



ODS MARKET

MASTER'S FINAL PROYECT
2019-2020



STARTUP 3:

ODS MARKET

AUTHORS:

Claudia Blanco Tobalina

Irene Fernández López

Lucía González Fernández

Jesús Romero Luque

Mayra Alejandra Oros Vargas

Index

1. INTRODUCTION	3
1.1 ¿What is ODS Market?	3
1.2 Mission, Vision and Values	3
1.3 Who are we?	4
2. BUSINESS MODEL	5
2.1 Business Idea	5
2.2 Eco canvas-business model	6
2.3 Validation of the idea.....	10
3. CONTEXT	16
3.1 Environmental analysis	16
3.2 Market.....	17
3.3 Sector	17
3.4 SWOT.....	18
4. MAP PROCESS	20
5. STRATEGY PLANIFICATION	23
Strategic line 1. Be a referent in responsible consumption (S.L.1).	23
Strategic line 2. Achieve financial sufficiency (S.L.2).	25
Strategic line 3. Loyalty to vendors and users (S.L.3).	25
6. MARKETING	27
6.1 Test the project with potential users.....	27
6.2 Define the brand	27
6.3 Positioning	27
6.4 Price Strategy.....	28
6.5 Promotion.....	29
7. HUMAN RESOURCES	32
8. LEGAL & CODE OF BUSINESS CONDUCT	33
8.1 ODS Market S.L.	33
8.2 Applicable regulations.....	33
8.3 Code of business conduct	33
9. FINANCIAL PLAN	35
9.1 Income Forecast.....	35
9.2 Cost structure	35

9.2.1	Fixed Costs	35
9.2.2	Variable costs.....	36
9.3	Investments	36
9.4	Financial structure.....	36
9.5	Forecast Profit and Loss Statement	37
9.6	Forecast Balance Sheet	38
	<i>Assets</i>	38
	<i>Liabilities</i>	38
9.7	Profitability	39
10.	<i>BIBLIOGRAPHY</i>	40
	<i>ANNEX I. STRATEGIC PLAN</i>	0
	<i>ANNEX II. ESTIMATION OF THE NUMBER OF VENDORS ADHERED TO THE PLATFORM</i> 0	
	<i>ANNEX III. ESTIMATION OF THE NUMBER OF USERS OF THE PLATFORM</i>	2
	<i>ANNEX IV. THE PLATFORM</i>	3
	<i>ANNEX V. CRITERIA TO SELECT AND FOLLOW UP ODS MARKET's VENDORS</i>	15
1.	How to participate in ODS Market?	15
2.	List of ODS Market Vendors Criteria	15
3.	ODS Market Progress Report	19

1. INTRODUCTION

1.1 ¿What is ODS Market?

ODS Market is a collaborative project developed in a web platform that aims to make visible responsible initiatives and businesses located in the Community of Madrid, which are aligned within Responsible Consumption with the Sustainable Development Goals (hereinafter, SDG) established by the UN after the Paris COP in the year 2015, in order to fulfill the 2030 Agenda. With this objective, the platform intends for ordinary citizens to approach and understand these concepts, which may seem so far removed from people's daily lives and which only seems to make sense at the corporate or government level.

In this way, ODS Market claims to be a useful tool that links initiatives that promote responsible consumption with citizens from Madrid who want to consume in a more sustainable way using ODS Market as their main platform.

1.2 Mission, Vision and Values

Here it is explained which are the mission, vision, and values in which ODS Market is based on:

Our mission

ODS Market's mission is directed and appropriated to the potential customers of this platform who have been identified for this project, and who are divided into Responsible Users and Vendors, as detailed below:

- As a **User**, ODS Market is focused on younger generations from Madrid Capital, the Millennial Generation and Generation Z, who are interested in sustainability and/or who want to consume more responsibly. For this reason, ODS Market's mission is based on gathering useful information so that citizens can at least know what sustainable businesses in Madrid are, where they are and what they do.
- As a **Vendor**, ODS Market brings together all initiatives, entrepreneurs, startups and small to medium-scale businesses, which strive to be sustainable and innovate in their business models, and whose main axes are quality and responsibility, and which promote responsible consumption through its business model. For this reason, the ODS Market mission for this segment is focused on making these types of companies or initiatives visible, supporting their efforts through the accomplishment of the SDGs.

Our vision

The SDGs have the ambition to push different strategies worldwide to serve as a guide to achieve common goals in favor of a fairer society and a better balance between consumption and respect for the environment. But it is evident that it is difficult to achieve this great objective with direct and simple messages that change the way of thinking of society from the first steps. For this reason, ODS Market aims to bring the SDGs closer to the decisions that are made in the day-to-day of any citizen through responsible consumption. Every time that an individual takes the decision of purchasing an item, it can have very different repercussions if taking into account all the factors that this entails. That is why this platform aspires to collect all the information available in the Community of Madrid so both, businesses, and their current and potential customers, find meaning in their way of consuming.

Our values

o We are passionate about everyone's involvement: ODS Market aims to bring the SDG's objective and strategies closer to all audiences, since citizens have a fundamental role to fulfill the 2030 Agenda. If society is not involved, achieving it will be impossible.

o We believe in the power of responsible consumption: ODS Market understands the difference between "consumption" and "consumerism", but at a general level, these two concepts are often misunderstood and confused. In addition, the amount of information existing in a city like Madrid is enormous, which on the one hand generates citizen confusion, and on the other, the increasing difficulty for entrepreneurs to differentiate themselves. For this reason, ODS Market helps to organize the information for the users and makes the different existing and future initiatives, oriented to the consumption needs of the citizens, visible on the same level.

o We promote a Sustainable Lifestyle: Sometimes it is not necessary to buy to be sustainable. Incorporating sustainable habits into your lifestyle can make a difference and generate positive impacts on your life and your environment. For this reason, the ODS Market project develops, from all the key points of consumption, the recommended habits to be more responsible for each different daily activity.

o We rely on transparency: ODS Market seeks the most accurate and up-to-date information for each of the sections included within the platform and at the same time, the platform encourages people to research and share with us the proposals that are of interest to them. Information regarding requirements for vendors will be shared in the platform so all the users will have access to these criteria.

o We bring innovation closer: The platform promotes the most innovative initiatives in the city of Madrid so that no one is left behind, and people can see that the city of Madrid is more awake than ever.

o The Community as a principle: From ODS Market everyone's ideas are listened. In order to increase and improve this great network of sustainable businesses, all users will be able to contact the team by email to share their suggestions. Every day there are new ideas which are developed that can change the way we see the world, so ODS Market has a section dedicated exclusively to serving these requests. In this way, the ODS Market opens a collaborative space in which users can add sustainable initiatives or services that ODS Market team has not registered on the platform.

1.3 Who are we?

ODS Market makes visible on its platform the different profiles of each of the components of this project, thus trying to bring potential customers of this tool closer to the provenance, training, and personal ambitions of each of the team members (Figure 1). ODS Market has been developed by five enthusiasts for responsible consumption:

Claudia Blanco	Irene Fernández	Lucía González	Alejandra Oros	Jesús Romero
•Ambientologist specialized in circular economy and climate change.	•Telecommunications Engineer oriented to promote responsible consumption through technology	•Agroenvironmental Engineer specialized in Environmental Impact Assessments	•Anthropologist specialized in sustainable consumption and in the development of more inclusive societies	•Agricultural Engineer specialized in Hortifruticulture and Gardening

Figure 1. Team members of ODS Market. Source: Own elaboration.

2. BUSINESS MODEL

2.1 Business Idea

Understanding the problem

The Sustainable Development Goals (SDGs) constitute a universal call to action to end poverty, protect the planet, and improve the lives and prospects of people around the world. In 2015, all Member States of the United Nations approved 17 Goals as part of the 2030 Agenda for Sustainable Development, which establishes a plan to achieve the Goals in 15 years. The 2020-2030 decade is essential for citizens to understand the need to act to face increasing poverty, to empower women and to face the climate emergency.

Compared to the previous ten years, more people around the world are living better lives. More people than ever have access to better healthcare, decent work, and education. However, inequalities and climate change are threatening to scuttle these developments. Investing in inclusive and sustainable economies can provide important opportunities for shared prosperity. Furthermore, political, technological, and financial solutions are within the reach. Despite of this, rapid and unprecedented changes, as well as increasing leadership, are needed to adapt these change mechanisms to the Sustainable Development Goals.

Currently, progress is being made in many places, but overall, measures to achieve the SDGs are not yet moving at the necessary speed or scale. The year 2020 should mark the beginning of a decade of ambitious action to achieve the Goals by 2030.

While action at the global level advances by developing plans to guarantee greater leadership, more resources and smarter solutions, at the local level there is greater ignorance, and for this, action at the local level is essential, but generally the SDGs are perceived as concepts somewhat abstract and far from the daily life of citizens in general and many vendors in particular.

For most vendors in Spain, especially for SMEs¹, it is a challenge to align their businesses with the SDGs, mainly because they must introduce real changes in the internal structures, policies (purchasing, sales, supply, etc.) and of course, in the financial strategies and marketing of their projects.

On the other hand, in cities like Madrid, the diversity of new businesses and initiatives that strive to be more responsible grows by leaps and bounds to meet the needs of a society that demands more sustainability as consumers. This generates serious problems in terms of positioning and technological investment in entrepreneurs and in many traditional businesses, due to the large number of emerging competitors and the variety of means in which to advertise their businesses, among other problems. At the same time, the citizen as a consumer is stunned by the amount of existing offer in the market, which generates a certain distrust and invites them to inaction in terms of changing their consumption habits.

Posing the solution

To respond to these problems, ODS Market is presented as a useful tool that unites the need for a responsible consumer with the need for sustainable vendors. Being ODS Market an intermediary that, on the one hand, provides advertising to vendors enriching the description of their product / service through a personalized study of the SDG that it carries out, and at the same time, being a search engine for responsible vendors facilitating the information to the user,

¹ Small and Medium Enterprises

who will have a web platform with a significant amount of information organized according to type of product / service and which will be enriched with information on the SDGs that said user promotes when consuming that product / service, also having access to updated information which will tend to increase in quantity and quality with the free subscription of the user.

ODS Market will also dedicate itself to attending to and studying the suggestions made by users and will contact vendors to provide their personalized advisory service.

Value proposal

ODS Market's value proposition focuses on opening a space dedicated to sustainable consumption where the information is truthful, accessible and organized horizontally, giving every vendor its space to stand out on the platform, while the user is deciding what interests him/her.

The platform unifies all the responsible initiatives of the Community of Madrid, making responsible vendors visible and bringing the culture of responsible consumption to the user, thus offering a solution to the problem of ignorance of the SDGs and the overwhelmed consumer by the enormous amount of information, in addition ODS Market would advise vendors on how to align their projects with the SDGs.

- The value for the User is based on the accessibility and availability of quantity and quality of information that will facilitate responsible consumption in Madrid. At the same time, they will be able to know which SDGs they are meeting and follow their improvement with these indicators. So, ODS Market will be a useful tool to turn their habits into sustainability.

