Juanma Rivero includes:

- Grated vegan cheese.
- Japanese Tofu 50 gr.
- BioVeggie Patty with quinoa and spirulina.
- Natural soy drink 250gr.

Another person with whom Wondo could collaborate is *Miri*, finalist of the cooking program Masterchef. She devotes herself to cooking and especially to healthy cooking, always using vegetables and promoting vegan and vegetarian food. It has more than 200,000 followers on Instagram and works with many brands both fashion and cuisine. *Miri* would make a masterclass of healthy food at the venue using Wondo products and teaching her followers and interested parties how to cook our products in the best way. The cost of this advertising campaign would be around **3000 euros**.



The company also works in conventional advertising the first months of the opening, for example the distribution of flyers at peak hours on the busiest streets of Barcelona, in the surrounding offices with the aim of knowing the existence of Wondo. The cost of this advertising campaign would be around **€45 for 1000 flyers.**<sup>25</sup>

Another campaign that would take place immediately open the premises would be to offer the first 200 customers who make a minimum purchase of 30 euros a free menu in Wondo the day they choose.

They should only leave the email when making the purchase and thus get leads that will serve to make future mailing campaigns focused on healthy recipes with products that can be found in Wondo, as well as offers or events that may appear in the future. The cost of this advertising campaign would be around **800 euros.**

With this series of advertising campaigns, it is sought to achieve at the end of the first year 5 thousand faithful followers on Instagram, the main social network that will be in constant use.

The idea of having **a loyalty card** is being considered as it would lead into insights related to Wondo's customer behaviour on shopping as well as data which could be use in future promotions. Customers would also benefit from it by using discounts for instance. This loyalty card would be presented in the first year of launch and depending on how the public respond to it throughout the year, the option of launching an App would be considered in the future. However, the idea of a Wondo App is not on the table until the loyalty card is consolidated. The cost of print 1.000 loyalty cards is 9,67 euros.<sup>26</sup>

The two-way communication channels that would be used would be:

On one hand, social networks (Twitter and Instagram) where in addition to promoting Wondo and its products would serve to resolve questions from customers or potential customers. In addition, on the premises if any customer has any problem, he/she will be able to ask for help to an employee.

The **distribution channels** that would be used is basically the physical store, is where we physically get the products to customers through direct sales. However, there is a previous work through the web page or social networks where the client can become familiar with the products beforehand. Furthermore, once the initial investment is recovered, there is a possibility to add **a new business line** where Wondo will offer the clients to get the items from the establishment directly to their house. This would be a new distribution channel and would expand Wondo's brand.

The relationship that would be established with the client would be direct in the case of being in the physical store, on the website or flyers, and through an intermediary if he arrives at Wondo through a campaign with an influencer or through acquaintances.

For a good communication plan it is very important to have a logo, a slogan and some keywords (for which you want people to know you).

This is the logo:

Figure 6. Wondo's logo.



Source: Self-made.

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<sup>25</sup> Imprenta Online, S.L.

<sup>26</sup> Source: 360 Imprimir, S.L



The slogan: **Do not waste your time looking for the right product!**  
 Key words: sustainable supermarket, vegan, healthy food and organic.

A good positioning is very important, that will allow Wondo to appear in the first positions of the searches when people look for words associated to our field. To carry out the online communication plan, the following strategies mentioned in the following chart will be followed:

Figure 7. Online communication strategies.



Source: Own elaboration.

**Therefore, the budget for advertising and communication in the first year is 9.554,67 euros.**

### 4.3.3. Pricing Policy

In order to determinate Wondo's pricing policy, it is necessary to make a selection of products from the portfolio, divided into different food categories.

The chosen option is to observe the prices of those products in two of the direct competitors, the one with the highest business volume (Veritas) and the other one which has one of the lowest (Biospace). On one side, Veritas has more than 50 stores and currently, it is the benchmark company in the organic food sector. On the other side, Biospace is a supermarket with only one establishment and it is focused on bulk products.

Table 4. Products Cost Price and Products Sale Price.

	Main products	Cost Price	Biospace's Retail Price	Veritas' Retail Price	Average (Wondo's Retail Price)	Product Profit	Unit
Kitchen	Organic Chicken	2,83 €	9,95 €	9,50 €	9,73 €	6,90 €	€/Kg
	Organic Eggs	3,90 €	4,16 €	3,98 €	4,07 €	0,17 €	€/dozen
Fruits	Avocado	3,78 €	7,95 €	7,95 €	7,95 €	4,17 €	€/kg
	KIWI CAL 30/33	1,23 €	4,85 €	4,35 €	4,60 €	3,37 €	€/kg
	Orange	0,70 €	2,15 €	1,60 €	1,88 €	1,18 €	€/kg
Spices	Cinnamon	0,23 €	1,58 €	1,75 €	1,67 €	1,44 €	€/ut (25g)
	Curry	0,13 €	2,45 €	2,79 €	2,62 €	2,49 €	€/ut (30g)
	Black Pepper	0,14 €	3,90 €	3,90 €	3,90 €	3,77 €	€/ut (40g)
Sauces	Lavender Honey	4,69 €	7,55 €	7,55 €	7,55 €	2,86 €	€/450g
Bulk	Cashew	2,51 €	5,16 €	3,75 €	4,46 €	1,95 €	€/150g
	Quinoa	0,40 €	3,75 €	3,99 €	3,87 €	3,47 €	€/500g
	Brown Rice	0,46 €	3,25 €	2,95 €	3,10 €	2,65 €	€/Kg
Flour	Kamut Flour	0,80 €	8,40 €	8,90 €	8,65 €	7,86 €	€/Kg
Dairy	Goat Yoghurt 0%	1,65 €	2,47 €	2,48 €	2,48 €	0,83 €	€/250g
	Soy Organic Margarine	2,61 €	2,20 €	2,39 €	2,30 €	0,99 €	€/125g
Vegetables	Green Pepper	2,38 €	4,45 €	4,95 €	4,70 €	4,22 €	€/kg
	Leek	1,82 €	3,65 €	3,75 €	3,70 €	3,52 €	€/kg
	Beetroot	0,90 €	2,95 €	3,25 €	3,10 €	2,92 €	€/kg

Source: Own Elaboration.

It can be seen in Table 4 that the selling price of the products that Wondo shares with its competitors has been estimated from the average selling price in the two stores previously mentioned (Veritas and Biospace).

Wondo's priority is not to compete on price, but to offer "exclusive" high quality products. To determine the selling price of those products which are less known and then, more "exclusive" as the competitors do not sell them, it is necessary to observe the prices on specialized retail establishments such as herbalist shop or drugstores.

#### **4.3.4. Place**

Another aspect to take into account is the location of the establishment, which will be detailed in point 4.2. Key Resources of the operational plan. The situation of Wondo must be strategic, because depending on where is located, could be more or less flow of people. Distribution plays a key role in the commercial management of the company. It is necessary to continually work the point of sale to put the product in the hands of the consumer at the right time and place. It will take into account aspects such as storage, placement, transportation, location, order processes, etc.

#### 4.4. Sales Forecast

To make the calculation of the sales forecast, it is important to point out the fact that both of the business lines would be billed in different ways. On one hand, the eating service, as it has been estimated if 28 people (5.2. Key Activities section of the Operational Plan) come to the restaurant and spend 15€/person (the fixed price of the menu), Wondo can achieve a total amount of 120.960€/year only with the restaurant.

For the supermarket, it has been based on the market share of Obbio on its opening year and the average expense on a Spanish family budget of the *Organización de Consumidores y Usuarios (OCU)*.

The billing of the first year of Obbio, direct competition of Wondo, has been taken into account, because it only has a physical store with very similar characteristics to Wondo and its date constitution data has been found. Obbio was able to invoice 68.653€ in its first year of activity, this supposes a market share of 0.00009% of the total sales of the sector of that year.

Taking that into account, it is expected that the market share of Wondo in its first year of opening will oscillate around **0.00009%**, like Obbio in its first year. For the calculation of the total estimated sales of the market in 2018, the annual average increase of the years between 2005 and 2016, both included, has been taken as reference. It should be noted that this period includes years of economic recession that caused a deceleration of the country's economy. For the year 2019, year of economic growth in which Wondo could start its activity, it is estimated that the total consumption of the industry will be 101,900 million euros.

It must be taken into consideration that OBBIO closes every Sunday, instead, Wondo would open 8 Sundays per year, the amount permitted by law (explained in the Legal section). Public holidays that the law does allow Wondo to open are the ones which it is expected to have the highest billing. The majority of the population do not have to go to work, then, have plenty of free time to go shopping and eat away from home, as the survey carried out perfectly reflects. Annex 4. Survey's Answers.

According to all the above arguments and that the OCU estimates an average of 398,86 € per week to go to the supermarket for a Spanish family, it has been estimated that the average of the daily family shopping basket is 17€. Taking that to the annual turnover of the supermarket, Wondo is able to achieve 19 customers per day.

If both parts of the business are joined, would mean Wondo total sales of **212,660 euros the first opening year** (2019). That can be shown at the following table:

Table 5. Wondo's Business Lines Annual Turnover.

Individual menu price	Estimated customers per day	Daily billing	Weekly billing	Monthly billing	Annual turnover
15,00 €	28	420,00 €	2.520,00 €	10.080,00 €	120.960,00 €

Daily family shopping basket	Estimated customers per day	Daily billing	Weekly billing	Monthly billing	Annual turnover
17,00 €	19	318,40 €	1.910,42 €	7.641,67 €	91.700,00 €

<b>TOTAL TURNOVER</b>	<b>212.660,00 €</b>
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Source: self-made.

Figure 8. 4 p's and 4 c's of marketing mix.



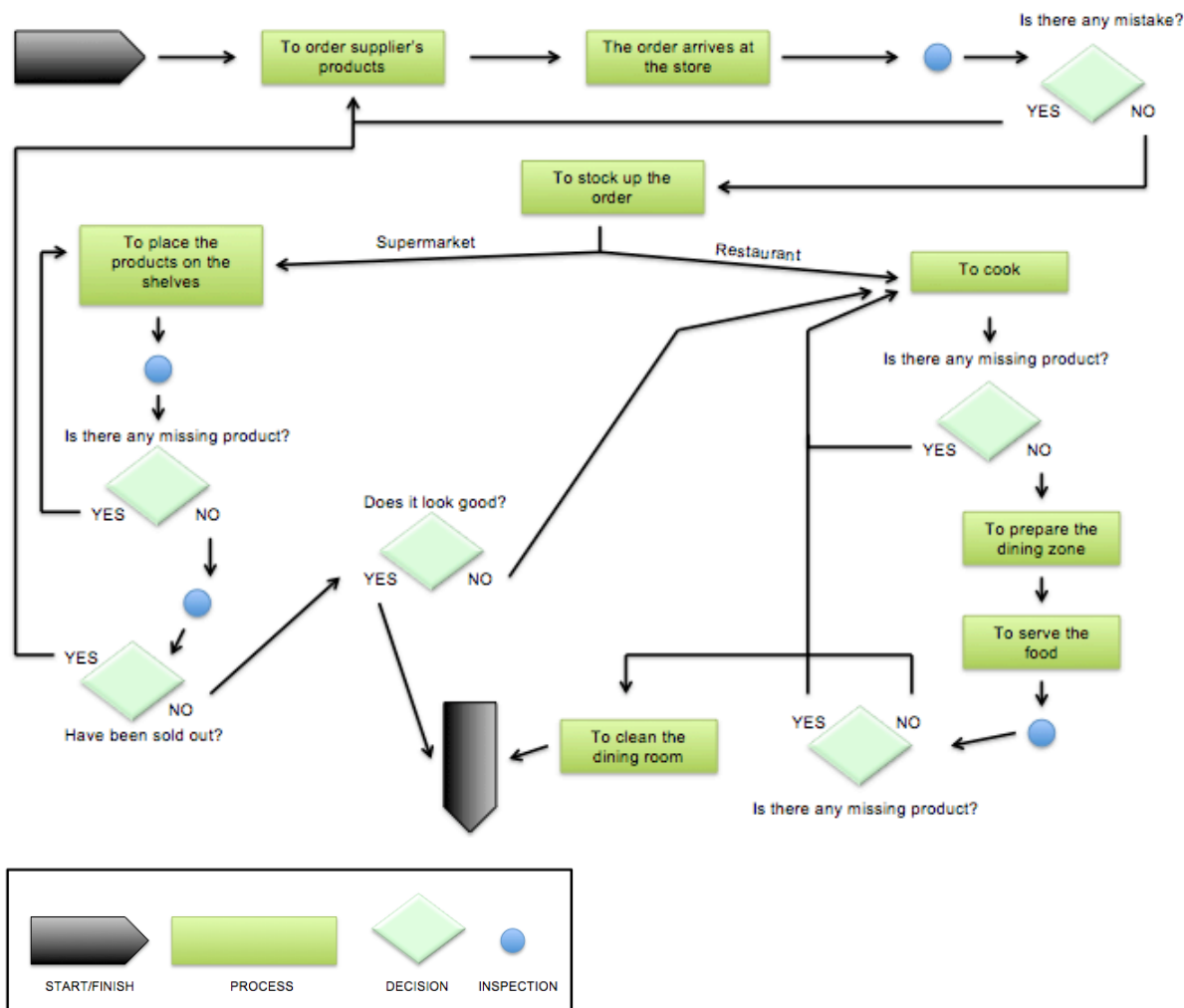
Source: Own elaboration.

## 5. Operational Plan

### 5.1. Production Process

The production process regarding Wondo’s eating service must be detached from the supermarket one, shown in the following flow chart:

Figure 9. Wondo’s Flow Chart.



Source: Self-made

First of all, in order to offer an **eating experience**, there should be an organization model installed. There would be one menu offered each day and they would be offered more than one day so the head chef and the rest of the staff must be aware of what is the menu of the day and make sure it is advertised properly. As previously mentioned, there is a **self-service** so, the food menu will be available for the customer to put it in their sustainable container. They must also get whatever cutlery they need, a glass if needed and recycled napkins.

The experience:

The customer would pay the price of the menu, and then start the Wondo eating experience by having a look on what is being displayed today and reading what is on the menu of the day. They would know right away if it is whether **vegetarian, gluten free** or **vegan** as it would be clarified next to where the menu can be read. Beside every meal, there would be a hand-written sign with the name of the dish and every ingredient used so the customer know exactly what is eating and as well is vital in case of allergies.

Once they have everything set on their table, they don't have to eat alone in case their going by themselves, as Wondo offers huge tables customers can benefit from and **socialize**.

At all time, there would be someone from Wondo in charge of the eating are where they can assist any customer who doesn't understand how it works or has any kind of question about the food.

Regarding the **cleaning** of the eating area, it is the in-store staff's duties to make sure everything is completely clean, mostly the eating area. When the customer is finished eating, they do not have to hardly do anything, just to make sure to throw any plastic container to a **plastic waste container** located in the establishment. The rest of the utensils used must be cleaned by the person in charge of the eating area by throwing all paper used in the paper container and the reusable utensils in a specific spot so they can be cleaned up and prepared to be used again. The tables and floor would also be cleaned by the same person.

There would also be some **extra services** such as tables with **plugs** underneath in case customers want to use any device and have to charge it. However, some of the tables would not have any plugs on them as they are aimed at people who want to use that time to hang out and disconnect for a little bit. In Wondo, knowledge is important and learn in traditional ways so the establishment would be opting for **books** before laptops and have a wide variety of books available for those who would like to have lunch or dinner reading a book. Wondo would be carrying out some kind of **survey** and asking customers what books would they like to find and the ones more popular would be selected as well as other ones so there is something of every genre.

Concerning the **supermarket service**, customers would be able to find lots of the products used in the menus. There would be plenty of shelves as mentioned before, as well as big containers for the products in bulk.

The experience:

The customer would be able to see some of the products from the street and might be attracted to see what it is inside. Huge **signs** about Wondo's values and believes would be displayed throughout the establishment so the client has a sense of kind of place he or she is walking in and what kind of products can he or she find. The supermarket area would be filled with **all kind of products** and in packaged in different ways or not even at all. Customers would have some **recycled shopping carts** available to put the products inside. If customers want to get a product **in bulk**, they would have to get a reusable container (probably a jar) offered in the establishment for a price (there would be several sizes) and with a utensil from the store they could get whatever amount they want. The price per kilo would be displayed in all products, as well as their **health benefits**. If they have already bought the Wondo's container, they can refill theirs with no extra cost. A Wondo employee would be available to answer any question from customers regarding the products.

Once the customer has every item in their cart, it would be time for paying for the items and that would be happening in the **cash register**. The shopping cart would have to be put back to their space and the cashier would get every item and charge you with the amount. It would be possible to make the payment **in cash** or using a **credit card** instead. Furthermore, the cashier would advertise the **Wondo's loyalty card** if they are interested in getting discounts in the future. Plastics bags would not be used and instead, there would be recycled, reusable bags for the customer to purchase but the point is to raise awareness on reusing plastic bags, or bags in general.

In terms of **expired products**, once a product is reaching its expiration date which will be detailed in the following section, it would be always benefit someone, never thrown away. If the product being close to that date are fruits and vegetables, Wondo would offer a **smoothie/juice service** using those fruits and products that have the same vitamins but unfortunately are not easy to sell to the customers. If the product are other type, it would be mandatory to donate them to **charities** such as "*Banco de Alimentos*", "*Caritas*" or local charities within the area.

The person in charge of doing this would be the head of customer service and one of the managers (**Laura Baltic**) and she would find some time during the day to do it. Replacement management would be a responsibility for the person in charge of the supermarket area and cashier area.

Regarding **security measures**, there would be a security alarm system as it will be mentioned afterwards, but security in general would be taken care of by one of the managers who is as well head of customer service (Laura Baltic) and would be most of the time in the store making sure everything runs smoothly and there is no accident.

## 5.2. Key Activities

This section consists in detailing the content included in Wondo's operational plan, as well as its key activities, key resources and the production budget.

Wondo's key activities and processes are emphasized in the following image:

Figure 10. Process activities.



Source: Own elaboration.

The first key activity of Wondo is growing raw materials in case of the fresh products offered as vegetables and fruits. Regarding non fresh products it is vital to reach out to providers which are explained further on. Fresh products need hygienic treatment and need to be placed in some kind of packaging in order to be able to deliver it to the public. These processes, as mentioned of the image above will be handled by an external company, which is usually the same who grow the products. Once the goods are ready for public consumption, it is time for the distribution process which is also outsourced as Wondo would be receiving all the products at the shop. An agreement will be reach with everyone of Wondo's providers on when are de goods arriving.



From now on, Wondo is handling every aspect on the business. First of all, once the products are at the shop, it is indispensable to manage how much product it is being displayed at the shop for the clients to get and how much is being stocked. The products will be displayed onto shelves and in big glass containers as well. The purpose is to reduce plastic waste encouraging people to get ingredients in bulk.

