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1. BUSINESS DESCRIPTION



1. BUSINESS DESCRIPTION

1.1. INTRODUCTION

Our company provides integrated solutions to cover all the possible needs that a person with a difficult disease and their families could require. InTecuida will offer a wide range of services that cover the specific needs of the patients affected by illnesses such as Cancer, Alzheimer, Parkinson etc and also elderly people.

InTecuida will offer a wide range of services that we will split in five different families: adapt homes, home care and tele-assistance, psychological support, special assistance and telehealth.

The first step that the patient and InTecuida will take together is to have a meeting to show him/her and also to the families, the needs and services that we have and could fit better with the disease. The Adapt Homes department will guide you to make the changes that would be better to the present situation, but also for the future. To improve your house also InTecuida offer Home care and Tele assistance to make your house the better place to be. With the Home care InTecuida could provide domotic tools as heating management or activity monitoring to fix all the conditions in the patient house. Tele-assistance will consist in different devices as a glucometer and a tension meter to register all the medical information that we could with the aim of build a medical file that can help us to control our patients and advice them.

Other important service is the psychological support, and not only for the patient, but also for the family because we know that it is a challenge being focus and optimistic when one member of your family has a disease like this.

Once that their house is adapted we want that they feel care that why with our Special Assistance that consist in different services, since the special care provide by nurses to personal help to make the life of InTecuida customers easier.

Also InTecuida has Telehealth to answer all the doubts that could have our customers all over the day. Linked with the medical file that we will have InTecuida will be able to advice solutions or recommend visiting the hospital. With that we want to avoid long visits to the doctors to just make questions.

Because we want to make their life easier and better, that is our main concern. We will take care of your needs.

The interface with the customer will commence with a meeting with patients to show him/her what are the specific services we are offering and also we focus in advising them the ones they should be considering. One of our departments the adapt homes will change their homes in the areas that they will need since the entrance till the bathroom. InTecuida would be offering also psychological support, physiotherapists, assistants and also, specially with



diseases as Parkinson or some kinds of Cancer, we have a speech therapist to help you fight with possible speech problems also we would be offering them the possibility to adapt their home to take account of their condition and requirements.

1.2. COMPANY ACTIVITY

InTecuida will integrate most of the services that someone with a disease such as Cancer, Parkinson or Alzheimer needs. If you or one of yours is unfortunate to develop Cancer, Parkinson or Alzheimer, or older than 65, we are what you need to make your life easier. From your inside to your home we look for your needs now and in the future. Because we are a company that integrates psychological and physical support and adapt your home.

We know how difficult it is to have a disease so we are a company were you can find all your needs. We will be your guides through the path of your problem with experienced professionals that will help you in all your needs.

The starting point of the interface with the patient will be met with him/her and family to appraise their support needs and how InTecuida can help them. Because we will treat you as a person, not just as a number. We want to know your ideas and get them for you. Since the beginning we will create a plan to follow. Following from this, one of our professionals will visit your home and advice you the improvements that we can make. If you want we will improve all the elements in your house, since the doors till the bathroom. The type of equipment we offer in this, our main product is detailed in Annex I.

Given your home is the best place for you, we will give you and your family psychological support to help you cope with your disease. Because we know that in these moments you need a friendly hand. And groups were you can share your vision with persons with the same problems, because we know that it will help you see other approaches of people with the same disease.

Depending on the disease we know that is important to have a physiotherapist to help you to have your body in the best conditions to have a better life.

Also we want that our customer feel the whole world as a safe place that's why we will offer you our assistant service because we want that you have your life as you want. We will go out with you, will accompany to the doctor, or just to take a walk because we know how important is to be active and face the disease with positive attitude and in the best conditions. We have associated the best doctors and hospitals that share our vision and will treat you as special as you are, because you deserve it.

Even when we are not physically near our patient InTecuida supplies to them their teleassistance device, just in case you need us, and one of our professionals will go to you. Because we want that you can focus in yourself and we will care about the rest.

Other important service in InTecuida is the psychological support because be prepared and know how to deal with a disease will help our customer to feel better and have a better



life. But not only them also for their families because be surrounded of optimistic people is better for their recover. Also thinking in the families and in the patients InTecuida will have Telehealth that can answer all the medical doubts that they can have, linked with the Tele-assistance that monitor all the health signs, to follow them and guide them in difficult situations.

InTecuida will be based and star operations in Madrid, progressively extending to a selection of other large Spanish towns. At a later stage, once our business concept is well proven we intend to franchise internationally.

InTecuida: “we care about people, we care about you”

1.3. INNOVATION ASPECTS

We believe InTecuida is the only company that provides all these integrate services. There are a number of companies that provide some of these services separately, but we have not identified any company that offers all of them. This could pose a problem to the newly diagnosed, because they don't know what they need and when they can have it. That is where we start to work because we want to be more than a company; we want to be the friendly hand that helps them through the path to give them everything in an efficient way and understanding their needs and wishes.

1.4. MISSION, VISION AND VALUES

1.4.1. *Mission*

At InTecuida we want to provide an integrated, personalized and efficient health care service to our customers thanks to the value added by our employees, allowing them to have a better quality.

1.4.2. *Vision*

InTecuida will be an alternative to some of the traditional health care assistance because we make possible for the customer to receive a fast focused response about his/her disease provided by high qualified professionals offering an integrated service with the latest technological devices.

1.4.3. *Values*

The values of InTecuida reflect the company aim to contribute to the health requirements of the Spanish society nowadays. We offer our services to all the segments



interested in receiving a high qualified and personalized health care during such a major illness.

What are the values that identify our brand?

- Empathy
- Flexibility
- Honesty and integrity
- Optimism
- Loyalty
- Sensitivity



2. EXTERNAL ANALYSIS



2. EXTERNAL ANALYSIS

2.1. POLITICAL, ECONOMIC AND LEGAL CONSIDERATIONS

- Political and legal considerations

Due to the present financial and economic crisis, the society is suffering a lot of changes that are lowering the benefits we were enjoying in the past. These changes are directly relevant to our company as we explain below.

In recent years we have witnessed, as passive spectators, a number of facts related to public health and are now taking explanation on privatization of health services.

Health service as a public service is financially a problem because it is sustained on equity and solidarity, but on the other hand is defined as a universal need (for everyone), and is the object of desire for politicians and businessmen who see in it an inexhaustible source of revenue (everyone will need health care at some point).

All of us at some point have criticized health services as ineffective, mainly because of its slowness and the long waiting lists. To solve this problem professionals have proposed increasing the employees and structures, but given its high cost, the authorities have given us as the solution of transferring to private sectors those health services more profitable (radiology, short-stay surgery ...). This has a cost in the medium and long term, much higher, as it has been proven in other countries.

In recent years, central and regional governments have found ways to get rid of both problems, the economic and social conflict: give the public health management to private companies (construction companies, banks, corporations, venture capital firms, insurance, etc.), paying fixed money that depends on the size of the population served to take charge of health care for this population. But companies obviously come into the business expecting profit.

The problem is that (for now) public health remains free, is not profitable, so we believe that companies have only one way to make money: save some of the money they receive from governments at the expense of the quality of service.

WHY AND HOW is privatized a public health service?

The privatization of the management of health facilities leads to prioritizing benefits without any public quality control as the management evaluation is also in private mechanism hands.

The main effects of this arrangement are:



- Devalue and prevent proper attention to those who generate higher spending: older people with multiple pathologies, and chronically ill people without resources generally accumulating all kinds of needs.
- Pressure or economic incentives, especially to doctors indicating fewer hospitalized orders, released the patient from hospital faster, request less diagnostic tests, etc.
- Reduce the health and non health workforce and make worse their labor conditions.

The consequences are assured. The savings in staff and resources is the obvious mechanism to ensure private business profitability, and this can result in marked quality deficiencies in general: decreased in early diagnosis and generally unacceptable deterioration in the quality of the attention to the patient.

Currently in Madrid is taking place the progressive privatization of health services, which has begun with the new hospitals.

Selling an essential public service to private healthcare meets the objective of the private company to take over a business without risks: public funding and private benefit.

This situation can benefit our company because the decrease in the quality of the public health care can guide a lot of patients to ask for our quality and customer oriented services.

Another important topic in the political and legal context are the reduction in funds available for the **Dependency Law**.

The help they get the dependent to be cared for by a family member at home is reduced by 15% at least. The waiting time to be recognized by the state is extended to two years from the six months already established. Moderate Dependents won't enter in the system until 2015 and the Administration does not pay Social Security for people who have to leave work to care for a dependent.

- Economic considerations

In an initial stage the company will be mainly oriented towards high class and middle-high class families because they are the ones that can afford to pay for an integrated quality and personalized service. Subsequently we will be offering discounts for families that have fewer resources because we are a company based on values and we want to provide our services to a wider range population taking into account the financial limitations existing nowadays in our country for some of the people.

In the last 50 years more and more households are occupied by one person. This is a trend that evens the financial and economic crisis haven't been able to stop. It is a global

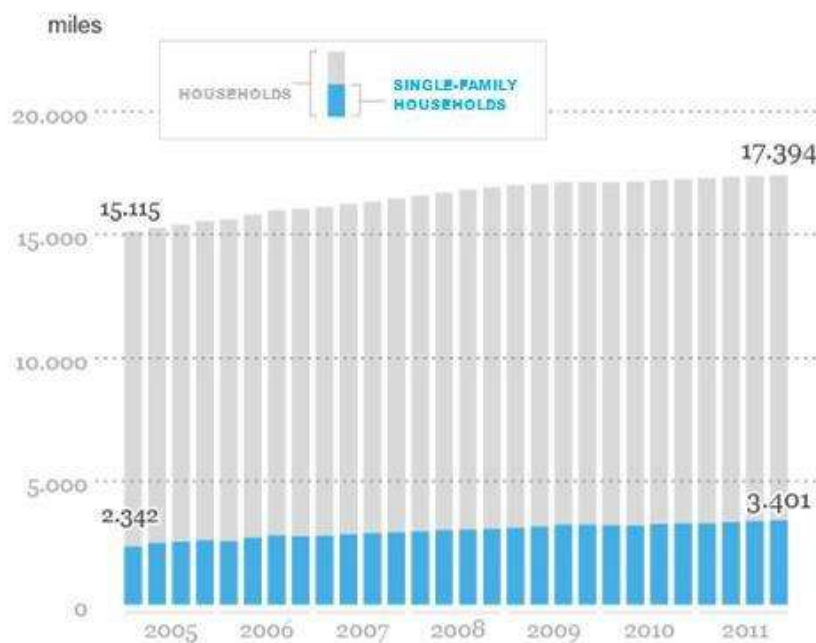


phenomenon that experts related to the progress of countries. That is, there are a higher number of single-family homes directly related with the level of development.

The increase in the number of people living alone can give us a boost because they will ask for our services to continue feeling independent, self-sufficient and having an aspired quality life. A lot of people want to handle their illness by their own so InTecuida could benefit from this tendency in Spain. People suffering from Cancer or Parkinson can continue living alone if they have the needs required by their illnesses covered (adapted-h0ome, teleassistance, health care etc).

In addition to this, due to the economic crisis, some families cannot afford to put the elderly people in private residences/hospices and consequently our company could be a more affordable option offering some of the services they will be demanding.

EVOLUTION OF THE SINGLE-FAMILY HOUSEHOLDS IN SPAIN



SOURCE: INE

According to figures from the EPA (Encuesta de Población Activa), in December 2012, 3,4 million people are living alone in our country, most of whom are retired people, up to 1,89 million. It is noteworthy that, since the beginning of the crisis, the number of these households has in fact increased as an indicator of this trend, according to the EPA statics those learning alone increased by 27%, or 300,000 to 1,51 million.

2.2. MARKET

2.2.1. Market size

InTecuida will be focused on a few diseases prevalent amongst the elderly different diseases, and which often leave the patient house-bound and thus require house assistance. It



is difficult to get an exact market size for this potential target population. To gain a better understanding of the market, we will discuss each disease separately.

1) Alzheimer

To understand our potential market, we carried out a research about the incidence of Alzheimer in the information of the official website of Alzheimer. We looked for the number of cases in the World, in Spain and in Madrid.

World	Spain	Madrid
26 Million of people	600.000 of people	96.000 of people

Looking into the future these numbers shall increase as this disease tends to develop his effect area by virtual of the increase in life expectancy. The researchers think that in 2050, in the world, it is going to be 106 M people who suffer from Alzheimer, or 1 in 85 people

As a proxy for the financial size of the market and the market value of Alzheimer disease treatment drugs the market was valued at US\$ 8,3 billion in 2010 and it is estimated that it will triple by 2020.

According to our research the 2% of the Alzheimer's patients are younger than 65 so 1920 in Madrid, the rest are older than 65. This we will have to take care in the finance part to not overlap the numbers. To have more information please read the financial point.

2) Parkinson

For Parkinson, our research is based on data from the Association of Parkinson and. Because of the lack of information about Madrid we extrapolate the figures from Spain to derive a possible estimate of the cases of Parkinson amongst the population of Madrid.

World	Spain	Madrid
10 million of people	148.000 of people	24.000 of people

Parkinson can affect people of any age. However, is a greater number of affected population in the more elderly, especially after 65 years. In the Community of Madrid, 90% of Parkinson patients belong to the elderly, so only 2400 patients with Parkinson are younger than 65. Regarding gender, in Spain the impact of Parkinson is almost equally affects males than females, although the women show slightly less likely to get Parkinson: 55% males and 45% females.

Parkinson's disease (PD) is the second most common neurological disorder. In 2006, the global sales of PD therapeutics (drugs) were \$3.1bn up by 11% from \$2.5bn in 2005. Revenues of the PD drugs across the major markets (US, Japan, France, Germany, Italy, Spain and the UK) **totalled over \$2.2bn in 2006, with revenues expected to exceed \$4.6bn by 2012.**

3) Cancer



To have an idea about the market size we tried to understand how many people are suffering from cancer in Madrid, in Spain and in World. Our research is based on data from the World Association of Cancer and the I.N.E (Instituto de Nacional de Estadística).

Madrid	Spain	World
24.500 of people	177.000 of people	12 Million of people

And if we take a look at the segmentation in gender we can see that the women are more affected by this disease, probably due to the number of cases of breast cancer, one of the types most common.

	MEN	WOMEN	TOTAL
CANCER in Spain	2.150	18.100	24.500

** I.N.E – Madrid

Cancer is the most rapidly growing segment of treatment in the pharmaceutical market. Thus, this segment has become a centre of attention for the drug companies and investors across the world. Also, this segment has gained higher attention as compared to other therapy segments. Total amount of the market of the cancer drugs is \$47,7 bn.

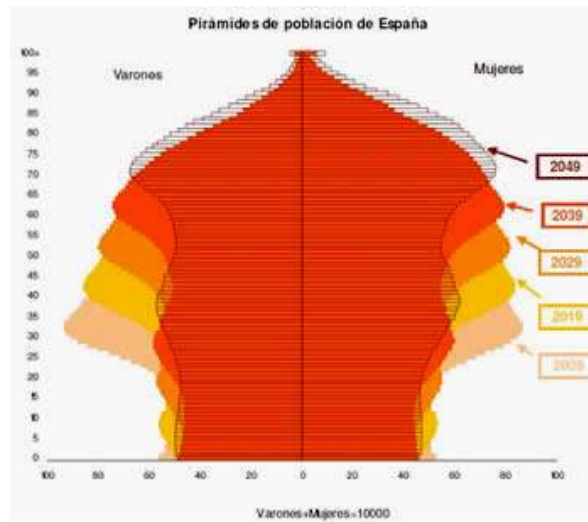
	AGE		
	16-44	45-64	65 and more
MEN	10013,1	5594,6	3235,3
WOMEN	9516,3	5762,9	4319,9
TOTAL	19529,4	11357,5	7555,2

** I.N.E – Madrid

In Cancer according to our data the 45% of the patients are younger than 65 years old, what represent 11025 people.

4) 65 Years and Over

With the change of the lifestyle the 65+ are more mobile than before and are able to have the live that they want due to their improved physical conditions. But all the trends are pointing to the fact that population in Spain is greying and this fact should create an opportunity for InTecuida. Therefore we shall be targeting older people (for instance older than 75), because now more of the people in late sixties or early seventies.



The segment of those who are old and in weak physical condition is attractive to InTecuida because our company will offer a large range of home-based solutions for the needs of elderly people. In the world, %80 of 65 Years and over people suffer from chronicle diseases.

	AGE RANGE							
	65-69	70-74	75-79	80-84	85-89	90-94	95-99	100 y más
MEN	128.956	93.986	85.466	58.681	29.484	9.243	1.977	237
WOMEN	153.713	118.343	120.932	97.292	63.020	27.111	7.713	1.184
TOTAL	282.669	212.329	206.398	155.973	92.504	36.354	9.690	1.421

** I.N.E- Demografic Change in Madrid

Although we know that in Madrid the number of people is 997338, we have to split them in two different groups the ones with diseases and those who don't have them. The number of the healthy older population in Madrid is 8681835, and we will have to be careful in finance to not double count the customers and get the more accurate market size.

2.3. COMPETITORS

We have not clearly identified any company offering the complete range of house-based range of services we envisage in our offering.

However we anticipate that some of our outsourced suppliers could also be our competitors in parts of our line of services.



After an intensive analysis we have come across with three different companies, who are offering part of our range of services; therefore we can also consider them as our direct competitors.

■ **SERVICIOS INTEGRALES PARA DISCAPACITADOS Y PERSONAS MAYORES SL.**

Activity: It's main activity is defined as "Social work activities without accommodation for people with disabilities".

Kind of Company: Limited Liability Company.

Share Capital: 100.000€

Employees: 1-10 employees

Revenues: 250/750.000€

They offer comprehensive services for elder people, but their main area of performance is trading with products targeted to elder and disabled people and also trading and repairing adapted transportation devices.

■ **CTO MEDICINA S.L.**

Activity: main activity defined as "High education teaching in health".

Kind of Company: Limited Liability Company. (0-3.100)

Share Capital: 60.000€

Employees: 25-50 employees

Revenues: 3/6.000.000€

Health care assistance, Surgery through medical professionals and other duties related the development, manufacturing, design and development

■ **CRUZ AZUL S.L.**

Activity: Exploitation of homes for the elderly, a home based care of elderly people and the provision of health services, timely through the professionals.

Kind of Company: Limited Liability Company. (0-3.100)

Share Capital: -

Employees: < 5 employees

Revenues: 300.000€

Adaptation of homes for the elderly, a home based care of elderly people and the provision of health services, timely through the professionals. Besides the provision of health services, timely through the professionals. Blue Cross provides a solution to the health and social problems of the Elderly and Disabled while residing in their homes.

We won't consider our direct competitors as our suppliers, but we will consider the rest of companies who are specialized in just one service.



In order to choose our suppliers, first of all they need to fit in the value our company wants to offer. We can get advantage of all the “competitors” because we get advantage of their expertise and in exchange they will benefit from the larger sales possibilities offered by working with us given our market network.

To gain a preliminary idea of the possible price level of our services we have analyzed how much our “competitors” are charging for the different services we’ll also provide.

- Audit for a long habitability plus the report, and the average price is between 300-400€. The average price for adapting the bathroom is 3.000-4.000€.
- After analyzing some Psychologist in Madrid, we have found out that the average a psychologist is charging is 80€/hour.
- The cost for a service of transportation for a person with reduced mobility, it is on average 60€ per hour
- The final price for the basic tele-assistance service is (disaggregate):
 - Monthly fee: 40€
 - Cost of each call: 1,40€/min

As we will be outsourcing our services, we will have to work on thin margins in an initial stage to avoid having to markedly increase the final price so as to help our market entry. Once we attain some critical mass we should be able to impose more favorable terms and conditions from our outsourced suppliers thus ensuring a healthy margin whilst at the same time being able to anchor our market position (and reposition our competitors).

2.4. DISTRIBUTION CHANNELS

InTecuida will rely on various distribution channels. The people who want to contact us will be able to do it in different ways such as: through the different associations, from a recommendation of a doctor or the pharmacist, from contact detail in our advertisement and we will also have a *platform* in the net to make the potential customer aware of all the range of our services.

We will attend to the customer who requires our integrated services and contacting with our outsourced network to perform the final job. We will supervise and control that the performance is the required and we are responsible for the bad performance of the outsourced company.