- The value for vendors is based on making the efforts made by the company/initiative visible and bringing the SDGs closer as a useful tool to improve its presence in the market, and definitely sell more and better.

- The value for the planet is achieved through increasing local awareness of responsible consumption and, therefore, promoting sustainability in people's daily lives. This platform aims to promote the circular economy and waste reduction in general, and to activate local action to solve global problems and thus reduce consumerism in the city of Madrid and promote collectivity initiatives at the same time.

2.2 Eco canvas-business model

The business model was developed under the Eco Canvas Methodology, which is based on the block-by-block construction of a business model prototype. The 15 tools (+1 orientation) complement each other to support the entrepreneur or businessman who wants to rethink his project or offer of products and services within the paradigm of the Circular Economy. Up to that methodology, the following model has been obtained (Figure 2):

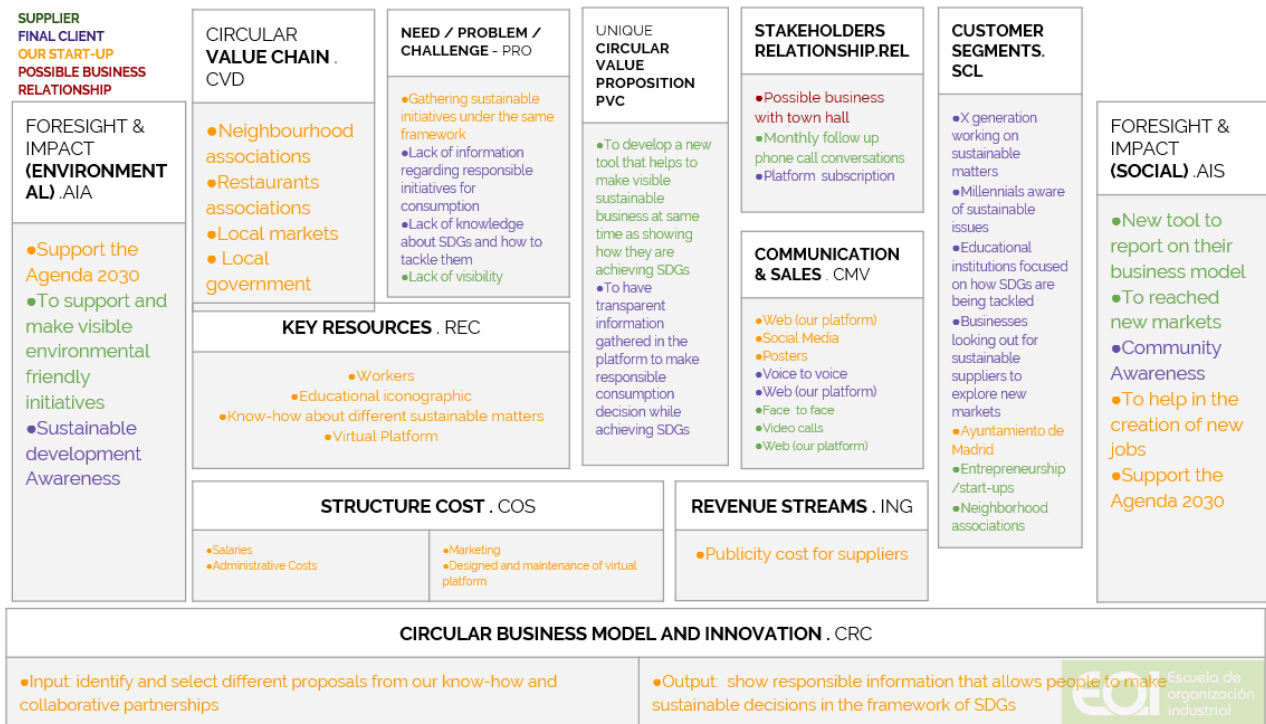


Figure 2. Eco canvas-business model. Source: own elaboration.

The content of the previous table is developed below, on which the ODS Market business model has been based:

Customer segment (SCL): For the analysis of the potential customers of this platform, a distinction has been made between:

- Web users: That would be mainly those citizens of the youngest generations of Madrid city, between 15 to 35 years old, who would find interest in consulting the information on the platform for work reasons (Generation X) or for personal ambitions (Generation X or Millennial). For one reason or another, they are individuals who want to step forward into sustainable business due to their awareness of existing reality and climate change. They are also generally knowledgeable about the role of the UN and have the will to change their way of life for the benefit of the planet. Educational institutions, for the same reasons, may be potential users of the platform, due to its (easily understandable) content and the objective of educating future generations on these issues.

- Small / medium vendors: What would be those businesses, traditional or startups, or initiatives whose strategic line is focused on sustainability, understood as a balance between environmental, social and economic issues. They are also businesses that are innovative and try with their projects to facilitate sustainable consumption in one way or another. Neighborhood associations and cooperatives are also potential customers who can find useful information and news to apply to their local projects in Madrid.

- Madrid City Council: If all the information from the Community of Madrid could be registered, the city council could find in ODS Market a useful tool to report, measure and evaluate the progress, qualitative and quantitative, of the businesses that promote responsible consumption in the capital.

Stakeholders relationship (REL): The relationship with stakeholders will be as follows:

- With Users: The relationship will be through the web platform, through the subscription in ODS Market, where they will be able to enjoy the information provided and in their profile they will be able to track the places they have visited and, consequently, the SDGs that are supporting. In addition, a space is opened where the user could contact the team via email to collaborate to improve the platform.

- With Vendors: From the outset, the team will provide telephone or video call advice and provide a guide so that vendors is able to identify the SDGs in which it is working. The team will contact the vendors contact once a month to follow up on the projects or initiatives they are carrying out to update it on the platform. In addition, for any suggestion or question, the vendors may contact the team via telephone or email. See procedure below.

Communication and sales (CMV): To reach the citizen, the following channels will be used: ODS Market web platform, social networks and "word of mouth", while to reach vendors, phone calls and meetings with the vendors contact, especially for the first contact, as well as the ODS Market web platform.

Circular Value Proposition (PVC):

The value for the vendors:

- Inform vendors about the possibilities offered by the SDGs and how to approach them from their business model (if they have not been considered yet)
- Make the product / service visible in ODS Market to improve its positioning and its volume of potential customers.
- Publicize their projects and efforts aimed at sustainability in terms of consumption and supply.
- Show how vendors play a fundamental role in complying with the 2030 Agenda

The value for the user:

- Familiarize the Citizen with the SDGs, linking this concept to the different products and services of habitual consumption, throwing periodic analyzes that inform the user about their progress in each SDG.
- Facilitate responsible consumption by uniting all the initiatives in a single website so that it is easier to find all trends and vendors that meet the expectations of each user.
- Listen to the suggestions that can be added to the platform through an open and two-way communication channel, which will enrich the user's environment.
- Show how citizens have a fundamental role to fulfill the 2030 Agenda, making them feel a key part of the transition that is currently taking place.

Need / Challenge / Problem (PRO): The main challenge that arises to address this initiative would be the collection of information necessary to be able to value all the ambitious objectives that are set. The variety and quantity of existing businesses in Madrid with the characteristics described above is very high, so that would be the main challenge that ODS Market will have to face as a company.

At the same time, the problems that ODS Market aspires to solve for citizens focus on covering, on the one hand, the lack of information on "how to consume responsibly" and, on the other

hand, increasing their knowledge of SDGs and the fundamental role that they have to make a better world.

Vendors, for their part, especially those small or more traditional, may have difficulties positioning themselves in the market, which is why ODS Market aims to tackle this problem through advertising. After the first analysis, the vendors will be able to advertise on ODS Market and show who they are, what they do and what SDG is developing with their work.

Circular Value Chain (CVD): Circularity is one of the pillars of Responsible Consumption, for ODS Market the involvement of restaurants, shops and local markets, as well as neighborhood associations, is vital for the web to be a useful tool for citizens of a given neighborhood.

Environmental Foresight & Impact (AIA): ODS Market, supporting 2030 Agenda is indirectly supporting Environmental progression from cities like Madrid. Enhancing sustainable vendors will also impact positively in environment care as well as improving social awareness about the importance of changing the consumption model.

Social Foresight & Impact (AIS): Social awareness is a key concept in which is based the 2030 Agenda. Jobs creation will be also possible if responsible vendors are able to grow few by few but projects like ODS Market. Last but not least, this platform aims collectivity and social mutualism by information sharing.

Key Resources (REC): The key resources without which ODS Market could not position itself as a company in the market are the following:

- The ODS Market Web platform: it will be the key medium in which companies will be able to advertise, and that the user will be able to consult after their subscription.
- Visual resources: The iconography used on the platform has the mission of being educational, simple and direct, which will allow both the user and vendors to achieve their objectives through the platform.
- Her team: the five founding members of ODS Market have knowledgeable knowledge and experience in sustainability, from the user's perspective but also from vendors' point of view. Furthermore, the amount of information to be managed for the platform to become a useful tool will require at least 5 people with the team's Know-how.
- Know-how: The high difficulty of "being sustainable" comes precisely from the quantity and variety of reporting methods, certifications, regulations, legal requirements, guides... etc. existing worldwide, European, state, autonomous and local... What ends up demotivate any entrepreneur. Therefore, the ODS Market multidisciplinary team will be able to transfer the keys for each business through its Know-how.

Structure Cost (COS): Although these costs are developed in greater detail in epigraph 9, the main costs of ODS Market are summarized below:

- The salaries of the 2 employees which are the founders of ODS Market project.
- The administrative costs to register the platform as a company.
- Investment in advertising and marketing.
- Design and maintenance of the platform as the main means of communication.

Revenues Streams (ING): The income will come exclusively from the advertising and counseling service that will be provided to the different vendors who would like to share their updates using

ODS Market. For this purpose, ODS Market has developed a common criterion to select and help vendors to track the SDGs they are meeting as well as for report year after year their improvements regarding this issue. This information is attached in the Annex V.

Circular Business Model (CRC): If it applied the Circular Economy approach, the input of ODS Market will be to identify and select different proposals from the knowhow and partnerships, using the SDGs as the principal tool, to obtain as an output, responsible information showed in the platform according to the user preferences.

2.3 Validation of the idea

After theoretical development of the business model, the following actions were carried out to validate the ODS Market idea:

Responsible Consumer Interviews

In order to finish defining the potential client and for the base definition of the content of the Web Platform, 15 interviews were conducted with “responsible consumers” under 35, of both sexes, who were contacted by telephone and who responded to the next questions:

As society ...?

- 1. Do you consider that society is experiencing a change in the way we consume?*
- 2. What do you think is the reason (s) for these changes in consumption?*
- 3. Have you perceived in your neighborhood or in your closest environment, that there has been a habit change in terms of eating? If so, what do you think it is due to?*

As a consumer ...?