Regarding stock management, it would be handled in different ways depending on the products:

- Fresh products would be delivered weekly or twice a week. Then, once it is not as fresh as the consumer prefers, it would be used in healthy smoothies and pastries as the flavour and nutrients is not affected.

Fruits would have between **5 and 10 days** of stock depending on the fruit and a few more days extra so they can be used in healthy smoothies.

Vegetables would have between **7 and 15 days** of stock depending on the amount used in the cooking process amongst other things like the demand of our customers and that happens with fruits as well.

- Packaged products have different stock management, as its rotation is lower. The orders would be larger as most of the products would be used in the Menu. The same happens with the products that are sold in bulk.

They would have between 7 and 30 days of stock depending on the product and how much is being used in the cooking process, previously mentioned.

The survey can help us in order to estimate how many people would try Wondo Menu. **70%** of the people who answered the survey eat out between 1 and 7 days a week and half of them (**40%**) do it at the weekends, **22%** remain indifferent on when to do it. So with these numbers on the table and the 312 people who answered the survey, we can estimate that 200 hundred people approximately will eat in Wondo, with an average of **28** people including lunch and dinner.

There would be four different menus offered in Wondo during the week. By alternating them, Wondo can offer a wide range of meals and a wide range of options to the customers. There would be a weekend menu, which will be updated with more high end products as organic chicken or Japanese tofu. Every day, there should be cooked food estimated to feed 30 people per day and as Wondo is open 6 days a week, we should estimate how much food is needed to feed 180 people per week and how much it costs. This estimation is detailed in the 4.1. Restaurant Products point of the annexes and it contains products, costs, quantity and provider. Finally Wondo's weekly order is **477,87€** to cover the demand of the Menu. This does not include common ingredients like oil, salt and spices which would also be used in nearly every meal it can not be quantified.

Regarding the rest of the products which would not be used in any Menu and can only be sold, there are as mentioned before divided in different types and involves these estimated expenses per week or every two weeks:

- **Fruits: 33,95€**
- **Vegetables: 137,40€**
- **Dairy Products: 134,80€**
- **In Bulk: 142,31€**
- **Sauces: 95,11€**
- **Spices: 34,57€**

Wondo's main suppliers are **GHD Fresc** and **Gumendi** as it can be observed in the section 4. Product Portfolio and its Cost of Annexes.

This is one of key activities that makes the supermarket run as it should be. It is vital to control all aspects regarding stock and really important to keep track on it due to how many products Wondo offers.

As mentioned before, Wondo does not only offer a supermarket service, costumers can also eat and taste delicious meals cooked by the staff. It is the other half of the business and it is also key to be able to offer costumers the food that is advertised on the web page and signs.

As it is a weekly menu and a major issue to cook and display the meals of the day and predict how much quantity should be prepared in order have as less waste as possible (the left overs will be always donated to charity facilities, never thrown away). The technology needed to carry that out is basically having a certain amount of kitchen appliances and cooking utensils as well as employees in charge of getting it done. Is also includes checking the items necessary so the customers can buy products. For instance, paper bags and the items necessary to be able to get the menu as well. Referring to the food trays, cutlery, glasses and more.

Lastly, to complete the experience properly, it is very important to have someone always in charge of the check-in counters so the costumer waits as less as possible to pay for their products. The same space will be used to invoice both supermarket customers and restaurant customers.

Regarding the contingency plan, there are more than one provider that offers the same kind of products, also with an ecological certification so it is not a major issue if a provider can not deliver what planned once.

### 5.3. Key Resources

In order to properly understand Wondo's operational functioning, it is indispensable to focus on its key resources. Being a work of two people, a corporate social responsibility (CSR) policy will be detailed later on.

Figure 11. Wondo's key activities.



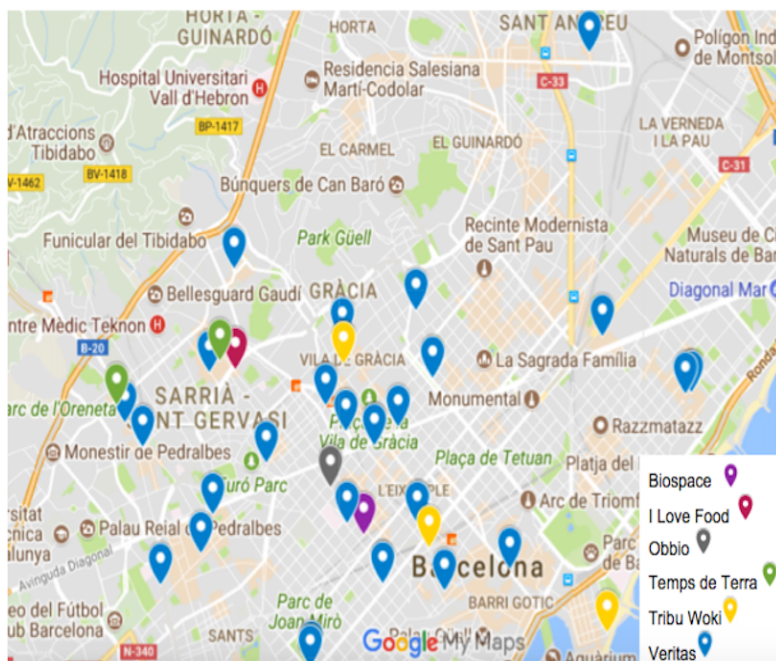
Source: Own Elaboration

Firstly, Wondo relies on high quality goods so it is crucial to look for **providers** who offer that. A very important characteristic that Wondo takes into consideration is an official certification for organic growers or products along with shearing similar values.

Secondly, the **place** where Wondo would be situated is a major issue. A key location is fundamental and it can really affect the business's success, as well as its key activities and mostly its operational expenses. Wondo takes place in Barcelona, because of its touristic features along with its high flow of people every day of the year. Being able to choose the right location and area is not easy, so knowing where Wondo's direct competitors are located in Barcelona can really help to have clearer idea on where is best to locate Wondo's facilities. Looking at Map 2. Competence Location, most of them are located in three areas, Sant Gervasi, Les Corts and Gràcia. Consequently, Wondo's location would be considered to be around Ciutat Vella and Eixample area.

These neighbourhoods are in the downtown area and, at the same time its surrounded by apartments so key potential customers can be reached easily. These neighbourhoods also offer better quality of life as Barcelona is full of business offices and all kind of job positions so work is really close as well as health services, schools, plenty of leisure options and excellent public transportation possibilities.

Map 2. Competence Location.



Source: Own Elaboration with Google Maps tool.

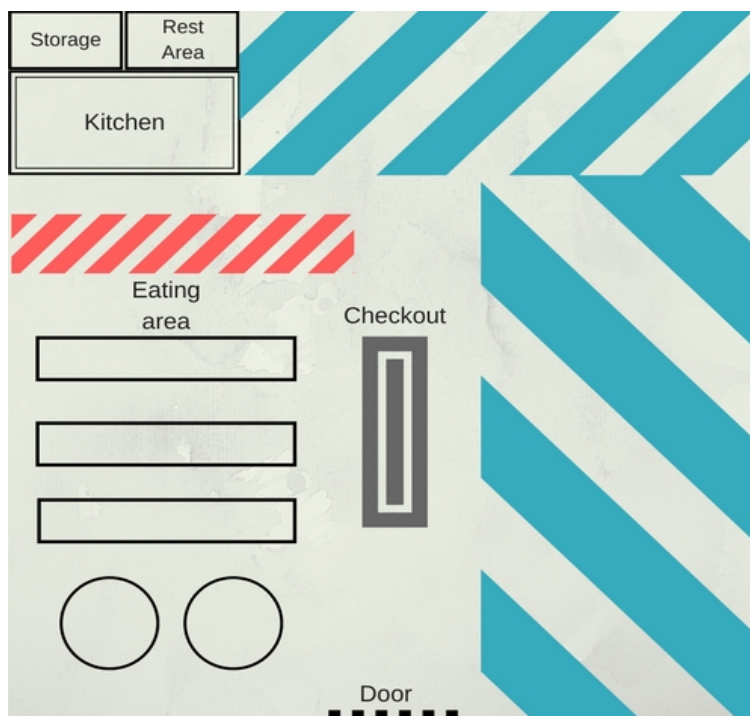
The establishment requires large glass windows at the front which allows natural light to brighten the interior which is much more enjoyable as we as reducing electricity consumption. Large glass windows also allow people to see and take peek in what is inside the establishment and know what Wondo has to offer from the street.

Additionally, having a full kitchen incorporated is important in order to minimize expenses.

The establishment is expected to be be large and spacious and for that reason it should be minimum 350 square metres distributed as the following:

- Minimum 50 square meters for the kitchen area.
- Minimum 100 square meters where all the shelves will be displayed.
- At least 50 square meters for the self-service (Menu) area.
- 100 square meters needed for the eating area.
- 20 square meters of storage.
- Employees would have a 30 square meters space where they can rest and keep their possessions safely.

Map 3. Establishment Map.



Source: Own Elaboration with Canvas tool.

In this map, the store's distribution can be noticed and all the listed above can be found and located. Most of the space would be intended to all the supermarket products (blue stripes). A space where customers would find all Wondo's products displayed on shelves amongst other things. The top left is dedicated to its key activities, stock management, employees and cooking. It is vital to have enough storage considering the amount of product managed, as well as a space where employees can change clothes if needed or simply rest. Their well-being would never be left behind. The kitchen area is very valuable and it is one of Wondo's main resources as it makes an eating option for customers possible. On the left, there would be the eating area which includes big rectangular and round tables so people can get together and avoid eating alone. Furthermore, to be able to deliver a self-service eating menu, there would be a space for that purpose where all the food and utensils needed can be found (red stripes). In the middle of the establishment, there would be a checkout area which would consist of two cash registers, facing opposite directions so employees can serve customers from the supermarket and the eating area at the same time. Finally, the door would be a glass door as well as the rest of the part of the store facing the street. Glass allows people to take a sneak peek and have an idea on what Wondo offers as they would see people comfortably eating and lots of healthy food options.

With the aim to pass Wondo's values on to our customers, the facilities will be decorated with fair and pastel colours, representing transparency. The following table details the set of articles, their description, cost and utility that will be needed to start Wondo's productive activity.

Table 6. Wondo's Set of Necessary Articles.

Product	Quantity	Description	Total Price	Supplier
Cash Register	5	Casio SE-G1-S	623,45 €	Corvotronic
Weighning Food scale	3	Baxtran XTI	524,04 €	Baxtran
Barcode Reade	5	Laser Scanner Youjie Y3300 1	250,75 €	Honeywell
Fruit Shelves	2	Mural 300x50x220 cm	366,00 €	Precios Factory
Wall Shelves	6	Mural 100x40x200	909,30 €	Precios Factory
Aisle Shelves	3	Shelf Góndola 600x100x227	5.993,67 €	GGM Möbel
Cashier Furniture	5	Furn L MSPOF	4.350,00 €	Precios Factory
Banderole Access	2	Banderole BD BI chromed	1.092,00 €	CajaRegistradoras
Software TPV	1	Blatta 1 (annual license)	53,00 €	Blatta
Shopping Basket	50	Basket scop 32L (green, red, black)	1.063,50 €	Shopping Basket, S.I.
Display Refrigerator	3	Erms Black&White 187x65x200	6.552,15 €	SoloStocks
Shopping cart	35	Chart Loop 100L	4.446,75 €	Tapia
Labeling Machine	3	Apli 101418	31,17 €	Apli
Refrigerated Display Case	3	Polar 160L CD230	2.401,20 €	Templatin
Small Paper Bag	6.000	Kraft 18x12x30	420,00 €	SoloStocks
Big Paper Bag	2.500	Kraft 26x15x43	325,00 €	SoloStocks
Elongated Table	3	Soho 200x75x90	1.095,00 €	LeroyMerlin
Round Table	2	Origami An 200	798,00 €	Maisons du Monde
Bench	6	White 45x135x35	780,00 €	Maisons du Monde
Chairs	40	IMS Wood	680,00 €	Sklum
Paper Cups	5.000	237ml	300,00 €	puntogpack
Food Tray	5.000	800 ml	375,00 €	biopacksystems
Napkins	6.000	White 30x20	30,80 €	Mortesa hosteleria
Cutlery	8	Dragon (24 pieces)	135,92 €	IKEA
Pitcher	6	Inox bombed 1,8l	94,14 €	Serhs
Bulk Dispenser	3	Lacor Base Double	1.113,00 €	Serhs
Buffet Furniture	2	Gastrobuffet 170x83x90	6.537,20 €	Expo maquinaria IRC
Coffee Maker	1	Ruby electronic	844,40 €	Serhs
Ceiling Lamps	6	Böja	354,00 €	IKEA
<b>TOTAL</b>			<b>42.539,44 €</b>	

Source: Own Elaboration

To be able to carry out the ordinary activity, it is also necessary to take into account the monthly variable expenses of water, gas, electricity and telephone, in addition to the fixed monthly expenses of the premises' renting and safety.

A security alarm system with video surveillance for 119.79 euros at the time of installation and 37.51 euros per month will be contracted for the security of the premises, the employees and the customers.

The rent for local establishment that could fit Wondo's necessities are **around 2.500 euros** per month.

It has been chosen to rent the place instead of the option to buy it, because if a store is acquired, this causes the company to have a higher level of indebtedness. In addition, a rental does not mean to be settled in one place and allows you to easily change your location.

The supermarket service will be available from 9 in the morning to 9 in the afternoon from Monday to Saturday, except for the months of July and August that will open from Tuesday to Sunday, to take advantage of the 8 Sundays per year that by law is allowed to open the establishment. As for the catering service, it will be open from 12 in the morning to 12 at night, within the current general regulations explained later in the legal plan.

Customers can eat the food prepared in the store using products from the store. The time that will be needed to perform the service will depend on each customer's shopping experience, this experience will have a certain degree of self-service because they will have to take the products and the quantity they desire.

As for the **personnel** of the company, this will be detailed more extensively in the following section about Human Resources. However, the staff must be reflected with the values of Wondo and apply them on a day-to-day basis. The company seeks that the worker is comfortable at all times, because if he/she feels good about himself/herself, that feeling will be easily transmitted to customers, thus giving excellent customer service.

Another key resource is social networks and the **website**. Effectively managing these resources Wondo pursues the goal of making community with its users. Through social media posts, Wondo wants to show healthy products that are unknown to many people, teach them how to cook food sold by the company, give advice on healthy lifestyle habits, etc. Through the web page, a space for users is enabled in which they can tell the Wondo experience, expose their doubts and their contributions. In addition, to show users the products and the menu as transparently as possible, so that everyone is aware of what they buy and so allergens can know the composition of the food.

It is important to note that Wondo will not sell its products through the web page, due to the loss of the purchasing experience the company pursues. The web page consists on nine different tabs:

Home: Shows the main page of the company that explains in a few words the whole business.

Supermarket: Exposes what kind of products is Wondo selling.

Buffet: Shows the detailed buffet of each day with different foods, so that everyone can know what they eat and for allergens to feel like home.

Recipes & Advices: It includes audio-visual material with different healthy recipes and lifestyle tips

Suppliers: Explains who are Wondo's suppliers and how they work.

About us: Shows the core of the business, the mission, vision, values and the higher purpose.

Contact Us: There is Wondo's telephone number, email, timetable and the location of the store.

Opinions & Comments: An exclusive space for the user to tell his/her Wondo experience, expose his/her doubts and contributions.

Privacy Policy: Data to be presented by the company by law.

Figure 12. Wondo's Web Page Tabs.

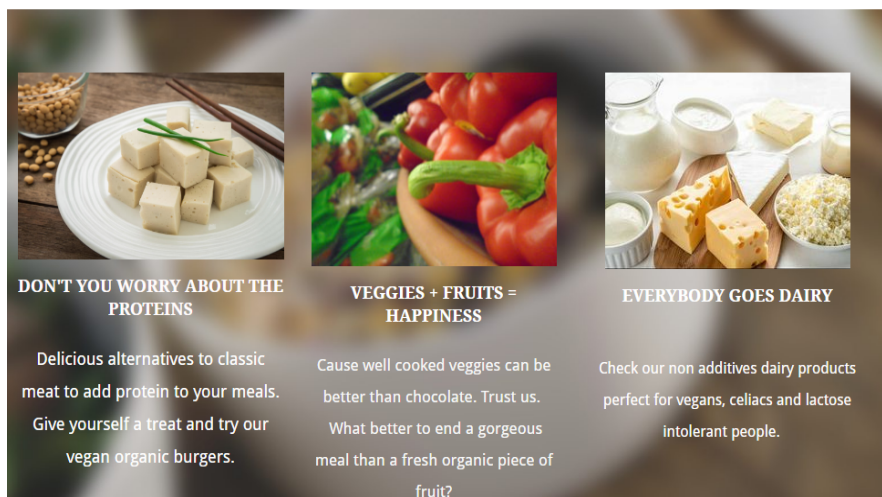




Source: Own Elaboration

Figure 13. Web Page Supermarket Tab.

## ***BRING WONDO HOME***



**DON'T YOU WORRY ABOUT THE PROTEINS**

Delicious alternatives to classic meat to add protein to your meals. Give yourself a treat and try our vegan organic burgers.

**VEGGIES + FRUITS = HAPPINESS**

Cause well cooked veggies can be better than chocolate. Trust us. What better to end a gorgeous meal than a fresh organic piece of fruit?

**EVERYBODY GOES DAIRY**

Check our non additives dairy products perfect for vegans, celiacs and lactose intolerant people.

Source: Own Elaboration

Taking into account all the previous information, it is estimated that the operational plan costs, in the absence of the personnel cost that will be detailed in the following section, amounts to **122.178,40**.

## 6. Human Resources

### 6.1. Organization

In this section we will proceed to detail the human resources plan.

It has been decided to establish a circular organizational chart, because it fits more with the company policy exposed throughout the project. This type of organizational chart reflected below, does not establish hierarchical differences between employees, all are at the same level without any employee being above another.

In figure 14. Wondo's Organization Chart can be seen how the Board of Management is in the middle, formed by the two founders of Wondo who will be responsible for the different departments of the company, except the kitchen where professionals will be entrusted.

It should be noted that one of the two members of the directors board, specifically Laura Baltic, will have more decision power, as this will avoid possible discussions or alterations that may affect the business, in case of disagreement she will have the final decision.

Figure 14. Wondo's Organization Chart



Source: self-made.

This chart shows how Wondo will be organized. The positions marked in blue are aimed to one of the two managers and therefore, the ones in orange are positions destined to employees.



## 6.2. Positions and tasks

To be able to launch this project, the following positions will be needed.

First of all, a manager or in this case **two managers** who will be both Adrián Tébar and Laura Baltic. They both should plan, organize, check, control and keep track of all activities involved in the regular functioning of the establishment. Managers must take account of such aspects as the worker's skills, the store's facilities and financial resources in order to reach its goals.