For instance, someone who is willing to adapt their home contacts us, and we then meet the customer and see what are his/her needs, what we can offer and send the company who is going to perform the job, which is an outsourced company, specialized in that field, to prepare a report and budget, and if the customer agrees, start with the job.

2.5. SUPPLIERS

Our suppliers basically are all the companies in the market offering any of the services we want to provide. We will have to analyze what they offer us in line with our requirement and seek the best relation between price and quality. We are a company with values, so for us,



the most important thing is the quality of the treatment. In order to be sure of their practices, we'll ask for any certificate stating good company practices so we can get the customer trust and reliability to build a potential long term relationship.

Realistically our bargaining power will be low initially as we are a small company which has just entered the market. We have yet to build our brand image yet.

2.6. SECTOR ANALYSIS

2.6.1. *Barriers to entry and exit:*

InTecuida will be in an industry with low entry barriers which can therefore attract new companies during periods of bonanza. In an initial stage we shall not have direct competitors to enter in the market with the same product range as InTecuida, so we shall enjoy healthy margins but after some time it might be easy for them to replicate our business model: therefore we do not exclude increased competition further down the line.

2.6.1.1. *Barriers to entry:*

High switching costs – One barrier that could limit our entry in the market is the reticence of buyers to switching to our company. We are offering a brand new concept in integrated health care so these costs could be lower because we are more than just a substitute for one product in the industry.

Established brand identity – As a new company we need to create and consolidate our brand image in the market.

Government standards – We are in an industry where rigid industry standards exist; therefore this poses a sort of administrative entry barrier

Advertising and marketing - Establish our new firm will require to spend money on advertising and marketing; we anticipate this to be a major expenditure item.

Economies of scale – Given our outsourced-based business concept we will not face the problem of needing a large volume of production and sales to reach the cost level per unit of production.

Capital intensive - we don't anticipate a large capital investment requirements per unit of output in our company.

2.6.1.2. *Barriers to Exit:*

Leaving long term loyal customers – From the financial operational point of view these are low exit barriers. However, this is a moral problem because we will have established a long term relationship with our clients and it shall not easy for them to search for another option with the same quality we are offering.

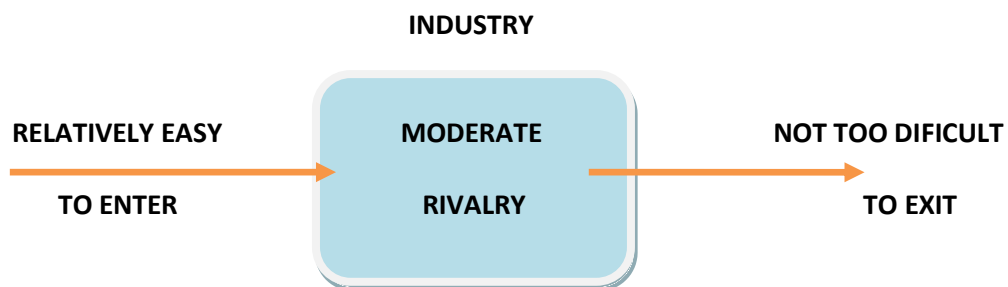


The loss of business reputation and consumer goodwill - The decision to leave a market could seriously affect goodwill among our previous customers, not least those who have bought a product which is then withdrawn and for which replacement parts become difficult or impossible to obtain.

Investment in specialist equipment – InTecuida we will not be undertaking large investments in specialized equipment that cannot readily be used in other industries so do not expect, this to be a barrier to exit.

High fixed costs – Closure costs including redundancy costs, contract contingencies with suppliers and the penalty costs from ending leasing arrangements for property are some problems we will be facing if we leave the market (high levels of dedicated fixed costs).

We are in an industry that is relatively easy to enter and not too difficult to exit. The size and composition of the industry is fluid and changes easily. Supply responds quickly to changes in demand and prices tend to stabilize. Rivalry is moderate due to the easy flow of businesses into and out of the industry.



2.6.2. *Potential new competitors:*

We are a company who outsources the services, we don't have really "competitors". Our potential competitors are our potential service suppliers but only in the specific part of our entire offering in which they operate. We can get advantage of their specialized job and in exchange they use our network to get to more customers.

In the future we may have competitors if new companies copy our business model. We cannot avoid this and the only advantage InTecuida has is the power of time, the power of being the first integrated health care service business in the market. This factor will let us build a loyal long term relationship with our clients and it will give us a big competitive advantage over our future competitors.

2.6.3. *Customer bargaining power:*

Our main assets are going to be our customers, because we want to provide our best services with the help of all the companies associated with us, that is why our customers will have a very important power in InTecuida. Obviously without our customers our company will



make no sense, first of all because the philosophy of InTecuida is to help people and if we don't have customers, our company will have to disappear.

Although there is not another company that offers the same services than us, our clients do not have an alternative. Nevertheless there are also companies that offer right now independent services that can fit with one need of the patient.

We want that our relationship with our customers will be special, that is why we know that they are going to be an extremely important side to take care in our company.

2.6.4. Possible competitor response strategies:

Actually there are no companies with all the service integrate like us, but in the future is possible that the companies that offer now some of the services copy our idea and try to offer more solutions to our market. They would have the experience in the field in which they are already working and the gaps in the other fields.

Our idea is to build a well known company and that our clients appreciate all the different services that we want to offer them, therefore we think that to our competitors will be more difficult build integrate companies with all our services soon.

2.6.5. Supplier bargaining power

We expect the supplier bargaining power to be low as we are the company who outsources services particularly as we reach critical mass to strengthen our bargaining position; we select which companies we want to choose, which one matches more with our values and fits better in our culture as a company. Also this is a market with large supply base. The higher number of companies we find in the market the lower the bargaining power the suppliers will have. So we find ourselves in a good position, as we can choose in a large variety of potential part suppliers.

2.6.6. Substitute products or services

Initially we are the first company offering all these services on an integrated manner, so by now we consider that there is no substitute. Potentially we may have substitutes for specific parts of the offering but we don't consider them substitutes as such because they're not offering integrated services. There are some companies offering the same services we provide, but each of them does it individually not on a complete integrated way.



3. INTERNAL ANALYSIS



3. INTERNAL ANALYSIS

3.1. Personal abilities

InTecuida is a company based on values; these values and the quality of our service and customer care shall be an irrenounceable priority. We will provide highly qualified professionals offering a personalized health care service. We will have defined values that are central to our strategy and culture. We believe that a key to long-term success is ensuring that all our employees share a common culture built around core values. We take care of our customers with energy and enthusiasm. We provide a trustworthy service and we train our employees to be supportive and caring with the customer.

Every employee will be committed to delivering the best possible attention to customers. To achieve this, they draw on the best practices in their respective field of expertise and constantly seek to expand their skills and knowledge.

We will set ourselves ambitious goals. Our people are results-oriented.

InTecuida employees will demonstrate responsible professional behavior. This includes taking responsibility for their actions, being conscientious in their work and being loyal to the company.

3.2. Specialist abilities

InTecuida will be staffed with personnel who are:

- Experienced professionals
- Knowledge of the diseases
- Knowledge of the best services that each disease need
- Knowledge of the new devices that can help each customer

InTecuida wants to treat each person as special as he or she is hence why we want to offer staff with knowledge of all the diseases that our customer could have to guide them in the best path. We want to have the new devices to help our customers, because we believe in the personal care but also we want to take advantage of all the new technology that can make the life of our customers easier.

To provide the best services we want all our employees to be knowledgeable about the diseases and ailments of our customers and that the companies that work with us share our philosophy and values, to be sure that each customer have the best and special care that we can give them.

We want to be more than a company, we want to be part of the life of our customers, we want to be the patient shoulder that hears their sorrows and joys and accompany them for



improvement, or support them in their disease trying to give them the best quality of life possible.

3.3. Managerial abilities

We will seek that the employees if InTecuida who have:

- Communication skills
- Training (maintaining performance standards)
- Credibility
- Interpersonal Skills
- Contribute to corporate mission
- Customer focus

In this sector, especially we have to focus on the customer, we are serving our customers and this is our main objective. In order to achieve it we have to choose very carefully which people is going to work for us. We are a company who prefers quality rather than quantity.

To do so, in the selection process we'll have to focus on the personal skills such as people with very good communication skills (good listener, and more important good at posing questions people) to understand better the customer and provide the most efficient service we can accord with the customer needs. Another important point will be the continuous training process (kaizen).

All the services provided will be the very professional following all the performance standards to provide always the best solution It's also very important for us avoiding making any mistake, so we prefer analyzing very well the problem to provide always the best solutions. We want to obtain people's credibility, because they're the most important for us.

3.4. Financial abilities

We expect that the final structure of Intecuida is going to be quite strong, as it wiles rely on outsourcing a large part of our offer. Therefore we don't need a huge amount of capital, the most important expenditures for us, we anticipated:

- Marketing Expenses
- Logistics
- Salaries
- Rent of the office
- Web Page
- Utilities
- I.T infrastructure



Because we are a service based company, marketing plays a vital role for us. The most significant expenditures for us, shall be marketing expenditures which covers agreement with doctors and hospitals, promotions, presentations and advertisements for brand awareness. Hospitals shall be our partners, it is too important for us to have their backing because a large part of our target is connection with them.

To cover our expenditures, we are planning to use both equity and loan. In future, our financial structure can be improved in live with our activities.



4. SWOT ANALYSIS



4. SWOT: INTERNAL ANALYSIS

STRENGTHS ¹	Weight ²	Rating ³	Weighted Score ⁴	Comments
One of the strengths of InTecuida is the fact that we are the first company in the market offering the full range of services we tend to offer.	.15	3.0	0.45	Competitive advantage in the market.
Personalized services, each potential customer has different needs that we will cover. Large variety of services.	.15	3.0	0.45	Customizable services
We are a company with values which will drive our CSR programs, which we intend to implement through our Foundation.	.10	4.0	0.40	Customer focused
Will care for the family of our patients thus developing a high customer intimacy, emotional bond with our customer. We'll recruit experienced staff and intensive training.	.05	1.5	0.75	Empathy
High quality service level: we will follow a policy of "right first time". Supplier bargaining power is high, InTecuida can choose among all the companies who offer their services and better fits in our values.	.10	1.5	0.165	Avoid Mistakes
Scalable business, with our knowledge in the medium term our scope will get wider (low income people).	.05	2.0	1	Foundation

Notes:

1. List of strengths

2. Weight assigned for each factor from 1.0 (most important) to 0.0 (not important) in column based on that factor's probable impact in the company's strategic position.

3. Rating of each factor from 5.0 (outstanding) to 1.0 (poor) in column 3 based on the company's response to that factor.

4. Weighted score (multiplication of columns 2&3)



WEAKNESSES	Weight	Rating	Weighted Score	Comments
Comprehensive different services in health sector, requires high experience for different specific disease and high knowledge about patient's needs.	.15	3.0	0.45	Get advantage of suppliers expertise
Requires strong relationship with suppliers to insure good terms of supply.	.05	3.0	0.15	Long term relationships
It might be difficult to our intended suppliers to meet our value proposition requirements	.05	4.0	0.20	Values focused
Because we are a service company, we will require a strong marketing effort to reach our target population and thus very sizable investable marketing	.05	1.5	0.075	Mouth to Mouth
High level of dependency on the hospitals, doctors, residences and pharmacist which will require intensive awareness campaign. It is hard to trust for them to a start-up company.	.10	1.5	0.15	Exchange
Low initial customer base because of the lack of brand awareness.	.10	2.0	0.2	Build image takes time



EXTERNAL FACTORS

OPPORTUNITIES	Weight	Rating	Weighted score	Comments
Be the first company with all the services integrated, making it easier for the sick person and his or her family to cover all their possible requirements.	0.1	5	0.5	
Relatively low investment requirements, thus leaving funding available to expand to other cities once the market would be appropriate there.	0.1	4	0.4	Although we want to start in Madrid we think that in the future we can geographically expand.
Increasing number of old people and people with diseases that need special attention.	0.1	4	0.4	And that want to keep their independency.
Increasing number of people who live alone, and do not wish to be a burden to their families and friends when they have a disease and decide to face the disease as independent as possible.	0.025	3	0.75	
Possibility to change the outsourcing companies having the ones that link more with our values and the cheapest ones.	0.05	2	0.1	Having the opportunity to move to other companies if they are better.
The advances in health technologies could help us to be the first ones using them and giving to our customers the latest health gadgets trying to help them as much as we could.	0.05	4	0.2	
New laws in Spain promoting the change to a private health could be an opportunity to help the customers getting them easily what they could required.	0.025	3	0.75	
Help more people in our communities through our CSR programs using part of the profits and sharing with our customers how their payments also help other less privileges people..	0.05	4	0.2	In the Foundation InTecuida.



THREATS	Weight	Rating	Weighted score	Comments
Competitor’s response: Companies that may offer some of our products or services.	0.10	3.0	0.30	Our value proposition includes a comprehensive range of products for our customers.
Possibility of new entrants, given the relatively low investment required. New companies with the same business scope could replicate our business model. The relatively low investment needed shall encourage competitors to enter in our market. We will have the advantage of time over them.	0.15	3.0	0.45	We will have the advantage of time over them.
Distribution of income is changing. Economic crisis could affect negatively our company because more families may not afford the costs involved.	0.05	4.0	0.20	InTecuida will be offering in the future a comprehensive range of services through its foundation to the people who shall not afford the
Difficulty to get recommendations from associations, hospitals, private residences/hospices, pharmacies etc.	0.05	1.5	0.075	This is our main “publicity”.
Regulatory uncertainty. New laws that can have a negative effect on our activity.	0.05	1.5	0.075	
Appearance of substitute products or services (more competitive).	0.10	2.0	0.2	We will be focusing our business in continuous innovation to be the leaders in the market.



4.1. Drivers from the SWOT: Actions to be taken

✚ Boost Strengths:

- Stay updated with the state of the art, high quality products in the market.
- Offer more services when the customer needs arise.
- Progressive geographical expansion.
- Employ & train employees on latest trends on our services offered.
- Focus part of our business towards specialized products.

✚ Maximize Opportunities:

The principal action that we will have to do is build a strong brand and be loved by our customers, because we know that our main asset would be our happy customers and that they could be the way to grow and help more people. We know that the possibility to be the first ones with an integrate company as InTecuida could give us a lot of opportunities and if we know how to manage it we could grow geographically and with new services that maybe in the first steps we cannot have.

✚ Correct Weaknesses:

Being a service company in the health sector poses requires a big responsibility. We are planning to overcome our weaknesses:



- We are going to gather knowledge and experiences from our suppliers.
- Increase awareness of our services and product amongst hospitals, doctors, residences.
- Prepare a detailed, well thought comprehensive marketing plan
- Select suppliers that match our company values.

⊕ Face Threats:

The principal threat that our company is facing is the possibility of the replication of the model. **This can be solved by entering in the market first (first-mover advantage) and establishing agreements with both private and public residences.**

Another important threat we will be facing is the competition of companies offering some of our services. In this particularly case we can differentiate ourselves and win more market because we will be offering a comprehensive range of services.



The Business Model Canvas

Designed for:

Designed by:

On:

Duration:

<p>Key Partners</p> <p>Who are our Key Partners? Who are our key suppliers? Which Channels do we depend on to get our product? Which Key Resources do we depend on?</p> <p>Residences</p> <p>Pharmacies</p> <p>Health organizations and associations</p> <p>Hospitals and doctors</p>	<p>Key Activities</p> <p>What Key Activities do we perform to support? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>Tele assistance Adapt homes: Tele health Non Slippery floor Audit and Report Sliding doors Reform house Support bar Handicap Home care</p> <p>Special assistance Psychological help</p>	<p>Value Propositions</p> <p>What value do we deliver to the customer? Which one of our customer's problems are we solving for them? What bundle of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>Integrated services</p> <p>Tele assistance</p> <p>Special assistance</p> <p>Adapt homes</p> <p>Telehealth</p> <p>Psychological help</p> <p>Independence</p> <p>We care about you</p>	<p>Customer Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>We care about you</p> <p>Personal care</p> <p>We treat you as a person not as a number</p> <p>Close to the customer and family</p> <p>Channels</p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How would Channels be integrated? Which ones will best? Which ones are most cost efficient? How are we integrating them with our business model?</p> <p>Website</p> <p>Residences</p> <p>Pharmacies</p> <p>Health Organizations & Associations</p> <p>Hospitals and doctors</p> <p>Word of mouth</p>	<p>Customer Segments</p> <p>For whom are we creating value? Who are our most important customers?</p> <p>Cancer</p> <p>Parkinson</p> <p>Alzheimer</p> <p>Friends and family</p> <p>Alzheimer</p> <p>People Over 65</p>
<p>Cost Structure</p> <p>What are the most important costs inherent to our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>Office: Rental Furniture IT Equipment Supplies</p> <p>Web Page</p>		<p>Revenue Streams</p> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Customer Segment contribute to overall revenue?</p> <p>Salaries</p> <p>Teleassistance services fee</p> <p>Telehealth services fee</p> <p>Special assistance services fee</p> <p>Psychological help services fee</p>		



5. STRATEGIC AIMS



5. STRATEGIC AIMS

✦ Positioning aim:

We are planning to reach the middle high class of our potential customers with a comprehensive range of services in a professional way to establish a long term relationship. We want that our company be perceived as:

- Close:

To our customers to know them and understand their needs. But also to our suppliers to be aware about all the new technology and services that we can add to our company.

- Specialized:

We will to the needs of each customer to provide them exactly what they want in each moment. If we have a strong relationship with our customers we can advice them more efficiently to change our services to serve them new ones.

- Values driven:

We have a strict adherence to our moral code reflected in transparency, integrity, honesty and complete harmony in what we think, we say and we do.

✦ Sales aim:

Regarding both types of activities, it is aimed following:

2014	2015	2016	2017	2018
3 MILL	5MILL	7MILL	10MILL	13MILL

✦ Profitability aim:

The percentages represent the profit expected from the sales:

2014	2015	2016	2017	2018
100.000	200.000	350.000	500.000	700.000



BUSINESS PLAN FORMULATION

6. OPERATIONS



6. OPERATIONS

6.1. Service description:

Our company provides a comprehensive range of outsourced products and services. As we explain before we want to meet our customers and have a meeting with them in order to advice them the services that fit better with their needs.

Intecuida is going to be form for by five diferents categories separated according to the service or products that offer. To have a better idea of what we are going to offer please look the chart below where you will can find all the sections:

ADAPT HOMES	Audit and report (unit)		
	Audit and report (1room)		
	Bathroom reform	Shower and utensils	Sinks/washbasins
			Accesible shower
			Shower basket with suction cups or boring
			Wall-mounted shower chair
		Angled grabar	
		Toilet	Bar
			Rise
	Bathroom utensils	Automatic wastebasket	
		Bathroom cabinet	
	Sliding doors		
	Non slipeery floors		
	Entrance of houses	Lift	Vertical
			Stairlift
Patient-lift			
Handicap fixed ramp			
Handicap portable ramp			

HOME CARE & TELE-ASSISTANCE	Domotic tools	Bed
		Wheelchair
		Heating managment
		Power managment
		Access control
		Electric shutter managment
		Technical monitoring
		Activity monitoring
	Tele-assistance	Physiologic monitoring: GLUCOMETER
		Physiologic monitoring: TENSION
		Medical shared file (app application)



PSYCHOLOGICAL SUPPORT

SPECIAL ASSISTANCE	Special care nurse
	Special care physiotherapist
	Special transportation
	Personal help
	Panic button: device
	Panic button: service

TELEHEATH

In order to understand all the categories we are going to explain each separately.

6.2. Product development:

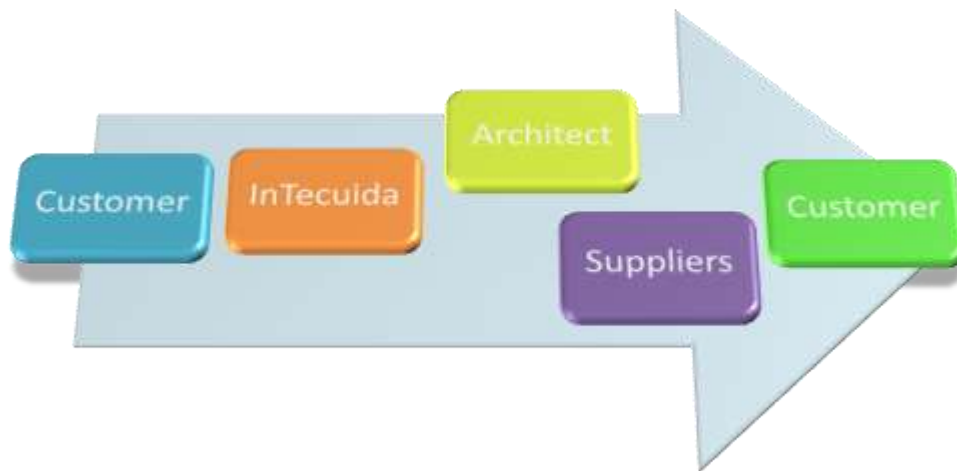
6.2.1. ADAPT HOMES

The first step that we understand it will be easier for our customers is to have a meeting with our Operations Director in order to know the need of each case, study their house and show them all the possibilities that InTecuida can provide them. After the customer can start to build the adaptation according to his or her disease and financial possibilities.