- 4. Has any habit changed in the way you do the shopping daily?*
- 5. Regarding the restaurant sector, do you identify any change in your way of consuming?*
- 6. Do you think there are gaps in the offer of the restaurant menu?*
- 7. What are you looking for when choosing a restaurant? (In addition to quality / price)*
- 8. What do you understand by consuming in a sustainable way?*
- 9. What motivates you to make decisions when consuming sustainably?*
- 10. What actions are you taking as a citizen to be more sustainable?*

After conducting the interviews, the following conclusions were reached:

- ✓ Most of the interviewees admit that society is changing because people are more aware and due to fads like "Veggies" or "Foodies" and they see that the trend of "consume less and consume better" is important.
- ✓ Most of the interviewees admit feeling overwhelmed and confused on many occasions due to the number of Apps and information on the internet: most know Yuka or *TooGoodToGo*
- ✓ Most admit that they want to consume better, but that they usually find themselves lacking information or knowledge about the products they consume, something that generates frustration for them.
- ✓ Regarding the restaurant sector, most admit to having tried vegetarian or organic restaurants, which are currently more accessible since there are a greater number of these types of establishments in Madrid.
- ✓ Half of the interviewees admit that typical tapas are "unhealthy"

- ✓ All interviewees admit to having changed some daily habits: most admit to recycling, showering instead of bathing, or having restricted certain products in their diet. They also admit that they are fighting against the consumption of plastics and view the vegetarian or vegan diet positively.
- ✓ Most of the interviewees buy weekly in large stores and admit not to know local supermarkets near their home.
- ✓ Climate change, health or animal abuse is what motivates the interviewees, with climate change being the issue that most worries 50% of the interviewees.

ODS Market platform prototype

Subsequently, a prototype of the ODS Market website was made through the website: Marvel App (marvelapp.com), in which the different contents were raised according to the concerns, in terms of consumption, received by the interviewees. The prototype was shared via WhatsApp to a total of 50 potential users, through a brief explanation of the prototype and the following link:

<https://marvelapp.com/583211i/screen/69106242>.

The prototype contained the following information divided into 5 different tabs:

In the Home section (Figure 3 and 4), you can see the description of the mission, vision, and values that this platform wants to offer.



Figure 3. Section "Home" of the ODS Market prototype. Source: Own elaboration.

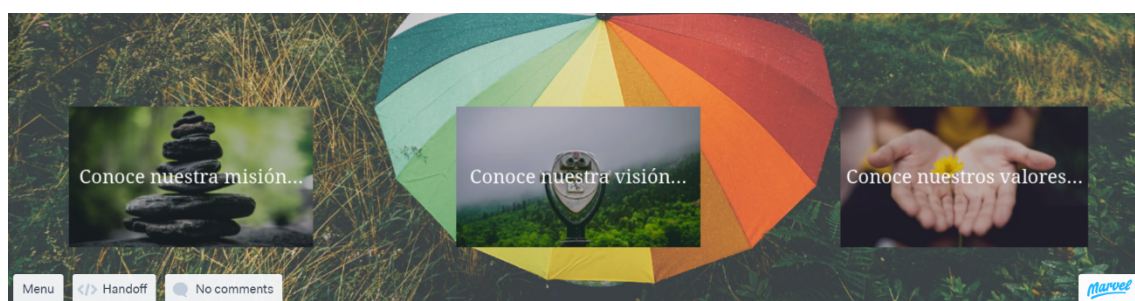


Figure 4. Section "Home" of the ODS Market prototype. Source: Own elaboration.

In the *¿Qué son los ODS?* Section, a brief description of what the SDGs are, and 17 sludges of each Target are shown, which if the user clicks, will be redirected to the UN page where that Target is described (Figure 5).



Figure 5. Section “What are the SDGs?” of the ODS Market prototype. Source: own elaboration.

In the section *¿Qué ofrecemos?*, information regarding the different vendors that fit within this filter is organized, structured and developed, together with a brief description of the vendors and the logos of the SDGs on which they work. The filters are as follows:

- Initiatives: This section includes: Cooperatives, Zero Food Waste Initiatives, Circular Economy Projects, and mobile applications that help promote a more responsible Lifestyle.
- Restaurants: This section includes Veggies Restaurants (subdivided into Vegetarian and Vegan), Sustainable Restaurants, Markets, those with delivery service (at Home) and Other responsible restaurant search engines.
- Purchases: The section is divided into Clothes, Cleaning Products, Home, Food and Natural Cosmetics, and in each of these, the user will be able to obtain business information that focuses on the sale of this type of product.
- Habits: without the need to buy, in the Habits section you can find different recommendations, ideas and proposals to include in the routine of citizenship.

An example is the content of the *Compras* tab, as can be seen in the Figure 6:

COMPRAS

¿Sabes cómo comprar de forma responsable?



Figure 6. Section "Shopping" of the ODS Market prototype. Source: Own elaboration.

In the section *¿Quiénes somos?* the aim is to bring the user closer to meeting the founders of the project: passionate, prepared, young and conscious people. The prototype section was shown to the user as indicated in the Figure 7:



Figure 7. Section "¿Who are we?" of the ODS Market prototype. Source: Own elaboration.

Finally, in the *Colabora* section, the user can see how they could participate with the platform to be part of the ODS Market network, in this section you can see the following information (Figure 8):

Esto es una plataforma colaborativa.
¡Estamos encantados de oír tus propuestas!



Añade iniciativa o servicio

Si conoces alguna iniciativa o servicio sostenible que siga la línea de los ODS y que no hayamos registrado, contacta con nosotros para añadirlo a nuestra red.

comments



Añade restaurante

Si conoces algún restaurante vegetariano, vegano o sostenible que siga la línea de los ODS y que no hayamos registrado, contacta con nosotros para añadirlo.



Contacta con nosotros

¿Se te ocurren más hábitos sostenibles?
¿Necesitas más información? ¿No entiendes como funciona la plataforma?
Para cualquier duda o sugerencia, contacta con nosotros.

Figure 8. Section "Collaborate" of the ODS Market prototype. Source: Own elaboration.

In addition, in the upper left corner of the prototype, the user (interviewed) will have a summary of their activity, as shown in the Figure 9:

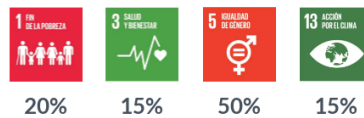


Alicia García

24 años
anagarcia@email.com

Estudiante

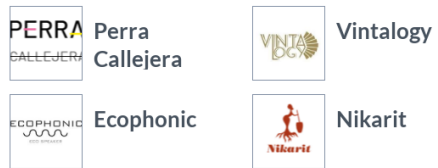
ODS favoritos



Iniciativas seguidas



Tiendas favoritas



Restaurantes favoritos



Hábitos que cumples

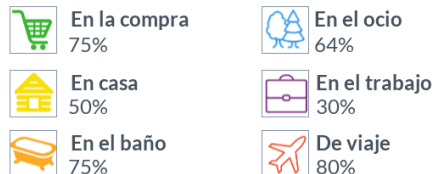


Figure 9. Section "User" of the ODS Market prototype. Source: Own elaboration.

User interviews through the ODS Market web prototype

Thirteen telephone interviews were carried out with Generation X users (7 users) and Millennial (6 users), after having shared, via WhatsApp, and individually, the link of the ODS Market platform prototype. The questions asked to the 13 participants were the following:

1. *Age and job*
2. *Is the vocabulary of the web familiar to you? Do you understand all the content on the platform?*
3. *Is there anything that has caught your attention especially about what we offer?*
4. *Does the information included on the web seem complete to you? Would you add something?*
5. *After your visit to SDG Market, do you think that the SDG are a useful tool to make decisions in your day to day?*
6. *Would you be willing to pay for the subscription?*

After conducting the interviews, the following conclusions were reached:

Conclusions regarding the user of the Millennial Generation:

- ✓ They generally know vocabulary, and some would appreciate a brief explanation or contextualization of the SDGs.
- ✓ They see positively that it is a participatory / collaborative platform, and specifically: sustainable habits and purchases, conceive it as an educational idea that would help them better understand sustainability.
- ✓ In general, they consider the complete platform, but they would add, among other things: types of services that companies provide, it would improve the communication and online marketing strategy, it would create social networks where the platform could be spread, it would add more multimedia content and even testimonials from citizens and companies regarding sustainable development.
- ✓ Platform: 100% of the interviewees consider ODS Market as a useful tool to make decisions in their day-to-day, since, as most interviewees admit, errors made due to ignorance would improve.
- ✓ Most would not pay because, they consider that what ODS Market offers is public information, and in the case of paying, they would do so if an added value is provided to the user.

Conclusions regarding the X Generation user:

- ✓ All interviewees are studying or are finishing their university studies.
- ✓ Generally, most recognize the SDGs but would not know how to define them precisely, nor the objective sought.
- ✓ Most of them highlight their interest in the diversity of restaurants and habits described on the platform.
- ✓ The information on the web seems complete to them, although they admit it seems complicated to be able to approach all the SDGs from their daily habits
- ✓ They would use the web in their day to day, it is useful and explanatory and would be in line with the cultural offer that they usually consume, especially, buying clothes and restaurants.
- ✓ Most of them would not pay for its use since they usually resort to free alternatives.

3. CONTEXT

3.1 Environmental analysis

In Spain it is increasingly recognized that the effects of climate change are already being felt within the country's borders, and it is predicted that Spain will be one of the countries that will suffer the most from the effects of global warming.

For all these reasons, the autonomous governments in general, and citizens in particular, see in general as an imperative need to transform traditional methods of consumption, based on linear systems, in which it is extracted from a "site", to deposit waste in "Other", collaborating enormously to stop climate change.

According to several studies by the OCU, it can be assured that "ethical and ecological aspects" guide consumers in their purchases. In addition, 73% of Spaniards already buy guided by ethics and sustainability (2019)²

The scope of study of this project is the Community of Madrid, which houses the capital of Spain and which has a population of 6,642 million (INE, 2019). According to the Madrid City Council, responsible consumption is linked to various European legislation, to highlight:

The Opinion of the Committee of the Regions 10-11 February 2010: Contribution to sustainable development: the role of fair trade and non-governmental systems to guarantee commercial sustainability³.

The Communication of the Commission, the Council, the European Parliament and the European Economic and Social Committee of 5 May 2009. Contribution to sustainable development: the role of fair trade and non-governmental systems to guarantee commercial sustainability⁴.

Regarding the Community of Madrid, the mayorality of Madrid has developed specific plans or programs that aim to promote Responsible Consumption in the city, and it has made progress in promoting the circular economy in the city. In addition, there is currently the "D.G de Economía Circular", within the "Consejería de Medio Ambiente, Ordenación del Territorio y Sostenibilidad", and has tested a different pilot project in relation to Restaurants.

The most remarkable plan developed by the mayorality of Madrid, has been named: "Madrid 2030: una ciudad para todas las personas y todas las generaciones" included within the "Estrategia de localización de ODS para la ciudad de Madrid – Borrador 31 de marzo de 2018", and the project designed by ODS Market would fix perfectly the goals set by this program.