These are the duties that would be shared by both of the managers:

- Take over the role as leader and person in charge of the business, specifically of the organization, the management and control of all activities needed to make the business happen and function.
- Try to reach the goals and objectives previously marked by both of the managers.
- Debate and design important matters such as improvement schemes, code of conduct and safety standards.
- Recruit suitable employees and give the training they need.
- Manage all the employees and their work timetable.
- Design marketing campaigns and budgets.
- Decide what content should be posted on Wondo's social media profiles.
- Make sure every aspect on the business is lined up with Wondo's values.

Table 7. Managers Skills Needed.

Professional skills needed	Personal skills needed
Business Management Degree	Responsible decision making
Experience with software applications	Customer orientation
Market know-how	Team management
Up-to-date with culinary trends (vegan and vegetarian food)	Organizational capacity and time management
	Ability to work under pressure

Source: Self-made.

Besides that, each manager would have some individual duties.

**Manager 1 (Laura Baltic):** She would in charge of what is happening in the establishment and making sure that it had everything that needs. For that reason, she would take the position of head of customer service and the one responsible of the orders.

**Manager 2 (Adrián Tébar):** He would be in charge of the tasks associated to a Community Manager as well as running the accounting of the business.

Their duties are shown in the following table.

Table 8. Managers Duties.

<b>Manager 1 (Laura Baltic)</b>	<b>Manager 2 (Adrián Tébar)</b>
<b>Head Customer Service:</b> Manage and control the staff making sure the store is running properly.	<b>Community Manager:</b> Run Wondo's social media profiles, post regularly, answer comments.
<b>Head Customer Service:</b> Monthly planning of schedules and organizations of tasks and come up with solutions in case of staff absenteeism.	<b>Community Manager:</b> Make sure the web page is working and contact the company in case of failure. However, the content in every platform should be decided by the two managers.
<b>Head Customer Service:</b> Monitor every team, their training and motivation.	<b>Community Manager:</b> Research what it is being said about Wondo on social media.
<b>Head Customer Service:</b> Ensure an excellent customer service and solve any major incident in the establishment.	<b>Community Manager:</b> Keep track of the trends at all times and come up with innovative ideas.
<b>Head Customer Service:</b> Make sure the establishment meets Wondo's standards and follows Wondo's values in all aspects.	<b>Accountant:</b> Make sure Wondo's record keeping is according to the Spanish law.
<b>Head Customer Service:</b> Decide the placement of all products.	<b>Accountant:</b> Come up with a balance sheet of the company.
<b>Orders:</b> Guarantee the supply of goods by ordering the correct supply keeping in mind fresh products.	<b>Accountant:</b> Record all Wondo's transactions.
<b>Orders:</b> Ensure the quality of all the products.	<b>Accountant:</b> Tax planning.
<b>Orders:</b> Work on the client-supplier production chain.	<b>Accountant:</b> Put together all employees work contracts.
<b>Orders:</b> Search for a charity in order to donate shrinkage.	<b>Accountant:</b> Keep track of the charging and payments (invoice, etc).
<b>Orders:</b> Keep track of the eating service by being in constant touch with the head chef.	<b>Accountant:</b> Create accounting information in order to make decisions.

Source: Self-made.

The professional skills needed for each Manager are in the following table.

Table 9. Professional Manager Skills Needed.

<b><u>Manager 1 (Laura Baltic)</u></b>	<b><u>Manager 2 (Adrián Tébar)</u></b>
Business Administration Degree	Degree in Business Administration or Accounting.
	Huge understanding of Social Networks and Marketing.
	Excellent verbal and written communication skills.
Huge knowledge of all Wondo's products (vegan and vegetarian mostly)	Ability to solve problems.
	Knowledge in ICT (accounting software)
	Ability to analyse and interpret data.

Source: Self-made.

The personal skills needed for each Manager are:

Table 10. Personal Manager Skills Needed.

<b><u>Manager 1 (Laura Baltic)</u></b>	<b><u>Manager 2 (Adrián Tébar)</u></b>
Decision-making skills	Self-motivated
Customer orientation	Ability to communicate effectively, clearly and respectfully offline and online.
Team and time management skills	Responsible in the preparation of the financial statements
Computing skills	Decisive
Have values which align with Wondo's	Ability to work under pressure

Source: Self-made.

**Head Chef:** This position is fundamental to offer an eating experience as Wondo's. The person in charge of the menus will be in constant and direct contact with the person in charge of orders who is Laura Baltic in order to give valuable information. This position will also include 2 assistants to help in the process. The duties consist of:

- Controlling and directing the assistants in the food preparation process at all time.
- Helping constructing the menus
- Help the managers in hiring the right people for the kitchen assistant position.
- Oversee the work of the kitchen assistants.
- Comply with nutrition and sanitation regulations and safety standards.
- Monitoring and managing stock levels.

Table 11. Professional and Personal Head Chef Skills Needed.

<b>Professional skills needed</b>	<b>Personal skills needed</b>
Proven experience as a head chef (vegetarian will be taken into consideration)	Leadership skills
Outstanding cooking skills	Communication skills
Ability in kitchen management	Genuine passion for healthy food and nutrition
Up-to-date with culinary trends (vegan and vegetarian food)	Connect with Wondo's values
Deep understanding of ingredients and processes.	Ability to work under pressure

Source: Self-made.

**Kitchen Assistant:** This position is created to help the head chef make Wondo's menus on a daily-basis. There would be two position opened and their duties would be:

- Support the head chef on the making process of the menus
- Unload deliveries
- Organize the storeroom if necessary
- Wash and keep clean every surface if the kitchen
- Ensure a high level of health and safety and make sure that safe working practices are followed.
- Report any problems to the head chef or the one in charge of orders (Laura Baltic).
- Dispose the rubbish

Table 12. Professional and Personal Kitchen Assistant Skills Needed.

Professional skills needed	Personal skills needed
Proven experience in a kitchen of a restaurant (vegetarian, vegan or regular)	Ability to carry out tasks quickly
	Genuine passion for healthy food and nutrition
	Ability to work under pressure
Excellent cooking skills	Ability to pick up instructions quickly and follow them
	Communication skills
Up-to-date with culinary trends (vegan and vegetarian food)	Connect with Wondo's values

Source: Self-made.

**Cashiers/In-store Staff:** There would be 6 people filling this position and answer directly to the head of customer service (Laura Baltic). Their duties differ depending whether they are in charge of charging the clients, in charge of the supermarket area or the eating area.

Table 13. Cashier Duties.

Cashier	Supermarket Area	Eating Area
Operate the cash register and handle cash transactions with customers.	Resolve customer complaints, if necessary rely on the head of customer service.	Follow all relevant health department regulations
Scan goods and collect payments.	Must keep fruit and vegetables in fresh condition and well displayed.	Carry dirty plates, glasses and silverware to kitchen for cleaning
Issue receipts, refunds, change or tickets.	Give excellent customer service if giving valuable information about a product or locate a specific product for a customer.	Communicate details to the Kitchen Staff
Greet customers when entering or leaving the establishment.	Greet customers when entering or leaving the establishment.	Offer recommendations
Answering telephone	Make sure all the shelves and buckets are filled with goods and the prices are correct.	Make sure customers have everything they need (cutlery, napkins, plates, etc)
		General cleaning of the eating area.
		Provide detailed information about the menus and the eating service
		Greet customers when entering or leaving the eating area.

Source: Self-made.

Table 14. Professional and Personal Cashier Skills Needed.

Professional skills needed	Personal skills needed
Proven experience in a kitchen of a restaurant (vegetarian, vegan or regular)	Ability to carry out tasks quickly
	Genuine passion for healthy food and nutrition
	Ability to work under pressure
Excellent cooking skills	Ability to pick up instructions quickly and follow them
Up-to-date with culinary trends (vegan and vegetarian food)	Communication skills
	Connect with Wondo's values

Source: Self-made.

Table 15. Professional and Personal Restaurant Area Skills Needed.

Professional skills needed	Personal skills needed
Proven working experience will be appreciated but it is not indispensable.	Customer satisfaction-oriented
Basic PC knowledge and familiarity with electronic equipment (e.g. cash register, scanners, money counters etc)	Time management
First Certificate Level in English (mostly spoken)	Patience
High School Degree	Flexibility to work in shifts
High product knowledge	Friendliness
	Communication skills

Source: Self-made.

### 6.3. Schedules

People working in the previous positions would work as a team discussing achievable goals thanks to the **work commission** that would be taking part every 2 weeks, specifically every 2 Thursdays. This meeting would be taking part in the establishment where every employee should attend if possible. The topics that will be discussed come from achieved goals, goals yet to achieve, any issues found to suggestions to make the experience better for customer and for employees as well.

There would be a **trial period** before getting a job in Wondo as excellence is what would be pursued. According to the agreement is their aspiring to an indefinite contract they would be utmost 6 months in trial and in case of a temporary contract utmost 2 months.

That being said, the distribution of working hours differ depending the position and all of them would be working 6 days a week and one rest day. The two managers would not have a fixed schedule but Wondo would have one full-time employee and the other eight would have part-time contracts. The one having a full-time contract would be the head chef as it is the one responsible for the main eating service, as well as the two managers of course.

- The head chef's timetable would be from 9am to 5pm with a rest hour which will be placed in a future agreement with the employee. The rest of the employees would have as part-time job as mentioned before and most of them would have different schedules.
- The kitchen assistants would be present before lunch and dinner time to assist the head chef in the making of the food. The first shift would be from 10 am to 2 pm and the second would be from 6 pm to 10 pm, the head chef would have already done most of the job for the dinner service.
- The cashiers and in-store staff would have different rotating shifts from being at the supermarket area, eating area or cashier and they would rotate weekly.
  - a) From 9 am to 2 pm: A person in charge of the supermarket area and the checking out area and another one cleaning the establishment, preparing the eating area and be at the customers' service until 2 pm.
  - b) From 2pm to 7pm: A person taking over the same work in the eating area and cleaning the establishment once the customers leave and another person in charge of the supermarket area and checking out area.
  - c) From 7 pm to 12 am: A person in charge of the supermarket area and the checking out area until 9 pm and then help the other person giving customer service in the eating area until 12 am. The other person will be preparing the eating area and be at the customers' service until 12 am and finally cleaning the establishment.

A week schedule with all the shifts is displayed in the Annex 7.



## 6.4 Training Programme

Training in Wondo is a major issue and it would be taken very seriously by offering the employees the best programme possible. Aligning with the business believes, a long and inclusive process is the right way to go to obtain positive results. The aim of a training programme in Wondo is to prepare the employees so there are able to respond in the most effective way possible in future situations.

The trainees targeted by this programme would be all of the employees but, specifically the cashiers/in-store staff that would be constantly dealing with the clients.

First of all, the main problems should be detected so, the starting point of the situation would be analysed to see what works and what can be improved.

Some examples of the **objectives** of this programme would be:

- 1- The improvement of the performance of the tasks of the job.
- 2- Increase productivity and competitiveness

The **key issues** that would be worked on are:

- 1- Acquisition of knowledge
- 2- Development of attitudes
- 3- Acquisition of skills

The content of this programme would be theoretical and mostly practical and the Head of Customer Service would be the one in charge of making sure it is offered and run for those who may need it. This programme would last 2 weeks more or less and it may depend on the level of experience the trainee already has. It would be implanted in the store and other similar establishments by the Head of Customer Service herself.

The variables that would be analysed in order to know if has been a success are the following:

- Satisfaction
- Learning
- Transferability, to know if the trainees put in practice what they previously learnt.
- Return of investment (economically), by having more positive reviews and higher sales as basically the only resource used is time.

## 6.5 Salary

There is general criteria and is based on the Collective Work Agreement of Supermarkets and Supermarkets Infod of Catalonia. There is a professional labelling that determinates several types of professionals in the industry.

First of all, the two founders Adrián Tébar and Laura Baltic would be included in group 1 and 2 called “Directors” and the “Head of Area” according to their tasks previously mentioned. Secondly, the head chef would be included in group 4 called “Commanders” and finally the rest of the employees would be included in group 5 called “Professionals” as they have minor responsibilities.

Regarding the salaries, in the Collective Work Agreement mentioned before, some differences are detailed depending in which of the four provinces in Catalonia the supermarket is located in. There are, as well, several tables depending on the year but the one we must take into account is the one of the year 2019. All of the following data is the one that should be applied in the province of Barcelona, as Wondo’s establishment would be located in the city of Barcelona.

In addition, the salary would be different depending on the group the position belongs to.

1. Adrián and Laura belong to group 2 and the salary is 1.500,53 € per month, **3.001,06 €** per both.
2. The head chef belongs to group 4 and the salary is **1.324,30 €** per month.
3. The rest of the staff belong to group 5 and the part-time salary is 654,78 € per person, **3.928,70 €** per the six people in-store per month. However, if their shift is the last one of the day, an extra (25% from base salary, according to 36 article on the Workers' Statute of BOE) would have to be added for working from 10pm to 12am and that amount will be **302,20 €** per month in total for Wondo’s expenses. Each shift within those hours would be an extra 12,59 € that the employee would earn at the end of every month.

Altogether, the **human resources budget** is 8.556,26 € per month, **102.675,12 €** per year. A valuation of the budget is carried out in the financial section of the project.

It must be noted that all employees’ work contracts would be paying social security contributions and a percentage of the base amount would be subject to “IRPF”.

## 7. Internal Policy

The fundamental key resource in Wondo is the staff as mentioned before, the employees are the centre of the service and for that reason, it is reasonable to extend an internal policy about the management of human resources.

### 1. Recruitment

The recruitment of candidates would be external and for that reason, the managers would have to get plenty information about the current situation of labour in Spain and mostly in Catalonia and the municipality of Barcelona. This methodology is usually used in jobs that may have higher rotation and ever though Wondo would not primarily looking for short-term candidates, that may happen if case of the position of cashier or in-store staff as it is a part-time job and the employee may be students or people with two jobs that do not have a life as stable as others with a full-time job.

### 2. Hiring process

Wondo has values that are vital for the employees to be align with, in order to grow in a continuous and sustainable way. Therefore, when it is time to hire an employee, Wondo would take into consideration the skills required for that position and the experience, but mostly, the way the candidate's values fit in the company.

For that reason, it would never be taken into consideration the age, the nationality, the genre, the sexual orientation, the religion o the race of the candidates.

However, Wondo is not only about helping the environment, and for that reason Wondo is happy to accept people with some kind of disability that may struggle finding a suitable job. As well as, people older than 45-years-old who are struggling to get a decent job. As long as they feel Wondo's values, they are more than welcome to the family and have the same chance to get a job as any other person.

### 3. Valuation and evaluation

The evaluation of the employees is a major part of Wondo's human resources internal policy. Therefore, the company would have a series of meetings and activities in order to evaluate and have a place to discuss any matter. Obviously, that space would also be aimed to employees to have their voice heard in case they didn't have a chance in a work day.

The meeting would happen one a month and it would start 6 months after opening so there are topics and issues to be discussed. This meeting would take place in the establishment and would consist of a group lunch or dinner where all the the staff, managers included would eat all together and have special vegan bakery to mix things up.

The topics discussed would be the following:

- Employees performance: emphasise, congratulate or advice on to improve.
- Evaluate reached goals, or goals trying to be reached.
- Know each other better and built a "family", discover each other aptitudes and skills.
- Integrate new members, and the create the ability to share objectives and thoughts.

## 8. Legal

In this section, the legal form of the company as well as the regulations applicable to the business will be detailed.

Throughout this project, several values of Wondo have been mentioned, such as people are the heart of the business and its concern for the environment. These resemble the values of a cooperative society, but it would reject formalizing Wondo as a cooperative since we consider it may be almost impossible to find external investors as one of the main characteristics of cooperatives is reinvest the business profits in own company and not give it to the investors. It has also been descated all those legal forms which the shareholders respond with their own possessions since this kind of partnership disfavor them.

Finally, the legal form chosen to formalize Wondo is a Limited Liability Company in which, the minimum capital provided is 3.000 euros and where the responsibility of the shareholders is limited to the capital provided.

Down below, the number of steps that must be followed in order to formalize the company:

1. Register the name of the company: Wondo, S.L.
2. Open a bank account with the name of Wondo
3. Draft of the Corporate Statues.
4. Public writing of the Constitution
5. Settlement of the Property Transfer Tax.
6. Obtainment of the NIF (Tax Identification Number), register in the IAE (Trade Income Tax) and Census Declaration (Treasury).
7. Registration in the Commercial Registry.
8. Obtainment of the final NIF (Tax Identification Number).

Consecutively, all the regulations and permits that affect the company will be appointed:

Regarding the opening hours: Lay 3/2014 of 19th February, opening hours and measures to establish promotion activities, in Catalonia, dictates that it is not possible to carry out any commercial activities between 10 pm and 7 am (Amongst others, the establishments mainly dedicated to selling products such as baking in general, bread, ready-to-eat diches, press, flowers and plants will be excluded).

Commercial establishments can open maximum 12 hours per day, between 7 am and 10 pm, with a weekly limitation of 72 hours, with obligation of closing on Sundays and public holidays, and move forward close time to 8 pm the 24th and 31th December. It can be open maximum 8 public holidays a year, with the exception of the following days: 1st and 6th January, Easter Sunday and Easter Monday, 1st May, 24th June, 11st September and, 25th and 26th December. It has also have to be closed 23rd June if is on a Sunday. In terms of permits, it must be taken into account that Wondo is considering locating in the municipality of Barcelona, so the **Barcelona City Council** is the one that regulates the permits that affect Wondo.

- Business Licence (mandatory permit in order to start the business activity): The tax base is the total surface of the establishment being sold (in case of being brand new, a change of activity and only the surface added when an extension), and the type of tax is 5 euros per square metre according to "Ordre EMC/190/2017, 1st August", which explains the relation of the current taxes with the Business and Knowledge Department.

The total cost of the Business Licence would be **1.750 euros**. (5 euros x 350 m2)

All of the licences and permits that need Wondo are administered by “Ordenança Municipal d’Activitats i d’Intervenció Integral de l’Administració Ambiental (**OMAIIA**) de Barcelona”. Some of these are:

- *Building Licence in order to refurbish the establishment.*
- **Food Hygiene Training Certificate.** *The employees that would work in the establishment would have to possess a valid Food Hygiene Training Certificate which replaces the Food Handling Licence.*
- **Sanitary Authorization.** *Handled by the competent entity from each Autonomous Community.*
- **Civil Liability Insurance and Accidents.**
- **Price list and menus** *so clients can see them. The menu should be suited to the requirements of the Royal Decree 126/2015, 27th February, which approves the regulation for the food information, labelling and allergens.*
- **Register in entities that manage the copyright sector.** *(TV, radio, music)*

Furthermore, an engineer must evaluate the establishment and make a technical report in order to verify if it meets of the regulations. He must submit it to the town council and if it is favourable, it can be then submitted to the Environmental Control Entity (Entidad Ambiental de Control, EAC). This entity would make a technical inspection of the establishment and if the results are favourable, the establishment would get a C3 restaurant licence. This licence corresponds to a **bar-restaurant** and it can serve **lunch and dinner**. With that in mind, Wondo would have a dining service where it can be served cooked food from Wondo’s own kitchen.