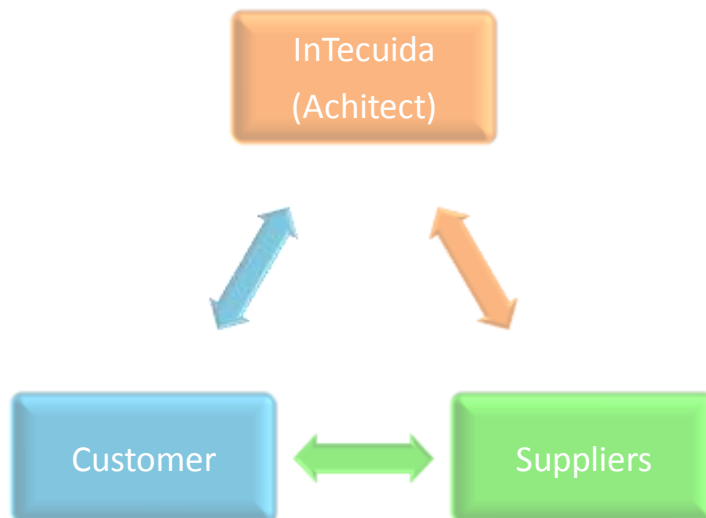
So our first recommendation is and audit and report for only one room or for the entire house. InTecuida knows that the key room for almost all the diseases is the bathroom because the patients don't feel safe there, so our main adaptations will be there. The customer could choose a wide range of products since the floor until the shower not forgetting other tools like bars and sinks. For customers with reduced mobility another important point is the entrance of the house that is why InTecuida can provide them ramps and lifts for the patients that live in a house with different floors. To see all our proposals please see Annex I.

InTecuida wants to provide all the service in the shorter time possible, so our suppliers will have to fit in our philosophy and commitment to install, for example a shower in 24 hours. Because we want that once that our customer decide to adapt and element in the house the mess and uncomfortable situation of estrange people, dust and disorder be as shorter as we can. Because we want to build a safe and peaceful environment to our customers.

So to start all the adaptation one of our outsourced architect will go to the house to study the possibilities that can recommend in each case. Anyway if a patient knows what he or she wants this step won't be necessary. After InTecuida will contact with the best supplier for each reform and will be while the reform is made, in order to guarantee that the result is the better one.



Therefore InTecuida will be dealing with the suppliers, the customers and the Architect to look for the best service and products, and trying to be as fast and affordable as we can. The aim of the adaptation House is to rebuild the environment of the customers to provide them more freedom and easiest conditions to live.



6.2.2. HOME CARE & TELE-ASSISTANCE

The Home care and Tele-assistance are other of our departments that build our integrated services. InTecuida wants that our customers can feel their house as a safe place that is why we offer them two different possibilities: the home care and the Tele-assistance.

The Home Care is the sum of all the technological gadgets that can improve the habitability of all our customers. This service offer to our customer the possibility to install in their houses domotic tools as power management or heating management. Specifically for



Alzheimer patients could be really important have the possibility of control all the conditions of their houses in order to provide them the healthier environment. The idea is to follow the sick, elderly or handicapped person (or couple) who is living alone in his environment and taking care not to disturb his habits by uses of traditional sensors: crossing detectors, movements, light, presence... in order to realize with artificial intelligence a detection of any unusual situation and remedy as quickly as possible after sending an alert.

The integration of existing or emergent technologies on the market, even if it often requires more or less substantial adaptations for heavy handicapped people, will encourage the emergence of new services at affordable price.



The Tele-assistance will consist in physiologic monitoring (glucometer and tension meter) that each customer or their families can easily use and a medical shared file that build a file with all the data collected in order to create a file with all the medical information. We want that our InTecuida App will be the interface where the customers can easily upload their information.



First of all we want to collect all the possible health information of our customer with all the health devices as cholesterol detector, glucometer and a device to detect the blood pressure with the purpose to build complete health files for each customer. InTecuida want to have our own server with all the data collected to protect all the information of our customers. With that we will be able to help to our patients immediately because if one of them have a



problem and pushes the panic button that we will explain later, we will have all their health information, so the people that go to help him or call him will have this personalized information. Also if they have to go to the doctor we will give them all the information with graphs to make easier and better to make a diagnostic, because we want to achieve better and faster diagnostics.

Also InTecuida will have ambulances services associated with us, for the moments when our patients are in troubles to go with them to the hospitals, but with all the information that we have collected the nurses and doctors will know in advance what they will be dealing with.

So for this department we will need a safe server maybe divided in two different parts, at least at the beginning, with the perspective of grow, to collect all the information and have a security copy.



6.2.3. *PSYCHOLOGICAL HELP*

InTecuida will provide psychological counseling services with the help of our professionals. We will outsource the services of psychologists.

This assistance will cover depression, anxiety or any number of other issues affecting the patient and/or his/her family. Our treatment program is unlike any other home delivery service based program available. We pride ourselves in treating each patient as an individual. No two patients are alike and we believe their treatment should be as unique as they are.





Our therapy will be helping to take back the patient life and we treat the customer helping them to cope with their disease (or with his/her family member disease). We offer help when they are feeling overwhelmed, feeling out of control, relationships falling apart etc. We pride ourselves on providing a high level of customized, one-on-one therapy. We will not place them in groups all day which do not allow for the individual attention their issues deserve. We want that our patient live a healthy, happy, and connected life, free from the issues holding you down.

We support the psychological and emotional well-being of the customers by providing counseling, consultations, and crisis interventions, all of which adhere to strict standards of confidentiality.

We will outsource the services of a group of psychologists that go to the customers' house if they want or in our office, because according to the health of the customer it could be a problem go to us, so we will be the ones going to their houses in order to offer them our psychological support.

Our competitive advantage is based in providing a group of expert psychologists that will know our and their families situation so they can adapt in the best possible manner to each particular case. We have all the information about your disease and the path you, your family and close friends have been through, so the personalized attention is guaranteed.

In the future we are expecting a group of psychologists to be part of our workforce in order to strengthen our brand image and acquire more committed with the company values.

6.2.4. SPECIAL ASSISTANCE

InTecuida wants to cover all the concerns that a patient could have so in Special Assistance we offer four different services: Special care, Special transportation, Personal help and Panic button. In order to understand each we will explain briefly what InTecuida is going to offer:

- **Special care**

Before deciding on a care setting our doctors talk with you about your care needs. InTecuida knows that many people need a nursing home level of care but would prefer to remain in their own home with the help of their family and friends, community services, and professional care agencies.

For these cases we offer the medicare program (doctors and nurses outsourced) for those patients who need a comprehensive medical service delivery system.

There are some people, however, who require less than skilled care, or who require skilled care for only brief periods of time. In these cases we provide the services of nurses (outsourced).



● **Special transportation**

It is a leasing service of adapted vehicles to transport our customers to the doctor's appointments and hospitals.

While doctors may offer general ideas, they don't necessarily know the best and latest adaptive equipment. Most people will need a driving specialist, a physical or occupational therapist with adapted-vehicle experience (outsourced).





- **Personal help**

We pride ourselves on providing a quality of helping outsourced service.



We know the importance of assist elderly and ill people and help them in maintaining their health for longer. In this way we hope to delay the moment when elderly people will have to move out of their own homes into dedicated care homes. We provide physical, cognitive and social assistance in everyday home tasks, and contribute to the re-ablement of the user, i.e. assisting the user to be able to carry certain tasks on their own. We provide these services with our professional outsourced careers.



- **Panic button**

The panic button device works trough telephonic line. You will contact with our specialist or pushing the button installed on your phone or in your necklace or bracelet. In the moment you press the button our specialist will call you, if you don't answer your phone or your mobile the GPS will tell us where you are and an ambulance will go to you knowing all your data to help you. This related with the medical information that we will have will bring us to give you the quicker and more specialized treatment that you will need.





6.2.5. Telehealth

Telehealth is about proactively working in partnership with the patient to give them the confidence to remain healthy and stable at home for as long as possible. A key advantage of telehealth is that clear patterns can emerge regarding the patients' health as you are recording vital signs on a daily basis; this can identify causes of exacerbations allowing the patient to alter their behavior or how they deal with their help to prevent this from reoccurring.

Our telehealth doctors are automatically alerted when patients health begin to deteriorate. This enables them to intervene at a much earlier stage and help prevent the patients' condition from declining any further. This not only helps to keep the patient healthier for longer, but also educates them about their disease and signs in their health that they should pay close attention to. Our patients frequently tell us how they are more confident with their condition since joining telehealth. It is as much about them learning more about their disease and being able to manage it for themselves as feeling secure that a clinician is reviewing their data every day.

Telehealth is a win-win for the patient and for us. Patients are able to stay at home, and be healthier for longer, or discharged from hospital earlier.

Our doctors will follow each patient and give them advices about healthier habits or solve doubts that or the patient or the families could have. In the scenario that one of our patients feels bad and press the panic buttom we want to be sure that the first advices that receive comes from a specialist to have a better response.

In our staff we will need to have doctors, at the beginning we will have two, and maybe in the first months they will have few work but they will be achieving knowledge and breathing the values of the company. We expect that in the future our medical staff will increase according to a bigger number of patients; because we want to be sure that each patient has the time that they need with each doctor, especially in emergencies.

6.3. Manufacture or production:

One of the assets of our company is that we are not going to manufacture anything. InTecuida are going to outsource all the services to specialized companies because we want to be sure that all the products that we offer are the best ones. We want to have the possibility to choose other company because we want to have the newest and better devices.





We want to be a human company so the level of automatization would be much. Only in the domotic devices and the teleassistance but we want to keep the human factor. That is why is so important for us have the better professionals working with us.

The quality control plans that we will have to do is checking all our staff in our company and in our outsource companies. We want that the values of the company be always with our customers because we know that our main asset is our customers and we want to provide them with the best services that we can.

6.4. Material resources:

The only infrastructure that we will have is a main office to meet our new customers, so we will only need office material. As we are not going to produce any product we won't need factory or plants or even raw materials. Our raw material will be the people that are going to work with us to build a strong team and help as much people as we can to bring them the better life that we can.

6.5. Price strategy:

According to the service the way of get money would be different, so we will explain it separately:

■ All of our services without Tele-Health :

We are going to have a long term business relationship with our suppliers. Plenty of them can look like a competitor in a specific service. Our comprehensive platform is different of what they provide. InTecuida is going to show the that work with us could be an advantage, because when they become to our suppliers, they dont have to spend the money and time for marketing and sales. As we are going to try to set long term business relationships with them and less expenditures for products, will allow us to ask them better discounts.

After our research we believe that we are going to be able to achieve at least a 20% of discount from all of our suppliers and we apply a margin of profitability of 25% over the selling price. Our price is going to be a little bit higher than the market price, because our value proposition is going to differentiate us of our competitors.

We are going to have:





■ Tele- Health :

We are going to give this service through a telephone line with,at the begining, four doctors. To have this service the customers will have to pay a monthly fee around 40€, additional to this fee each call rvice is going to be charged with 1,32€ per min. InTecuida has to pay to the owner of the line 0,90 € per min, so we will get 0,42cts per minute.



6.6. Suppliers

6.7. Payment time

In the payment system we also are going to differentiate between services, because we think that all the services that collect money each month we will pay them monthly and also we will ask it for our clients, so the services: Telehealth, special assistance and psychological support , will be paying each month. And InTecuida will ask to our clients to pay these services monthly also.

For the adapt house and home care and tele assistance the situation will be different: we are going to ask to our customers to pay us in 60 days and we will pay to our suppliers in 90 days.



6.8. Maintenance and service:

As we are a customer-focused organization, we believe in creating a strategy to deliver our services in the most efficient manner possible, demonstrating our value to the customer. We believe the best manner to attract people is by trust.



Our goal is to surpass customer expectations. Our employees take great pride and effort to deliver the best and more personalized services to fulfill the customer needs. Maintenance and service is responsible to ensure a quality environment for the patient, and their families.

In this department is where the decisions and actions regarding the control and upkeep of property and equipment are taken. These are inclusive, but not limited to, the following:

- i. Actions focused on scheduling, procedures, and work/systems control and optimization;
- ii. Performance of routine, preventive, predictive, scheduled and unscheduled actions aimed at preventing equipment failure or decline with the goal of increasing efficiency, reliability, and safety.

Operations

- Administration – To ensure effective implementation and control of operation activities.
- Conduct of Operations – To ensure efficient, safe, and reliable process operations.
- Equipment Status Control – To be competent of status of all equipment.
- Operator knowledge and Performance – To ensure the operator knowledge and performance will support safe and reliable plan operation.

Maintenance

- Administration - To ensure effective implementation and control of maintenance activities.
- Work Control System – To control the performance of maintenance in an efficient and safe manner such that economical, safe, and reliable plan operation is optimized.
- Conduct of Maintenance – To conduct maintenance in a safe and efficient manner.
- Preventive Maintenance – To contribute to optimum performance and reliability of plan systems and equipment.
- Maintenance Procedures and Documentation – To provide directions, when appropriate, for the performance of work and to ensure that maintenance is performed safely and efficiently.



Technical Support

- Technical Support Organization and Administration – To ensure effective implementation and control of technical support.
- Equipment Modifications – To ensure proper design, review, control, implementation, and documentation of equipment design changes in a timely manner.
- Equipment Performance Monitoring – To perform monitoring activities that optimize equipment reliability and efficiency.
- Technical Support Procedures and Documentation – To ensure that technical support procedures and documents provide appropriate direction and that they support the efficiency and safe operations of the equipment.

Training

- Administration – To ensure effective implementation and control of training activities.
- General Employee Training – To ensure that the personnel have a basic understanding of their responsibilities and safe work practices and have the knowledge and practical abilities necessary to operate safely and reliably. This is key for our company, the best and first step to add value to our company.
- Training Facilities and Equipment – To ensure the training facilities, equipment, and materials effectively support training activities.
- Operator Training – To develop and improve the knowledge and skills necessary to perform assigned job functions.
- Maintenance Training – To develop and improve the knowledge and skills necessary to perform assigned job functions.



Administration

- Organization and Administration – To establish and ensure effective implementation of policies and the planning and control of equipment activities.
- Management Objectives – To formulate and utilize formal management objectives to improve equipment performance.
- Management Assessment – To monitor and assess station activities to improve all aspects of equipment performance.
- Personnel Planning and Qualification – To ensure that positions are filled with highly qualified individuals. The trust of our company is based on the people are working for us, so it's a crucial stage to build a strong and reliable brand image.

There are at least four types of maintenance methods, and they're distributed as follows in the companies:

- >55% Reactive
- 31% Preventive
- 12% Predictive
- 2% Other

The maintenance we are planning to establish is the **Predictive method** which is based on:

- Basing maintenance need on the actual condition of the machine rather than on some preset schedule differing with the preventive maintenance is time-based.
- The reason why we have chosen this method is that we cannot allow ourselves making any mistake, we base our company in trust, and making a mistake could lead us to lose the trust of our customers, so in order to avoid it we chose this method.

Advantages

- Increased component operational life/availability.
- Allows for preventive corrective actions.
- Decrease in equipment or process downtime.
- Decrease in costs for parts and labor.
- Better product quality.
- Improved patient and environmental safety.
- Estimated 8% to 12% cost savings over preventive maintenance program.

Disadvantages

- Increased investment in diagnostic equipment.
- Increased investment in staff training.
- Savings potential not readily seen by management.



7. MARKETING PLAN



7. Marketing plan

7.1. Brand

7.1.1. Name

Our name reflects the type of company we are. We want to show that we want to provide integrated service that improves with quality the life of the ill people and to their families. The second part of the name “cuida” tries to show that we want to take care of the people. But also is important that we want to keep the “T” in capital letters to show that the company is close to our customers. As our idea is to start in Spain we keep the name in Spanish with this easy name because we want to create a brand that would be top mind of the customers. We wanted an easy name that shows our values and with InTecuida we want to combine the ideas of integrated personal services.

7.1.2. Logo

Our logo with the name of the company and two hands above want to transmit the feeling of protection. The hands are forming the roof of a house because we want that our customers feel InTecuida as part of their homes and as a company that could protect them from the hostility all around them.

We work also with warm colors as orange, white and blue to transmit the sensation of closeness.

So at the end what we look for is that with only one glance people could remember us and transmit the feeling of a company that is close to the users and that try to protect them.



7.2. Strategic assumptions

To check our situation we use an IFE Matrix (Internal Factor Evaluation). This matrix is a strategic tool for auditing or evaluating major strengths and weaknesses in functional areas of a business. To build this matrix we study the external and internal factors. In the external factor we score the opportunities and threats of the company and in the internal the strengths and weaknesses. Knowing that for all the internal or external factor the total weight has to be equal to 1, we split according of the importance of each factor for the company. After we rate each factor with a value 4 or 3 for the opportunities and strengths and 1 or 2 for the weakness



and threats. The next step is multiply the weight and the rate. With all this values we add them and we can set the position of our company in the matrix.