Based on that has been explained before, the environment of this project is undoubtedly favorable to host initiatives such as those proposed by ODS Market, which is also in line with what is demanded by the society and local government of the Community of Madrid and supports the trend that Europe and Europeans demand.

²<https://www.ocu.org/organizacion/prensa/notas-de-prensa/2019/informeconsumosostenible070219>

³<https://www.madrid.es/UnidadesDescentralizadas/Consumo/Diccionario%20de%20Consumo/Ficheros/Comiteregiones2010.pdf>

⁴<https://www.madrid.es/UnidadesDescentralizadas/Consumo/Diccionario%20de%20Consumo/Ficheros/Comunicacion%20comision.pdf>

3.2 Market

If the environment to carry out a project like ODS Market is currently favorable, it is mainly due to the overwhelming wave of green businesses that are flooding the city of Madrid, which in turn is promoted by the demand of citizens and by changes of the market in general towards greater responsibility.

In 2017, the international meeting “Sustainable Brands” was held for the first time in Madrid, a green fair that aims to bring entrepreneurs and citizens aware of sustainability into contact, and which had been held in Barcelona since 2015. This is mainly due 1 in 4 green companies in Spain is based in the city of Madrid⁵.

On the other hand, despite the fact that SMEs are the cardinal axis of the Spanish economy, the companies “leaders in sustainability” according to the Dow Jones Sustainability Index (2019), are large Spanish companies such as BBVA, Banco Santander, Bankinter, CaixaBank...⁶ Other prestigious Certifiers such as B Corporation, do include SMEs in their 14 of companies with highest scores, due to being companies that balance social and environmental purpose and economic benefits.

For all these reasons, the number of responsible SMEs is increasing in the Community of Madrid and in the rest of Spain, as there are more and more companies and cases showing that "sustainability is a good business". And that once all the externalities generated by not being sustainable are accounted for, the numbers do not come out.

During the development of this project, several Benchmarking strategies have been carried out in order to estimate how many potential vendors could be in Madrid in the textile, cosmetics, social innovation, agri-food sector. And it is a fact that it currently exists a multitude of sectors and professions benefit from this boom in profiles and trades. Even in "usual" occupations, new opportunities arise. This is the case of the legal sector, where environmental lawyers advise on issues related to air and water quality, hazardous waste, or sustainability. It seems evident that the need for these experts will continue to grow as long as the effects of climate change persist, as it also seems to be the case with the new jobs and companies that will be established in this direction in the coming years.

3.3 Sector

The sector in which ODS Market wants to participate with its project is a somewhat “unique” sector, novel and difficult to distinguish, on many occasions, from different sectors such as the field of consulting firms or startups. This is mainly due to the fusion of both concepts in its business model: on the one hand, it has a strong technological component in order to develop a responsible business search engine, such as an App developed by a Startup, but, on the other hand, Seeks to support and advise on how to report on the SDG to Vendors, as a consultant would do.

Even though ODS Market intends to obtain its benefits entirely from the Vendors it advertises, the traditional consulting sector does not work in the same way, and even less through a Web platform such as ODS Market.

⁵ <https://www.pymeseguros.com/madrid-tiene-el-25-de-las-empresas-verdes-del-pa%C3%ADs>

⁶ <https://www.europapress.es/epsocial/responsables/noticia-total-15-empresas-espanolas-aparecen-indice-sostenibilidad-djsi-world-2019-misma-cifra-2018-20190914131133.htm>

There are also some associations of "green" companies that promote the growth of a more responsible city through their businesses nationwide, such as "GES: Grupo de Empresas Sostenibles" (more than 400 companies) or "COPADE: Comercio Para el Desarrollo", Who share with ODS Market the objective of increasing the visibility of the most responsible businesses, but through mechanisms focused on traditional Consulting. In addition, ODS Market will exclusively address those included within the Community of Madrid as potential customers, although it does consider, as developed in the Strategic Plan, the expansion to other Spanish cities.

But what is more, ODS Market embraces citizens and vendors at the same time under the same platform advising vendors while encouraging users to be more sustainable when they are consuming. In this sense, ODS Market does not have a direct competitor nowadays.

Finally, it is important to remark that the Spanish Confederation of SME (CEPYME in Spanish), not being a competitor, has developed a Guide to help SME implementing SDGs in their business, and it is definitely one of the most important evidences that this sector need real support to be able to embrace this challenge.

3.4 SWOT

In the Table 1, the SWOT matrix is attached, which has been used as a tool to analyze internal factors to recognize ODS Market's strengths and weaknesses, and on the other hand, indicates the opportunities and threats based on external factors. It is an ideal and necessary analysis to work on an expansion plan to other Autonomous Communities based on the real possibilities of this business, so above all it constitutes a way of obtaining critical information from which to act or refrain from doing so.

- Internal analysis: revolves around issues of leadership, strategy, alliances, processes to describe their strengths and weaknesses.
- External analysis: studies the elements related to the possible markets and the sector, indicating opportunities and threats.

Table 1. SWOT matrix. Source: Own elaboration.

	Negative factors	Positive factors
Internal aspects	<p>Weaknesses</p> <p>Lack of technological resources to address the amount of information needed on the platform (SEO, web ...)</p> <p>Lack of financial resources</p> <p>Not achieving the objective of communicating the importance of the SDGs through the tool</p>	<p>Strengths</p> <p>Multidisciplinary team expert in sustainability and responsible consumption.</p> <p>Holistic vision that addresses consumption from all perspectives of the life cycle.</p> <p>Inclusive vision that is open to include vendors from any sector of the economy</p>
External aspects	<p>Threats</p> <p>Sudden competitors</p> <p>Image of the UN by the public, if it were damaged, ODS Market would be harmed</p> <p>The “SDG washing” phenomenon</p> <p>Lack of interest from vendors</p> <p>Lack of interest from users (low subscription)</p>	<p>Opportunities</p> <p>Little number of current competitors could suppose a good positioning as “referents”</p> <p>Expansion to other Autonomous Communities can be a real opportunity</p> <p>Favorable environment, market and sector to develop the project.</p>

4. MAP PROCESS

A Process Map has been developed regarding the stakeholders to identify the main processes that have been classified in three branches: strategy procedures, operational procedures and support procedures (Figure 10).

Customers and stakeholders needs	Procedures			Customers and stakeholders satisfaction
	Strategy	Operational	Support	
	Strategic Planning	Platform launch	Web Improvement	
	Alliance Management	Web Maintenance	Accounting	
	SDG Promotion	Proposal Management	Human Capital	
	Communication Plan	Marketing		
		Customer Support		

Figure 10. Process Map of ODS Market. Source: Own elaboration.

Strategy Procedures:

- **Strategic Planning:** The Strategy Plan has 3 main strategic lines and for each of them define different objectives and the actions to be done to get to them.
- **Alliance Management:** One of the objectives is to become a benchmark when it comes to responsible consumption, so one of the principal strategies will be to ally with enterprises or groups following the same aim.
- **Promotion of the SDGs:** The project is based on bringing the SDGs closer to the citizens to be able to achieve a more sustainable future. So, ODS Market offers the vendors the service of advising them in how to follow and tackle the SDGs. Moreover, a tab it is reserved to explain:

1. What are the SDGs? The Sustainable Development Goals are 17 challenges defined by the United Nations. These challenges are focused on eradicate poverty, improve health and education, reduce inequality, and spur economic growth, while tackling climate change and working to preserve our oceans and forests.

2. How did they come about? The SDGs are an extension of the Millennium Development Goals, which were 8 purposes agreed in 2000 by 189 countries and to be achieved on 2015.

3. What are they for? The SDGs are a guide, a map that allows companies their social, economic, and environmental impact, and consequently, strengthen their reputation and their relationships with different stakeholders.

4. Which are them? There are 17 and each of them are shown in the platform and offer a direct link to the UN website so the user can know more about them.

- Communication Plan: ODS Market project is a Marketplace so the communication towards vendors and users is a priority. This communication plan will be developed later.

Operational Procedures:

- Platform launch: Once the basic functionalities of the web are ready to be used from mobile devices and from computers, and once there is a minimum of vendors to offer (50 vendors), it will be launched to the public. Using the previously contracted domain, that will be: *www.odsmarketplace.org*.
- Web Maintenance: One person of the team will oversee ensuring the web functionalities, at the same time that it will be in charge of solving possible incidents that could occur.
- Proposal Management: ODS Market has a structured procedure to get in touch with the vendors. Once the potential vendor is identified, before getting in touch with them, it will be required to gather information about it and check if it is following any SDG. Once this is verified, a business proposal is generated and then, the vendor will be contacted to request a meeting to show him these proposals. If an agreement is reached, a contract will be signed and said vendor will be added to the database. Once the vendor becomes a client, he will be asked for certain basic information to promote him correctly on the website (Figure 11):
 - Name of the restaurant/initiative/business.
 - Picture of the logo.
 - Brief description.
 - Large description.
 - Gallery of pictures.
 - Address.
 - Phone number.
 - Email.
 - Website.

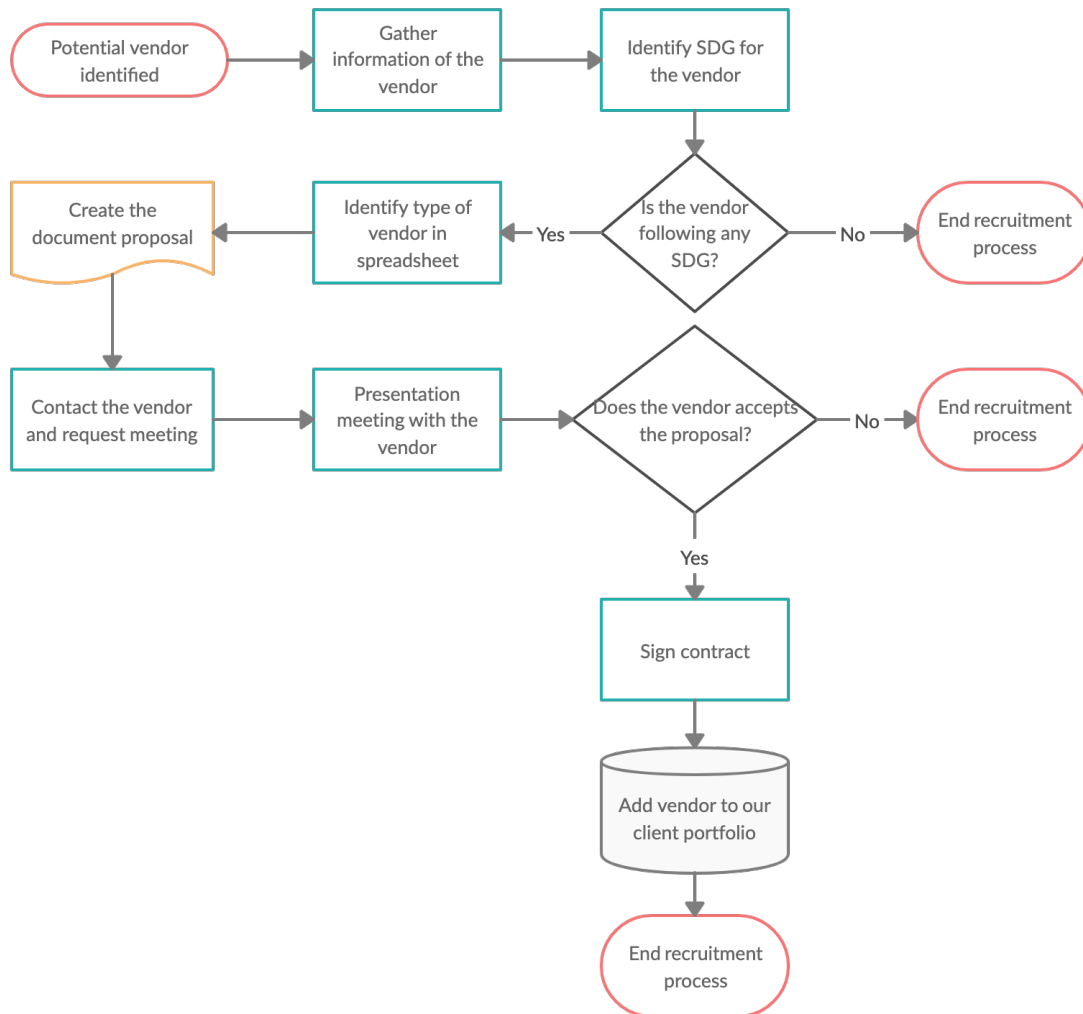


Figure 11. Vendors' recruitment proceeding. Source: Own elaboration.