Also, it is mandatory to place the following visible signs in the establishment:

- *Timetable legally established (opening hour and closing hour)*
- *Banning the consumption and selling alcoholic beverages to minors.*
- *Banning selling Tobacco to minors.*
- *Not smoking allowed in the establishment.*
- *The right of admission.*
- *Opening licence of the establishment.*
- *Limited capacity.*

If the establishment do not have the contracted the basic supplies such as water, gas and electricity, Wondo would have to write a report for every supply and adjust it to its necessities.

Here are some of the **national laws** that can affect Wondo’s business and must be taken into consideration:

- Collective Work Agreement of Supermarkets and Supermarkets Infood of Catalonia, the company has to provide mandatory uniform and other key pieces to they employees. They should be two pieces of clothed which in Wondo’s case would be kitchen uniforms for the kitchen staff and a Wondo T-Shirt and an apron for the in-store staff.
- Regulation 1169/2011 which came into effect the 13th December 2014, details that every catering establishment must provide the consumers with the food information related to allergens.
- Royal Decree 3484/2000, 29th December (published in BOE 12th January 2001) establish the standard hygienic regulations for the elaboration, distribution and trade of ready-to-eat dishes.
- Regulation 1441/2007. Nowadays, the only legislative reference about the microbiological parameters that must follow ready-to-eat dishes.

- Royal Decree 191/2001, which establishes the companies that must register in the RGSE (Food Companies Browser).
- Royal Decree 1420/2006, details the measures to prevent the parasitism by *anisakis* and the ways the consumer must be informed. Making mandatory the application of preventive measures in certain elaborations.
- Regulation 17/2011, vital to follow regarding the food and nutrition security.

In terms of the laws that must be applied in the **Autonomous Community of Catalonia**, here are some of the most relevant for Wondo:

- Decree 317/1994, 4th November. Organization and Classification of Catering Establishments.
- Decree 171/1991, 16th July. Complaints form: catering establishments must provide complaints forms to customers and advertise the existence of them.

And here are some of the main **European laws** that affect the company:

**Regulation 2016/679** from the European Parliament that was approved the 27th April 2016 and is being implemented from the 25th May 2018. It is related to the protection of natural persons about the **management of personal data** and free circulation of this data. Directive 95/46/CE is abolished. (General Data Protection Regulation).

This regulation forces companies to manage their data (clients, suppliers, web users, etc) and adopt new security measures in order to respect their fundamental liberties and rights concerning data protection and privacy.

As has been previously pointed out, Wondo is willing to have a web page and open profiles in Social Media Networks. It must be studied the fact that Wondo would receive personal data from users. In addition, it would also be receiving data about ordinary activity such as data from suppliers, clients (loyalty card), employees, etc.

The required measures from the new European Regulation are several and must be detailed. First of all, it is necessary to elaborate and publish on the web page a Legal Notice, Privacy Policy and Cookies Policy. Secondly, sign up with the employees their corresponding privacy policy, elaborate a contract regarding the management of certain data needed in some tasks. Finally, the company must available forms about their rights regarding the data (access, limitation, rectification, portability, opposition and elimination) that the clients have. These documents must explain the rights of the applicants, as well as the aim of use of the data, the correspondent organization of authority and the duration the company is keeping the data amongst others. Wondo would have to watch out for the **Data Protection Agency**.

The other regulation that must be considered is **Regulation 853/2004**, the main reference in a European level about **Food Security and Safety**. It is a horizontal regulation so; it affects all food corporations.

Wondo's **candidates for technical support** and legal counselling are:

- Legal Consulting: Tarinas Viladrich Advocats, Carballo Asesores,
- Labour Consulting: Gestway Employers SL,
- Tax and Accounting Consulting: Barnacontrol Asesores, Bove Montero y Asociados
- All of the above: Satycsa

## 8.1 Possible changes

Regarding some changes that may affect Wondo's activity, there is one that could much positively affect it and make its opening much easier.

In the year 2018 the Spanish government has revealed "El Plan VEA (Alternative Energy Vehicles)" which consists of public subsidies for people who want to purchase for example, an electric car or hybrid. The government will be spending 50 million euros in this Plan and represents 0,6% of the General National Budget. This follows a new objective given by the European Union. Reducing the emission of greenhouse gases by 20% in 2020, in relation to the levels off 1990, and by 40% in 2030 in order to improve the quality of the air in Europe' according to the *Ministerio de Agricultura, Pesa y Alimentación*.

Following this objective, it may be possible that the Spanish government keeps supporting those who's aim is polluting less and using other alternatives. If in the future the government decides to make a law which benefits those establishments which use sustainable alternatives regarding food and lifestyle in general, Wondo would probably benefit from it. The benefits may be public subsidies in order to make the opening easier for the owners as the initial investment is a huge issue, or may be tax benefits. In the first case, this would be a major help so it is much easier to find investors if Wondo has the support of the government.

## 8.2 Key aspects in negotiating the partnership agreement

As Wondo project is being carried out by an entrepreneurial team, a partnership agreement must be signed to establish the aspects that must be negotiated between the two partners. The key aspects to negotiate are:

1. Percentage of participation: The aim of the entrepreneurial team is to reach a consensus on these aspect, taking into account that one of the partners must achieve a greater participation of the company and consequently what percentage of participation will be obtained. In this way, the last decision on important aspects for the company falls to a single partner, avoiding possible conflicts and discussions, speeding up the decision making and improving the operation of the company.

- Laura Baltic: 60%

- Adrián Tébar: 40%

2. Functions and remuneration: The entrepreneurial team key functions have been determined on the point 6. Human Resources, regardless of the percentage of participation agreed in the previous section.

Secondly, the remuneration that each one of the partners will receive will be established in accordance with the function that it carries out within the project.

3. Time spent: Once the functions and rewards received by the two partners of the entrepreneurial team have been defined, the time that each one of them will dedicate to their functions within the company must be established. It is agreed that the two partners will have to be part of the Wondo project for the four years following its constitution.

4. Dividends: Determine the guidelines that will be followed for the distribution of company dividends. From the total of the dividends distributed, the 70% is allocated to the capital-bearing partners and the remaining 30% is for Laura Baltic and Adrián Tébar.

5. Non-competence and confidentiality: Consists of a pact of confidentiality that prohibits the use of information company documents, for the benefit of a single partner. The information of the company can not be provided to third parties. If any partner leaves the project, neither partner can participate in a project with similar characteristics that may become a competition for Wondo. If any of the partners share the aforementioned information or fails to comply with the non-competition clause, the rest of the partners may demand for damages.

6. Structure of the company: The people who will be part of the general meeting of members must settle down and it has been decided that it will be by two pooled administrators. There will be monthly meetings between the two members of the Board of Directors where the following topics will be discussed:

- Billing / Expenses
- General objectives
- Specific objectives: sales, customers...
- Business strategy
- Monitoring of tasks and workers

8. New partners: It is established in the initial agreement of partners, the obligations and conditions for the entry of new partners. In addition, it is established that new partners will have to sign the aforementioned pact before joining Wondo's project. It is determined that from the third year of Wondo creation will allow the entry of new partners in the project. The entry of new members will be valued and agreed upon by the two members of the Board of Directors.

9. Penalties in case of non-compliance with the partners' agreement: it establishes how to manage and evaluate penalties in case of breach of the agreement by any of the partners. Legal actions will be taken against the person who does not comply with the aforementioned pact. The rest of the partners may demand compensation for damages.

10. Applicable law: In the agreement of partners, it is established that in case of conflict between the parties will be applied to the corresponding applicable law.



## 9. FINANCIAL

### 9.1 Investments and finance

#### 9.1.1 Investments

The investments of Wondo have been estimated from Table 4. Set of Necessary Items located in the Operation Plan where it is divided by type of asset. In this case, every investment is material and they are divided in equipment, furniture and IPE as you can see in the table below.

Table 16. Fixed assets.

Equipment	Price
Cash register	623,45 €
Weighning food scale	524,04 €
Barcode Reade	250,75 €
Labeling Machine	31,17 €
Coffee Maker	844,40 €
Total	2.273,81 €
Furniture	Price
Fruit Shelves	366 €
Wall Shelves	909,30 €
Aisle Shelves	5.993,67 €
Cashier furniture	4.350,00 €
Banderole Access	1.092,00 €
Shopping Basket	1.063,50 €
Display Refrigerator	6.552,15 €
Shopping cart	4.446,75 €
Refrigerated Display Case	2.401,20 €
Elongated table 1.095€	1.095,00 €
Round table	798,00 €
Bench	780,00 €
Chairs	680,00 €
Bulk Dispenser	1.113,00 €
Buffet Furniture	6.537,20 €
Ceiling lamps	354,00 €
IPE	500,00 €
Total	38.531,77 €
<b>TOTAL FIXED ASSETS</b>	<b>41.305,58 €</b>

Source: self-made.

It should be emphasized the fact that Wondo do not have intangible investments as the software in the cash register, the business management software and the domain if the web page are monthly subscriptions which have been attributed as maintenance expenses in the profit and loss statement forecast.

Regarding the investments mentioned before, their correspondent depreciation has been calculated in accordance with the maximum coefficient allowed, as this table shows:

Figure 15. Assets and Depreciation.

WONDO, S.L.		Start: ene-19						Yearly Depreciation Table						
Base Case	Estimate	Date	Coef.	VAT	Investment	VAT	2019	2020	2021	2022	2023	2024	2025	
<b>TANGIBLE ASSETS</b>														
Land	0	ene-19			0	0	0	0	0	0	0	0	0	
Buildings	0	ene-19	3%	21%	0	0	0	0	0	0	0	0	0	
Equipment	2.274	dic-18	12%	21%	2.274	478	273	273	273	273	273	273	273	
Furniture	38.532	dic-18	10%	21%	38.532	8.092	3.853	3.853	3.853	3.853	3.853	3.853	3.853	
IPE	500	dic-18	25%	21%	500	105	125	125	125	125	0	0	0	
<b>INTANGIBLE ASSETS</b>														
Others	0	ene-19	20%	21%	0	0	0	0	0	0	0	0	0	
Opening costs	890				890									

Tangible Assets Depreciation	4.251	4.251	4.251	4.251	4.126	4.126	4.126
Intangible Assets Depreciation	0	0	0	0	0	0	0
Depreciation	4.251	4.251	4.251	4.251	4.126	4.126	4.126

Source: self-made.

### 9.1.2 Finance

Regarding the finance of the project, two scenarios have been designed.

The first scenario for the project and the one which would be expected to apply in a real situation is the following: We need an initial investment of **63.683 euros** (considering buying assets and stock, the necessary procedures to start the business' activity, as well as entering the Commercial Register, legal books and fees of the notary; and the minimum cash flow for the first year).

This quantity would be financed in a 70% by the founders' relatives (**44.577,40 euros**) and the rest 30% by its Wondo's own resources (**19.104,60 euros**). Their relatives are a group of investors who assigned this customized project and have a certain amount of money and no clear idea what to do with it. Nowadays, financial assets do offer low returns, besides, bonds, fixed rate and the stock market are being affected by the unstable political situation in Spain, as well as, the low interest rate offered by the banking institutions. These can be captured in the following table:

Figure 16. Initial Needs and Financing First Scenario.

WONDO, S.L.		Base Case																																		
<b>DETERMINATION OF INITIAL NEEDS AND FINANCING</b>																																				
<table border="1"> <thead> <tr> <th>Concept</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Initial Assets</td> <td>41.306</td> </tr> <tr> <td>Initial Working Capital</td> <td>22.376</td> </tr> <tr> <td>Extra Financing</td> <td>0</td> </tr> <tr> <td>Initial total needs</td> <td>63.682</td> </tr> </tbody> </table>		Concept	Amount	Initial Assets	41.306	Initial Working Capital	22.376	Extra Financing	0	Initial total needs	63.682	<table border="1"> <thead> <tr> <th></th> <th>%</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Equity</td> <td>30,0%</td> <td>19.105</td> </tr> <tr> <td>Grant</td> <td>0,0%</td> <td>0</td> </tr> <tr> <td>Debt 1</td> <td>0,0%</td> <td>0</td> </tr> <tr> <td>Debt 2</td> <td>0,0%</td> <td>0</td> </tr> <tr> <td>Total</td> <td>30%</td> <td>19.105</td> </tr> </tbody> </table>			%	Amount	Equity	30,0%	19.105	Grant	0,0%	0	Debt 1	0,0%	0	Debt 2	0,0%	0	Total	30%	19.105					
Concept	Amount																																			
Initial Assets	41.306																																			
Initial Working Capital	22.376																																			
Extra Financing	0																																			
Initial total needs	63.682																																			
	%	Amount																																		
Equity	30,0%	19.105																																		
Grant	0,0%	0																																		
Debt 1	0,0%	0																																		
Debt 2	0,0%	0																																		
Total	30%	19.105																																		
<b>WACC Calculation</b>		2019	2020	2021	2022	2023	2024	2025																												
Average equity		28.341	52.908	85.558	132.372	191.324	261.199	340.902																												
Average debt		24.364	2.878	0	0	0	0	0																												
Average grant		0	0	0	0	0	0	0																												
Cost of equity		10,00%	10,00%	10,00%	10,00%	10,00%	10,00%	10,00%																												
Cost of debt		0,00%	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%																												
WACC		5,38%	9,48%	10,00%	10,00%	10,00%	10,00%	10,00%																												
Average WACC		9,27%																																		

Source: self-made.

The second scenario consists of asking for a loan towards young entrepreneurs and the loan is called **Enisa** and is offered by the Ministry of Economics, Industry and Competitiveness. With this program, Wondo would be able to be at hand of 50% of the initial investment (it is the maximum that can be asked), **31.841 euros**. This external financing entails some opening expenses of 0,5% and interests of 3,25% + Euribor. The rest would be financed in a 25% with capital provided by relatives (**15.920,50 euros**) and the other 25% by Wondo's own resources.

As the Euribor is in negative numbers, this would not be considered for the calculation of the interests.

Figure 17. Initial Needs and Financing Second Scenario.

**DETERMINATION OF INITIAL NEEDS AND FINANCING**

Concept	Amount		%	Amount
Initial Assets	41.306	Equity	30,0%	19.105
Initial Working Capital	22.376	Grant	0,0%	0
Extra Financing	0	Debt 1	50,0%	31.841
Initial total needs	63.682	Debt 2	0,0%	0
		Total	80%	50.946

WACC Calculation	2019	2020	2021	2022	2023	2024	2025
Average equity	28.190	51.843	83.353	125.087	177.632	239.859	310.804
Average debt	33.936	31.841	28.628	22.560	16.292	9.818	3.129
Average grant	0	0	0	0	0	0	0
Cost of equity	10,00%	10,00%	10,00%	10,00%	10,00%	10,00%	10,00%
Cost of debt	0,00%	2,76%	2,48%	2,49%	2,52%	2,57%	2,88%
WACC	4,54%	7,25%	8,08%	8,85%	9,37%	9,71%	9,93%
Average WACC	8,25%						

**INITIAL DEBT REPAYMENT TABLES**

DEBT 1		Francés	
Amount	31.841 Eur	Annual payments	12
Years	7	Total periods	84
Interest rate	3,25%	Grace Periods	24
Periodic interest rate	0,27%	Commissions	159

**YEARLY INITIAL DEBT SUMMARY TABLE**

	dic-18	2019	2020	2021	2022	2023	2024	2025
Balance	31.841	31.841	31.841	25.879	19.721	13.360	6.788	0
Principal		0	0	5.962	6.158	6.362	6.571	6.788
Interest		1.035	1.035	947	750	547	337	120
Payment		1.035	1.035	6.908	6.908	6.908	6.908	6.908

Source: self-made.

**Scenarios Comparison:**

WACC: Minimum profitability that the stockholder wants to obtain for having invested and it corresponds to the profitability that they are not gaining in case they invested in another company with similar risk.

Scenario number 1 is more attractive as it has a higher WACC and therefore, they expect higher profitability.

## 9.2 Profit and Loss Statement Forecast

### 9.2.1 Income Structure

In this section, the income inside the profit and loss statement forecast will be detailed.

In order to be able to make a much more precise calculation, it has been considered that the business should be divided in two lines: on one hand the income and the variable expenses related to the restaurant service and on the other hand the income and expenses related to the supermarket service.

The determination of the income for each line of business is explained from the Table 5. Wondo's Business Lines Annual Turnover on the section 4.4 Sales Forecast.

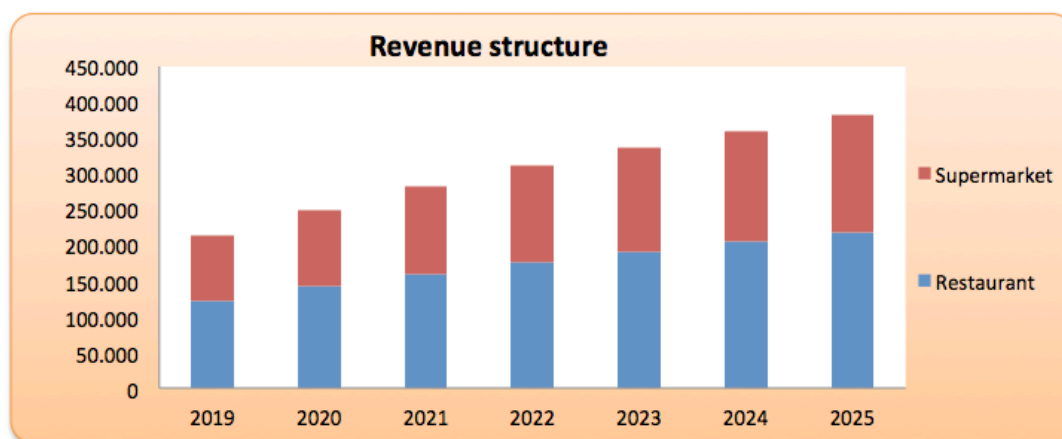
Figure 18. Business lines Sales Forecast.