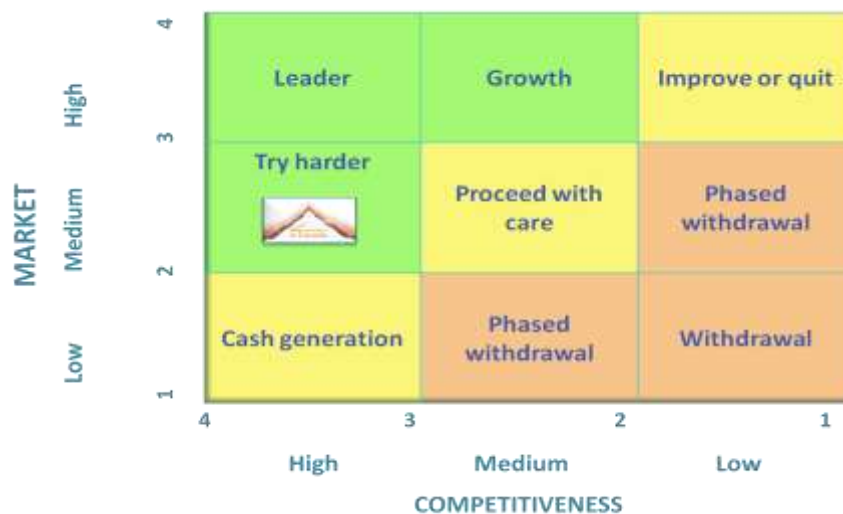
External

KEY SUCCESSFUL FACTORS	WEIGHT	RATE	CONSIDERED WEIGHT
OPPORTUNITIES			
First company with integrate services	0,2	4	0,8
Low invest for geographical expand	0,1	4	0,4
Increasing number of people living alone	0,1	4	0,4
Possibility to change outsource companies	0,05	3	0,15
Huge number of outsource companies	0,05	3	0,15
Increasing health technology	0,025	3	0,075
Privatization health services	0,025	3	0,075
THREATS			
Replicate the model	0,2	1	0,2
New entrants because the low investment	0,1	1	0,1
Crisis: families not able to afford us	0,05	2	0,1
New laws: negative effect	0,05	2	0,1
Difficult first step recommendations	0,1	1	0,1
TOTAL	1,0		2,65

Internal



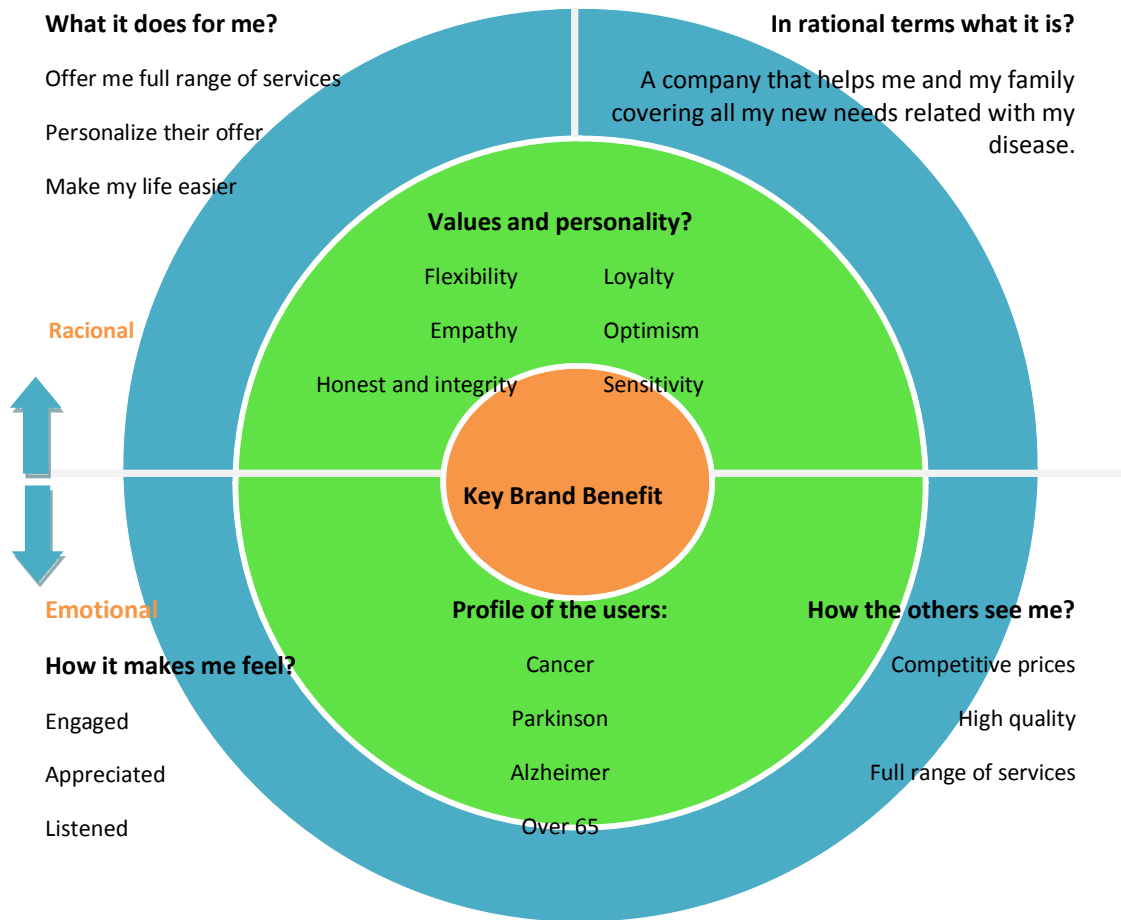
KEY SUCCESFUL FACTORS	WEIGHT	RATE	CONSIDERED WEIGHT
STRENGHTS			
First company offering full range of services	0,15	4	0,6
Large and high quality variety of services	0,15	4	0,6
Personalized services	0,1	4	0,4
Values	0,1	3	0,3
WEAKNESSES			
High experience professionals needed	0,2	2	0,4
Strong relationship with the suppliers	0,1	2	0,2
Share values with the outsource companies	0,15	2	0,1
Big marketing effort to build a name	0,15	2	0,3
TOTAL	1,0		3

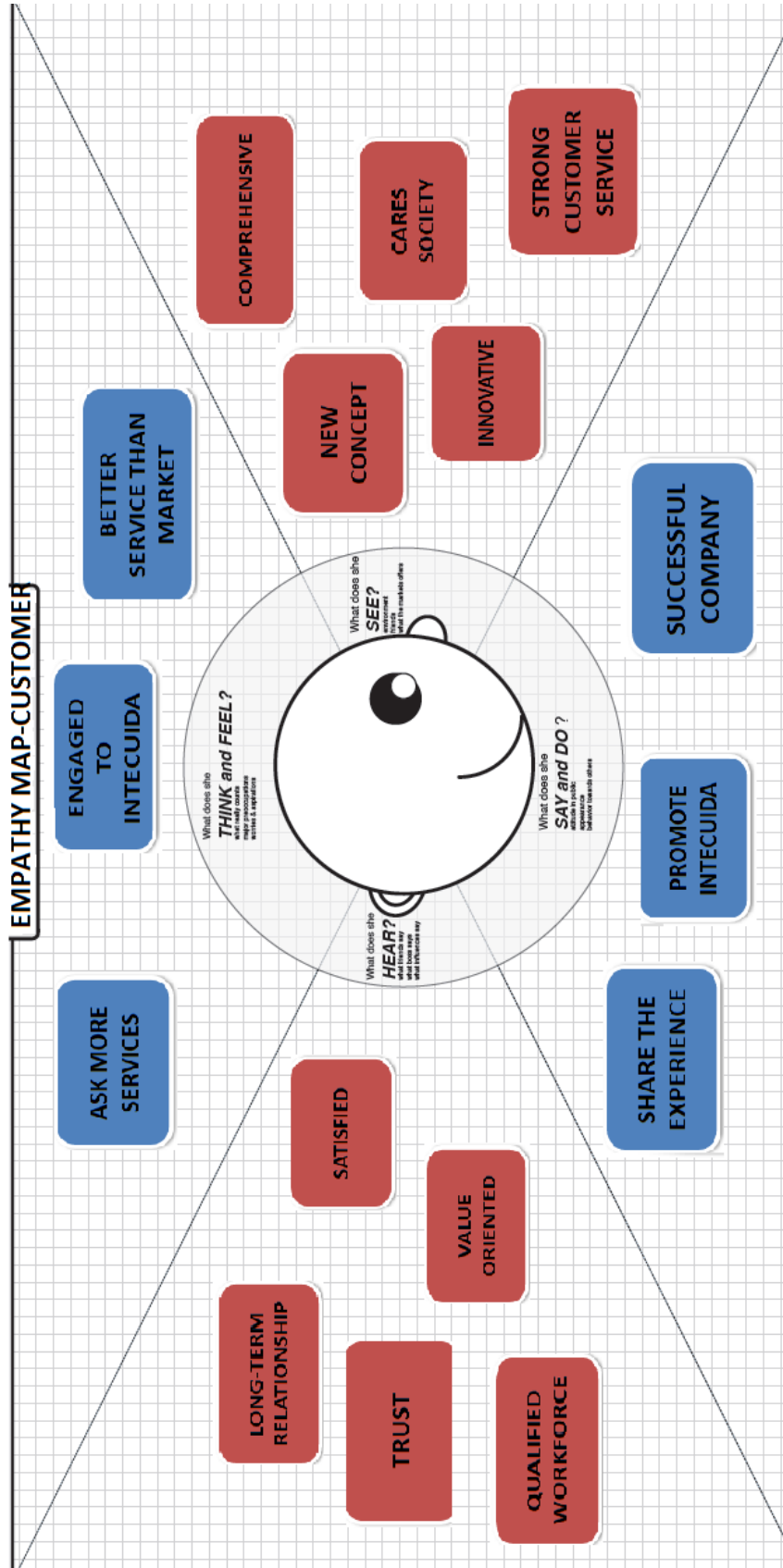




So we can see that InTecuida is in a good position but as we don't have a position in the market yet we will have to work hard to achieve it.

In the next charts we can see the schematic vision of the brand:







7.3. The 4 C's:

7.3.1. Company

We integrate all the services that someone with a disease may need. We also guide the patient through the path with experienced professionals. In order to provide the best solution for each our commitment is to understand you in order to provide the most efficient solution. InTecuida provides a large range of services such as:



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7.3.2. Context

As we already explain in the External Analysis in order to understand better the situation in which we are going to be working in, is important to analyze the environment around:



Political:

We have to consider that the Health Services are considered as a Human Right. On the other hand we have to take into account that the social security is sustained on equity and solidarity and with the current economical situation some politicians want to transfer the health care to the private sectors.

Socio-Economic:

After analyzing the society we have seen that currently there is a remarkable increase in the number of people living alone. We consider that this is an issue that has to be covered, and we think many families will be willing to pay for our services in order to make the patients life more independent, self-sufficient and having a quality life. The health care services are not cheap so we think that an initial stage we'll have to be oriented towards middle and high class families

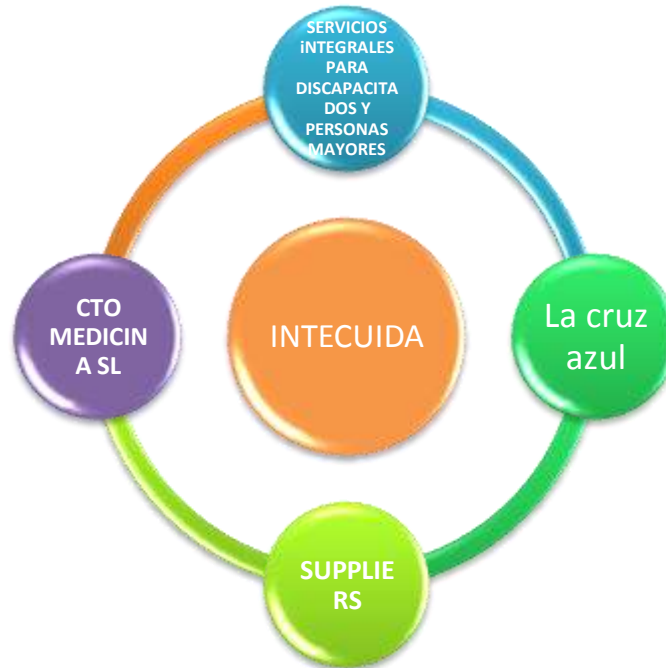
Legal:

We are a company with strong values and customer-based so for us is critical obtaining people's credibility, and to achieve it we have to be very careful and be hundred per cent sure before going a step forward. First of all we will be following all the performance standards to provide the best solution to the patient. Second and also very important, we will be very careful with the people we hire, because our professionals are the face of our company so we will contrat the best professional services.



7.3.3. Competitors

We have not identified any company offering the of house-based range of services we envisage in our offering. Our outsourced suppliers could also be our competitors in parts of our line of services. First of all they need to fit in the values our company want to offer. We will get advantage of their specialized job and in exchange they will benefit from the larger sales possibilities.

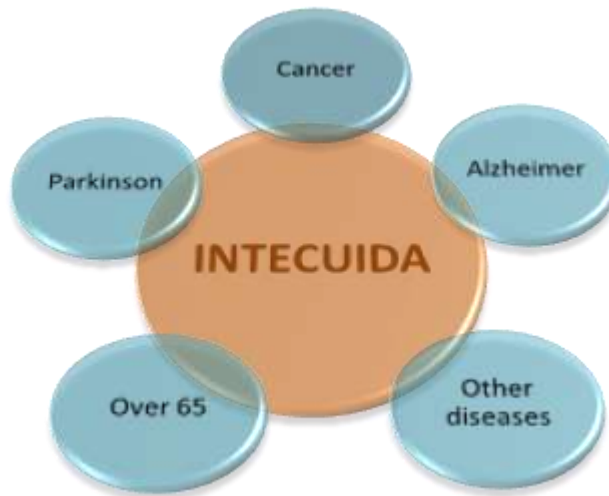


After doing a market research we have found out three different companies that can be consider as partial competitors, because they are only offering part of our range of services. Our main competitor is “La Cruz Azul” because they are already working in diferent cities and they have the experience of growth and the trust of their customers.

As we will be outsourcing our services, we will have to work on with margins in an initial stage. In order to help our market entry we will have to avoid having a markedly increase in the final price. Once we attain some critical mass we should be able to impose more favorable terms and being able to anchor our market position.



7.4. Customers



After doing a research in the Spanish market we can affirm that there is no company exactly like us. First of all the philosophy of InTecuida is to help people and customers are the cores part of our company, without them InTecuida makes no sense. The first difference is:

- Our relationship with our customers will be special.
- We do not allow us making any mistake, we always want to provide the most efficient solution to you.

7.5. Segmentation and targeting

In order to find out the size of our market, we carried out appropriate research and, based on the results, we have come to a complex multiple segmentation which is explain below:

	Madrid	Spain
Alzheimer	96,000	600,000
Parkinson	24,000	148,000
Cancer	24,500	127,000
Over 65 years	1 M	6 M

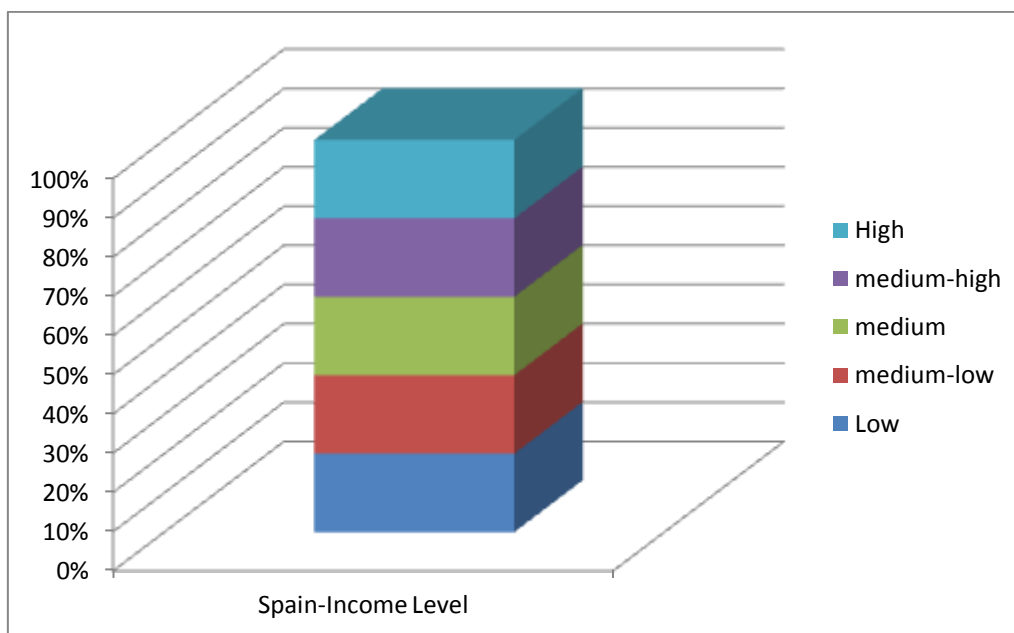
This table is our total market size but to understand number of our total customer is a little bit difficult because in the segment of "over 65 years " it includes also Alzheimer and



Parkinson segments because the people who affected by Alzheimer and Parkinson, are generally over 65 years . However in the segment of cancer, the situation is not the same because the cancer is not related with the age.



To narrow this figure and to make it more accurate we have to analyze the income distribution of Spain as the target of our company is middle, middle-high and high class. Our research shows that in Spain there is a large number of middle class which composes 60% (20%Middle-Low, 20%Middle, 20%Middle-High) of population.



We are planning to capture 60% of the population (20%Middle + 20%Middle-High + 20% High).

The percentage that we defined based on the assumptions. Our marketing activities, the capabilities of Intecuida and the general information about the sector helps a lot define the assumptions.



	2014
% OF PEOPLE THAT CAN AFFORD OUR SERVICES	60%
% OF CUSTOMERS ATTRACTED BY MARKETING	5%
% OF CUSTOMERS THAT VISIT US	8%
% OF CUSTOMERS GAINED	35%

**Market Share for 2013: 0,084%

The predictions of customers for four years (2014-2017): Our predictions based on two main things; Increase in market size of the sector and the capabilities of Intecuida (% of customers gained)

The prediction of increase in market size is around 17% yearly.

YEAR	2014	2015	2016	2017	2018
Market Size	10112683	1185050	1386930	1623395	1900393

The capabilities of Intecuida is going to develop each year, especially the % of customers attracted by marketing, the % of customers that visit us, the % of customer gained. Because in these four year, the brand recognition is going to increase and also the experience of intecudia in the business is going to improve.

	2015	2016	2017	2018
% PEOPLE THAT CAN AFFORD OUR SERVICES	60%	60%	60%	60%
% CUSTOMERS ATTRACTED BY MARKETING	6%	6%	7%	7%
% CUSTOMERS THAT VISIT US	9%	10%	11%	12%
% CUSTOMERS GAINED	39%	42%	47%	51%

After the prediction of market size and the abilities of Intecuida; we can reach our total customer yearly and the segment bases.

	2014	2015	2016	2017	2018
Alzheimer	81	93	125	169	228
Parkinson	20	23	31	42	57
Cancer	21	29	48	81	134
65 Year without Cancer,Parkinson,Alzheimer	729	981	1550	2442	3840
TOTAL CUSTOMERS	851	1126	1754	2733	4258



So to see it in a glance of the market share and also the predictions of growth please take a look to the chart below:

MARKET SIZE MADRID		2014	2015	2016	2017	2018
		1012683	1185050	1386930	1623395	1900393
Alzheimer	Total number	96000	97354	98726	100118	101530
	98% >65 years	94080	95407	96752	98116	99499
	2% <65 years	1920	1947	1975	2002	2031
	Rate of increase per year			1,41%		
Parkinson	Total number	24000	24360	24725	25096	25473
	90% >65 years	21600	24360	24725	25096	25473
	10% <65 years	2400	2436	2473	2510	2547
	Rate of increase per year			1,5%		
Cancer	Total number	24500	30625	38281	47852	59814
	55% >65 years	13475	30625	38281	47852	59814
	45% <65 years	11025	13781	17227	21533	26917
	Rate of increase per year			25%		
65 Years and Over	Rate of increase per year	997338	1166885	1365256	1597350	1868899
	65 Year without Cancer/Parkinson/Alzheimer	868183	1032711	1225197	1450329	1713576



7.6. Pricing strategies



In order to make decisions about the price we will put to our services and products we take into account some important factors:

- **Supply and demand:** we are hiring the services of professionals outside our company; for this matter we depend highly on the supply. To make a decision to put the price it is very important also to know the demand, the number of customers that are requiring our services in Spain.
- **Competitor's price:** the prices established by our direct competitors, which in our case are the companies that offer the services individually more than the companies that are offering part of our portfolio..
- **Regulations:** they will affect our pricing decision.
- **Services:** Depending on the comprehensive range of services we offer, we are pricing them according to the market. We also offer packages, so we adapt the prices to the different services.
- **Brand awareness:** we can modify the price along the time according with the recognition our brand will be acquiring. In the beginning we have to put cheaper prices



because we are not known yet in the market but as soon as we get some awareness we can increase them.

- **Outsourcing companies:** We depend highly in other companies. We outsource our services so we have to establish the price based on the agreements we reach with them. Afterwards we set up a margin to obtain our profit.

With the marketing campaign, we are trying to transmit our precise business objective:

“We are focused on being leaders offering a high quality personalised service”

7.7. Promotion plan

Our marketing director is going to be charged of all promotion plan. We are going to work with a marketing campaign which is going to be organizing the activities of marketing. The marketing director is going to define the marketing strategy and explain to the marketing campaign.

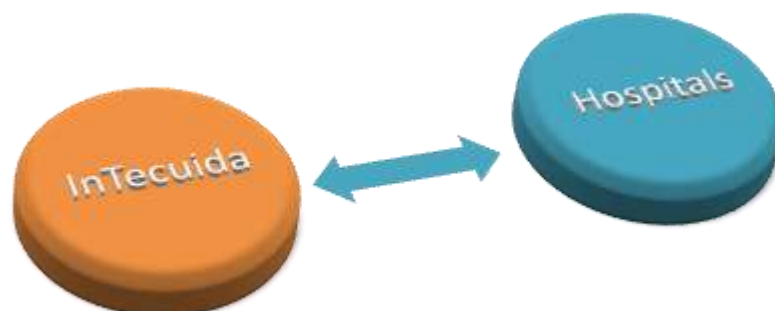
To promote InTecuida we are setting up a “Promotion plan” based on:

7.7.1. Agreement with hospitals

One way to approach to the customers is through the hospitals; thereby we are going to give a lot of our attention building agreements. Although at the beginning it could look like we will overlap services looking to the services that the hospitals and InTecuida are offering we can see that we are totally different than hospitals so we can have a win-win negotiation with them.

Especially, in diseases as Alzheimer and Parkinson where the visits to the hospitals and doctors, at the begging, are something eventual, we can work collectively. We are going to provide them much more than a hospital service we are going to offer them care.