- Marketing. Will be delved into the marketing plan in the next section.
- Customer service. A service of the platform is customer service, since being a collaborative platform, it is contemplated that users can suggest new ideas. All this interaction needs to be followed up carefully.

Support Procedures:

- Web Improvement: The website will be reviewed every 3 months to check for possible improvements or new features to add.
- Accounting: Accounting is a primary and necessary service to support the project.
- Human Capital

5. STRATEGY PLANIFICATION

After doing an internal and external analysis, it has been developed a 5 years strategic plan, where 3 strategic lines have been defined with different strategic objectives, accompanied by their corresponding actions to carry out those marked objectives (Annex I).

Strategic line 1. Be a referent in responsible consumption (S.L.1).

This strategy is focused on positioning ODS Market as a referent in responsible consumption, offering advertising to vendors to improve their visibility, and at the same time, helping users to make sustainable purchasing decisions and advising on sustainable development goals.

Despite having done a market analysis where it was observed that there is not a direct competition, it is considered important to be a referent platform in the market in order to continue being a leading and dominant platform in the market, in the case the competition increases.

For that strategic line, it has been proposed the following objectives:

- **Strategic objective 1.1.** Increase 20% the web traffic of the platform per year (S.O.1.1).

As ODS Market is a newly created platform, in the initial stage of the business, it is very important to improve the position of the web within the search engines in Google in order to increase its visibility and consequently, attract more potential customers.

With the aim of increasing the web traffic of the platform 20% per year, it will be carried out a SEO positioning strategy, applying different design, architecture, content and programming techniques to improve the platform position within the search engines in Google (A.1.1).

In addition, from the third year, it will be carried out the Link Building strategy, which is a type of SEO technique that consists on achieving and acquiring external links in order to make the website linked by third parties and thus, increase the platform popularity (A.1.2).

Those actions will be measured by monitoring the evolution of SEO positioning of the platform.

- **Strategic objective 1.2.** Appear on x websites, forums, conferences, and sustainability magazines recognized each year (S.O.1.2).

It will be attended a total of 10 nationwide sustainability fairs or events every year in order to expand the network of professional contacts with whom to collaborate, learn from expert presentations and chat with them so they can guide you in doubt (A.1.2.1).

In parallel, this type of event will help the business to improve the quality of participation as sustainability experts in the 10 sustainability blogs, forums, workshops or specialized magazines scheduled every year (A.1.2.2).

In this way, those actions will improve the prestige of the platform as an expert in the sector to differentiate the business from possible competition and to become a referent in the market. Moreover, those actions will also help the platform to have a great media impact in sustainability media and to appear in different recognized sustainability websites, forums, workshops, and magazines, without paying for it.

Thanks to this, as visibility of the platform increases, sales will increase too. This way, the reputation will be improved, the position itself as an expert and it will generate more confidence to attract new customers.

Following the growth trend of the company, in the Annex I appear the number of appointments expected for each year on recognized sustainability websites, forums, workshops or magazines per year.

- **Strategic objective 1.3.** Achieve x numbers of vendors adhered to the platform that meet at least 1 SDG annually (S.O.1.3)

Taking into account that the main source of income is through a transaction by vendors adhered to the platform, it will be necessary to carry out different actions with the aim of capturing a specific number of companies that at least meet an SDG each year.

In the Annex I, it can be observed the total number of vendors adhered every year to the platform and in the Annex II, the procedure followed to obtain the number of the vendors adhered to the platform. Every year, it will be measured the number of vendors to monitor the fulfillment of established objectives for each year.

Regarding the actions that will be done in order to achieve the objectives, firstly, as it is a newly created platform, it will be necessary to make efforts to attract vendors through an annual advertising campaign of the benefits of adhering to the platform for the vendors (A.1.3.1). This will be necessary because as vendors are currently exposed to many communication campaigns, it is important to know how to position the platform intelligently to differentiate from the future competitors.

Secondly, it will be monitored new responsible consumption vendors that come into the market to be aware of possible new vendors that can be captured (A.1.3.2) and finally, it will be designed a standardized process to reach the potential vendors (A.1.3.3).

- **Strategic objective 1.4.** Achieve x numbers of users in the platform each year (S.O.1.4).

To achieve an increasing number of users per year, it will be carried out an annual promotion strategy out in order to attract a greater number of visitors and subscribers, and consequently, to have greater relevance among internet users (A.1.4).

In the Annex I, it appears an estimation of the number of users of the platform for each year. Compliance with the objectives established for each year, it will be measured by the number of subscribers and views of the platform per year. Moreover, the procedure followed to obtain the number of users of the platform for each year, appears in the Annex III.

- **Strategic objective 1.5.** Implement the business in a new national city or metropolitan area with more than 300.000 inhabitants each year (S.O.1.5).

This strategic objective consists on expand to a new city or national metropolitan area each year with more than 300.000 inhabitants. After having done a market study and having seen that the growth rate of collaborative platforms is increasing, it has been considered the geographic expansion nationwide as a business opportunity to achieve a long-term growth of the business.

This objective will be achieved through an expansion strategy through different actions. On one hand, it will be done actions to attract new customers from each new city that will join each year and, on the other hand, by customer loyalty actions for clients that were already adhered to the platform.

Annually, it will be done a follow-up of the implementation of the business in the city planned for each year, to verify that the objectives of the strategic plan are achieved.

In this way, in the first year, it will be captured the first customers in the metropolitan area of Madrid and after verifying that their market penetration has reached the objective of attracting vendors and users established for each year, in the second year, the platform will be expanded to the metropolitan area of Barcelona.

In that second year, it will be recruited new clients from the metropolitan area of Barcelona, because is considered a similar metropolitan area to Madrid due to its size and demographic and economic characteristics.

In the same way, it will be included the cities of Valencia, Seville, and Bilbao for the coming years. Despite these cities do not have a population size as large as the metropolitan area of Madrid or Barcelona, their economic and industrial weight will make it possible to have a positive reception in the platform.

Strategic line 2. Achieve financial sufficiency (S.L.2).

It will be essential for the growth of the company to ensure a sufficient financial capacity, through an internal and external financing. For that, it has been proposed the following objective:

- **Strategic objective 2.1.** Achieve a level of income that allows to cover expenses annually (S.O.2.1).

In order to achieve a level of income that allows covering expenses, it will necessary an initial investment that will be supported by a external bank loan of 75% (A.2.2) and an own financing of 25% in equal parts done by the shareholders. (A.2.1).

These financing percentages has been set seeking an optimal point of equity value, in a point where there is a business growth and at the same time, there is generating enough value for investors.

Annually, it will be done a follow up of the payments.

Strategic line 3. Loyalty to vendors and users (S.L.3).

The loyalty of companies and users will be necessary to differentiate the business from the possible competition, listen to the customer, offer news, improvements and, in short, give them a better service, and this is not only a way to retain old customers but also new ones, as well as attracting potential customers.

The customer loyalty strategy, in addition to trying to keep the best customers, it allows the business to grow and it can be a great help to maintain fixed income that helps us to keep the business.

In turn, the implementation of a loyalty program will help to reorient the business according to the needs of the clients and to direct the company seeking efficiency and providing real value to the relationship with the user, which it ends up translating into profitability and value business.

- **Strategic objective 3.1.** Achieve 5% of clicks from the users on each vendor subscribed per year (S.O.3.1).

As a strategy to retain the vendors adhered to the platform, it has been proposed to achieve 5% of clicks from the users on each vendor subscribed per year. To achieve this goal, additional advertising will be offered to vendors on social media (A.3.1).

To verify that the objectives are met, it will be monitored the number of clicks per users for each adhered vendor and the number of subscribers who bookmark each adhered vendor quarterly.

- **Strategic objective 3.2.** Maintain the bounce rate between 30-20% per year (S.O.3.2).

Bounce rate is an analytical metric used to measure the percentage of users who leave a platform before interacting with it. Therefore, the higher the bounce rate, the worse the interaction of visitors with the platform.

By some standards, it is considered high any bounce rate over 50%, and between 20% and 50% low. However, it is not always synonymous of a good result of bounce rate if it is less than 20% because it is more likely to be an indication that there is something wrong with the platform analysis tool. Taking this into account, the objective proposed for all the years will be to have a bounce rate between 30% and 20%.

The bounce rate will be reviewed quarterly to control possible deviations from it, using the following formula:

$$\text{Bounce rate} = \text{Total number of bounces} / \text{Total number of visits quarterly} \times 100$$

In order to reduce the bounce rate of the platform, it will be improved the web design to be more attractive to customers through a good web design and easy to read (A.3.2.1) and, in addition, it will be offered a personalized service through a subscription, offering an added value that will increase the loyalty to users (A.3.2.2).

- **Strategic objective 3.3.** Maintain the churn rate below 10% per year (S.O.3.3).

The churn rate is another metric to analyze the loyalty of users. It is the percentage of users who have left the platform, after interacting with it. In addition, it also serves to know the speed at which users are lost.

The churn rate will be calculated quarterly, using the following formula: $\text{Churn rate} = (\text{Lost Users} / \text{Initial Users}) \times 100$. In this way, the lower the churn rate value, the greater the loyalty of the customers. It is important that the churn rate at least covers at least the CAC.

Knowing that an acceptable churn rate is in the range between 5 to 7% annually, it has been set out a churn rate below 10% annually, as objective. To achieve it, it will be carried out the same actions set out in strategic objective 3.2.