WONDO, S.L.			2019	2020	2021	2022	2023	2024	2025	2026
Monthly	Free									
Base Data										
CPI	2,0%			2,0%	2,0%	2,0%	2,0%	2,0%	2,0%	2,0%
CPI, Revenues	100,0%	1	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,149
CPI, Costs	100,0%	1	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,149
YEAR			2019	2020	2021	2022	2023	2024	2025	2026
Restaurant										
Revenue	2019		120.960	141.886	159.196	175.371	191.399	204.989	217.452	228.455
Price	15 Eur		15	15	16	16	16	17	17	17
Units	8.064		8.064	9.274	10.201	11.017	11.788	12.378	12.873	13.259
Growth				15,0%	10,0%	8,0%	7,0%	5,0%	4,0%	3,0%
Supermarket										
Revenue	2019		91.698	107.562	122.879	135.363	144.974	155.267	164.707	173.041
Price	17 Eur		17	17	18	18	18	19	19	20
Units	5.394		5.394	6.203	6.947	7.503	7.878	8.272	8.603	8.861
Growth				15,0%	12,0%	8,0%	5,0%	5,0%	4,0%	3,0%
Total Revenue			212.658	249.448	282.075	310.734	336.373	360.256	382.159	401.496
Growth				17,3%	13,1%	10,2%	8,3%	7,1%	6,1%	5,1%

Source: self-made.

In the graph above, it can be seen that the billing of the restaurant service and considerable higher than the one of the supermarket service. It must reiterate that the total billing could become higher throughout the years, even double the initial quantity by the year 2026.

Figure 19. Revenue structure.



Source: self-made.

### 9.2.2 Cost Structure

In this point, the expenses of the expected profit and loss statement forecast will be detailed.

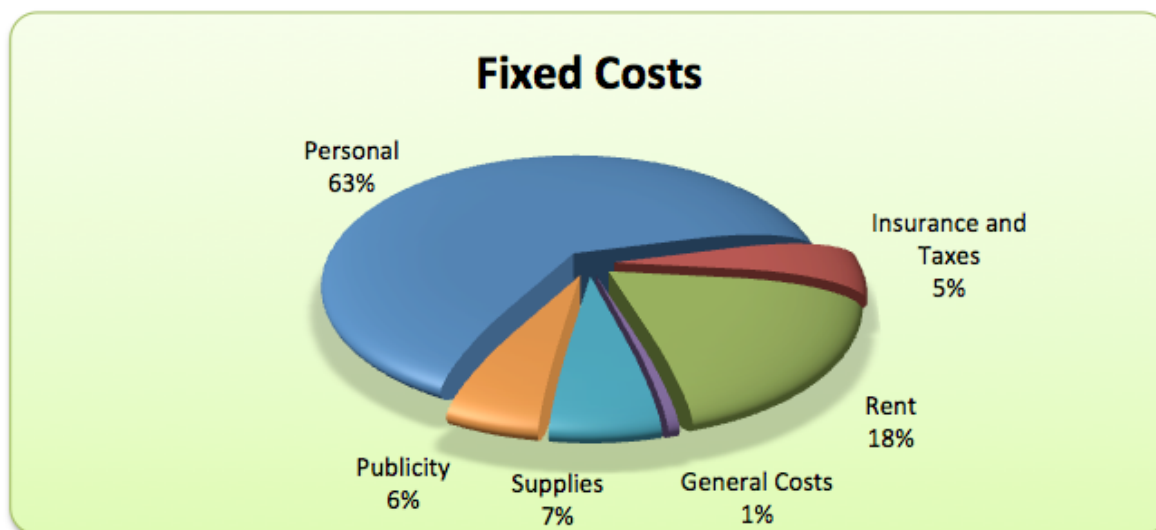
Regarding the calculation of the expenses, they have been divided by two different categories: fixed and variable.

For the calculation of the fixed expenses, these costs have been considered:

- Salaries: **102.675 euros** (gross annual salaries, Human Resources)
- Insurance and taxes (Risk Prevention Insurance, variations if Civil Liability Insurance Municipal Taxes and premises deposit): **9.000 euros** the first year.
- Rent of the establishment 2.500 euros per month: **30.000 euros** the first year.
- General expenses (software cash registers, **53 euros**, management software, **392 euros**, office supplies, **50 euros**, security alarm system, **563 euros**, domain, **120 euros**). The management software “*Sage Contaplus Flex*” and the domain of the web page are catalogued as maintenance expenses as they are monthly subscriptions/ licences and if they stop being paid Wondo would not still get the service.
- Supplies (water 200 euros/month, electricity 400 euros/month, gas 300 euros/month, phone 25 euros/month): **11.100 euros**.
- Advertisement (Free menus, Instagram and Facebook Ads, flyers, SEM positioning, influencers, loyalty cards): **9.554,67 euros**.

In the following graph, it is noticeable that most of Wondo’s expenses are destined to employees, as as we said in numerous occasions, the employees are them most fundamental resource of the company.

Figure 20. Fixed Costs Distribution.



Source: self-made.

For the calculation of the variable expenses, main food orders and other suppliers have been considered.

On one hand, the calculation of the orders of food for the restaurant service is the price of the raw materials for the elaboration of the weekly menus (477,87 euros, detailed in section 5.2. Key Activities). The annual expense is then, **22.902 euros**.

On the other hand, the calculation of the orders of food for the supermarket service has been made by taking the frequency of the orders depending on its category and correspondent expiration date (detailed in section 5.2. Key Activities). The calculations have been the following:

- FRUITS: an order of 33,95 euros/week is equivalent to **1.629,60 euros** per year.
- VEGETABLES: an order of 137,40 euros every 10 days is equivalent to **4.946,40 euros** per year.
- PACKAGED PRODUCT: an order of 134,8 euros every 10 is equivalent to **4.852,80 euros** per year.
- IN BULK, SPICES Y SAUCES: an order of 271,99 euros every 20 days is equivalent to **4.895,82 euros** per year.

In total, the orders corresponding to the supermarket service are **16.324,62 euros** per year. Together with the expenses corresponding to the restaurant of **22.902 euros**, Wondo's expenses in variable purchases are **39.226,62 euros**.

Besides that, the expenses of other supplies have been added in their respective line of business. For the restaurant, these expenses come from the paper cups, food trays, napkins, cutlery and pitchers which make a total of **936 euros** per month. For the supermarket would be the papers bag (small and big size) with the total of **745 euros** per month.

Figure 21. Wondo's Distribution Cost.

Fixed Costs	Base Data	2019	2020	2021	2022	2023	2024	2025	2026
Personal	102.675	102.675	104.729	106.823	108.960	111.139	113.361	115.629	117.941
Insurance and Taxes	9.000	9.000	9.180	9.364	9.551	9.742	9.937	10.135	10.338
Rent	30.000	30.000	30.600	31.212	31.836	32.473	33.122	33.785	34.461
General Costs	1.178	1.178	1.202	1.226	1.250	1.275	1.301	1.327	1.353
Supplies	11.100	11.100	11.322	11.548	11.779	12.015	12.255	12.500	12.750
Publicity	9.555	9.555	9.746	9.941	10.140	10.343	10.549	10.760	10.976
<b>TOTAL FIXED</b>		<b>163.508</b>	<b>166.778</b>	<b>170.114</b>	<b>173.516</b>	<b>176.986</b>	<b>180.526</b>	<b>184.137</b>	<b>187.819</b>
VARIABLE COSTS	Base Data	2019	2020	2021	2022	2023	2024	2025	2026
<b>Restaurant</b>		<b>23.838</b>	<b>27.962</b>	<b>31.373</b>	<b>34.561</b>	<b>37.720</b>	<b>40.398</b>	<b>42.854</b>	<b>45.022</b>
Materials	2,84	22.902	26.864	30.141	33.203	36.238	38.811	41.171	43.254
Materials (%)	0,0%	0	0	0	0	0	0	0	0
Others of Exploitation	0,12	936	1.098	1.232	1.357	1.481	1.587	1.683	1.768
Others of Exploitation (%)	0,0%	0	0	0	0	0	0	0	0
Commercialization	0,00	0	0	0	0	0	0	0	0
Commercialization (%)	0,0%	0	0	0	0	0	0	0	0
<b>Supermarket</b>		<b>17.069</b>	<b>20.022</b>	<b>22.873</b>	<b>25.197</b>	<b>26.986</b>	<b>28.902</b>	<b>30.660</b>	<b>32.211</b>
Materials	3,03	16.324	19.149	21.875	24.098	25.809	27.641	29.322	30.805
Materials (%)	0,0%	0	0	0	0	0	0	0	0
Others of Exploitation	0,14	745	874	998	1.100	1.178	1.261	1.338	1.406
Others of Exploitation (%)	0,0%	0	0	0	0	0	0	0	0
Commercialization	0,00	0	0	0	0	0	0	0	0
Commercialization (%)	0,0%	0	0	0	0	0	0	0	0
<b>TOTAL VARIABLES</b>		<b>40.907</b>	<b>47.984</b>	<b>54.247</b>	<b>59.758</b>	<b>64.706</b>	<b>69.300</b>	<b>73.514</b>	<b>77.234</b>

Source: self-made.

### 9.2.3 Expected Profit & Loss

In this section, the analysis of the profit and loss statement forecast for the next 7 years will be carried out. As it can be seen in the Figure 22, Wondo's sales are increasing with a very high gross margin of 81% every year. However, it must be considered the fact that fixed expenses are very high as well, causing a lower EBIT, representing a 6% of the sales the first year.

There are not interest expenses due to the fact that the company do not count with external debt, as mentioned before.

It is worth stressing that in the first year, Wondo would get a profit that represents 5% of the sales, reaching in 2025, 24% of the sales in profit. The profit of the first year would be retained and start sharing profits from the second year in a progressive way throughout the years.

Figure 22. Wondo Expected Profit & Loss.

WONDO, S.L.														
	2019		2020		2021		2022		2023		2024		2025	
Revenues	212.660	100%	249.448	100%	282.075	100%	310.734	100%	336.373	100%	360.256	100%	382.159	100%
Variable costs	40.993	19%	47.984	19%	54.247	19%	59.758	19%	64.706	19%	69.300	19%	73.514	19%
Gross Margin	171.667	81%	201.464	81%	227.828	81%	250.975	81%	271.667	81%	290.955	81%	308.645	81%
Fixed costs	154.758	73%	166.778	67%	170.114	60%	173.516	56%	176.986	53%	180.526	50%	184.137	48%
Depreciation	4.251	2%	4.251	2%	4.251	2%	4.251	1%	4.126	1%	4.126	1%	4.126	1%
EBIT	12.658	6%	30.434	12%	53.463	19%	73.208	24%	90.555	27%	106.303	30%	120.383	32%
Grant imputation	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Interest Expense	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Interest Income	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
EBT	12.658	6%	30.434	12%	53.463	19%	73.208	24%	90.555	27%	106.303	30%	120.383	32%
Tax Base	12.658	6%	30.434	12%	53.463	19%	73.208	24%	90.555	27%	106.303	30%	120.383	32%
Taxes	1.899	1%	4.565	2%	13.366	5%	18.302	6%	22.639	7%	26.576	7%	30.096	8%
Net Income	10.759	5%	25.869	10%	40.097	14%	54.906	18%	67.916	20%	79.727	22%	90.287	24%
Dividends	0	0%	2.152	1%	5.174	2%	8.019	3%	10.981	3%	13.583	4%	15.945	4%
Retained earnings	10.759	5%	23.717	10%	34.924	12%	46.887	15%	56.935	17%	66.144	18%	74.342	19%
Effective Tax Rate	15,00%		15,00%		25,00%		25,00%		25,00%		25,00%		25,00%	

Source: self-made.

### 9.2.4 Scenarios

In the previous sections, the project has been explained according to an expected base scenario. Hereafter, two more scenarios will be presented in the profit and loss statement: an optimistic one and a pessimistic one.

For the contextualization of the scenarios, the hypothetic variables have been exposed in the Figure 23. Scenarios P&L. In the pessimistic scenario, a number of difficulties in the business activity have been considered like a 5% increase in the investments from the expected, a decrease in the volume of activity of 15% from the base scenario and a, increase of 10% in variable expenses, amongst others.

Whereas, in the optimistic scenario, more favourable condition has been considered like an increase of the volume of activity still with a higher selling price, a decrease in fixed and variable expenses, and a higher growth of the company, amongst others.

In both scenarios, financial costs are not altered due to the fact that this project would be supported by the capital of the founders' relatives and the own company's resources.



Figure 23. Scenarios P&L.

WONDO, S.L.	Base Case	Pessimist	Base	Optimist
Investment	100,0%	105,0%	100,0%	95,0%
Volume of Activity	100,0%	85,0%	100,0%	110,0%
Price	100,0%	90,0%	100,0%	105,0%
Variable Costs	100,0%	110,0%	100,0%	95,0%
Fixed Costs	100,0%	110,0%	100,0%	95,0%
Financial Costs	100,0%	100,0%	100,0%	100,0%
Growth	100,0%	95,0%	100,0%	105,0%
	Current	Pesimist	Base	Optimist
NPV	947.435	-47.398	947.435	1.595.011
IRR	85,14%	-2,17%	85,14%	115,58%
Equity IRR	84,65%	14,18%	84,65%	88,11%

Source: self-made.

The pessimistic scenario in Figure 24. shows how the company presents losses between year 2020 and year 2024, as by then it stats to cover them. The gross margin is much lower because of it would be holding a lower level of business volume than the expected scenario, and with higher expenses on sales. These conditions create a negative VAN, and therefore, this indicates that it is not recommended to invest in the project.

Figure 24. Pessimistic P&L.

WONDO, S.L.	2020		2021		2022		2023		2024		2025			
Revenues	212.660	100%	189.583	100%	213.330	100%	234.134	100%	252.722	100%	270.021	100%	285.887	100%
Variable costs	40.993	19%	44.573	24%	50.144	24%	55.034	24%	59.418	24%	63.485	24%	67.215	24%
Gross Margin	171.667	81%	145.010	76%	163.186	76%	179.100	76%	193.304	76%	206.536	76%	218.672	76%
Fixed costs	154.758	73%	183.456	97%	187.125	88%	190.868	82%	194.685	77%	198.579	74%	202.550	71%
Depreciation	4.464	2%	4.464	2%	4.464	2%	4.464	2%	4.332	2%	4.332	2%	4.332	2%
EBIT	12.445	6%	-42.909	-23%	-28.403	-13%	-16.231	-7%	-5.713	-2%	3.625	1%	11.789	4%
Grant imputation	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Interest Expense	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Interest Income	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
EBT	12.445	6%	-42.909	-23%	-28.403	-13%	-16.231	-7%	-5.713	-2%	3.625	1%	11.789	4%
Tax Base	12.445	6%	-42.909	-23%	-28.403	-13%	-16.231	-7%	-5.713	-2%	3.625	1%	11.789	4%
Taxes	1.867	1%	0	0%	0	0%	0	0%	0	0%	906	0%	2.947	1%
Net Income	10.579	5%	-42.909	-23%	-28.403	-13%	-16.231	-7%	-5.713	-2%	2.718	1%	8.842	3%
Dividends	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Retained earnings	10.579	5%	0	0%	0	0%	0	0%	0	0%	2.718	1%	8.842	3%
Effective Tax Rate	15,00%	0,00%	25,00%	25,00%	25,00%	25,00%	25,00%	25,00%	25,00%	25,00%	25,00%	25,00%	25,00%	

Source: self-made.

However, the optimistic scenario presents much more favourable conditions and this leads to a higher gross margin than expected. In addition, with lower fixed costs than the company's sales, this causes the company to make a considerable amount of profit the first year, being able to start sharing them.



Figure 25. Optimistic P&L.

WONDO, S.L.		Optimist Case		2020	2021	2022	2023	2024	2025					
Revenues	212.660	100%	289.991	100%	329.528	100%	364.352	100%	395.553	100%	424.646	100%	451.331	100%
Variable costs	40.993	19%	50.471	17%	57.336	17%	63.396	17%	68.844	17%	73.907	17%	78.551	17%
Gross Margin	171.667	81%	239.521	83%	272.191	83%	300.956	83%	326.710	83%	350.739	83%	372.779	83%
Fixed costs	154.758	73%	158.439	55%	161.608	49%	164.840	45%	168.137	43%	171.500	40%	174.930	39%
Depreciation	4.039	2%	4.039	1%	4.039	1%	4.039	1%	3.920	1%	3.920	1%	3.920	1%
EBIT	12.870	6%	77.043	27%	106.545	32%	132.078	36%	154.653	39%	175.320	41%	193.930	43%
Grant imputation	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Interest Expense	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Interest Income	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
EBT	12.870	6%	77.043	27%	106.545	32%	132.078	36%	154.653	39%	175.320	41%	193.930	43%
Tax Base	12.870	6%	77.043	27%	106.545	32%	132.078	36%	154.653	39%	175.320	41%	193.930	43%
Taxes	1.931	1%	11.556	4%	26.636	8%	33.019	9%	38.663	10%	43.830	10%	48.482	11%
Net Income	10.940	5%	65.486	23%	79.908	24%	99.058	27%	115.990	29%	131.490	31%	145.447	32%
Dividends		0%	2.188	1%	13.097	4%	15.982	4%	19.812	5%	23.198	5%	26.298	6%
Retained earnings	10.940	5%	63.298	22%	66.811	20%	83.076	23%	96.178	24%	108.292	26%	119.150	26%
Effective Tax Rate	15,00%		15,00%		25,00%		25,00%		25,00%		25,00%		25,00%	

Source: self-made.

### 9.3 Cash Flow

In this section, the analysis of the charges and payments will be detailed. First of all, the activity of the business is the main reason why the company charges the clients the same day the purchase is made. However, the payments to the suppliers are made a month afterwards, and this is an advantage which can let most of the investments to be financed by that money.

In the following table you can see how in 2019 the collections help supporting the payments but during the rest of the years of the study, the revenues present a significant increase that is reflected in the operating cash flow. It can be seen that in the first year there is a result of € 4,488 and that in the year 2025 it will be € 97,541.

The highest payments are the Fixed Costs, due to the payroll of the personnel that are the most representative payment.

The extra operating cash flow takes into account the collections and payments that are not given for the company's activity. In December of 2018, the year in which the capital contribution is made to start the activity in January of 2019, a negative cash flow is contemplated, because there is no sales activity, and in addition, the investments of the immobilized are done.

All the years of the study, with the exception of 2019, which is 0, the extra operating cash flow is negative. This is due to the fact that no subsidy is received, there is no external debt or financial income, that is, all our collections are given by the business activity itself, reflected in the operating cash flow.

Figure 26. Wondo's stimated Cash Flow.