The agreement with the hospital also will be also beneficial for them, especially in the future because we will have the change to recommend to our customer the best hospital in order to get them the best services. At the beginning, InTecuida is going to try to make agreements with five hospitals especially the department of Alzheimer and Parkinson, because are the diseases where the patient pass more time in their houses. We are planning to have budget for this activity around 30,000€.





7.7.2. Webpage:

InTecuida wants that our market and, of course, our customers can interact with us and have an idea of what we do and how. So we have created now a webpage <https://openbrand.com/intecuida> in order to show to the world InTecuida. In the short future we want to buy our own domain to build our webpage as personal as possible.



Another important role for the webpage is going to be for our customers, because they are going to be able to check their services, their next appointments and their medical files that we are going to make together in Tele-assistance department. Also they will have tips and news related with their diseases that could help them to understand and improve their situation.

The budget to create a web page is 2060 € in the first year (it includes register a domain name, get a web host, web design and web maintenance).

We can see the estimated costs broken down into the individual value categories in the table below.

MARKETING PROMOTION	ANNUAL (€)	MONTHLY (€)
Web page **	2.600,00	171,67
Register a domain name	10,00	0,83
Get a web host (depending on traffic & website features)	200,00	16,67
Web design and graphics development time: 85 hours (for a 15 page website)	850,00	70,83
Web site maintenance	1.000.0	83,33



7.7.3. PHONE APPLICATION

To give a better service for our customers we are going to have an application called InTecuidAPP, this application is going to be free, to explain our services, to inform the customers with the diseases, but mainly to monitor the patients. Especially for the Tele-assistance, the customer which are going to use the tele-assistance, are going to follow their situation by the help of InTecuidAPP. Also with this application, they do not have to call for all of services. They can ask directly to a service through the application. With this application the customers are using tele-health, they can easily see how much it charges the services for them.



7.7.4. Radio advertising:

After looking our market share, we saw that a big market share is older than 65 and for them the radio is something that usually is part of their lives so the radio advertising is quite important for us because.

We set up a campaign of radio advertising with costs estimated in 55.000€ per yearly. The ads are included in Healthcare radio programs to reach our targeted customers directly and efficiently. With this adds we want to be position in the top mind of our possible customer to start to be part of their lives even before they have to hire us. We want to share our values and our ideas with our customers and have a friendly approximation to make easier the first step.



7.7.5. Newspaper and healthcare magazines:

Another important habit of our possible customers is to read the newspapers in paper or in digital format so InTecuida is going to set up a campaign of newspaper advertising with costs estimated in 3500€. The ads are included in national newspapers and healthcare oriented magazines. As we are going to start in one city, Madrid, we will have to start in the local editions of the big newspapers.



Another important channel in this sector is the magazines related with health that people concern with their health read, we also want to public add there. This could give us new market because this kind of magazines is part of the waiting room of the doctors consult, so the people that maybe don't buy them can whip trough them and know us.



7.7.6. Google adwords (4 ads):

In order to promote our webpage we contract the Google adwords service for a fee of 750€ annually.





7.7.7. Brochures:

We design brochures with costs of 1500€. We distribute them in the associations, pharmacies etc we have agreements with. Afterwards they give them to the potential customers of our company.

ADAPT HOMES	Accommodate the patients' houses to their new situation.
HOME CARE & TELE-ASSISTANCE	- Domestic tools to improve the habitability of our customers. - Physiological monitoring to build a medical file.
PSYCHOLOGICAL SUPPORT	Psychological counselling services for the patient and also for their families.
SPECIAL ASSISTANCE	Fill the patient needs with special care, special transportation, special help and panic button.
TELE-HEALTH	Proactively working in partnership with doctors to solve doubts and problems via phone.

"We care about people,
we care about you..."

InTecuida

We care about people

We care about you

Address: c/O'Donell 6
Phone: +34 651361188
<https://openbrand.com/intecuida>



We can see the total budget set for all this advertising in this table:

MARKETING ACTIVITY	ANNUAL	DESCRIPTION
Market Campaign	6.000 €	Yearly contract
Agreement Hospitals	30.000€	Fair activities
Webpage	2.060€	Freelance
I-Phone Application	2.000€	
Radio	55.000 €	
Newspaper and healthcare magazines	35.000 €	
Brochures	3.000 €	Printing 50000 brochures
	5.000 €	Agency
Digital advertising	750 €	Google adwords (4 ads)
Promotional Events	15.000 €	
TOTAL		153.810€

The total cost expected for the promotion is 153.810€.

7.8. Marketing schedule

The program set up for planning, preparing, programming and launching the marketing campaign is detailed below:



October	November	December	January	February	March	April	May	June	July	August
Planning					Prep./ MKT Agency	Advertising / Programming				Begin Operations



8. ORGANIZATION AND HUMAN RESOURCES



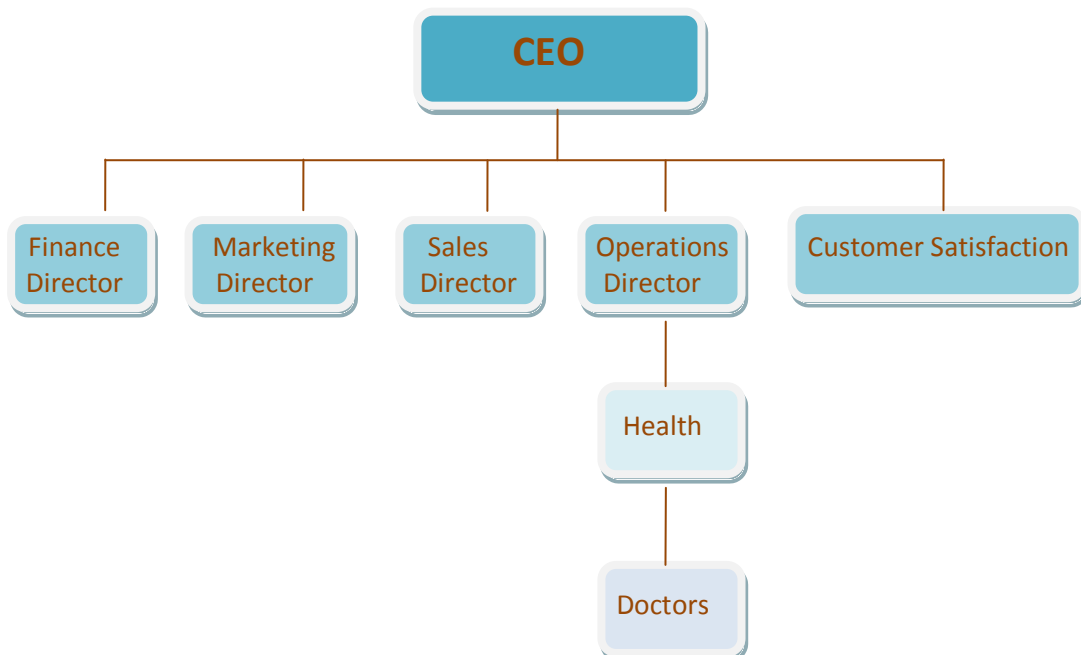
8. Organization and Human Resources

8.1. Organization

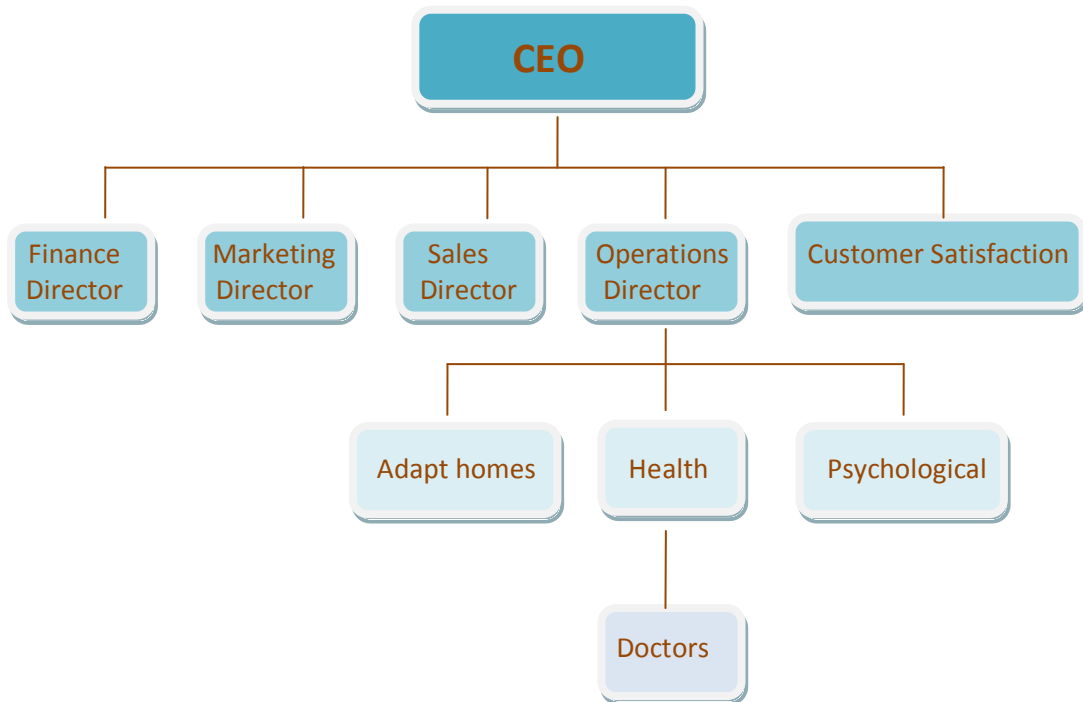
Although we strongly believe in our business idea we also think that it is impossible to implement it without a great team being part of InTecuida. So we have to be really careful in the selection of the people that are going to work with us, especially because we need people that share our ideas and values.

To make easier the selection of the staff we present templates for each position, showing that there are people that at the begging are going to be full time but others only per hours. Hoping that with the growth of the business the staff increase and the human resources structure win more complexity and talent.

To start we think that with eleven people belonging to the company could be enough. Knowing that our main staff will be outsourced we will have to be very selective in the moment of recruiting this companies to be sure that they will fit with our team, our customers and more than anything with our philosophy.



As we believe in our company we think that in five years from now we will be bigger and we will be in more cities, so our structure will have to change and we think that it could be something like this:



According to set the requirements and the profile for each position we are going to describe each to make easier the recruitment process.



Job Title:	CEO
Reports to:	Stakeholders
Dimensions:	<p>He or she is going to be the head of the company. He is going to be the one on charge of all the different duties that form InTecuida. He or she will have to be the oil of the engine; he needs to be the leader that links all the departments and join the effort of each for a common goal. The CEO has to be the one that build the team and make things easier for them to get the best results.</p> <p>Also the CEO is going to establish the relationship with the outsourced companies and he or she will have to be sure that they match with our values. As the face of the company he or she will have to negotiate all the delivery dates and prices of each product to get the best offers for the company.</p> <p>As we want that InTecuida will build a brand it would be really important that our CEO will care about our outsourced companies, our customers and our clients, that with time will see us like the trustable company that we want to be.</p> <p>At the begging he or she will be the one selecting the staff because she or he will have to know people that match with the spirit of the company.</p>
Accountabilities:	<p>As CEO he or she only is going to report the bad results to the stakeholders, which are going to be the ones in the top and the keepers of the philosophy and values of the company. But that doesn't mean that he or she is not going to be responsible of bad results. If the company results go down or the growth is not enough he or she is going to explain why and the possible solutions. And if this is not enough he or she will be replace for the candidate that the stakeholders will think that fit better and could get better results.</p>
Capabilities and experience:	<p>We know that the experience is something that could help the company but what we look for in a position like this is passion and commitment with the company. We want someone that would fight for the company and that feel InTecuida as something that can improves the world.</p> <p>Off course it is going to be someone with communication skills that can be in the middle of the departments and with the suppliers.</p> <p>The ideal candidate would have health or psychology experience what would make him or her understand the company much better.</p> <p>And off course he or she will have to share InTecuida values: honesty, trustful, committed and caring.</p>
Education:	Business administration, Law, MBA, Doctor, Psychologist, Nurse.



Job Title: Finance Director

Reports to: CEO

Dimensions:

He or she is going to be the finance brain of the company. The finance director should analyse each cash flow of InTecuida because at the beginning we defend that, as a platform of outsourced companies; the initial investment is not going to be big (See the Financial Part).

The Finance Director is going to fight with the CEO for the best prices of the outsource services because he or she will have to know perfectly the offer of each company to provide the best products with the best prices. As a comprehensive company we want that our customers get the best prices and the best offers so the Finance Director should study the market and try to build special packs to the customers that hire more services.

In the future he or she will have to be the head of the department so he or she will have to manage people and get the best results of the team and of the company.

Accountabilities:

The Financial Director should report to the CEO and explain the results of the company. Also the stakeholders will be very interested in the financial results because at the end they will expect some revenues specially to be able to start the Foundation for the customers with less resource.

The finance should be clear and detailed to avoid legal problems and if the company grow enough and go to the stock market all the historical data should be transparent. We want to be a fair company from all our departments and Finance should be the representative of all the company.

Although the Finance Director is not the responsible of the results completely, because they belong to the whole company, he or she will have to fight stronger than the others to control the expenditures of all the departments.

Capabilities and experience:

Even though for the CEO we said that maybe it would be better the passion than the experience for the Financial Director we want someone that understand finance and with experience with numbers. As a really important part of the company we need someone with analytical skills and flexible that can adapt to different situations if we grow. But with that we are not saying that we want someone without InTecuida values because at the end we want and homogenous team that work for the same results.

Thinking in the moment where the company will start to grow we want someone with managerial skills to lead a financial team, and that knows how to negotiate with the help of the CEO with the suppliers.

Education:

Economist, Business administration, MBA, Engineer.



Job Title: Marketing Director

Reports to: CEO

Dimensions:

The Marketing Director should build the brand, something that for us is really important because it will be what makes us be bigger. So although all the departments will be very important the sales department particularly at the beginning will be essential to start.

He or she will have to develop a marketing plan according with the budget for each year and achieve that InTecuida be known. As we describe in our Marketing Plan he or she will have to cover different areas as radio, internet and press to achieve more customers in less time.

And also establish relationships with the people in charge of the media in order to get better prices and schedules, like for example the better order in the playlist of the radio ads.

Accountabilities:

As the Finance Director the Marketing Director should report to the CEO and show him or her results of the department. As the builder of the InTecuida brand he or she will be carefully and be sure that the world perception of the company is what we are looking for.

If the expenses of the department are not reflected in results the person will be hired if is not able to explain the reasons.

Capabilities and experience:

We want someone with communication skills that can sell anything to anyone. The Marketing Director should be someone with perspective that can understand all the changes in the market and flexible to adapt to them. It is very important that he or she will have social skills to establish bounds with the directors of all the media where we will work to get the best deals and also with the customers to understand how they see us and what we can improve.

He or she will have to be creative, open mind and organize to improve and add value everyday to the company.

Education:

Marketing, Public relationship, Business administration, Law, MBA, Doctor, Psychologist, Nurse, Engineer.



Job Title: Sales Director

Reports to: CEO

Dimensions:

The Sales Director should sell the brand, he or she is going to be the first dealing with the customer to show them that InTecuida is the better option for them, and show them the values and the services that InTecuida has.

He or she should sell services to as much customers as possible, but respecting the values of the company and selling the services that the customers need and can afford. It would be really important the relationship with them to offer them exactly the products that they need

The success of InTecuida will be one hundred per cent related with the success of this department because all the customer that InTecuida will come for the effort of the work of Sales Department and also Marketing because they are going to be the ones building and selling the brand of InTecuida.

Accountabilities:

As the Marketing Director the Sales Director should report to the CEO and show him or her results of the department. As the seller of the InTecuida brand he or she will be carefully and be sure that the services that InTecuida is selling are the ones that our customers' needs and the best ones.

If the expenses of the department are not reflected in results the person will be hired if is not able to explain the reasons.

Capabilities and experience:

Like in the Marketing Department we need someone with communication skills that can sell anything to anyone. The Sales Director should be someone with perspective that can understand all the changes in the market and flexible to adapt to them and show them to the Operations Department in order to change or improve the portfolio of services. It is very important that he or she will have social skills to establish bounds with the outsourced companies to get the best deals and also with the customers that could feel since the zero moment of truth that the company care about them.

He or she will have to be creative, open mind and organize to improve and add value everyday to the company.

Education:

Marketing, Public relationship, Business administration, Law, MBA, Doctor, Psychologist, Nurse, Engineer.



Job Title: **Operations Director**

Reports to: CEO

Dimensions:

The Operations department will be the core of the company, they will be the ones organizing all the services and looking for better ones. As we explain in the operations part we will be working with different services so the director of this department will have to handle a lot of different things and coordinate them.

He or she will be the one that organizes the supply chain and guarantees the deliverable dates for the customers, because we want to be the fastest that we can to provide to our customers their needs as soon as possible.

The operations departments will touch health issues, domotic, adapt houses. So he or she will have to know the market and the products to advise to the CEO improvements in the services. At the beginning the department will have inside the Health Department but in the future we expect to have two departments more: Adapt houses and Psychological Departments.

Accountabilities:

The Operations Director should report to the CEO, at the beginning he or she will have a department below called Health and in the future when the departments will grow the operations department will have sub-departments specialized in each service to provide the most specialized knowledge to each customer.

As a coordinator of all the suppliers he or she will have to guarantee that the supply chain works and that even InTecuida makes profits the price to the customers is fair. If he or she fails and the services are late or too expensive he or she will have to explain to the CEO the situation and if the reasons are not enough InTecuida will let him or her go.

Capabilities and experience:

For this position we need someone really organized that can handle a lot of things at the same time. That is why we think that an engineer maybe will fit perfectly in this position. The Operations Director should be someone proactive and with curiosity to guarantee that InTecuida is going to have the latest gadgets and services for our customers.

If he or she has health knowledge it will help him to put himself in the position of the customer and can look for the best services that will fit with the situation.

Education:

Engineer, MBA, Business administration.



Job Title: Health Coordinator

Reports to: Operations Director

Dimensions:

The Health Coordinator will have to be the one that add medical knowledge to InTecuida. As we explain in the Operations part, we will have doctors that can advice and answer all the doubts of the customers and their families. We want to be the answer of each call so the Health Director will have to organize the doctors that are going to be part of our staff.

Also he or she will have to check that the performance of the psychologist and also the special assistants are according with the idea of InTecuida. And advice them to achieve the best performances.

An extra will be provide health knowledge to all the InTecuida staff because we want that all the company can understand the problems that our customers will have to face to give them the better help.

Accountabilities:

The Health Coordinator should report to the CEO. He or she will develop an important role coordinating all the health staff and organizing the human resources in this department.

As a health coordinator will have to check all the advices and be sure that the information that we are giving to our customers is accurate and correct. If this don't happen he or she will have to explain it to the CEO and provide solutions even a bad advice is something really difficult to fix.

Capabilities and experience:

For this position we need someone with health knowledge and that know how to share the knowledge with all the staff of InTecuida. We think that the ideal candidate has to be a mentor for the people that form part of the company specially the ones of the Health department.

Education:

Doctor, Nurse, MBA, Psychologist.



Job Title: Customer satisfaction Director

Reports to: CEO

Dimensions:

In InTecuida the core of the company is the customer, the patient and their families that is why we want to provide them the best services that we can, and to be sure of this we are going to have a Customer Satisfaction Director.

He or she will develop the relationships between the customers and the company because we know that is something that we really have to take care. The Customer Satisfaction Director will be the person that interact more with the customer to guarantee them the best treatment and to be sure that the outsource companies are sharing our values and provide the best services to our customers.

Accountabilities:

The Customer Satisfaction Director should maintain the pleasantest of the customers because we want that the customers will be happy with us and that they will have bonds with us. He or she will have to create that links and check that we are offering the services that we can and make feel the customers loved and heard.

He or she will have to inform to the CEO all the results that the company will have. The company will perform satisfaction surveys to know what the customers think and feel. The results of this surveys will have to achieve big percentages and if not he or she will have to explain and purpose solutions to improve the results.

Capabilities and experience:

We want an active listener that can understand the needs of the customers and their families, but also proactive that can develop and create solutions and improvements. Also we want that he or she can create relationships with the customers and the outsourced companies to understand the needs of each.