- **Strategic objective 3.4.** Achieve an average visit time of more than one and a half minutes each year (S.O.3.4).

The average visit time is the time that the user stays on the platform in each session. Its average varies according to the characteristics of each web page. For example, in the case of the ODS Market, it could have a high bounce rate and a low average time because it is a platform with external links to other websites.

Even so, taking into account that according to some marketing specialists approximately the average visit time of a website is between 2 and 3 minutes, it has been established for the 5 years to achieve an average visit time for more than one and a half minutes each year, as objective.

To achieve it, there is going to improve the content and services of the platform (A.3.4.1) and it will be offered at least 25 new more vendors adhered to the platform each year (A.3.4.2).

6. MARKETING

6.1 Test the project with potential users

On the Epigraph 2.3, is already explained how the prototype was tested with different people who belonged to the group of the "Early-adopters". Based on the reviews obtained, it has been developed a real website trying to add into it all the functionalities or needs identified by the potential users.

6.2 Define the brand

ODS Market is a marketplace focused on two main branches:

- Help conscious citizens to have a more sustainable lifestyle, using the SDGs as KPIs of the actions they do and the different initiatives or brands they are following. (Users)
- Help sustainable SMEs and start-ups to gain visibility of their activities or products. (Vendors)

This brand aims to be a benchmark in the world of sustainability. Promoting the responsible consumption of all citizens with the help of the SDGs. The logo has been designed following this line (Figure 12).



Figure 12. Logo of ODS Market. Source: Own elaboration.

The main product is the web page itself, which means to be user-friendly, useful, and intuitive. To achieve this objective, a website has been designed with the following functionalities:

- List of initiatives, restaurants, shops and habits and the SDGs that each of them is following.
- Reviews of the restaurants, initiatives and shops and the possibility to evaluate them.
- Clients will be able to suggest new actions or SMEs they know.
- Each user will be able to track their actions, their favorite brands, and restaurants and for which SDG they are reporting the most.

In Annex IV, it is described every screen on the platform and how is intended to interact with it.

6.3 Positioning

The mission of ODS Market is to promote consumption and sustainable development, publicizing the various sustainable initiatives, stores or projects that exist, in a reliable way and reporting through the SDGs, a reliable and well-known reporting initiative on a global scale.

Furthermore, by turning it into a collaborative platform in which the users themselves can propose initiatives, habits or actions, they become ambassadors and the most effective promotion channel.

As this business is based on a marketplace, it is very important to maintain trustworthy relationship with the vendors, giving them security and ensuring a good promotion. In this aspect, it is intended to create and maintain alliances with projects from both, private and public sectors, becoming benchmarks in everything related to sustainable consumption.

6.4 Price Strategy

Choosing the right pricing strategy for the company is vital as it has a great influence on the achievement of sales objectives and profitability financial results.

First, is needed to define and set the launching prices as well as the cost of the unit product (the support and deployment of the platform itself).

The launching prices will include a subscription of the domain: odsmarketplace.org, the registration of the brand in Spain, the hiring of a Web Platform (which have been decided that will be with Wix, using the package for freelancers and entrepreneurs) and the purchase of the hardware for the two employees that will be hired (4.500€ will go for the computers, screens and keyboards and 500€ will go for mobile phones) (Table 2).

Table 2. Launching prices. Source: Own elaboration.

Actions	Price	Comments
Subscribe the domain name	14,95€/year	Subscribe the domain "www.odsmarkeplace.org"
Register the brand	125,36€	Register the brand nationally into the "Oficina Española de Patentes y Marcas"
Platform: Wix Package (Entrepreneurs and freelancers)	12,50€/year	Storage (10GB) + Visitor Analytics + 1 year of free domain
Hardware	5.000 €	Full equipment for the employees
Total	5.152,81€	Launching total cost

The unit cost of the product is calculated monthly for the first year, as the first year will need a higher investment in publicity than the rest of years, to make the brand popular (Table 3).

Table 3. Total costs of the unit product per month. Source: Own elaboration.

Actions	Price	Comments
Domain subscription	14.95€/year	Subscribe the domain "www.odsmarkeplace.org"
Platform	12.50€/year	Storage (10GB) + Visitor Analytics + 1 year of free domain
Developer	1000€/month	To maintain and upgrade the platform
Wifi	70€/month	Help for the developer as he/she will work from home as there are no physical offices

Marketing person	1.000€/month	In charge of Social Networks and SEO positioning
Publicity via Social Networks	2.355€/month	Try to invest the 70-80% of the budget on this
SEO	Free	SEO positioning in Google is for free
LinkBuilding	TBD	To invest in the future and team up with other associations/brands/companies
Total	3.452,45€/month	Total cost per month

To reach the vendors, it has been defined a price range and a set of offers for the different types of businesses, to support the smallest enterprises and the NGOs that are collaborating with any of the SDGs. Moreover, to promote the service, a series of offers will be made for new vendors with the aim of attract initial clients on the platform: the first two months of subscription will be for free. That way, the vendor will be able to try the effectiveness of having their product advertised on the platform plus a consultancy service. This series of offers will not affect the financial plan too much, since with this the profits would only drop 16.7% for each first year of the vendor. On the other hand, it will help to demonstrate the usefulness and thus convince the vendors to stay (Table 4).

Table 4 Price system (offers and bonus) of the ODS Market prototype. Source: Own elaboration.

Type of SME	Number of employees	Billing	Price	Offer
Medium-sized Enterprise	<250	<50m €	25€/month	2 first months for free
Small Enterprise	<50	<10m €	20€/month	2 first months for free
Micro Enterprise	<10	<2m €	15€/month	2 first months for free
NGO	N/A	N/A	Free	Free

6.5 Promotion

The communication plan will be settled for the first target year, considering as users the early adopters living in Madrid and as vendors the businesses or initiatives located or operating in Madrid.

Towards users:

- To capture them:
 - Social Networks
 - 10 publications per month in Instagram
 - 5 publications per month in Facebook
 - Creation of 3 videos per month to be advertised in Social Networks
 - SEO.
 - Magazine and blog appearance.

Based on a study done by The Social Media Family⁷ on February 2020 the percentage of users considered early adopters in Madrid who have a Facebook and an Instagram profile (1.500.000) (Tables 5 and 6).

Table 5. Number of Instagram profiles in 2019. Source: The Social Media Family.

City	Profiles	18-39 years old	40-64 years old	>65 years old	Men	Women	Population	% Population
Madrid	3.300.000	1.500.000	1.400.000	200.000	1.400.000	1.700.000	3.223.334	96%
Barcelona	1.900.000	890.000	800.000	140.000	860.000	970.000	1.620.343	117%
Valencia	730.000	330.000	350.000	54.000	330.000	400.000	791.413	92%
Sevilla	620.000	290.000	290.000	45.000	270.000	350.000	688.711	90%
Málaga	570.000	260.000	270.000	47.000	260.000	310.000	571.026	100%
Zaragoza	410.000	190.000	200.000	32.000	190.000	220.000	666.883	61%
Murcia	380.000	190.000	160.000	21.000	170.000	200.000	447.182	85%
Palma	350.000	170.000	160.000	26.000	170.000	190.000	409.661	88%
Las Palmas de G.C	340.000	15.000	170.000	24.000	150.000	190.000	378.517	90%
Bilbao	330.000	140.000	150.000	18.000	140.000	170.000	345.821	90%

Table 6. Number of Facebook profiles in 2019. Source: The Social Media Family.

City	Profiles	18-39 years old	40-65 years old	Men	Women	Population	% Population
Madrid	2.300.000	1.500.000	730.000	1.000.000	1.200.000	3.223.334	71.35%
Barcelona	3.300.000	890.000	500.000	610.000	740.000	1.620.343	80.23%
Valencia	5.530.000	330.000	300.000	250.000	300.000	791.413	45%
Sevilla	420.000	280.000	140.000	180.000	240.000	688.711	60.98%
Málaga	390.000	250.000	330.000	170.000	220.000	571.026	68%
Zaragoza	290.000	180.000	95.000	95.000	160.000	666.883	43.49%
Murcia	240.000	150.000	88.000	88.000	130.000	447.182	58.59%
Palma	240.000	170.000	67.000	67.000	190.000	409.661	57.67%
Las Palmas de G.C	230.000	140.000	80.000	80.000	190.000	378.517	60.76%
Bilbao	200.000	190.000	680.000	680.000	110.000	345.821	57.88%

According to a study done by the OCU, already referenced in Epigraph 3, 73% of the Spaniards are concerned and try to consume responsibly. So, applying these percentages, it is estimated that through the marketing invested in social networks, it will be reaching 1.095.000 of potential users for Madrid.

Moreover, a research from the Global Web Index⁸ on 2020, reveals that 46.5% of the people in ages between 16 and 34 research products online via social networks. So, almost half of the people that is reached look for new products via social networks (Figure 15).

⁷ VI Estudio sobre los usuarios de Facebook, Twitter e Instagram en España. Feb 2020. The Social Media Family. (<https://thesocialmediafamily.com/informe-redes-sociales/>)

⁸ Global Web Index's flagship report on the latest trends in social media. Feb 2020. Global Web Index.

Table 7. Percentage of the social path to purchase. Source: Global Web Index.

	Global	16-24 years old	25-34 years old	35-44 years old	45-54 years old	55-64 years old
<i>Discover brands/products via ads and social for discovery</i>	27%	31%	29%	27%	23%	19%
<i>Discover brands/products via recommendations on social</i>	24%	26%	26%	24%	21%	15%
<i>Research products online via social networks</i>	43%	50%	46%	41%	33%	25%
<i>Lots of likes/good comments would increase chance of purchase</i>	23%	27%	26%	23%	19%	13%
<i>A buy button would increase chance of purchase</i>	13%	14%	16%	14%	10%	6%

- To keep them:
 - Monthly newsletter with the updates in the platform: Every month all the users or the people subscribed to the newsletter, will receive an email with the new updates on the platform: new vendors, new functionalities, blog entries, etc. This is intended to be an incentive for the users to be interested in the platform and have a reason to go into it to see new updates.

Towards vendors:

- To capture them:
 - SEO.
 - Social Networks:
 - Through the actual users.
 - Searching for initiatives and brands in social network and in the Internet.
 - Promotion through magazine and blog appearance.
- To keep them:
 - Monthly report of activity: Every month a review of the activities in the platform is sent to all the vendors with the following information:
 - Information on the current trend of potential users.
 - Number of actual users.
 - Number of users that have accessed to the vendor's website through the platform.
 - Extra information about what actions could be taken so they are able to report more SDGs.
 - Each vendor will have one exclusive week of promotion in social networks.
 - Consultancy service to promote their actions through the SDGs.

7. HUMAN RESOURCES

The promoter team will remain made up of five partners with complementary profiles, however, not all will occupy positions in the company, although they will assume the authorities. Given the size and the vital phase of the company, it is consistent to propose a simplified organizational structure, bringing together the essential positions in two compound positions (Figure 13).