WONDO, S.L.		dic 2018	dic 2019	dic 2020	dic 2021	dic 2022	dic 2023	dic 2024	dic 2025
<b>Operative Collections</b>		<b>0</b>	<b>212.658</b>	<b>249.448</b>	<b>282.075</b>	<b>310.734</b>	<b>336.373</b>	<b>360.256</b>	<b>382.159</b>
	Sales Collections		212.658	249.448	282.075	310.734	336.373	360.256	382.159
<b>Operative Payments</b>		<b>12.537</b>	<b>208.170</b>	<b>217.565</b>	<b>229.749</b>	<b>247.405</b>	<b>260.723</b>	<b>273.155</b>	<b>284.618</b>
	Materials	0	42.447	46.433	52.386	57.633	62.355	66.735	70.641
	Others of Exploitation and Commercialization		1.681	1.972	2.230	2.457	2.659	2.848	3.021
	Fixed Costs		164.398	166.778	170.114	173.516	176.986	180.526	184.137
	Variations in Operative Cash	12.537	-357	484	454	432	421	408	244
	Taxes			1.899	4.565	13.366	18.302	22.639	26.576
<b>OPERATING CASH FLOW</b>		<b>-12.537</b>	<b>4.488</b>	<b>31.883</b>	<b>52.325</b>	<b>63.329</b>	<b>75.650</b>	<b>87.100</b>	<b>97.541</b>
<b>Extra Operating Collections</b>		<b>28.054</b>	<b>31.353</b>	<b>36.777</b>	<b>41.724</b>	<b>45.963</b>	<b>49.584</b>	<b>53.105</b>	<b>56.334</b>
	Equity issuances	19.105	0	0	0	0	0	0	0
	Grant	0	0	0	0	0	0	0	0
	New Debt	0	0	0	0	0	0	0	0
	VAT refund from Tax Authority	8.949	0	0	0	0	0	0	0
	VAT on Sales	0	31.353	36.777	41.724	45.963	49.584	53.105	56.334
	Interest Income	0	0	0	0	0	0	0	0
<b>Extra Operating Payments</b>		<b>50.255</b>	<b>31.353</b>	<b>38.928</b>	<b>46.898</b>	<b>53.983</b>	<b>60.566</b>	<b>66.688</b>	<b>72.279</b>
	Capital Expenditures	41.306	0	0	0	0	0	0	0
	VAT on Costs	8.949	15.700	16.200	17.067	17.862	18.605	19.316	19.971
	VAT payment to Tax Authority	0	15.653	20.577	24.657	28.101	30.979	33.789	36.363
	Debt Repayment	0	0	0	0	0	0	0	0
	Dividends	0	0	2.152	5.174	8.019	10.981	13.583	15.945
	Interest Charges	0	0	0	0	0	0	0	0
<b>EXTRA OPERATING CASH FLOW</b>		<b>-22.201</b>	<b>0</b>	<b>-2.152</b>	<b>-5.174</b>	<b>-8.019</b>	<b>-10.981</b>	<b>-13.583</b>	<b>-15.945</b>
<b>Cash Surplus</b>		<b>-34.739</b>	<b>4.488</b>	<b>29.731</b>	<b>47.151</b>	<b>55.309</b>	<b>64.669</b>	<b>73.517</b>	<b>81.596</b>
<b>Accumulated Cash Surplus</b>		<b>-34.739</b>	<b>-30.250</b>	<b>-520</b>	<b>46.632</b>	<b>101.941</b>	<b>166.610</b>	<b>240.127</b>	<b>321.723</b>

Source: self-made.

### 9.3.1. Cash Flow Escenarios

In order to carry out the scenarios of the cash flow, the same assumptions have been taken into account as for the losses and gains stated in the previous point.

In the Figure 26. Cash Flow Pessimistic Case. Cash flow is found for the pessimistic scenario, in which the first three years of study can be seen as of 2019, operative cash flow presents losses that are reduced year after year, starting in the year 2022 it begins to have a positive operating cash flow going from € 5,338 in the year 2022 to € 37,915 in the year 2025.

You can see how the cash flow that does not belong to the activity, from the first year of activity start is 0 in the years of study, because the company does not have extra-operative activity and does not distributes, because it is dedicated to retain benefits so that the company works better.

## Pesimistic case

Figure 27. Cash Flow Pessimistic Case.

WONDO, S.L.		dic 2018	dic 2019	dic 2020	dic 2021	dic 2022	dic 2023	dic 2024	dic 2025
<b>Operative Collections</b>		<b>0</b>	<b>162.683</b>	<b>189.583</b>	<b>213.330</b>	<b>234.134</b>	<b>252.722</b>	<b>270.021</b>	<b>285.887</b>
	Sales Collections		162.683	189.583	213.330	234.134	252.722	270.021	285.887
<b>Operative Payments</b>		<b>13.418</b>	<b>221.642</b>	<b>230.742</b>	<b>238.043</b>	<b>228.795</b>	<b>232.908</b>	<b>239.407</b>	<b>247.972</b>
	Materials	0	39.668	43.115	48.410	53.065	57.249	61.126	64.588
	Others of Exploitation and Commercialization		1.572	1.832	2.062	2.263	2.442	2.609	2.762
	Fixed Costs		180.793	183.456	187.125	190.868	194.685	198.579	202.550
	Variations in Operative Cash	13.418	-391	473	446	428	418	407	479
	Taxes			1.867	0	-17.828	-21.886	-23.314	-22.408
<b>OPERATING CASH FLOW</b>		<b>-13.418</b>	<b>-58.959</b>	<b>-41.159</b>	<b>-24.714</b>	<b>5.338</b>	<b>19.814</b>	<b>30.613</b>	<b>37.915</b>
<b>Extra Operating Collections</b>		<b>29.491</b>	<b>23.985</b>	<b>27.951</b>	<b>31.551</b>	<b>34.628</b>	<b>37.254</b>	<b>39.804</b>	<b>42.143</b>
	Equity issuances	20.127	0	0	0	0	0	0	0
	Grant	0	0	0	0	0	0	0	0
	New Debt	0	0	0	0	0	0	0	0
	VAT refund from Tax Authority	9.365	0	0	0	0	0	0	0
	VAT on Sales	0	23.985	27.951	31.551	34.628	37.254	39.804	42.143
	Interest Income	0	0	0	0	0	0	0	0
<b>Extra Operating Payments</b>		<b>52.736</b>	<b>23.985</b>	<b>27.951</b>	<b>31.551</b>	<b>34.628</b>	<b>37.254</b>	<b>39.804</b>	<b>42.143</b>
	Capital Expenditures	43.371	0	0	0	0	0	0	0
	VAT on Costs	9.365	16.493	16.944	17.762	18.516	19.224	19.904	20.536
	VAT payment to Tax Authority	0	7.491	11.006	13.789	16.112	18.030	19.900	21.607
	Debt Repayment	0	0	0	0	0	0	0	0
	Dividends	0	0	0	0	0	0	0	0
	Interest Charges	0	0	0	0	0	0	0	0
<b>EXTRA OPERATING CASH FLOW</b>		<b>-23.245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash Surplus</b>		<b>-36.663</b>	<b>-58.959</b>	<b>-41.159</b>	<b>-24.714</b>	<b>5.338</b>	<b>19.814</b>	<b>30.613</b>	<b>37.915</b>
<b>Accumulated Cash Surplus</b>		<b>-36.663</b>	<b>-95.622</b>	<b>-136.781</b>	<b>-161.494</b>	<b>-156.156</b>	<b>-136.342</b>	<b>-105.729</b>	<b>-67.814</b>

Source: self-made.

In the Optimistic scenario, a significant increase in collections is shown due to the progressive increase year after year of prices and the increase in the volume of activity.

The extra-operative cash flow is shown in negative from 2020 until 2025 due to the distribution of dividends that is decided to apply.

It can be seen how the surplus of treasurer starts at 43,619 € the first year of activity and ends up being for the last year of study of 127,467 €, surpassing well the 81,596 € of the expected scenario.

Figure 28. Cash flow Optimistic Case.

WONDO, S.L.		dic 2018	dic 2019	dic 2020	dic 2021	dic 2022	dic 2023	dic 2024	dic 2025
Optimist Case									
<b>Operative Collections</b>		<b>0</b>	<b>245.620</b>	<b>289.991</b>	<b>329.528</b>	<b>364.352</b>	<b>395.553</b>	<b>424.646</b>	<b>451.331</b>
	Sales Collections		245.620	289.991	329.528	364.352	395.553	424.646	451.331
<b>Operative Payments</b>		<b>12.106</b>	<b>202.001</b>	<b>211.802</b>	<b>231.376</b>	<b>255.683</b>	<b>270.771</b>	<b>284.798</b>	<b>297.566</b>
	Materials	0	44.379	48.857	55.386	61.155	66.354	71.182	75.482
	Others of Exploitation and Commercialization		1.757	2.074	2.357	2.607	2.829	3.037	3.228
	Fixed Costs		156.178	158.439	161.608	164.840	168.137	171.500	174.930
	Variations in Operative Cash	12.106	-313	501	468	445	431	416	97
	Taxes			1.931	11.566	26.636	33.019	38.663	43.830
<b>OPERATING CASH FLOW</b>		<b>-12.106</b>	<b>43.619</b>	<b>78.189</b>	<b>98.151</b>	<b>108.670</b>	<b>124.782</b>	<b>139.848</b>	<b>153.765</b>
<b>Extra Operating Collections</b>		<b>26.743</b>	<b>36.212</b>	<b>42.754</b>	<b>48.750</b>	<b>53.902</b>	<b>58.307</b>	<b>62.596</b>	<b>66.529</b>
	Equity issuances	18.216	0	0	0	0	0	0	0
	Grant	0	0	0	0	0	0	0	0
	New Debt	0	0	0	0	0	0	0	0
	VAT refund from Tax Authority	8.527	0	0	0	0	0	0	0
	VAT on Sales	0	36.212	42.754	48.750	53.902	58.307	62.596	66.529
	Interest Income	0	0	0	0	0	0	0	0
<b>Extra Operating Payments</b>		<b>47.768</b>	<b>36.212</b>	<b>44.942</b>	<b>61.848</b>	<b>69.884</b>	<b>78.119</b>	<b>85.794</b>	<b>92.827</b>
	Capital Expenditures	39.241	0	0	0	0	0	0	0
	VAT on Costs	8.527	15.359	15.912	16.831	17.671	18.455	19.202	19.886
	VAT payment to Tax Authority	0	20.853	26.842	31.920	36.231	39.852	43.393	46.643
	Debt Repayment	0	0	0	0	0	0	0	0
	Dividends	0	0	2.188	13.097	15.982	19.812	23.198	26.298
	Interest Charges	0	0	0	0	0	0	0	0
<b>EXTRA OPERATING CASH FLOW</b>		<b>-21.025</b>	<b>0</b>	<b>-2.188</b>	<b>-13.097</b>	<b>-15.982</b>	<b>-19.812</b>	<b>-23.198</b>	<b>-26.298</b>
<b>Cash Surplus</b>		<b>-33.131</b>	<b>43.619</b>	<b>76.001</b>	<b>85.054</b>	<b>92.688</b>	<b>104.970</b>	<b>116.650</b>	<b>127.467</b>
<b>Accumulated Cash Surplus</b>		<b>-33.131</b>	<b>10.488</b>	<b>86.489</b>	<b>171.543</b>	<b>264.231</b>	<b>369.201</b>	<b>485.852</b>	<b>613.319</b>

Source: self-made.

#### 9.4. Financial plan conclusion

Then, the viability of the company will be justified by concluding the financial analysis studied in the previous point. This justification will be carried out with the support of those of the VNA, the IRR and the following financial ratios that have been considered of great importance: the gross margin and the financial profitability.

Assuming the company will last forever, the continuing value has been calculated and it would be 1.438.231€.

In the following table, the results of the project are shown. On the one hand, the NPV that represents the current value in euros updated of the company's expected future cash flows, the Wondo value is € 1,031,821, therefore it is a very attractive and high value for investors and that can justify the viability of the project. On the other hand, the project has an IRR of 90.40%, a very high amount that indicates the percentage of profitability of the project. This profitability exceeds the expected profitability of any financial asset in the market.

Table 17. Project Results.

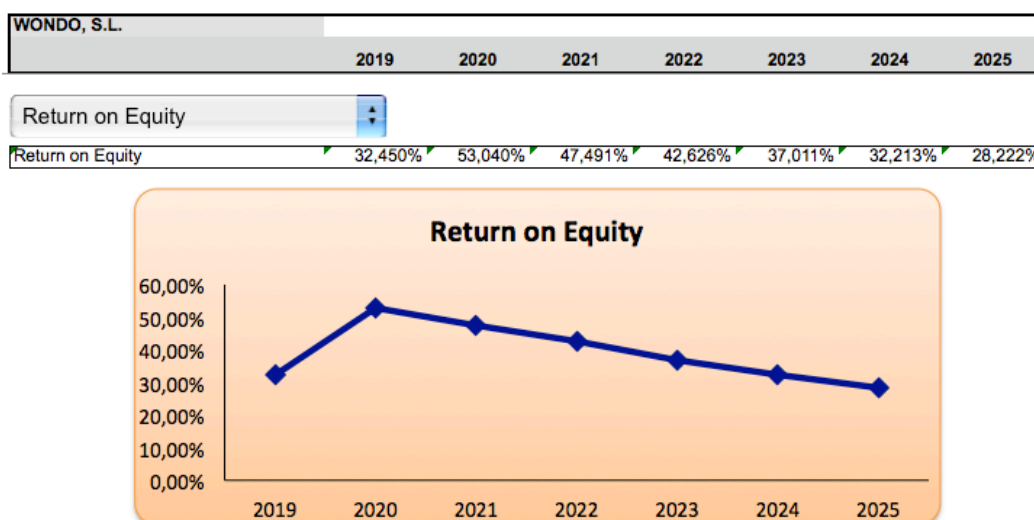
PROJECT RESULTS	
NPV	1.031.821,00 €
IRR	90,40%

Source: self-made.

Wondo shows a very good financial structure because, both business lines (the supermarket and the restaurant) share a business model that involves being cashed at the moment by the customers and being able to pay later to suppliers, in this case 1 month, this month financing is available at cost 0.

Another factor to take into account to measure viability is the Return of Equity ratio. It is the rentability of the shareholder. In the case of Wondo, the return on contributed capital increases significantly from 2019 to 2020, but then it decreases to 28.22% in the year 2025. This decrease is given by the increase in the own resources, which is given by the increase in the financial result of the previous years. But even so, in the worst year the return on the contributed capital of 28.22% is obtained, taking into account how is the situation in the markets, it is a more than an attractive percentage.

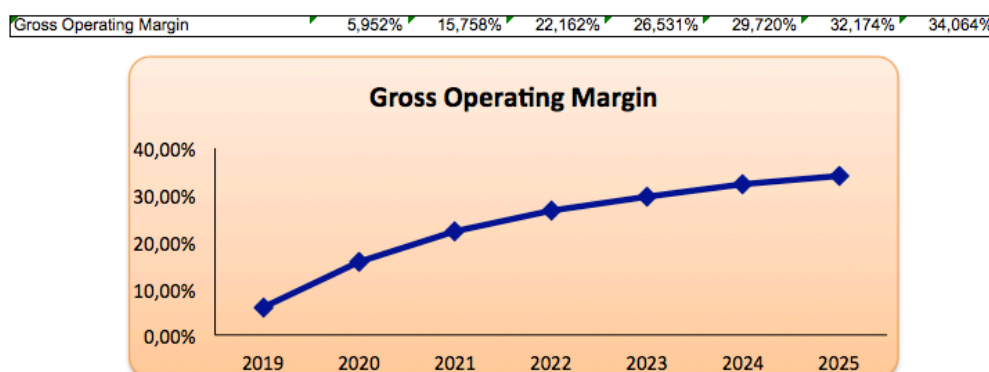
Figure 29. Return of Equity.



Source: self-made.

The last ratio that is going to be explained is the Gross Operating Margin. As can be seen in the following graph, this presents a progressive growth throughout the years of the study due to the growth of sales and, consequently, to the growth of the company. This justifies the good health of Wondo and its good prospects for the future.

Figure 30. Gross Operating Margin.



Source: self-made.

## **10. Final Conclusions**

Once the study of the different areas of the company has been carried out, it has been concluded that Wondo is a viable project with clear future projections.

After corroborating that the fact that the food sector prioritises money above the environment preservation, the Wondo project makes sense and adds up as an alternative to address these problems. Furthermore, it is known that the sustainable development and the purchase of organic products which contributes to a healthy lifestyle, tend to be more present in a daily basis in Spain.

Wondo's innovative distinctiveness comes from the fact that it combines three different business lines in one (eating service, supermarket and pick-up service) and its business model is based in the Zen Business Model.

There are several establishments that offer organic products, however, there is only one that comes closer to what offers Wondo and along with its innovative aspects just mentioned, provides Wondo with a substantial competitive advantage.

One of Wondo's values is focusing on the welfare of people alongside the environment. For that reason, Wondo will manage its resources in a way it can make the most of them. always in an efficient and sustainable way. The employees are vital in order to make the establishment work, Wondo will make sure they stay motivated with their responsibilities and therefore, act in a beneficial and positive way for the company. In addition, as this project is carried out by two people, a section called Internal Policy is detailed.

In the future, it has been seen that Wondo might benefit from legal aspects, so we will have to take an eye on future laws as we can get support by subsidies for sustainable businesses.

Along the Financial Plan, it has been shown the economic-financial viability of the project, starting with the analysis of the results of the first years, obtaining a VAN of 1,031,821 € and an IRR of 90.40%. We must take into account that the initial investment will be recovered by the third year from opening.

Finally, we want to emphasize that Wondo applies a different business model from conventional companies in the market. Having this in mind, the company pursues its continuance while fulfilling its initial purpose of raising awareness on sustainable values, still handicapped today in society.

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Spanish Protection Data Agency. [www.aepd.es](http://www.aepd.es)

## ANNEXES

### Annex 1. Entrepreneurial Team Curriculum Vitae



#### Laura Baltic Flores

Soy extrovertida, espontánea y me gusta aportar ideas nuevas, así como aprender de los demás.

El inglés como idioma paterno forma parte de mi vida diaria.

#### Formación académica

Actualmente	Grado universitario “ADE y Gestión de la Innovación” (Tecnocampus-Mataró, centro adscrito a la Universidad Pompeu Fabra)
2015	Curso Wordpress (CEPI-BASE, Barcelona)
2014	Curso Photoshop CS4, Nivel básico y avanzado (CEPI-BASE, Barcelona)
2011 - 2014	Bachillerato (Vicente Cañada Blanch, Londres / El Calamot, Gavà)

#### NACIONALIDAD

Española y Británica  
(22 años)

#### TELÉFONO

678913087

#### POBLACIÓN

GAVÀ (BARCELONA)

#### EMAIL

[laura.baltic@gmail.com](mailto:laura.baltic@gmail.com)

#### Experiencia profesional

Jul 2017 - Actualidad	Game Master (Escape Room Castelldefels, Castelldefels)
Jul 2016 - Ene 2017	Auxiliar Contable (Grupo Sagardi, Barcelona)
Jun 2016 - Ago 2016	Camarera (El Horreo de Gavà - fin de semana)
Jun 2011 - Jul 2016	Clases particulares de Inglés (Academia Robi's Place, Gavà)

#### Idiomas

Castellano : Idioma materno

Catalán : Idioma materno

Inglés : Idioma paterno

Título: Nivel Avanzado por la Generalitat de Catalunya

Alemán : Nivel básico-medio

#### Disponibilidad

Mañanas



## Adrián Tébar Pendón

Fecha de nacimiento: 10/01/1996 | 08360 Canet de Mar  
tebaradrian@gmail.com | 634753857



### Formación y estudios

- (Inicio: 2014) Actualmente estudiando el grado de **Administración de Empresas y Gestión de la Innovación** en Escola Universitaria del Maresme Tecnocampus Mataró (Centro adscrito a UPF).
- (2012 - 2014) Bachillerato en la modalidad de ciencias sociales en el insituto IES Lluís Domènech i Montaner (Canet de Mar).
- (2008 - 2012) Secundaria (ESO): Lluís Domènech i Montaner (Canet de Mar).