Education:

Psychologist, Engineer, MBA, Business administration, Law.

But in the future we hope that InTecuida is going to grow, so the organizational chart of the company will have to change and adapt it as well. Even we already described some of the future changes in the future as in the Operations Department where we think that it's going to develop in three different departments not only one. We will have new departments and more people in each of them. So we are going to describe the new positions that are going to be cover in the future:



Job Title: **Adapt houses Coordinator**

Reports to: Operations Department

Dimensions:

As we predict a lot of customers taking advantage of these services in the future we think that it will be important to have a department dedicated only to these services. The Adapt Houses Coordinator will be the one organizing all the services and looking for better ones. As we saw in the Operations Plan we will offer a lot of different product so the director of this department will has to handle a lot of different suppliers and coordinate them.

So he or she will be the one organizing the supply chain and guarantee the deliverable dates for the customers, because we want to be the fasters that we can to provide to our customers their needs as soon as possible.

He or she will have to know the market and the products to advice to the Operations Director and the CEO improvements in the products and services, and also as he or she will be the one dealing with the outsourced companies he or she will advice to change them or work with them.

Accountabilities:

The Adapt houses Coordinator should report to the Operations Director. He or she will be the one looking for the best products, the best suppliers and also the best agreement with them in order to achieve the best prices and the faster deliver.

As the Operations Director at the beginning, he or she will be the coordinator of all the suppliers and he or she will have to guarantee that the supply chain works and that even InTecuida make profits the price to the customers is fair. If he or she fail and the services are late or too expensive he or she will have to explain to the Operations Director the situation and if the reasons are not enough InTecuida will let him or her go.

Capabilities and experience:

As in the Operations Director, at the begging, for this position we need someone really organized that can handle a lot of things at the same time. That is why we think also that an engineer maybe will fit perfectly in this position. The Adapt Houses Coordinator should be someone proactive and with curiosity to guarantee that InTecuida is going to have the latest products, gadgets and services for our customers.

Education:

Engineer, Architect, Interior designer, MBA, Business administration.



Job Title: Psychological Coordinator

Reports to: Operations Director

Dimensions:

The Psychological Coordinator will have to be the one coordinating all the psychologist. Also he or she will have to select them in order to have the better ones, the ones that care more about our customer and the ones that shared our values.

This department will be very important because we think that this will be one of our popular services, and they will be in touch with our customers a lot, so we think that we have to take care of the selection and the kind of services that we are providing.

Also he or she will have to check that the performance of the psychologist and advice them to achieve the best performances.

An extra will be provide psychologist knowledge to all the InTecuida staff because we want that all the company can understand the problems that our customers will have to face to give them the better help.

Accountabilities:

The psychological Coordinator should report to the Operations Director. He or she will develop an important role coordinating all the psychological staff and organizing the human resources in this department.

He or she will have to check all the advices and the treatment information that we are giving to our customers is accurate and correct. If this don't happen he or she will have to explain it to the Operations Director and provide solutions, even a bad advice is something really difficult to fix.

Capabilities and experience:

For this position we need someone with communication skills and psychological knowledge and that know how to share the knowledge with all the staff of InTecuida.

Education:

Psychologist, Doctor, MBA, Psychologist.



8.2. Remuneration policies

The salary will be established depending on the position and contribution each employee gives to the company. We consider that attaching great importance to our staff is crucial because somehow our business depends on them. Here is displayed the salary for each position.

As we are located in Spain, according to labor law in Spain, all our employees residing in Madrid will have 30 days paid vacations per year, plus 3 paid days for personal matters.

In the short term the negotiated salary consists of just one portion.

The *base salary* provides a level of compensation for general participation in the institution's teaching and caring activities. It defines the institution's minimal financial responsibility to each member of InTecuida, assuming a minimally acceptable level of productivity. These amounts may be adjusted from time to time through mutual concurrence.

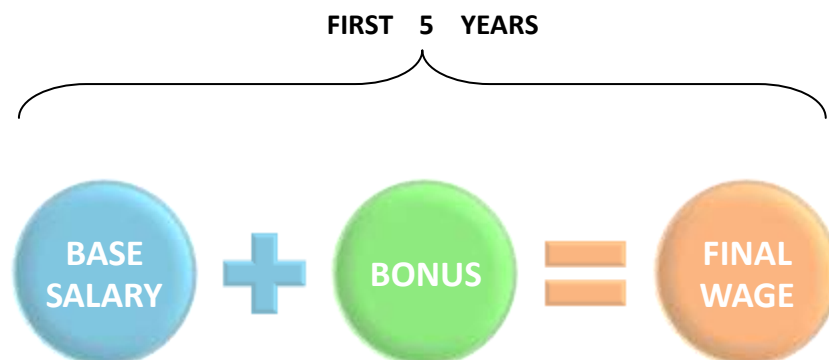
In the long term (after the first 5 years) an additional bonus part is going to be added to the base salary.

As InTecuida is a new business; consequently during the first year the company will not have enough revenues to distribute any bonus. During the first 5 years it is expected to save the earnings in order to invest this money for growing as a company. It is not expected to distribute the earnings until at least the 5TH year but it will be computable all the data collected in the first period in order to distribute consequently these earnings in the following years.

This Bonus part will consist of two variables linked to two factors:

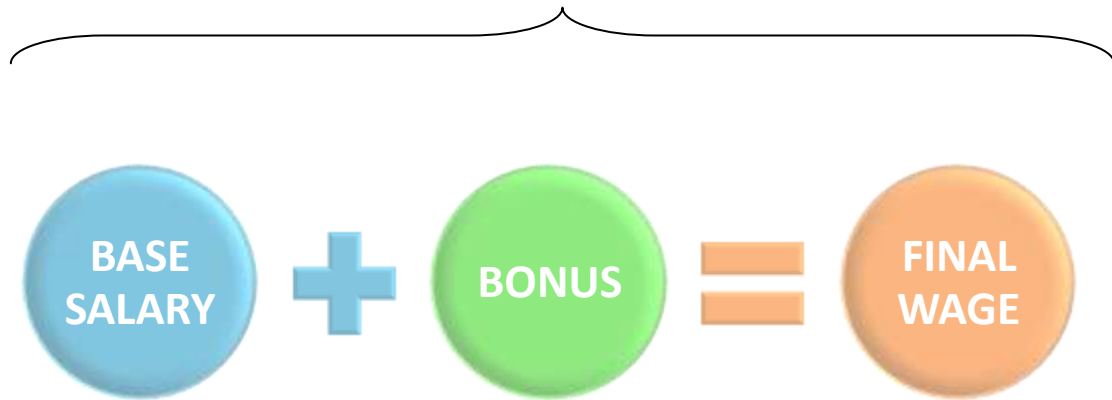
Customer satisfaction + Employee performance (10%): Employee performance will be evaluated at the end of every year to see improvements per quarter, based on: percentage of customer retention, percentage of customers acquired, customer satisfaction Surveys. The evaluation must show improvements.

Company Performance (10%): The budget will vary according to annual turnover. These vary depending on the job position.





FOLLOWING YEARS



Salaries and Compensation Budget:

CEO	Salary/year (€)	Salary+ S.S (€)
1st Year	33.040	42.952
2nd Year	34.031	44.240
3rd Year	35.052	45.567
4th Year	36.103	46.934
5th Year	37.186	48.342

FINANCIAL DIRECTOR	Salary/year (€)	Salary+ S.S (€)
1st Year	22.540	29.302
2nd Year	23.216	30.181
3rd Year	23.912	31.086
4th Year	24.630	32.019
5th Year	25.368	32.979



OPERATIONS DIRECTOR	Salary/year (€)	Salary+ S.S (€)
1st Year	22.736	29.556
2nd Year	23.418	30.443
3rd Year	24.120	31.356
4th Year	24.844	32.297
5th Year	25.589	33.266

MARKETING DIRECTOR	Salary/year (€)	Salary+ S.S (€)
1st Year	22.736	29.556
2nd Year	23.418	30.443
3rd Year	24.120	31.356
4th Year	24.844	32.297
5th Year	25.589	33.266

SALES DIRECTOR	Salary/year (€)	Salary+ S.S (€)
1st Year	22.736	29.556
2nd Year	23.418	30.443
3rd Year	24.120	31.356
4th Year	24.844	32.297
5th Year	25.589	33.266



CUSTOMER SATISFACTION DIRECTOR	Salary/year (€)	Salary+ S.S (€)
1st Year	16.100	20.930
2nd Year	16.583	21.557
3rd Year	17.060	22.204
4th Year	17.592	22.870
5th Year	18.120	23.556

HEALTH COORDINATOR	Salary/year (€)	Salary+ S.S (€)
1st Year	32.200	41.860
2nd Year	33.166	43.115
3rd Year	34.160	44.409
4th Year	35.185	45.741
5th Year	36.241	47.113

8.3. Recruitment Process:

InTecuida will start in Spain so we use the Hofstede matrix in order to build our Human Resources policies regarding source and select, develop and counsel, reward and retain, redeployment and retirement.

Individualistic		Collectivist
Lower power distance		High power distance
Low uncertainty avoidance		High uncertainty avoidance
Feminine		Masculine



As we are a company who mainly outsources all the services, we are going to focus on them. We will make a deep study of the potential companies available in the market:

- ✓ How they work.
- ✓ The satisfaction of the customers towards them.
- ✓ Measure their degree of commitment with the customer.

All of them in order to make sure they are aligned with all our values.

Our company only needs to look for an experienced doctor and an architect. The Recruitment Process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews. At the beginning, we are going to deal with the process of recruitment in order to save money and make sure of hiring the right employees.

Objective:

- To streamline the Recruitment Process.
- To ensure that we hire the right people at right time for the right position.
- To create a favorable brand image. We want the best professionals.

Scope:

The hiring process will begin by seeking in an optimum way for the vacant position, professional requirements, and terms of employment and other aspects of the job. Based on mentioned critical attributes,

In the short term the CEO will play also the role of the HR department. In the medium term we will have to integrate an HR department who will be responsible of:

- Preparing the job descriptions and specifications.
- Advertising the vacancy.
- Identifying the potential employee with required characteristics.
- Arranging the interviews with the selected candidates.
- Concluding the interviews and taking decisions.

Recruitment Resources:

We will advertise and search the potential candidates from the following sources:

- E-Recruitment networks. For example, LinkedIn.
- Vacancy advertisements in newspapers.

8.4. Training:

One of InTecuida's aims is to have the best-trained employees. For that reason, we are going to make a big effort in this field, in order to provide the best solutions to our patients and their satisfaction.



As one of our key points in InTecuida is providing an excellent customer service, our employees will be very customer focused and very professional in every single aspect of their jobs, to achieve that, in we are going to train our employees in a proper and continuous way.

The main aim of the training process is to provide our employees a very good knowledge and understanding of their job and extend it to our customer in order to make them safe in our hands and to fulfill their expectations and enquires. Everyone in our organization must show commitment and motivation; therefore we also want to make sure of our employees of personal development. Make sure employees have updates licenses and provide them assistance if required.

Evaluate the effectiveness of the respective training programs by obtaining feedback from employees and customers.

8.5. Motivation:

As a small and new company, our main motivation is to provide an excellent customer service to our client and at the same time become noticeable in the healthcare market.

To motivate our employees, InTecuida has elaborated guidelines to follow:

1. Recognition/Attention: InTecuida recognizes a job well done; our Executive Board is always paying attention to the details that make an employee special, we know that recognition means appreciation for an achievement.

2. One-on-One Coaching: Coaching is employee development. We know it costs time and money but at our company we do it because we care about the customers but also the employees.

In InTecuida whenever an employee deserves a positive feedback, it will act as a natural stimulant for others who are close enough to see or hear what's taking place.

3. Training: Training sessions will continually enhance the performance of your people and in the end of our company. InTecuida knows it's critical, we have to develop and improve our employees and by doing so, we will improve as a company too. It will motivate our employees because they will feel important inside the organization.

4. Career Path: Our employees need to know what opportunities they have for growth. We know how important it is for our employees and by this we will always consider internal personnel for promotion first, to grow inside the organization whenever there is a vacancy in the organization. Our employees will always have preference to any vacant position in the organization taking into account their skills and capacities.

If we are able to do this we are sending a very positive message to everyone that there are indeed further career opportunities within our organization.



5. Job Titles: We are aware of the importance of feeling proud, meaning how the employee is perceived in the workforce. We know it is a critical component to improve overall attitude and morale.

6. Good Work Environment: Working conditions are very important to the way employees feel about where they work. It's not just having a good relationship with your patients; it's about having an adequate and regulated temperature at work enjoying the work environment. InTecuida is aware of it and as a strong based company, want to implement good policies towards them. We intend to be a reference in the healthcare market not just with our services and customer service, also with our best practices being up to date in technology.

7. Team Spirit & Social Gatherings: We want to build a high team spirit. To do so, we have different initiatives and ideas such as:

Feeling part of our foundation; our employees will feel part of a company who is not just focused on our customers who can pay, but also those people who cannot afford us.

We will try to create team driven contests and join others that take place around our area. Also, group activities definitely enhance team spirit solely because they must lean upon others and be willing to be someone that others can lean on.



9. CSR: Corporate Social Responsibility



9. Corporate Social Responsibility

One of the reason to set up the InTecuida is, help the society in order to give a solution to people with diseases, elderly and their families. The role of InTecuida in the society is different than the other companies in the sector. We want to be a step forward of the other companies and create a Foundation to help patients that are in the poverty line.

For InTecuida, corporte social responsibilty is a key factor to be more transparent to the society,employees and stakeholders, in order to improve the world we are living in.

9.1. Our Society:

9.1.1. *The InTecuida Foundation*

InTecuida Foundation

The market share of InTecuida is going to be middle-high class. So we are going to build the Foundation to serve the people who are in the poverty line or cant aford our services. We are going to give our services freely for them. We want to involve our regular customers to share with them our phylosophy and in that way they could feel that they are going to be helping the society.

9.1.2. *Volunteers*



To share our values and way of working we are going to create a volunteer program. This program would be form by people willing to help and left their print in the society. The aim of our volunteer program is to create a better society, understand the people who suffer from Alzheimer,Parkinson,Cancer and the old segment of the society.The main point is to increase the awareness of these diseases.

9.2. Our Company:

9.2.1. *Business Ethics*

Intecuida :

- always against to the corruption and bribery in order to respect to the society.
- against anti-damping in order to respect to sector
- cares transparency about the documents



- does not cheat the customers.

9.3. Our people:



InTecuida :

- is against every kind of discrimination
- is against to child labor
- cares ratio of gender for employees (ex: 50% male,50% female)
- has a career plannig program for employees

9.4. Our environment:



InTecuida :

- is going to use recyclable products in the Office
- is going to choose the suppliers who are environmental friendly.
- Is going to consume the resources , using waste management methods



10. FINANCIAL PLAN



10. Financial Analysis

We have developed the financial plan for InTecuida based on the forecasts made in the plans of Marketing, Operations and Human Resources plans, for a horizon of five years.

In this financial plan we have developed projections and results expected for the period from 2014 to 2018. During this period of five years we want to show the possibilities InTecuida can achieve of returning the investment, starting the approach with a "base scenario", built on our analysis of the market and the observations and recommendations made by different experts.

We have also analysed another possible scenarios taking into account several hypothesis and assumptions. We have considered favorable hypothesis to build to "optimistic scenario" and less favorable hypothesis for the "pessimistic scenario".

10.1. MARKET SHARE

In order to define the total number of customers we can obtain we have to analyze the market size. Our market is mainly formed by four big segments:





Firstly we define the number of people affected by these illnesses in Madrid. According to several sources we obtain these figures:

MARKET SIZE MADRID		2014	2015	2016	2017	2018
		1012683	1185050	1386930	1623395	1900393
Alzheimer	total number	96000	97354	98726	100118	101530
	98% >65 years	94080	95407	96752	98116	99499
	2% <65 years	1920	1947	1975	2002	2031
	Rate of increase per year	1,41%				
Parkinson	total number	24000	24360	24725	25096	25473
	90% >65 years	21600	24360	24725	25096	25473
	10% <65 years	2400	2436	2473	2510	2547
	Rate of increase per year	1,5%				
Cancer	total number	24500	30625	38281	47852	59814
	55% >65 years	13475	30625	38281	47852	59814
	45% <65 years	11025	13781	17227	21533	26917
	Rate of increase per year	25%				
65 Years and Over	Rate of increase per year	997338	1166885	1365256	1597350	1868899
		17%				
65 Year without Cancer/Parkinson/Alzheimer		868183	1032711	1225197	1450329	1713576

Table 1

Secondly, we define the market InTecuida can achieve:

1) Income level of Madrid

Percentage of people that can afford our services (middle high and high class).

2) Marketing exposure

Percentage of customers attracted by the marketing campaign (hot leads).

3) Marketing effect

Percentage of customers that are positively influenced by our marketing campaign and call/visit us to inform about InTecuida

4) Customers gained

Percentage of people gained after being informed directly by InTecuida.

The percentages defined are based on assumptions. Our marketing activities, the capabilities of InTecuida and the general information about the sector helps to define them.



For 2014 we have a market share of 0,084% taking into account all these factors.

	2014
% OF PEOPLE THAT CAN AFFORD OUR SERVICES	60%
% OF CUSTOMERS ATTRACTED BY MARKETING (HOT LEADS)	5%
% OF CUSTOMERS THAT VISIT/CONTACT US	8%
% OF CUSTOMERS GAINED	35%
MARKET SHARE	0,084%

The predictions of customers for next years (2015-2018) are based on two main aspects:

- Increase in the market size of the sector
 - Capabilities of InTecuida (% of customers gained)
- ✓ Increase in the market size of the sector: rates of increase of the illnesses and rates of increase of the population over 65 years in Madrid.

MARKET SIZE MADRID	2014	2015	2016	2017	2018
	1012683	1185050	1386930	1623395	1900393

- ✓ Capabilities of InTecuida: they are going to develop each year, the % of customers attracted by marketing (hot leads), the % of customers that /contact us and the % of customer gained are going to increase by a 10% because our brand will gain recognition and our experience in the business is going to improve.

We can see below the figures in 2015-2018:

	2015
% OF PEOPLE THAT CAN AFFORD OUR SERVICES	60%
% OF CUSTOMERS ATTRACTED BY MARKETING (HOT LEADS)	6%
% OF CUSTOMERS THAT VISIT/CONTACT US	9%
% OF CUSTOMERS GAINED	39%
MARKET SHARE	0,112%



	2016
% OF PEOPLE THAT CAN AFFORD OUR SERVICES	60%
% OF CUSTOMERS ATTRACTED BY MARKETING (HOT LEADS)	6%
% OF CUSTOMERS THAT VISIT/CONTACT US	10%
% OF CUSTOMERS GAINED	42%
MARKET SHARE	0,149%

	2017
% OF PEOPLE THAT CAN AFFORD OUR SERVICES	60%
% OF CUSTOMERS ATTRACTED BY MARKETING (HOT LEADS)	7%
% OF CUSTOMERS THAT VISIT/CONTACT US	11%
% OF CUSTOMERS GAINED	47%
MARKET SHARE	0,198%

	2018
% OF PEOPLE THAT CAN AFFORD OUR SERVICES	60%
% OF CUSTOMERS ATTRACTED BY MARKETING (HOT LEADS)	7%
% OF CUSTOMERS THAT VISIT/CONTACT US	12%
% OF CUSTOMERS GAINED	51%
MARKET SHARE	0,264%

Multiplying all these figures we obtain the market share for each year but we also have to take into account to reach the accurate figure for the next years that approximately 0,51% of our customers can either pass away, recover or not staying in the company.

MARKET SHARE	0,084%	0,071%	0,094%	0,125%	0,167%
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2014:

Our market share is 0,084%.

2015:

$0,51\% \times 0,084\%$ (number of customers from InTecuida in 2014 that keep with us in 2015, others left/die/recover) + New % customers gained 2015 - % customers of the previous year 2014.

2016, 2017 and 2018:

Same reasoning

After defining the total market size and the market share we can predict our final customers on a yearly basis and classify them into segments:



BASE SCENARIO	2014	2015	2016	2017	2018
TOTAL MARKET	1012683	1185050	1386930	1623395	1900393
MARKET SHARE	0,084%	0,071%	0,094%	0,125%	0,167%
CUSTOMERS	851	837	1304	2032	3166
Alzheimer	81	93	93	125	169
Parkinson	20	17	23	31	42
Cancer	21	22	36	60	100
65 Year without Cancer/Parkinson/Alzheimer	729	730	1152	1815	2854





YEAR 2016



YEAR 2017



YEAR 2018



For the other scenarios the assumptions and figures we obtain are:

Optimistic scenario: 0,53% of customer retention from previous years.
(*Base case scenario: 0,51%).