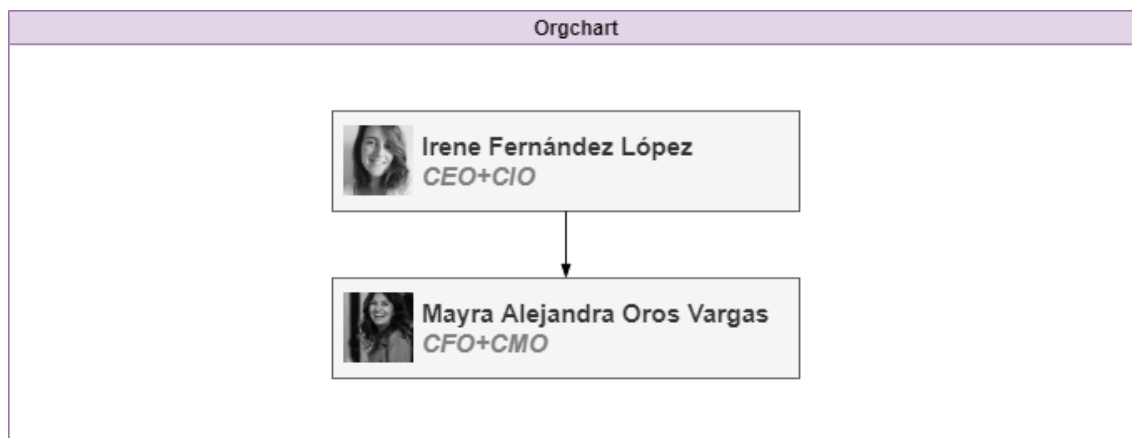


Figure 13. Company organizational structure. Source: Own elaboration.

Chief Executive Officer (CEO): Executive director, maximum person in charge of the management and administrative direction of the company. It must simultaneously satisfy the needs of shareholders, employees, clients, collaborators, and legal and social entities.

Chief Information Officer (CIO): Responsible for the information technology systems of the company at the process level and from the planning point of view. He will oversee analyzing what benefits the company can derive from new technologies and identifying the most interesting ones by evaluating their operation.

Chief Financial Officer (CFO): Financial Director, oversees the economic and financial planning of the company. Is the one who decides the investment, financing, and risk with the aim of increasing the value of the company for its owners (whether they are shareholders or partners). Is also the advisor for strategic affairs.

Chief Marketing Officer (CMO): Responsible for Marketing activities, including sales management, product development, advertising, market research and customer service. This position must ensure a stable relationship with end customers (vendors) and communicate marketing strategies internally.

8. LEGAL & CODE OF BUSINESS CONDUCT

8.1 ODS Market S.L.

It is chosen a corporate formula when founding the company among five partners, but the kind of company that best suits the needs of ODS Market, is a Limited Company: ODS Market S.L.

According to the Spanish Chamber of Commerce "Entrepreneurs do not have to respond personally with their assets to the debts of the company, liability is limited to the capital contributed, it is a way according to the usual requirements of an SME and the needs of capital are lower than those of the corporation. It is characterized because the liability of the partners is limited and because the shared capital is divided into participations".

Furthermore, it is important to highlight that "For its constitution, a minimum capital of 3,000 euros per shareholder is required, which must be paid in full at the public deed signature (although it is possible to proceed to a successive foundation of the SL with a lower figure, in which in case the promoters, until the minimum capital figure is reached, are subject to special limits and obligations to reinforce the entity's own resources). The minimum number of partners for its constitution is one".

8.2 Applicable regulations

Ley Orgánica 3/2018, de 5 de diciembre, de Protección de Datos Personales y garantía de los derechos digitales (<https://www.boe.es/eli/es/lo/2018/12/05/3/con>)

Real Decreto Legislativo 1/2010. De 2 de julio, por el que se aprueba el texto refundido de la Ley de Sociedades de Capital (<https://www.boe.es/eli/es/rdlg/2010/07/02/1/con>)

8.3 Code of business conduct

ODS Market S.L. advocates integrity and honesty, fair treatment and decent work, all under the current regulatory framework. The fundamental principles of the company are thus collected:

1. Strict compliance with the Laws, Rules and Regulations, with updating thereof.
2. Conflicts of interest; the interests of the company are prioritized over the personal ones.
3. Impartial hiring; there will be no place in the company for subjective or influenced criteria.
4. Loyalty and commitment to their own businesses, avoiding competition with the company.
5. Adequate handling of privileged information for the buying and selling of securities.
6. Free and fair competition, fighting against monopoly and putting commercial loyalty first.
7. Protection, value and respect towards the confidential information of itself and third parties.
8. Respect and protection of the assets and property of the company, against fraudulent conduct.
9. Tireless fight against bribery and corruption under all its forms and means of access.
10. Activities based on quality and competition, far from the exchange of commercial favors.

11. Constant vigilance of discrimination and harassment, promoting diversity and personal dignity.
12. Communication and accessibility of this Code to the employee for its implementation.
13. Guarantee of responsible and complete action against illegal conduct in the work environment.

9. FINANCIAL PLAN

In order to analyze the viability of the business model exposed above, this chapter shows the financial plan for the ODS Market. It is important to take in account that this plan is based in a 5 years prospection of incomes and expenses that are expected from the platform.

9.1 Income Forecast

Considering that this platform intends to add users that are interested in a responsible consume based in contributing to the achievement of SDGs, and up to the data given in the Operational Plan, an important growth in the ODS Market during the first two years is expected. So, therefore a large amount in publicity will be invested to give visibility to the ODS Market and attract its potential clients (Table 8).

Table 8. Income Forecast. Source: Own elaboration.

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues	22,600 €	44,296 €	54,263 €	62,022 €	66,984 €
Expected growth %	100,0%	96,0%	22,5%	14,3%	8,0%

The income is expected from a monthly subscription that will be done by the vendors that want to be part of ODS Market.

9.2 Cost structure

The cost structure for the ODS Market is divided in variable and fixed costs, and initial investments, as it will be explained.

9.2.1 Fixed Costs

Payment of employees and investing in advertising are the core of fixed costs for the project considering that those two are essential for developing the idea as was already explained in the marketing and human resources plan. It is also important to mention that because of the value purpose and the business model these costs are the highest for the start-up (Table 9).

Table 9. Fixed costs. Source: Own elaboration.

	Year 1	Year 2	Year 3	Year 4	Year 5
Advertising	28.250,00 €	24.000,00 €	12.000,00 €	6.000,00 €	4.000,00 €
Employee 1	12.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €
Employee 2	12.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €
Total Fixed Costs	52.250,00 €	48.000,00 €	36.000,00 €	30.000,00 €	28.000,00 €

9.2.2 Variable costs

Considering that one of the main goals of ODS Market is to give tools to people in order to make responsible consumption decisions, some educational activities with experts in Sustainable Development Goals will be forecasted for that matter. It is expected that variable costs account for 5% of sales on for the first year and a 5,2% for the ones ahead (Table10).

Table 10. Variable costs. Source: Own elaboration.

	Year 1	Year 2	Year 3	Year 4	Year 5
Variable Costs	2.750,00	5.390,00	6.602,75	7.546,94	8.150,70

9.3 Investments

For star running the project it is required the acquisition of two (2) new brand and well-equipped computers. It has expected them to be depreciated in a period of 5 years (Table 11).

Table 11. Investments. Source: Own elaboration.

Type of investment	Number	Price per unit
Computer	2	2.250
Mobile Phone	2	250
Total Investments		5.000

9.4 Financial structure

The initial project financing will be assumed by the five partners who own the company on equal shares and by a loan that will be required to the bank. In this sense, and in order to meet the expected growth, the shareholders will put the 25% of the start-up capital and will ask a loan to the bank for the remaining 75% (Table 12).

The loan will have an annual interest of 5% and will be paid in a period of 5 years, all at once.

Table 12. Financial structure. Source: Own elaboration.

Financial Source	Percentage (%)	Amount
Bank Loan	75%	€45.000
Shareholders	25%	€15.000
Total Amount		€60.000

As the ODS Market is owned by 5 shareholders on equal share, each of them will have to make an initial contribution of €3.000 as will be held equally responsible for the loan; in this way they all will have an equal participation in the project and will received the same number of dividends.

9.5 Forecast Profit and Loss Statement

Following the Income and Loss Statement is shown:

Table 13. Income Statement. Source: Own elaboration.

Income Statement (€)					
Period	Year 1	Year 2	Year 3	Year 4	Year 5
Income	22,600 €	44,296 €	54,263 €	62,022 €	66,984 €
Variable Costs	2,750 €	5,390 €	6,603 €	7,547 €	8,151 €
Gross Margin	19,850 €	38,906 €	47,660 €	54,475 €	58,833 €
Fixed Costs	52,250 €	48,000 €	36,000 €	30,000 €	28,000 €
EBITDA (Operating Profit)	(32,400 €)	(9,094 €)	11,660 €	22,000 €	43,120 €
Depreciation	1,000 €	1,200 €	1,400 €	1,600 €	1,800 €
EBIT	(33,400 €)	(10,294 €)	10,260 €	20,400 €	41,320 €
Interest	0,219 €	0,274 €	0,287 €	0,286 €	0,270 €
EBT	(33,619 €)	(10,568 €)	9,973 €	20,114 €	41,050 €
Taxes	(10,086 €)	(3,170 €)	2,992 €	6,034 €	12,315 €
Net Income	(23,533 €)	(7,397 €)	6,981 €	14,080 €	28,735 €

Considering the information given above (Figure 14) and, in concordance, the growth prospectation done for the project, the Figure will show how the net income is expected to be like for five years.

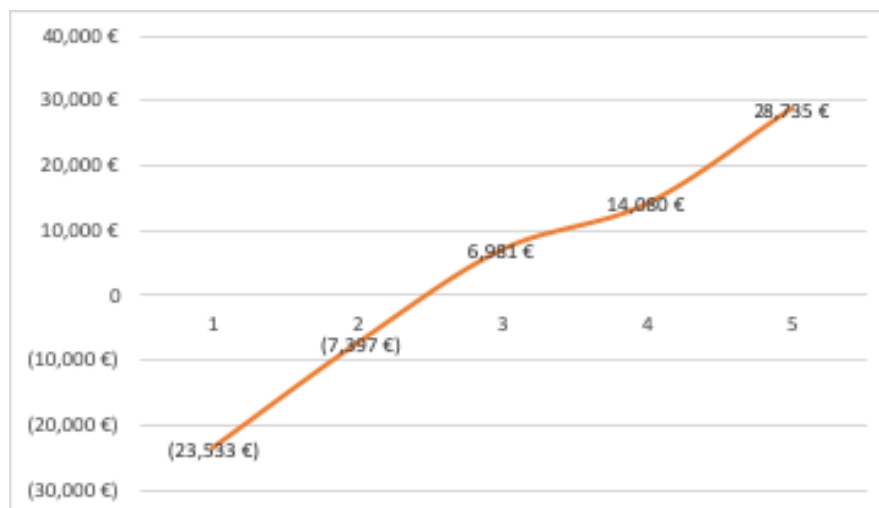


Figure 14. Net Income. Source: Own elaboration.