### Experiencia

- (Noviembre 2017 – Actualmente) Gestor comercial en BBVA.
- (Septiembre 2016 - Julio 2017) Monitor en Club Natació Calella.
- (Diciembre 2016 - Abril 2017) Auxiliar Administrativo en Multivac Production en los departamentos de Contabilidad y Controlling.
- (Junio 2014 - Julio 2014) Monitor en Club Natació Calella.

### Idiomas

- Castellano (Idioma materno).
- Catalán (Idioma materno).
- Inglés (Nivel FCE: B2.2).
- Alemán (Nivel A.2).

### Conocimientos

- Programa de gestión empresarial SAP.
- Programa estadístico R-Commander.
- Informática a nivel de usuario d'Office. (Word, Excel, PowerPoint), Audacity, Prezy...
- Conocimiento de las redes sociales (Facebook, Instagram, YouTube...).

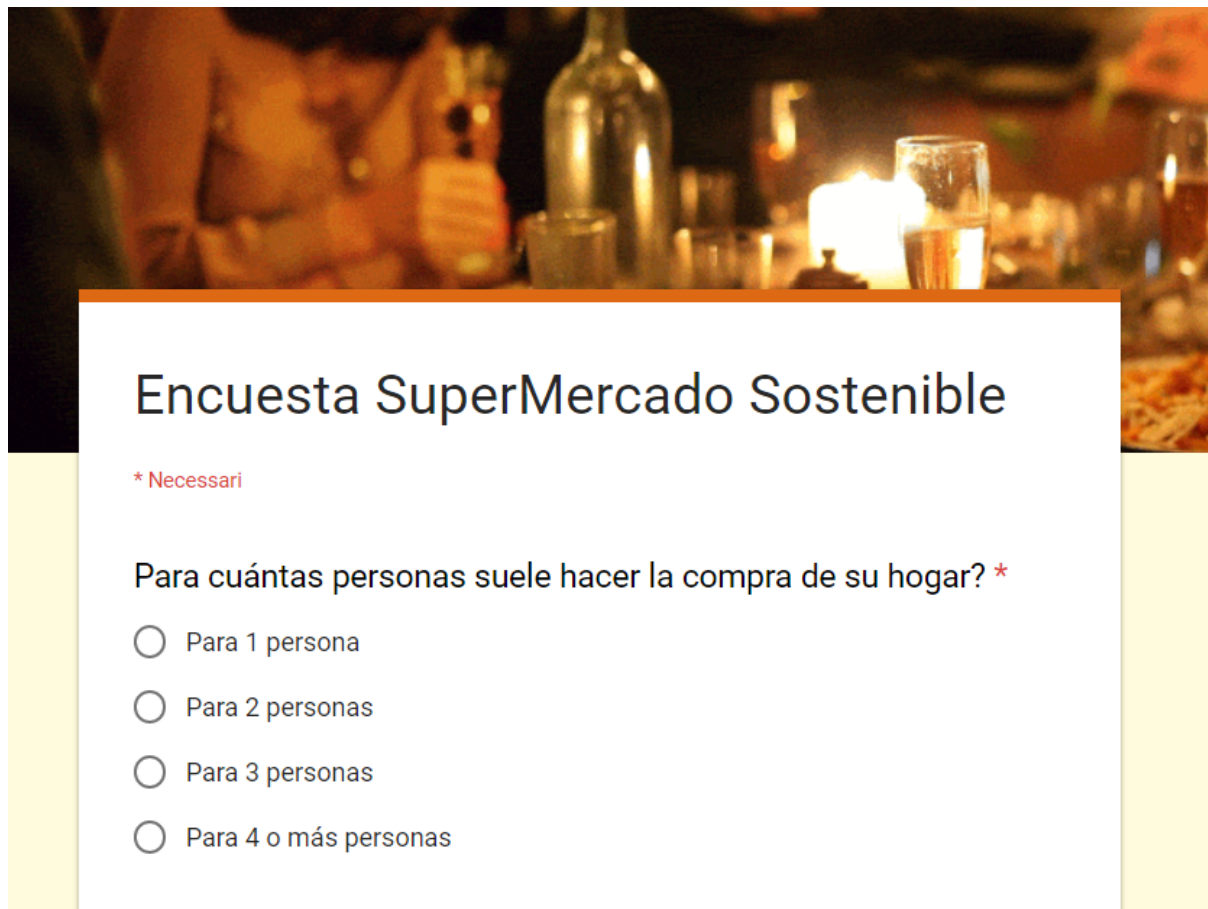
### Datos Complementarios

- Soy una persona motivada, con ganas de trabajar y de aplicar todo lo aprendido en mis estudios universitarios.
- Me considero responsable y organizado.
- Disponibilidad para trabajar media jornada, fines de semana y festivos.
- Permiso B de conducir con disponibilidad de coche propio.

## Annex 2. Project Timeline

<b>25th October</b>	<b>20th November</b>	<b>20th December</b>
Thesis' goals and motivations	Papers and current situation	Business Model and value proposition
<b>20th February</b>	<b>30th February</b>	<b>10th March</b>
Mkg Plan: Competitors	Mkg Plan: Objective Public Identification	Mkg Plan: Positioning
<b>25th March</b>	<b>30th April</b>	<b>10th May</b>
Operations Plan	Human Resources Plan	Legal and Regulatory Aspects
<b>30th May</b>	<b>1st June</b>	
Economic Financial Plan	Conclusion	

### Annex 3. Survey



## Encuesta SuperMercado Sostenible

\* Necessari

Para cuántas personas suele hacer la compra de su hogar? \*

- Para 1 persona
- Para 2 personas
- Para 3 personas
- Para 4 o más personas

Cuánto dinero se gasta a la semana en comida para el hogar y en comer fuera de casa? \*

- Menos de 50€
- Entre 50 y 100€
- Entre 100 y 150€
- Más de 150€

Cuántos días a la semana come fuera del hogar? \*

- Ninguno
- 1
- 2
- 3
- 4
- 5
- 6
- 7

Cuándo suele comer fuera de casa? \*

- Entre semana
- Fin de semana
- Indiferente
- No suelo comer fuera

Por qué motivos suele comer fuera de casa? \*

- Por trabajo
- Por ocio
- Altres: \_\_\_\_\_

Suele ir a un bar/restaurante o se lleva su comida de casa? \*

- Bar/Restaurante
- Me llevo la comida de casa (Tupper, bocadillo...)
- No suelo comer fuera

Se considera una persona que se esfuerza en conseguir productos sanos y de calidad? \*

- Sí
- No

¿Con qué frecuencia acude al supermercado? \*

- A diario
- 2-3 veces por semana
- 1 vez a la semana
- 1 vez cada dos semanas
- Otros: \_\_\_\_\_

Cuál es su supermercado habitual? \*

- Mercadona
- Dia
- Aldi
- Lidl
- Caprabo-Eroski
- Carrefour
- Casa Ametller
- Consum
- Otros: \_\_\_\_\_

Cuál es el motivo de que sea su supermercado habitual? \*

- Cercanía
- Precio
- Calidad de los productos
- Variedad de los productos
- Buen trato al cliente
- Otros: \_\_\_\_\_

Estaría dispuesto/a a cambiar de supermercado? \*

- Sí
- No

Por qué motivos cambiaría de supermercado habitual? \*

- Precio
- Calidad de los productos
- Variedad de los productos
- Prefiero no cambiar de supermercado
- Otros: \_\_\_\_\_

Estaría dispuesto/a a cambiar de supermercado habitual si se le ofreciera productos de mayor calidad, más saludables y de origen sostenible? \*

- Sí
- No

En el caso que en la pregunta anterior haya contestado Sí, estaría dispuesto/a a pagar un precio mayor?

- Sí
- No



Un paquete de galletas normales cuesta 2,5. Cuanto pagaría por unas galletas de origen sostenible, es decir que no conlleve efectos negativos al conjunto de la sociedad y medio ambiente?

- 2,9
- 3,5
- 3,75
- 4 o más



Qué le parecería comer en ese mismo supermercado productos frescos y de calidad?

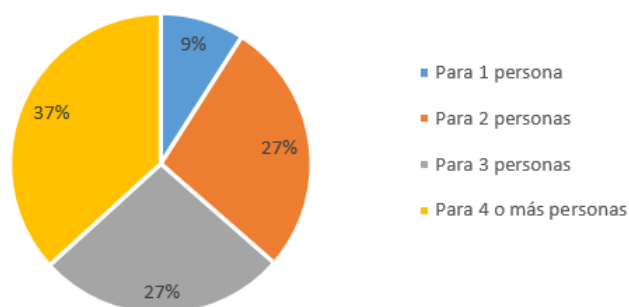


- Me parece buena idea
- Prefiero comerlos en mi casa
- Mejor no

ENVIAR

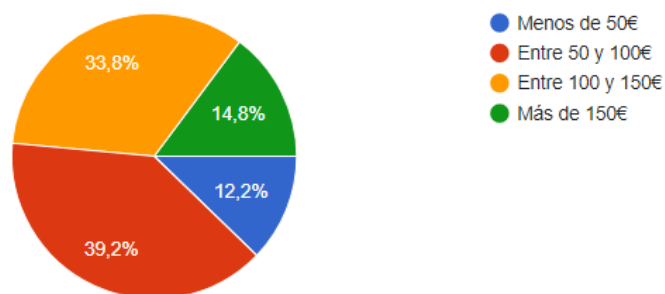
## Annex 4. Survey's Answers

Para cuántas personas suele hacer la compra de su hogar?



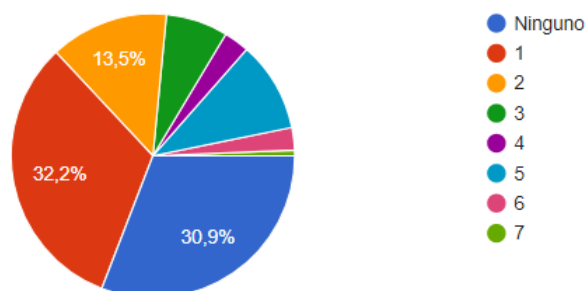
Cuánto dinero se gasta a la semana en comida para el hogar y en comer fuera de casa?

311 respostes



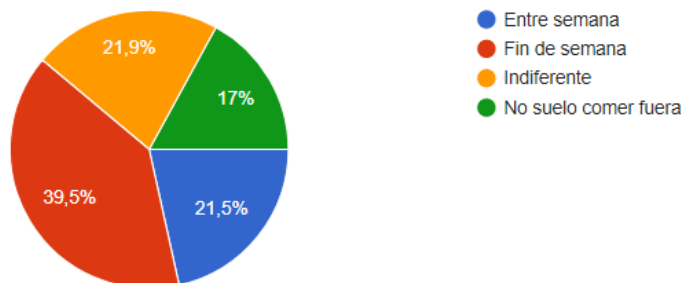
Cuántos días a la semana come fuera del hogar?

311 respostes



### Cuándo suele comer fuera de casa?

311 respostes

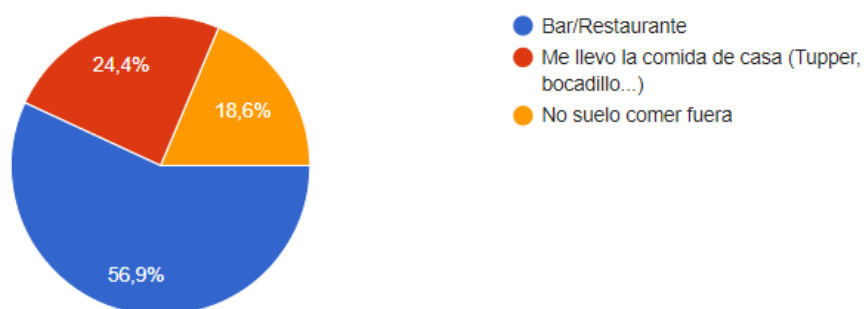


### Por qué motivos suele comer fuera de casa?



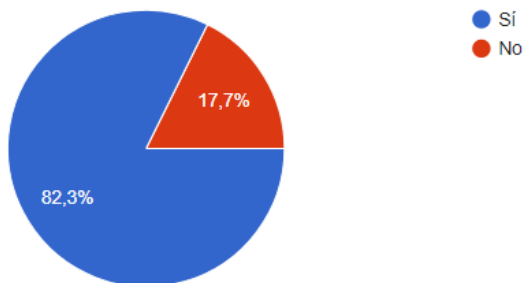
### Suele ir a un bar/restaurante o se lleva su comida de casa?

311 respostes

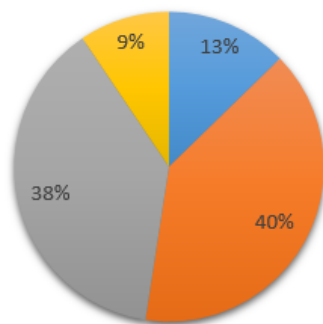


Se considera una persona que se esfuerza en conseguir productos sanos y de calidad?

311 respostes

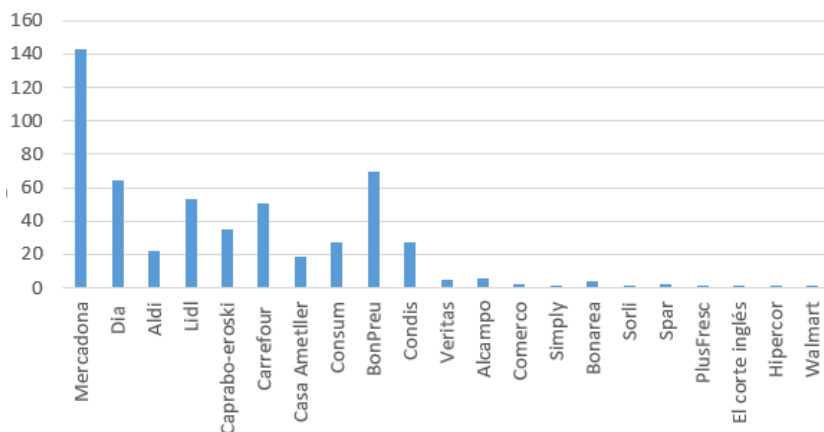


¿Con qué frecuencia acude al supermercado?

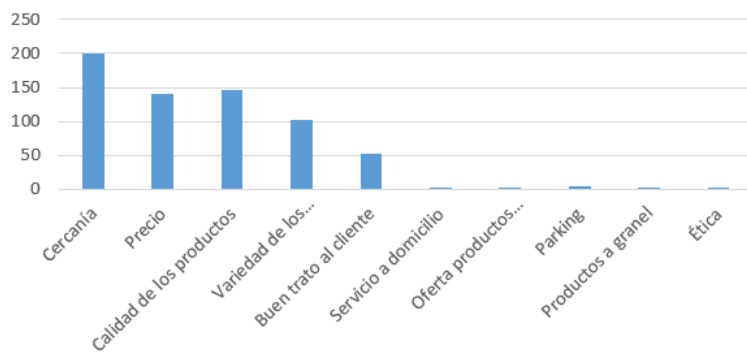


■ A diario ■ 2-3 veces por semana ■ 1 vez a la semana ■ 1 vez cada dos semanas

Cuál es su supermercado habitual?

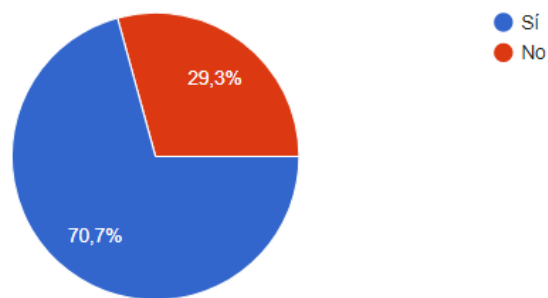


### Cuál es el motivo de que sea su supermercado habitual?

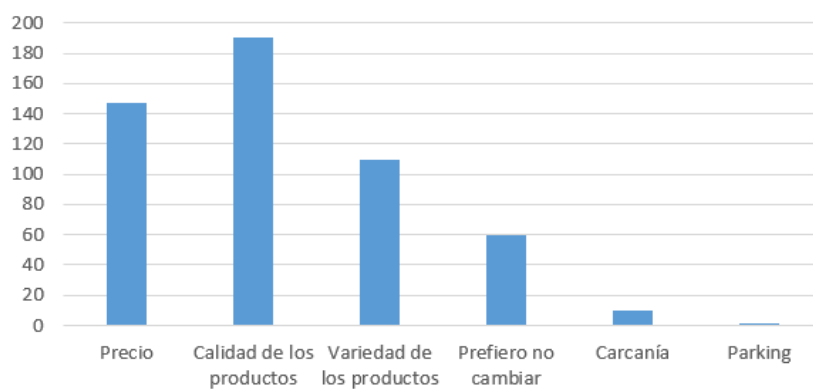


### Estaría dispuesto/a a cambiar de supermercado?

311 respuestas

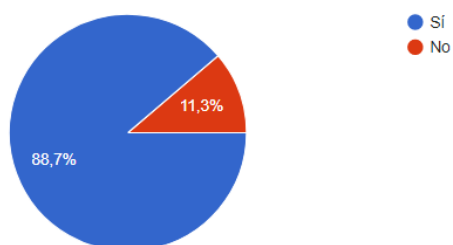


### Por qué motivos cambiaría de supermercado habitual?



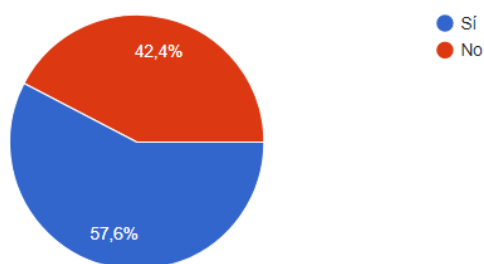
Estaría dispuesto/a a cambiar de supermercado habitual si se le ofreciera productos de mayor calidad, más saludables y de origen sostenible?