OPTIMISTIC SCENARIO	2014	2015	2016	2017	2018
TOTAL MARKET	1012683	1185050	1386930	1623395	1900393
MARKET SHARE	0,084%	0,071%	0,094%	0,125%	0,167%
CUSTOMERS	851	857	1335	2080	3241
Alzheimer	81	70	95	128	173
Parkinson	20	18	24	32	43
Cancer	21	22	37	61	102
65 Year without Cancer/Parkinson/Alzheimer	729	747	1179	1858	2922

Pessimistic scenario: 0,49% of customer retention from previous years.
 (*Base case scenario: 0,51%).

PESSIMISTIC SCENARIO	2014	2015	2016	2017	2018
TOTAL MARKET	1012683	1185050	1386930	1623395	1900393
MARKET SHARE	0,084%	0,071%	0,094%	0,125%	0,167%
CUSTOMERS	851	817	1273	1983	3090
Alzheimer	81	67	91	122	165
Parkinson	20	17	23	31	41
Cancer	21	21	35	58	97
65 Year without Cancer/Parkinson/Alzheimer	729	712	1125	1772	2787

10.2. COST AND REVENUES

According to the market price of our main competitors we have established how much is going to be the cost of the products and services for InTecuida.

In Intecuida we purchase from our suppliers with a 20% of discount and we apply a margin of profitability of 25% over the selling price. We estimated our sales and costs dividing everything according to our different segments because they have different needs.



	MARGIN	COST FOR INTECUIDA (-20% FROM SUPPLIERS)	SALES PRICE (25% EARNINGS)	Earnings	unit
Audit and report (unit)	25%	280,00	373,33	93,33	unit
Audit and report (1room)	25%	200,00	266,67	66,67	unit
Sinks/washbasins	25%	944,00	1.258,67	314,67	unit
Accesible shower	25%	640,00	853,33	213,33	unit
Shower basket with suction cups or boring	25%	11,20	14,93	3,73	unit
Wall-mounted shower chair	25%	32,00	42,67	10,67	unit
Angled grabbar	25%	16,00	21,33	5,33	unit
Bar	25%	40,00	53,33	13,33	unit
Rise	25%	40,00	53,33	13,33	unit
Automatic wastebaket	25%	9,60	12,80	3,20	unit
Bathroom cabinet	25%	80,00	106,67	26,67	unit
Sliding doors	25%	320,00	426,67	106,67	unit
Non slipeery floors	25%	16,00	21,33	5,33	m2
Vertical	25%	8.400,00	11.200,00	2.800,00	unit
Stairlift	25%	4.800,00	6.400,00	1.600,00	unit
Patient-lift	25%	640,00	853,33	213,33	unit
Handicap fixed ramp	25%	160,00	213,33	53,33	unit
Handicap portable ramp	25%	280,00	373,33	93,33	unit
Bed	25%	760,00	1.013,33	253,33	unit
Wheelchair	25%	1.440,00	1.920,00	480,00	unit
Heating managment	25%	60,00	80,00	20,00	unit
Power managment	25%	40,00	53,33	13,33	unit
Access control	25%	40,00	53,33	13,33	unit
Electric shutter managment	25%	48,00	64,00	16,00	unit
Technical monitoring	25%	36,00	48,00	12,00	unit
Activity monitoring	25%	40,00	53,33	13,33	unit
Physiologic monitoring: GLUCOMETER	25%	8,00	10,67	2,67	unit
Physiologic monitoring: TENSION	25%	20,00	26,67	6,67	unit
Medical shared file (app application)					
PSYCHOLOGICAL SUPPORT	25%	64,00	85,33	21,33	hour
Special care nurse	25%	12,00	16,00	4,00	hour
Special care physiotherapist	25%	36,00	48,00	12,00	hour
Special transportation	25%	40,00	53,33	13,33	hour
Personal help	25%	8,00	10,67	2,67	hour
Panic button: device	25%	12,00	16,00	4,00	unit
Panic button: service	25%	-	5,00		monthly
Telehealth			40,00		monthly
Telehealth	25%	0,90	1,32	0,42	min

10.2.1. The prediction of sales for 1st year:

We calculate the percentage of customers that are asking for our services according to the segments in which we have divided the market because each one of them have different needs. Our estimations for these percentages are based on the information from the associations, the competitors and market analysis. For example, in the segment of Alzheimer, the customers are going to use more adapt homes and less the tele-health.



2014								
		ALZHEIMER		PARKINSON		CANCER		OVER 65 W/O A/P/C
	%	81	%	20	%	21	%	729
Audit and report (unit)	25%	21	25%	6	5%	2	25%	183
Audit and report (1room)	35%	29	35%	8	5%	2	35%	256
Sinks/washbasins	45%	37	35%	8	25%	6	45%	329
Accesible shower	10%	9	10%	3	5%	2	10%	73
Shower basket with suction cups or boring	20%	17	15%	4	6%	2	20%	146
Wall-mounted shower chair	10%	9	15%	4	5%	2	10%	73
Angled grabbar	45%	37	55%	12	35%	8	45%	329
Bar	45%	37	45%	10	25%	6	45%	329
Rise	55%	45	55%	12	15%	4	55%	402
Automatic wastebaket	6%	5	6%	2	5%	2	55%	402
Bathroom cabinet	5%	5	5%	2	5%	2	5%	37
Sliding doors	10%	9	15%	4	5%	2	10%	73
Non slipeery floors	0%	0	5%	2	5%	2	5%	37
Vertical	2%	2	3%	1	3%	1	5%	37
Stairlift	2%	2	3%	1	3%	1	5%	37
Patient-lift	2%	2	3%	1	2%	1	5%	37
Handicap fixed ramp	3%	3	3%	1	2%	1	25%	183
Handicap portable ramp	3%	3	3%	1	2%	1	25%	183
Bed	30%	25	15%	4	20%	5	30%	219
Wheelchair	25%	21	25%	6	25%	6	25%	183
Heating managment	6%	5	5%	2	6%	2	6%	44
Power managment	6%	5	0%	0	6%	2	6%	44
Access control	6%	5	0%	0	6%	2	6%	44
Electric shutter managment	5%	5	3%	1	5%	2	5%	37
Technical monitoring	5%	5	3%	1	5%	2	5%	37
Activity monitoring	5%	5	3%	1	5%	2	5%	37
Physiologic monitoring: GLUCOMETER	3%	3	2%	1	5%	2	2%	15
Physiologic monitoring: TENSION	3,00%	3	2%	1	3%	1	2%	15
	%	81	%	20	%	21	%	729
Psychological support	8%	7	15%	4		2	4%	30
Special care nurse	60%	49	50%	11	8%	12	20%	146
Special care physiotherapist	15%	13	20%	5	55%	4	8%	59
Special transportation	8%	7	8%	2	15%	2	20%	146
Personal help	15%	13	25%	6	8%	4	40%	292
Panic button: device	4%	4	8%	2	15%	1	35%	256
Panic button: service	4%	4	8%	2	4%	1	35%	256
Telehealth	0%	0	20%	5	4%	6	45%	329
Telehealth	0%	0	20%	5	25%	6	45%	329

**Year:2014

We divided in four quarters the years assuming that our sales are going to increase linearly. We are a start-up company so in the first quarter we predict we are not going to have as many sales as the year goes by. We are gaining brand recognition and experience during the year.

2014			
Q1	Q2	Q3	Q4
10%	20%	30%	40%

** % of clients from each quarter

We also have to do an assumption for each customer on how often they are going to use our services.



- For the “adapt homes” category we assume each customer is going to buy from us one unit.
- For the different services we assume the quantities in the table:

Service	Each Customer
Psychological support	8h/month
Special care nurse	8h/month
Special transportation	4h/month
Personal help	8h/month
Special care physiotherapist	8h/month
Tele-Health	20min/month

The prediction of sales for four years (2015-2018): The sales for four years is calculated with the same method we use for the first year. However, in order to avoid the overlap in the same services (in the adapt homes) we consider that only a 10% of the customers that have adapted homes in 2014 are going to do it again in 2015.

For all of the other services, our customers are using them regularly, so we assume that for the following years all of the customers are going to keep using them.

10.3.FINANCING

10.3.1.External Resources:

We will apply for an Enisa Jóvenes Emprendedores loan. We found this loan with very good financial conditions. One of the main advantages of these types of loans is that they



don't have initial commission. The amount of the requested loan is 75,000 Euros. These will be amortized in 5 years with a yearly long-term interest rate of 10%.

10.3.2. Internal Resources:

The rest of our financing will come from our own savings, coming to a total amount of 100,000 Euros. Every stockholder is going to add 25,000€.

10.4. WACC CALCULATION

Amount			
Concept		DEBT	
Cost of Equity			
Risk Free Rate	4,9%		
Equity Market Premium in Spain	6,0%		
Re-levered Beta	1,53		
Beta	1,00		
Cost of Equity	14,1%		
Cost of Debt			
Cost of Debt (before tax)	10,00%		
Tax Rate	30,0%		
Cost of Debt	7,0%		
Equity / (Debt + Equity)	57%		
Debt / (Debt + Equity)	43%		
Weighted Average Cost of Capital	11,0%		Discount Rate

DEBT		
100.000,00 €	E	
75.000,00 €	D	
	57%	Equity / (Debt + Equity)
	43%	Debt / (Debt + Equity)

Our company's WACC is the overall required return on the firm as a whole and it accounts for 11%. The WACC is the minimum return that InTecuida must earn on the existing asset base to satisfy its creditors, owners, and other providers of capital, or they will invest elsewhere.



10.5 SCENARIOS

10.5.1. BASE SCENARIO

10.5.1.1. PROFIT AND LOSS

YEARS	2014	2015	2016	2017	2018
SALES	3.439.757,10 €	2.413.938,67 €	5.470.230,40 €	8.491.729,07 €	13.163.327,73 €
SALES OF ADAPT HOMES	2.746.929,92 €	255.623,47 €	2.141.050,67 €	3.330.147,20 €	5.157.512,53 €
SALES OF SERVICES	692.827,18 €	2.158.315,20 €	3.329.179,73 €	5.161.581,87 €	8.005.815,20 €
COST OF SALES	2.549.659,39 €	1.669.301,60 €	3.880.740,00 €	6.019.474,40 €	9.576.335,42 €
COSTS OF ADAPT HOMES	2.060.197,44 €	191.717,60 €	1.605.788,00 €	2.497.610,40 €	3.868.134,40 €
COST OF SERVICES	489.461,95 €	1.477.584,00 €	2.274.952,00 €	3.521.864,00 €	5.708.201,02 €
GROSS MARGIN	890.097,70 €	744.637,07 €	1.589.490,40 €	2.472.254,67 €	3.586.992,31 €
GENERAL EXPENDITURES	729.421,60 €	952.782,82 €	1.599.416,10 €	1.973.621,44 €	2.681.426,89 €
Operating Margin (EBITDA)	160.676,10 €	- 208.145,76 €	- 9.925,70 €	498.633,23 €	905.565,43 €
EBIT	158.136,10 €	- 210.685,76 €	- 12.465,70 €	496.093,23 €	903.025,43 €
EBT	150.636,10 €	- 216.957,28 €	- 17.385,89 €	492.659,50 €	901.226,81 €
Net Profit	105.445,27 €	- 151.870,09 €	- 12.170,12 €	344.861,65 €	630.858,76 €

In the first year we are able to make profit because we have a lot of sales in adapt homes, our clients are going to use this adaptations in the first approach with our company. For 2015 the profit is going to suffer a decrease and we ha will have losses. Our customers will decrease in this year because the growth the market is experimenting doesn't compensate with the number of customers that we are losing.

In addition in the second year the sales in adapt homes decrease considerable because most of the people have used this service in the first year.

For 2017 we gain more clients because the growth in the market compensate the clients we expect to lose. Also the number of sales of adapt homes starts to increase again as they need to readapt and also due to the increase in the number of clients.



10.5.1.2. PROFITABILITY ANALYSIS

NPV	451.565,50 €	>0
IRR	31%	return of project
MIRR	15%	return of investor
WACC	11,03%	

BASE CASE ANALYSIS	NPV IS POSITIVE	i do the project
	IRR > WACC	
	MIRR > WACC	i invest

Net present value is the present value of net cash flows generated less the initial investment on the project. It accounts for time value of money by using discounted cash flows.

We have an IRR of 31% in the base case. We will do the project because the NPV is positive. The return our investors are asking is a 11,03% and our project is giving a 15% so it is profitable.

10.5.1.3. BALANCE SHEET

	Predictions				
Assets	2014	2015	2016	2017	2018
Cash and Banks	297.729,28 €	44.459,10 €	28.007,67 €	335.369,25 €	934.256,75 €
Accounts receivables 30	56.944,70 €	177.395,77 €	273.631,21 €	424.239,61 €	658.012,21 €
Accounts receivables 60	451.550,12 €	42.020,30 €	351.953,53 €	547.421,46 €	847.810,28 €
Current Assets	806.224,10 €	263.875,17 €	653.592,41 €	1.307.030,31 €	2.440.079,24 €
Net fixed assets (furniture+IT equipments)	10.160,00 €	7.620,00 €	5.080,00 €	2.540,00 €	- €
Fixed Assets	10.160,00 €	7.620,00 €	5.080,00 €	2.540,00 €	- €
TOTAL ASSETS	816.384,10 €	271.495,17 €	658.672,41 €	1.309.570,31 €	2.440.079,24 €

	Predictions				
Liabilities	2014	2015	2016	2017	2018
Accounts payables 30 days	40.229,75 €	121.445,26 €	186.982,36 €	289.468,27 €	469.167,21 €
Accounts payables 90 days	507.993,89 €	47.272,83 €	395.947,73 €	615.849,14 €	953.786,56 €
Current Liabilities	548.223,64 €	168.718,09 €	582.930,08 €	905.317,41 €	1.422.953,77 €
Long term debt	62.715,19 €	49.201,90 €	34.337,28 €	17.986,19 €	0,00 €
Total Liabilities	610.938,83 €	217.919,99 €	617.267,36 €	923.303,61 €	1.422.953,77 €
Capital	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €
Reserves	- €	105.445,27 €	- 46.424,82 €	- 58.594,94 €	286.266,71 €
Retained earnings	105.445,27 €	- 151.870,09 €	- 12.170,12 €	344.861,65 €	630.858,76 €
Net worth	205.445,27 €	53.575,18 €	41.405,06 €	386.266,71 €	1.017.125,47 €
TOTAL LIABILITIES+EQUITY	816.384,10 €	271.495,17 €	658.672,41 €	1.309.570,31 €	2.440.079,24 €



10.5.2. OPTIMISTIC SCENARIO

10.5.2.1. PROFIT AND LOSS

YEARS	2014	2015	2016	2017	2018
SALES	3.439.757,10 €	2.544.229,33 €	5.596.016,27 €	8.681.147,47 €	13.490.901,07 €
SALES OF ADAPT HOMES	2.746.929,92 €	344.438,40 €	2.192.135,47 €	3.397.586,13 €	5.298.020,27 €
SALES OF SERVICES	692.827,18 €	2.199.790,93 €	3.403.880,80 €	5.283.561,33 €	8.192.880,80 €
COST OF SALES	2.549.659,39 €	1.763.696,80 €	3.969.713,60 €	6.152.849,60 €	9.814.923,91 €
COSTS OF ADAPT HOMES	2.060.197,44 €	258.328,80 €	1.644.101,60 €	2.548.189,60 €	3.973.515,20 €
COST OF SERVICES	489.461,95 €	1.505.368,00 €	2.325.612,00 €	3.604.660,00 €	5.841.408,71 €
GROSS MARGIN	890.097,70 €	780.532,53 €	1.626.302,67 €	2.528.297,87 €	3.675.977,16 €
GENERAL EXPENDITURES	729.421,60 €	952.782,82 €	1.599.416,10 €	1.973.621,44 €	2.681.426,89 €
Operating Margin (EBITDA)	160.676,10 €	- 172.250,29 €	26.886,57 €	554.676,43 €	994.550,27 €
EBIT	158.136,10 €	- 174.790,29 €	24.346,57 €	552.136,43 €	992.010,27 €
EBT	150.636,10 €	- 181.061,81 €	19.426,38 €	548.702,70 €	990.211,65 €
Net Profit	105.445,27 €	- 126.743,27 €	13.598,46 €	384.091,89 €	693.148,15 €

10.5.2.2. PROFITABILITY ANALYSIS

NPV	602.441,01 €	>0
IRR	41%	return of project
MIRR	20%	return of investor
WACC	11,03%	

OPTIMISTIC CASE ANALYSIS	NPV IS POSITIVE	i do the project
	IRR > WACC	
	MIRR > WACC	i invest

In the optimistic scenario we have a IRR of 41% in the base case. We will do the project because the NPV is positive. The return our investors are asking is a 11,03% and our project is giving a 20% so it is profitable.



10.5.2.3. BALANCE SHEET

	Predictions				
Assets	2014	2015	2016	2017	2018
Cash and Banks	297.729,28 €	70.285,55 €	77.976,79 €	423.660,07 €	1.085.132,26 €
Accounts receivables 30	56.944,70 €	180.804,73 €	279.771,02 €	434.265,32 €	673.387,46 €
Accounts receivables 60	451.550,12 €	56.620,01 €	360.351,04 €	558.507,31 €	870.907,44 €
Current Assets	806.224,10 €	307.710,29 €	718.098,85 €	1.416.432,70 €	2.629.427,17 €
Net fixed assets (furniture+IT equipments)	10.160,00 €	7.620,00 €	5.080,00 €	2.540,00 €	- €
Fixed Assets	10.160,00 €	7.620,00 €	5.080,00 €	2.540,00 €	- €
TOTAL ASSETS	816.384,10 €	315.330,29 €	723.178,85 €	1.418.972,70 €	2.629.427,17 €

	Predictions				
Liabilities	2014	2015	2016	2017	2018
Accounts payables 30 days	40.229,75 €	123.728,88 €	191.146,19 €	296.273,42 €	480.115,78 €
Accounts payables 90 days	507.993,89 €	63.697,51 €	405.394,92 €	628.320,72 €	979.770,87 €
Current Liabilities	548.223,64 €	187.426,39 €	596.541,11 €	924.594,15 €	1.459.886,66 €
Long term debt	62.715,19 €	49.201,90 €	34.337,28 €	17.986,19 €	0,00 €
Total Liabilities	610.938,83 €	236.628,29 €	630.878,38 €	942.580,34 €	1.459.886,66 €
Capital	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €
Reserves	- €	105.445,27 €	- 21.297,99 €	- 7.699,53 €	376.392,36 €
Retained earnings	105.445,27 €	- 126.743,27 €	13.598,46 €	384.091,89 €	693.148,15 €
Net worth	205.445,27 €	78.702,01 €	92.300,47 €	476.392,36 €	1.169.540,51 €
TOTAL LIABILITIES+EQUITY	816.384,10 €	315.330,29 €	723.178,85 €	1.418.972,70 €	2.629.427,17 €

10.5.3. PESSIMISTIC SCENARIO

10.5.3.1. PROFIT AND LOSS

YEARS	2014	2015	2016	2017	2018
SALES	3.439.757,10 €	2.304.528,00 €	5.337.136,53 €	8.278.925,87 €	12.870.721,87 €
SALES OF ADAPT HOMES	2.746.929,92 €	194.003,20 €	2.090.982,40 €	3.246.168,53 €	5.047.420,80 €
SALES OF SERVICES	692.827,18 €	2.110.524,80 €	3.246.154,13 €	5.032.757,33 €	7.823.301,07 €
COST OF SALES	2.549.659,39 €	1.590.566,40 €	3.785.948,80 €	5.867.842,40 €	9.361.286,93 €
COSTS OF ADAPT HOMES	2.060.197,44 €	145.502,40 €	1.568.236,80 €	2.434.626,40 €	3.785.565,60 €
COST OF SERVICES	489.461,95 €	1.445.064,00 €	2.217.712,00 €	3.433.216,00 €	5.575.721,33 €
GROSS MARGIN	890.097,70 €	713.961,60 €	1.551.187,73 €	2.411.083,47 €	3.509.434,94 €
GENERAL EXPENDITURES	729.421,60 €	952.782,82 €	1.599.416,10 €	1.973.621,44 €	2.681.426,89 €
Operating Margin (EBITDA)	160.676,10 €	- 238.821,22 €	- 48.228,37 €	437.462,03 €	828.008,05 €
EBIT	158.136,10 €	-241.361,22 €	-50.768,37 €	434.922,03 €	825.468,05 €
EBT	150.636,10 €	- 247.632,74 €	- 55.688,56 €	431.488,30 €	823.669,43 €
Net Profit	105.445,27 €	- 173.342,92 €	- 38.981,99 €	302.041,81 €	576.568,60 €



10.5.3.2. PROFITABILITY ANALYSIS

NPV	308.021,07 €	>0
IRR	22%	return of project
MIRR	10%	return of investors
WACC	11,03%	

PESSIMISTIC CASE ANALYSIS	NPV IS POSITIVE	i DO NOT invest
	IRR > WACC	
	MIRR < WACC	

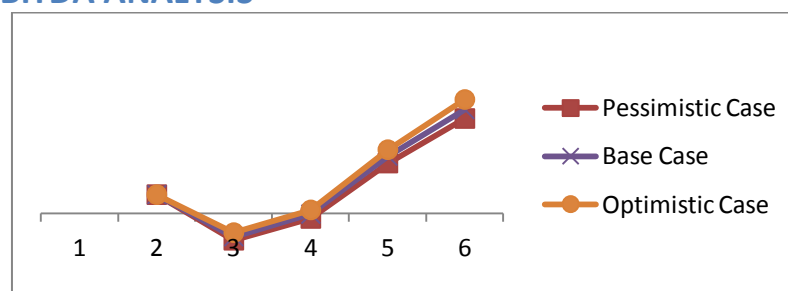
We have an IRR of 22% in the base case. We will do the project because the NPV is positive. The return our investors are asking is a 11,03% and our project is giving a 10% so in this case it is not profitable.