311 respostes

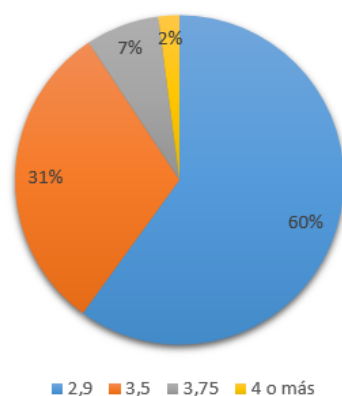


En el caso que en la pregunta anterior haya contestado Sí, estaría dispuesto/a a pagar un precio mayor?

288 respostes

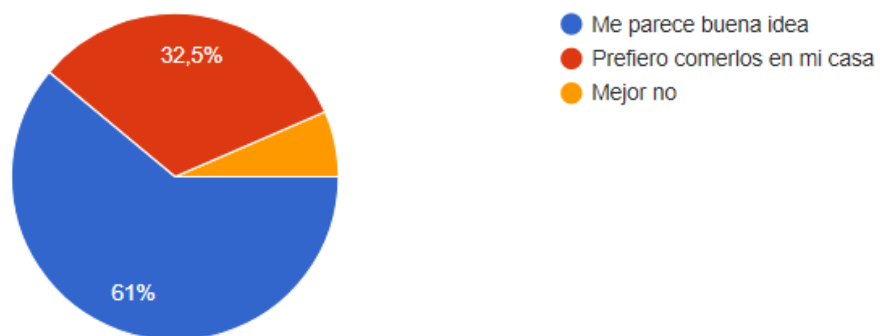


Un paquete de galletas normales cuesta 2,5.  
Cuanto pagaría por unas galletas de origen sostenible?



## Qué le parecería comer en ese mismo supermercado productos frescos y de calidad?

308 respostes



## Annex 5. Products Portfolio and its cost



## Annex 5.1. Restaurant Products

Main products	Quantity	Price	Supplier	Total
Organic Chicken	7 Kg	2,83€/kg	GHD Fresc	19,81 €
Organic Eggs 1/2 dozen M-L	5 dozens	3,9€ per dozen	GHD Fresc	19,50 €
Burger 5 vegetables	60 patties	1,075€ per patty	GURMENDI	64,50 €
Japanese Tofu	5250 gr	2.44€ per 350 gr	GHD Fresc	36,60 €
Cheese and Tofu Meatballs	5400 gr	2.56€ per 180 gr	GHD Fresc	76,80 €
Chard	3,5 kg	0,56 €	GURMENDI	0,56 €
Eggplant	3 Kg	0,92 €	GURMENDI	0,92 €
Sweet potato	3 Kg	0,77 €	GURMENDI	0,77 €
Onion	3 Kg	0,09 €	GURMENDI	0,09 €
Portobello Mushrooms	3 Kg	4,88 €	GURMENDI	4,88 €
Parsnip	3 Kg	1,56 €	GURMENDI	1,56 €
Kale	3 Kg	1,59 €	GURMENDI	1,59 €
Green Asparagus	3.750 gr	3.80€ per 250 gr	GURMENDI	57,00 €
Carrot	3 Kg	0,41 €	GURMENDI	0,41 €
Potatoes	3 Kg	0,26 €	GURMENDI	0,26 €
Lettuce	12 units	13 €	GURMENDI	13,00 €
Leek	3 Kg	0,54 €	GURMENDI	0,54 €
Pizza Dough Gluten Free	7,5 Kg	64,80 €	GHD fresc	64,80 €
Spaguettis Gluten Free Lactose Free	7,5 Kg	55,20 €	GHD fresc	55,20 €
Vegan Cheese	3 Kg	33 €	GHD fresc	33,00 €
White Chickpeas	3 Kg	10,32 €	GURMENDI	10,32 €
Quinoa	3 Kg	14,40 €	GURMENDI	14,40 €
Brown Rice	3 Kg	1,36 €	GURMENDI	1,36 €
<b>TOTAL</b>				<b>477,87 €</b>

### Annex 5.2. Supermarket Fruit Cost

Main products	Quantity	Price	Supplier	Total
Avocado	3 Kg	1,89 €	GURMENDI	1,89 €
Blueberries	24 Trays (125 gr)	3,98 €	GURMENDI	3,98 €
Raspberry	16 Trays (125 gr)	4,00 €	GURMENDI	4,00 €
Strawberry	5 Kg	14,12 €	GURMENDI	14,12 €
KIWI CAL 30/33	5 Kg	1,23 €	GURMENDI	1,23 €
Lime	1 Kg	1,14 €	GURMENDI	1,14 €
Lemon	2 Kg	0,27 €	GURMENDI	0,27 €
Tangerine	6 Kg	1,54 €	GURMENDI	1,54 €
Apple Fuji	5 Kg	0,92 €	GURMENDI	0,92 €
Apple Golden	5 Kg	1,18 €	GURMENDI	1,18 €
Apple Red Delicious	5 Kg	0,87 €	GURMENDI	0,87 €
Orange	10 Kg	0,70 €	GURMENDI	0,70 €
Pear conferencia	5 Kg	0,98 €	GURMENDI	0,98 €
Banana	10 Kg	1,13 €	GURMENDI	1,13 €
<b>TOTAL</b>				<b>33,95 €</b>

### Annex 5.3. Supermarket Spices Cost

Main products	Quantity	Price	Supplier	Total
Basil (12 gr)	6 Units	1,30 €	GURMENDI	1,30 €
Cinnamon (25 g)	7 Units	1,60 €	GURMENDI	1,60 €
Cayenne (35 gr)	8 Units	1,97 €	GURMENDI	1,97 €
Seeds Coriander (20 gr)	9 Units	1,37 €	GURMENDI	1,37 €
Clove ( 87 g )	10 Units	1,93 €	GURMENDI	1,93 €
Turmeric (30 g )	11 Units	1,47 €	GURMENDI	1,47 €
Curry ( 30 g )	12 Units	1,60 €	GURMENDI	1,60 €
Dill	13 Units	1,43 €	GURMENDI	1,43 €
Nutmeg ( 25 g )	14 Units	2,13 €	GURMENDI	2,13 €
Oregano ( 7 g )	15 Units	1,30 €	GURMENDI	1,30 €
Parsley ( 7g )	16 Units	1,37 €	GURMENDI	1,37 €
Paprika (38 g)	17 Units	1,70 €	GURMENDI	1,70 €
Spicy Paprika (40 g)	18 Units	1,70 €	GURMENDI	1,70 €
White Pepper (45 g)	19 Units	3,32 €	GURMENDI	3,32 €
Black Pepper ( 40 g )	20 Units	2,70 €	GURMENDI	2,70 €
Rosemary (24G)	21 Units	1,40 €	GURMENDI	1,40 €
Rosemary Salt (50 g)	22 Units	2,36 €	GURMENDI	2,36 €
Thyme (15G)	23 Units	1,40 €	GURMENDI	1,40 €
Bay (8 Gr.)	24 Bags	0,89 €	GURMENDI	0,89 €
Ras El Hanout ( 25 gr)	25 Units	1,63 €	GURMENDI	1,63 €
<b>TOTAL</b>				<b>34,57 €</b>

### Annex 5.4. Supermarket Sauces Cost

Main products	Quantity	Price	Supplier	Total
Maple Syrup 250 M	3 Units	4,81 €	GURMENDI	14,43 €
Thyme Honey (in b)	1kg	8,76 €	GURMENDI	8,76 €
Lavender Honey (in	900 gr	9,38 €	GURMENDI	9,38 €
Non Sugat Ketchup	10 units	1,96 €	GURMENDI	19,60 €
MAYONESA SIN HU	10 units	1,63 €	GURMENDI	16,30 €
Natural Soy Drink	750gr (8 units)	3,33 €	GHD fresc	26,64 €
<b>TOTAL</b>				<b>95,11 €</b>

### Annex 5.5. Supermarket Bulk Cost

Main products	Quantity	Price	Supplier	Total
<b>Nuts</b>				
Date	5 KG	5,8	GURMENDI	5,80 €
Walnut FRANQUETTE	5 KG	26,3	GURMENDI	26,30 €
Raw almond with Skin	700 gr	9,91	GURMENDI	9,91 €
Cashew	750 GR	12,53	GURMENDI	12,53 €
Raw Haselnut	750 GR	8,76	GURMENDI	8,76 €
Fig	700 GR	4,95	GURMENDI	4,95 €
Pumpkin Seeds	200 GR, 5 un	1,21	GURMENDI	6,05 €
Pine Nut	6 ENV(50g)	5,5	GURMENDI	5,50 €
<b>Others</b>				
Pure Cocoa	12 UD(150 G)	2,25	GURMENDI	2,25 €
Rice cakes with Sesame and no salt	12 PAQ(100 GR)	0,62	GURMENDI	0,62 €
Corn cakes, no salt	12 PAQ (110 GR)	0,68	GURMENDI	0,68 €
5 Cereal Cakes	12 PAQ(100 GR)	0,63	GURMENDI	0,63 €
Almond Blueberries Gluten Free Bar	25 UD(40 gr)	0,95	GURMENDI	0,95 €
Cocoa Nuts Gluten Free Bar	25 UD(40 gr)	0,95	GURMENDI	0,95 €
COCO CHÍA Gluten Free Bar	25 UD(30 gr)	0,8	GURMENDI	0,80 €
<b>Legumes</b>				
ADZUKI	3kg	1,85	GURMENDI	1,85 €
Red Lentils	3kg	1,75	GURMENDI	1,75 €
Green Lentils - Dupuy	3kg	1,65	GURMENDI	1,65 €
<b>Cereals</b>				
Quinoa	3kg	1,72	GURMENDI	1,72 €
Brown Cous Cous	3kg	2,4	GURMENDI	2,40 €
Bulgur	3kg	1,4	GURMENDI	1,40 €
Millet	3kg	1,4	GURMENDI	1,40 €
<b>Rice</b>				
Brown Rice	6kg	1,45	GURMENDI	1,45 €
<b>Flour</b>				
Brown Oats Flour	6kg	2,73	GURMENDI	2,73 €
Brown Rye Flour	6kg	0,00 €	GURMENDI	0,00 €
Brown Spelt Flour	6kg	2,58	GURMENDI	2,58 €
Kamut Flour	6kg	2,12	GURMENDI	2,12 €
Gluten Free Lactose Free Flour	6kg	3,18	GURMENDI	3,18 €
		4,77	GURMENDI	4,77 €
		7,13	GHD fresc	7,13 €
<b>Eggs</b>				
Organic Eggs	5 dozens	3,9€ per dozen	GHD Fresc	19,50 €
<b>TOTAL</b>				<b>142,31 €</b>

### Annex 5.6. Supermarket Dairy Cost

Main products	Quantity	Price	Supplier	Total
Vegan Cheese	200gr x 5 ud	2,20 €	GHD fresc	11,00 €
Veggieques Vegan Mozzar	120gr x 5 ud	1,56 €	GHD fresc	7,80 €
Veggieques Vegan Cheese	150gr x 5 ud	1,83 €	GHD fresc	9,15 €
Goat Yoghurt 0%	250Gx 5 ud	1,65 €	GHD fresc	8,25 €
Organic sheep Yoghurt	400grx 5 ud	2,39 €	GHD fresc	11,95 €
Soy Yoghurt	400Gx 5 ud	1,51 €	GHD fresc	7,55 €
Natural Yoghurt Lactose Fi	400Gx 5 ud	1,76 €	GHD fresc	8,80 €
Mozzarella Cheese roll Lar	300grx 5 ud	3,58 €	GHD fresc	17,90 €
White Fresh Cheese	400Gx 5 ud	2,17 €	GHD fresc	10,85 €
Whipped Cream Gluten Fr	200mlx 5 ud	1,05 €	GHD fresc	5,25 €
Organic Butter	250grx 5 ud	1,95 €	GHD fresc	9,75 €
Soy Organic Margarine	250Gx 5 ud	2,61 €	GHD fresc	13,05 €
Organic Goat Kefir	420Gx 5 ud	2,70 €	GHD fresc	13,50 €
<b>TOTAL</b>				<b>134,80 €</b>

## Annex 5.7. Supermarket Vegetables Costs

Main products	Quantity	Price	Supplier	Total
Chard	2 KG	0,32 €	GURMENDI	0,32 €
Chicory	CAJA 6 MANOJOS	1,26 €	GURMENDI	1,26 €
Purple Garlic	5 KG	3,64 €	GURMENDI	3,64 €
ALOE VERA	1 kg	0,35 €	GURMENDI	0,35 €
Celery	5 KG	0,80 €	GURMENDI	0,80 €
Eggplant	5 KG	1,54 €	GURMENDI	1,54 €
Sweet Potatoe	6 KG	1,54 €	GURMENDI	1,54 €
Brocoli	6 KGS	1,40 €	GURMENDI	1,40 €
Courgette	5 KG	2,56 €	GURMENDI	2,56 €
Round Courgette	3 KGS	3,15 €	GURMENDI	3,15 €
Pumpkin	10 KG	1,20 €	GURMENDI	1,20 €
Thistle	1 UD (APROX 5 KG)	1,30 €	GURMENDI	1,30 €
Onion	10 KGS	0,85 €	GURMENDI	0,85 €
Red Onion	SACO 10 KGS	1,40 €	GURMENDI	1,40 €
CHALOTA	5 KG	2,99 €	GURMENDI	2,99 €
Mushroom PORTOBELLO	3 KG	4,88 €	GURMENDI	4,88 €
Parnsip	5 KG	2,60 €	GURMENDI	2,60 €
Coliflour	6 UD	8,00 €	GURMENDI	8,00 €
Kale	5 KG	2,66 €	GURMENDI	2,66 €
Cabagge	8 UD/ 10 UD	11,50 €	GURMENDI	11,50 €
Green Asparagus	250 G	3,80 €	GURMENDI	3,80 €
Espinach	8 bunches	1,60 €	GURMENDI	1,60 €
Ginger	1kg	0,24 €	GURMENDI	0,24 €
Green Beans	5 KG	5,25 €	GURMENDI	5,25 €
Broad Bean	4 KG	3,05 €	GURMENDI	3,05 €
Fennel	5 KG	1,68 €	GURMENDI	1,68 €
Lettuce	6 UD	6,50 €	GURMENDI	6,50 €
Lettuce MINIROMANA BICOLOR	8 PAQ (2 UDS )	1,00 €	GURMENDI	1,00 €
Corn	12 UDS	1,85 €	GURMENDI	1,85 €
Turnip DAIKON	5 KG	1,36 €	GURMENDI	1,36 €
Potatoe	10 KG	0,87 €	GURMENDI	0,87 €
Red Potatoe	10 KG	0,97 €	GURMENDI	0,97 €
PAK CHOI	6 bunches	4,50 €	GURMENDI	4,50 €
Cucumber	5 KG	1,96 €	GURMENDI	1,96 €
Yellow Pepper	5 KG	3,70 €	GURMENDI	3,70 €
Red Pepper	5 KG	2,66 €	GURMENDI	2,66 €
Green Pepper	5 KG	2,38 €	GURMENDI	2,38 €
Leek	10 KGS	1,82 €	GURMENDI	1,82 €
Black Radish	5 KGS	1,99 €	GURMENDI	1,99 €
Beetroot	5 KG	0,90 €	GURMENDI	0,90 €
Arugula	6 MANOJOS	1,50 €	GURMENDI	1,50 €
SHIITAKE Mushroom	2 KG	7,15 €	GURMENDI	7,15 €
ERINGY DE CARDO Mushroom	2,5 KG	9,68 €	GURMENDI	9,68 €
Black Cherry Tomatoe	3 KGS	4,34 €	GURMENDI	4,34 €
Montañas Tomatoe	4 KGS	2,60 €	GURMENDI	2,60 €
Black Tomatoe	6 KG	2,22 €	GURMENDI	2,22 €
Pear Tomatoe	6 KG	1,40 €	GURMENDI	1,40 €
Rama Tomatoe	6 KG	1,40 €	GURMENDI	1,40 €
YACON	2 KG	2,10 €	GURMENDI	2,10 €
Carrot	10-12 KG	1,39 €	GURMENDI	1,39 €
KOMBU	8 bags (25G)/CJ	1,60 €	GURMENDI	1,60 €
<b>TOTAL</b>				<b>137,40</b>



Thursday	9:00 a.m.	10:00 a.m.	1:00 p.m.	2:00 p.m.	4:00 p.m.	5:00 p.m.	6:00 p.m.	7:00 p.m.	9:00 p.m.	11:00 p.m.	12:00 p.m.
Head Chef	Kitchen	Kitchen	Kitchen	Kitchen	Kitchen						
Kitchen Assistant 1	Kitchen	Kitchen	Kitchen	Kitchen							
Kitchen Assistant 2							Kitchen	Kitchen	Kitchen		
Cashier 1	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area							
Cashier 2	Supermarket	Supermarket	Supermarket	Supermarket							
Cashier 3					Supermarket	Supermarket	Supermarket				
Cashier 4					Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area				
Cashier 5								Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area
Cashier 6								Supermarket	Supermarket	Supermarket	Supermarket
Friday	9:00 a.m.	10:00 a.m.	1:00 p.m.	2:00 p.m.	4:00 p.m.	5:00 p.m.	6:00 p.m.	7:00 p.m.	9:00 p.m.	11:00 p.m.	12:00 p.m.
Head Chef	Kitchen	Kitchen	Kitchen	Kitchen	Kitchen						
Kitchen Assistant 1	Kitchen	Kitchen	Kitchen	Kitchen							
Kitchen Assistant 2							Kitchen	Kitchen	Kitchen		
Cashier 1	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area					Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area
Cashier 2	Supermarket	Supermarket	Supermarket	Supermarket					Supermarket	Supermarket	Supermarket
Cashier 3					Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area				
Cashier 4					Supermarket	Supermarket	Supermarket				
Cashier 5								Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area
Cashier 6								Supermarket	Supermarket	Supermarket	Supermarket
Saturday	9:00 a.m.	11:00 a.m.	1:00 p.m.	2:00 p.m.	4:00 p.m.	5:00 p.m.	6:00 p.m.	7:00 p.m.	9:00 p.m.	11:00 p.m.	12:00 p.m.
Head Chef	Kitchen	Kitchen	Kitchen	Kitchen	Kitchen						
Kitchen Assistant 1	Kitchen	Kitchen	Kitchen	Kitchen							
Kitchen Assistant 2							Kitchen	Kitchen	Kitchen		
Cashier 1					Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area				
Cashier 2					Supermarket	Supermarket	Supermarket				
Cashier 3	Supermarket	Supermarket	Supermarket	Supermarket							
Cashier 4	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area							
Cashier 5								Supermarket	Supermarket	Supermarket	Supermarket
Cashier 6								Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area	Cleaning/Menu area