10.5.3.3. BALANCE SHEET

Assets	Predictions				
	2014	2015	2016	2017	2018
Cash and Banks	297.729,28 €	22.975,21 €	- 19.186,46 €	245.841,31 €	790.712,32 €
Accounts receivables 30	56.944,70 €	173.467,79 €	266.807,19 €	413.651,29 €	643.011,05 €
Accounts receivables 60	451.550,12 €	31.890,94 €	343.723,13 €	533.616,75 €	829.713,01 €
Current Assets	806.224,10 €	228.333,94 €	591.343,86 €	1.193.109,34 €	2.263.436,37 €
Net fixed assets (furniture+IT equipments)	10.160,00 €	7.620,00 €	5.080,00 €	2.540,00 €	- €
Fixed Assets	10.160,00 €	7.620,00 €	5.080,00 €	2.540,00 €	- €
TOTAL ASSETS	816.384,10 €	235.953,94 €	596.423,86 €	1.195.649,34 €	2.263.436,37 €

Liabilities	Predictions				
	2014	2015	2016	2017	2018
Accounts payables 30 days	40.229,75 €	118.772,38 €	182.277,70 €	282.182,14 €	458.278,47 €
Accounts payables 90 days	507.993,89 €	35.877,30 €	386.688,53 €	600.318,84 €	933.427,13 €
Current Liabilities	548.223,64 €	154.649,69 €	568.966,22 €	882.500,98 €	1.391.705,60 €
Long term debt	62.715,19 €	49.201,90 €	34.337,28 €	17.986,19 €	0,00 €
Total Liabilities	610.938,83 €	203.851,58 €	603.303,50 €	900.487,17 €	1.391.705,60 €
Capital	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €	100.000,00 €
Reserves	- €	105.445,27 €	- 67.897,65 €	- 106.879,64 €	195.162,17 €
Retained earnings	105.445,27 €	- 173.342,92 €	- 38.981,99 €	302.041,81 €	576.568,60 €
Net worth	105.445,27 €	- 173.342,92 €	- 38.981,99 €	302.041,81 €	576.568,60 €
TOTAL LIABILITIES+EQUITY	816.384,10 €	235.953,94 €	596.423,86 €	1.195.649,34 €	2.263.436,37 €

10.6. EBITDA ANALYSIS



The previous graph is a representation on how the EBITDA decreases in 2015, and from the year 2016 it makes a steady increase. In the three scenarios we can see during the years



2015-2016 that the EBITDA is negative. It's important to keep in mind that the EBITDA doesn't take into account the interest rates of the loans necessary to undertake the project, the recovery of the investment through amortization nor the income tax. This is why we analyzed the Net Profit.

10.7. NET PROFIT ANALYSIS

NET PROFIT	OPTIMISTIC CASE	BASE CASE	PESSIMISTIC CASE
Q1	- 65.670,94 €	- 65.670,94 €	- 65.670,94 €
Q2	- 5.109,43 €	- 5.109,43 €	- 5.109,43 €
Q3	57.038,74 €	57.038,74 €	57.038,74 €
Q4	119.186,91 €	119.186,91 €	119.186,91 €
2014	105.445,27 €	105.445,27 €	105.445,27 €
2015	- 126.743,27 €	- 151.870,09 €	- 173.342,92 €
2016	13.598,46 €	- 12.170,12 €	- 38.981,99 €
2017	384.091,89 €	344.861,65 €	302.041,81 €
2018	693.148,15 €	630.858,76 €	576.568,60 €

In the Base Case, InTecuida has losses until the 2ND Term.

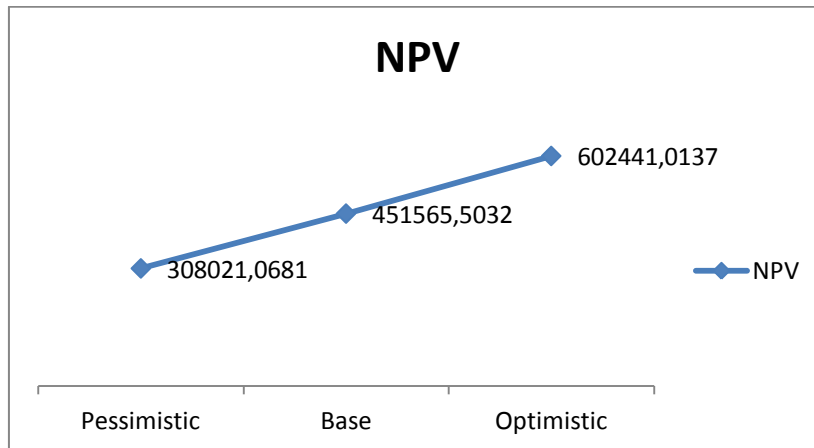
In the first year we are able to make profit because we have a lot of sales in adapt homes, our clients are going to use this adaptations in the first approach with our company. For 2015 the profit is going to suffer a decrease and we ha will have losses. For 2017 and 2018



we gain more clients because the growth in the market compensate the clients we expect to lose.

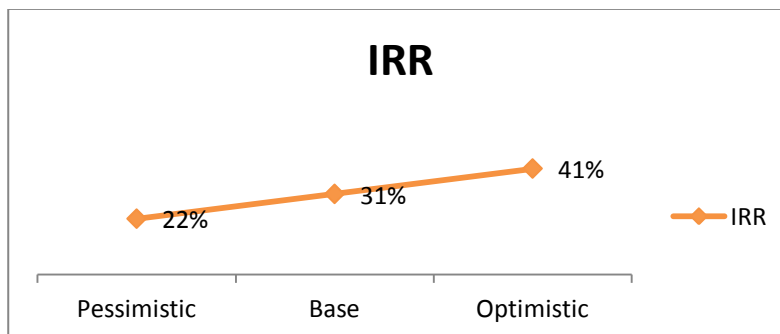
In the Optimistic Scenario, the main difference is that InTecuida achieve profit before, in 2016 while in the Pessimistic Scenario we have bigger loses in this year.

10.8. NPV ANALYSIS

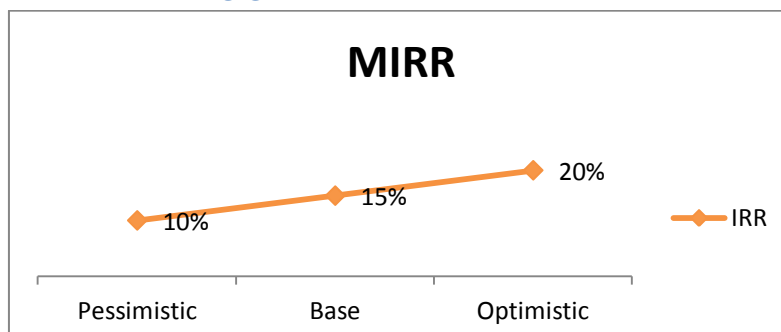


In all the scenarios the Net Present Value is positive, that means that the investment would add value to the firm and the project may be accepted.

10.9. IRR ANALYSIS



10.10. MIRR ANALYSIS





To analyse in the investors should invest in our project we calculate the MIRR and we conclude that for the Base and Optimistic Scenario we obtain profitability while the pessimistic is not favorable.

10.11. PAYBACK

Base scenario: 2017

Optimistic scenario: 2016

Pessimistic scenario: 2016

10.12. ROA

This compares the profits obtained by the company with the sum of its assets, and therefore, measures the efficiency of the company in the use of its resources. Return on Assets ratio gives an idea of how efficient management is at using its assets to generate profit.

The only common rule is that the higher return on assets is, the better, because the company is earning more money on its assets. Profitability is higher in 2015 and 2018.

$$\text{Return on Assets} = \frac{\text{Net Income}}{\text{Average Total Assets}} \times 100$$

ROA	2014	2015	2016	2017	2018
LOW		20,0%	-41,7%	-4,4%	17,5%
BASE		19,4%	-32,7%	-1,2%	18,4%
HIGH		18,6%	-24,4%	1,3%	19,0%

10.13. FINANCIAL ANALYSIS

Liquidity is the ability of the company to meet its debts and obligations in the short term. In order to calculate our liquidity we are going to use the following ratio to measure it:

ACID TEST:

$$\text{Acid Test} = \frac{\text{Current Assets} - \text{Inventory}}{\text{Current Liabilities}}$$

$$\text{Acid Test} = \frac{806.224,10 - 0}{548.223,64} = 1,47$$

The acid test gives a clearer picture of the company's liquidity, since it removes the stocks from current assets, which are, in general, least liquid and hardest to realize.

Companies with ratios of less than 1 cannot pay their current liabilities and should be looked at with extreme caution. In InTecuida our acid test is higher than 1.

In the 3 cases we start to be liquid from the 2014. In the year 2016 we can observe a decrease in the acid test due to fall of adapt homes suffered in the 2015.



So after analyzing this ratio we can say we are profitable from the very first quarter.

AVERAGE PAYMENT PERIOD:

$$\text{Average Payment Period} = \frac{\sum \text{Account payable}}{\text{Cost of sales}} \times 365$$

i.e year 2017:

$$\text{Average Payment Period Services} = 24,7 \text{ days}$$

$$\text{Average Payment Period Adapt homes} = 73,9 \text{ days}$$

AVERAGE COLLECTION PERIOD:

$$\text{Average Collection Period} = \frac{\sum \text{Account receivable}}{\text{Cost of sales}} \times 365$$

i.e year 2017:

$$\text{Average Collection Period Services} = 24,7 \text{ days}$$

$$\text{Average Collection Period Adapt homes} = 49,3 \text{ days}$$

i.e. year 2017

We pay our suppliers for the services monthly and we get the money from our customers also monthly.

We pay our suppliers for the adapt homes 73,9 days monthly and we get the money from our customers after 49,3. We give our customers a more flexible payment period in this case.

We get the cash from our customers before we pay our suppliers in the case of adapt homes.

WORKING CAPITAL:

It is a measure of both a company's efficiency and its short-term financial health. The cash available for day-to-day operations of an organization.

Working Capital	2014	2015	2016	2017	2018
Pessimistic case	60.453,39	247.792,34	355.300,68	509.164,65	759.688,17
Base case	20.223,64	129.008,89	174.113,52	228.559,11	303.259,96
Optimistic case	60.453,39	252.038,14	366.186,001	526.667,36	784.915,28



The behavior of this ratio in the three scenarios is positive.

10.14. SENSIBILITY ANALYSIS

We run two sensibilities analysis in order to see how our financial statements are going to fluctuate:

Hypothesis 1:

We are attracting a 11% of our market size with our marketing campaign (in comparison with 10% of the base case)

Hypothesis 2:

We are getting a 30% margin over the selling price (in comparison with the 25% of the base case)

In the first case the return of the investors is up to 22% which is higher than in the base case.

In the second case the return of the investors is up to 54% which is higher than in the base case.

In both cases we obtain better results, but we want to be humble in our assumptions to make them the most accurate possible.



11. CONCLUSIONS



11. Conclusions

InTecuida is going to be profitable very soon mainly because we are a company who requires a very low initial investment. We don't have inventory so we don't need a warehouse.

The reason why we are going to be very profitable at the first stage (in 2014) is that as soon as we contact with our customers, the first thing our customers are going to require from us is the adapt home services, which is our main source of revenue in the first year.

Once we have covered part of our customers' needs of adapt homes our revenues are going to decrease considerably and we are not getting profit in 2015. In this year our market share is lower than 2014 because of the number of customers we are losing doesn't compensate with the increase we are achieving thanks to the improvement in the company awareness/capabilities and the growth of our market size.

In 2016 we still have loses although we are compensating the cost of our products with the sales we will have.

2017 and 2018 will be years of profitability. We are getting a lot of rentability for the services because the numbers of customers in these years have increased noticeably.

NUMBER OF CUSTOMERS:

2014	2015	2016	2017	2018
851	837	1304	2032	3166

SERVICES:

Special care nurse
Special care physiotherapist
Special transportation
Personal help



12. ANEX: PRICES

12. ANEX: PRICES

Audit and report (unit)

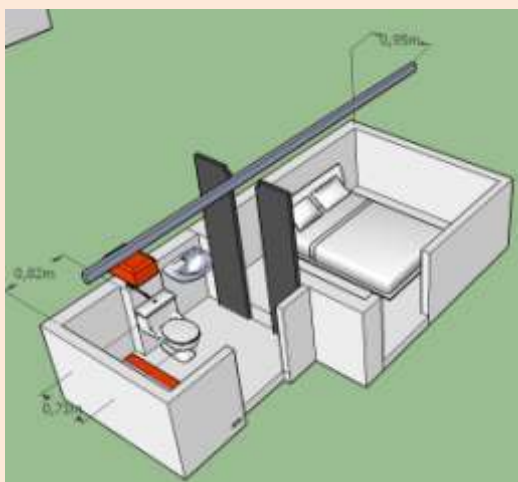
First step of the whole process. Our professionals will visit your home and present a report suggesting the adaptation required. In this particularly case it is a whole-house audit and report.

It is an informational work, a written document used to display the result of the analysis of the house. The report use features such as graphics, charts, references, images and specialized vocabulary to explain better the necessity to undertake the actions. The parts of the report are:



- 1) Introduction: brief exposure of the problems detected.
- 2) Methods: explanation of the actions undertaken.
- 3) Results: pricing estimated and images with the result.
- 4) Discussion: recommendations, future implementation and know-how (how to use).

Audit and report (1room)



Our professionals will visit your home and present a report suggesting the adaptation required. In this particularly case it is a one-room audit and report.

We provide individualized audits and reports for each room of your house taking into account that the needing of our clients are different. We can adapt: kitchens, bathrooms, bedrooms etc.

ADAPT HOMES

Bathroom reform

Shower and utensils

Sinks/washbasins



FINAL PRICE = 1.258,67€

Accesible shower



FINAL PRICE = 853,33€

Shower basket with suction cups or boring



FINAL PRICE = 14,93€

Wall-mounted shower chair



FINAL PRICE = 42,67€

Angled grabbar



FINAL PRICE = 21,33€

Toilet	Bar		Final Price: 51€
	Rise		Final Price: 51€
Bathroom utensils	Automatic wastebasket		FINAL PRICE = 12,80€
	Bathroom cabinet		FINAL PRICE = 106,67€
Sliding doors			FINAL PRICE = 426,67€



Non slipery floors



FINAL PRICE = 21,33€

		Lift	Vertical
Entrance of houses			 <p>FINAL PRICE = 11.200€</p> <p>Stairlift</p>
			 <p>FINAL PRICE = 6.400€</p> <p>Patient-lift</p>
			 <p>FINAL PRICE = 853,33€</p> <p>Handicap fixed ramp</p>
			 <p>FINAL PRICE = 213,33€</p> <p>Handicap portable ramp</p>



FINAL PRICE = 373,33€

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Special care nurse



Special care nurse

These services are offered for the people who need special cares and have mobility problems.

All the services we provide are personalized, with the help of the best professionals and the best attitude.

FINAL PRICE = 85,33€

Special care physiotherapist



Physiotherapy uses manual therapies, exercise programs and electrotherapy techniques to treat musculo skeletal conditions (such as arthritis, sports injuries or back pain), neurological conditions (such as stroke, multiple sclerosis and spinal cord injuries) and cardiothoracic conditions (such as emphysema, asthma, chronic bronchitis).

FINAL PRICE = 16€

Special transportation



Many people finds a real problem when needs a special transportation. We will provide a driving specialist, a physical or occupational therapist with adapted-vehicle experience (outsourced) to transport our customers to the doctors and hospitals appointments.

FINAL PRICE = 48€



Personal help



We provide physical, cognitive and social assistance in everyday home tasks, and contribute to the re-ablement of the user.

These services will be provided by the best professionals reason why we pride ourselves on providing a quality of helping outsourced service.

FINAL PRICE = 10,67€

Panic button: device



The panic button device works through telephonic line. This device can be whether a bracelet, necklace or a mobile app. This device also has installed itself a GPS in order to facilitate your location in case of urgency.

FINAL PRICE = 16€

Panic button: service



In the case you need help, just by pressing the button in your mobile app, necklace or bracelet you will contact with our specialist. Instantly our specialist will call you and, if you don't answer your phone or your mobile, the GPS will tell us where you are and an ambulance will go thanks to the GPS geolocation.

FINAL PRICE = 5€

Domotic tools



Bed

Specially developed for those people who have movement difficulties. This bed has a motor in order to make easier the movement of your beloved.
The usage of these beds shows an improvement in most of the people who uses them.

FINAL PRICE = 1.013,33€

Wheelchair



12.1.1. *Depending on the customer needs we offer four different wheelchair types.*

12.1.2. *All of them can be easily dismantled to make easier the transportation and storage.*

12.1.3. FINAL PRICE = 1.920€

Heating managment



Diary schedule, remote control access, doors and windows opening, temperature sensors...

FINAL PRICE = 80€

Power managment



In order to do energy savings. We want that our customers have all the devices but with a minimum cost.

FINAL PRICE= 53,33€

Access control



Card granting access to authorize person and to follow up profile activity.

FINAL PRICE = 53,33€

Electric shutter management



Automatic opening and closing stopper, enabled lightening.

FINAL PRICE = 64€

Technical monitoring



For the relief of the familiar, we install -
- Smoke detectors.
- Gas detectors.
- Movement detector.

FINAL PRICE = 48€

Activity monitoring



Movement sensors for action on lightening, alert monitoring, pets are not disturbing the sensors.

FINAL PRICE = 53,33€

Physiologic monitoring: GLUCOMETER



For those customers we offer a Glucose monitor used to measure the amount of sugar in the blood.

FINAL PRICE = 10,67€

Physiologic monitoring: BLOOD PRESSURE METER



Get consistent, accurate tension reading without the stress. Discrete and convenient portable wrist unit allows you to monitor your blood pressure anywhere. Hypertension indicator icon alerts you if your reading exceeds guidelines for normal home blood pressure levels.

FINAL PRICE = 26,67€

Tele-
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PSYCHOLOGICAL SUPPORT



It helps individuals and communities to heal the psychological wounds and rebuild social structures after a critical event.

It can help change people into active survivors rather than passive victims. An early and adequate psychosocial support can:

- Prevent distress and suffering developing into something more severe help people cope better and become reconciled to everyday life.
- Help beneficiaries to resume their normal lives
- Meet community-identified needs.

FINAL PRICE = 85,33€

TELEHEALTH



Telehealth services are Health related services and information via telecommunications technologies.

It helps to Prevent, promote and cure health issues.

FINAL PRICE = 1,32€