Respect to dividends, they all will be keep for the project from year 3 to year 5, as during those periods is when a positive income is generated.

9.6 Forecast Balance Sheet

Assets

Taking in consideration the scope and core of ODS Market the composition of the company assets will be described:

ODS Market's non-current assets will be based on the acquisition of two well-equipped computers that will allow the business to accomplish its goals.

On the other hand, the current assets are related with cash as the company will not have any type of inventories and expects a monthly payment of its vendors.

Liabilities

As it was mentioned before, ODS Market will have a bank liability as will ask for a loan for its initial operation (Table 14).

Table 14. Balance sheet. Source: Own elaboration.

Balance Sheet (€)						
Period	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Fixed Assets		5,000 €	6,000 €	7,000 €	8,000 €	9,000 €
Accu. Amortization		1,000 €	2,200 €	3,600 €	5,200 €	7,000 €
Non-Current Assets		4,000 €	3,800 €	3,400 €	2,800 €	2,000 €
Stock		0,00	0,00	0,00	0,00	0,00
Clients		1,858 €	3,641 €	4,460 €	5,098 €	5,506 €
Cash		0,199 €	0,297 €	0,335 €	0,358 €	0,363 €
Current Assets		2,057 €	3,938 €	4,795 €	5,456 €	5,868 €
Total Assets		6,057 €	7,738 €	8,195 €	8,256 €	7,868 €
Shareholders		24,991 €	9,221 €	(5,068 €)	(12,171 €)	(26,935 €)
Net profit on account		(23,533 €)	(7,397 €)	6,981 €	14,080 €	28,735 €
Net Worth		1,458 €	1,824 €	1,913 €	1,909 €	1,800 €
Non-Current liabilities		3,936 €	4,924 €	5,165 €	5,154 €	4,859 €
Short term debt		0,437 €	0,547 €	0,574 €	0,573 €	0,540 €
Suppliers		0,226 €	0,443 €	0,543 €	0,620 €	0,670 €
Current liabilities		0,663 €	0,990 €	1,117 €	1,193 €	1,210 €
Total Accounting Liabilities		6,057 €	7,738 €	8,195 €	8,256 €	7,868 €

9.7 Profitability

For explaining and understanding how profitable the ODS Market will be, here will be shown some of the most significant ratios when making decision for investing in projects, which are Net Present Value (NPV) and Modified Internal Rate of Return (MIRR).

First of all, it is important to mention that the return expected for the investors is 15% over the financial results.

So, considering the ratios mention before, here will be firstly explain the NPV (Table 15).

Table 15. Net Present Value. Source: Own elaboration.

Net Present Value (NPV)	96,519 €
--------------------------------	----------

This number means that beside the initial investment the shareholders will also receive an additional amount of money for being part of the project during the 5 years prospection. Also, if the shareholders would like to sell the project to another investor the Equity Value for the ODS Market would be of 401,472€⁹ (Table 16)

Table 16. Profitability table. Source: Own elaboration.

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Sale in:	2025					
Operating Cash Flow		(22,380 €)	(6,006 €)	8,582 €	17,613 €	22,123 €
Free Cash Flow		(29,211 €)	(8,670 €)	6,824 €	16,030 €	20,760 €
Terminal Value		0	0	0	0	549,136 €
Total Free Cash Flow	(60,000 €)	(29,211 €)	(8,670 €)	6,824 €	16,030 €	569,896 €
Enterprise Value	401,472 €					
Debt	0					
Equity Value	401,472 €					

On the other hand, and taking in account that the MIRR of the project is three times what the shareholders expect on return, it is correct to say that ODS Market is profitable and will generate value (Table 17).

Table 17. MIRR. Source: Own elaboration

Modified IRR (MIRR)	45,4%
----------------------------	-------

⁹ Even though the Equity Value is a theoretical number, it is important to mention as it shows the value created during the time the project has been running and achieving its growth prospection.

10. BIBLIOGRAPHY

Articles and webs visited:

10 estrategias que ayudarán a impulsar el crecimiento de tu empresa. Emprendedores, ©2008. [consulta: 25 junio 2020]. Disponible en: <https://www.emprendedores.es/gestion/10-estrategias-que-ayudaran-a-impulsar-el-crecimiento-de-tu-empresa-growth-iq/>

Cómo salir en los medios de comunicación sin pagar. Eli Romero Comunicación, ©2020. [consulta: 25 junio 2020]. Disponible en: <https://eliromerocomunicacion.com/como-salir-en-los-medios-de-comunicacion-sin-pagar/>

Cómo salir en los medios de comunicación sin realizar una nota de prensa. Aula CM: Escuela de Comunicación y Marketing Digital, ©2014. [consulta: 25 junio 2020]. Disponible en: <https://aulacm.com/salir-en-medios-comunicacion/>

El 73% de los españoles ya toma decisiones de consumo por motivos éticos o sostenibilidad. OCU La fuerza de tus decisiones, @2003. [consulta: 25 junio 2020]. Disponible en: <https://www.ocu.org/organizacion/prensa/notas-de-prensa/2019/informeconsumosostenible070219>

Estrategia SEO: 10 pasos y claves para crearla. InboundCycle, ©2019 [consulta: 25 junio 2020]. Disponible en: <https://www.inboundcycle.com/blog-de-inbound-marketing/10-pasos-crear-estrategia-seo>

Happycow. [consulta: 25 junio 2020]. Disponible en: <https://www.happycow.net/>

How to Improve Website Bounce Rate and Average Time on Page. Weidert Group, ©2020. [consulta: 25 junio 2020]. Disponible en: <https://www.weidert.com/blog/average-bounce-rate-and-time-on-page>

Informe del uso de las Redes Sociales en España. The Social Media Family, ©2020. [consulta: 25 junio 2020]. Disponible en: <https://thesocialmediafamily.com/informe-redes-sociales/>

Las métricas de negocio más importantes y cómo interpretarlas. Emprendedores, ©2008. [consulta: 25 junio 2020]. Disponible en: <https://www.emprendedores.es/gestion/kpis-clave-y-como-interpretarlos/>

Las pymes, decisivas para alcanzar la sostenibilidad. La razón, ©2020. [consulta: 25 junio 2020]. Disponible en: <https://www.larazon.es/economia/las-pymes-decisivas-para-alcanzar-la-sostenibilidad-GD23645751/>

Link building. Human Level Communications, ©2020. [consulta: 25 junio 2020]. Disponible en: <https://www.humanlevel.com/diccionario-marketing-online/linkbuilding>

Los Madriles: Atlas de iniciativas vecinales. [consulta: 25 junio 2020]. Disponible en: <https://losmadriles.org/>

Madrid tiene el 25% de las empresas 'verdes' del país. Pyme Seguros, ©2011. [consulta: 25 junio 2020]. Disponible en: <https://www.pymeseguros.com/objetivos-de-la-revista>

Networking de emprendedores. Infoempleo, ©1995-2020. [consulta: 25 junio 2020]. Disponible en: <http://blog.infoempleo.com/a/networking-de-emprendedores/>

Plan de expansión geográfica: cómo abrir delegaciones en otras ciudades. Emprendedores, ©2008. [consulta: 25 junio 2020]. Disponible en: <https://www.emprendedores.es/gestion/abrir-delegaciones-expansion-territorial-empresa/>

¿Qué es la fidelización de clientes y por qué es importante? EAE Business School, ©2020. [consulta: 25 Junio 2020]. Disponible en: <https://www.eaprogramas.es/empresa-familiar/que-es-la-fidelizacion-de-clientes-y-por-que-es-importante>

Tasa de rebote: definición, valores óptimos y cómo reducirla. AB Tasty, ©2009. [consulta: 25 junio 2020]. Disponible en: <https://www.abtasty.com/es/blog/tasa-de-rebote/>

The Art Of Geographic Expansion In Business. Gaebler Ventures, ©2001-2020. [consulta: 25 junio 2020]. Disponible en: <https://www.gaebler.com/Geographic-Expansion.htm>

Un total de 15 empresas españolas aparecen en el índice de sostenibilidad DJSI World 2019, la misma cifra que en 2018. Europa Press, ©2020. [consulta: 25 junio 2020]. Disponible en: <https://www.europapress.es/epsocial/responsables/noticia-total-15-empresas-espanolas-aparecen-indice-sostenibilidad-djsi-world-2019-misma-cifra-2018-20190914131133.html>

What is the difference between bounce rate and exit rate? Quora, ©2009. [consulta: 25 junio 2020]. Disponible en: <https://www.quora.com/What-is-the-difference-between-bounce-rate-and-exit-rate-1>

Online posts:

AYUNTAMIENTO DE MADRID (2018). Coordinación general de la Alcaldía. *Madrid 2030: una ciudad para todas las personas y todas las generaciones.* [consulta: 25 junio 2020]. Disponible en: https://www.madrid.es/UnidadesDescentralizadas/FondosEuropeos/madrid_es/EspecialInformativo/Cooperacion%20internacional%20desarrollo/Foro%20Madrid%20Solidario/ficheros2018/Borrador%20definitivo%20Estrategia%20localizacion%20ODS%20ciudad%20de%20Madrid%2031%20de%20marzo%202018.pdf

BELTRAN I CANGRÒS, A. The ostelea school of tourism & hospitality. *Plataformas de economía colaborativa: una mirada global.* [consulta: 25 junio 2020]. Disponible en: http://www.aept.org/archivos/documentos/ostelea_informe_economia_colaborativa.pdf

COMISIÓN DE LAS COMUNIDADES EUROPEAS. (2009). Unión europea. *Contribución al desarrollo sostenible: el papel del comercio justo y de los sistemas no gubernamentales de garantía de la sostenibilidad comercial.* [consulta: 25 junio 2020]. Disponible en: <https://www.madrid.es/UnidadesDescentralizadas/Consumo/Diccionario%20de%20Consumo/Ficheros/Comunicacion%20comision.pdf>

COMITÉ DE LAS REGIONES. (2010). Unión europea. *Contribución al desarrollo sostenible: el papel del comercio justo y de los sistemas no gubernamentales de garantía de la sostenibilidad comercial.* [consulta: 25 junio 2020]. Disponible en: <https://www.madrid.es/UnidadesDescentralizadas/Consumo/Diccionario%20de%20Consumo/Ficheros/Comiteregiones2010.pdf>

CONSEJO GENERAL DE ECONOMISTAS DE ESPAÑA. (2019). Red Española del Pacto Mundial de Naciones Unidas. *Guía para pymes ante los Objetivos de Desarrollo Sostenible.* [consulta: 25 junio 2020]. Disponible en: <https://www.pactomundial.org/wp-content/uploads/2019/12/Gui%CC%81a-para-pymes-ante-los-ODS.pdf>

LAW, R. (2019). Cobloom. *Churn rate: how high is too high? A meta-analysis of churn studies*. [consulta: 25 junio 2020]. Disponible en: <https://www.cobloom.com/blog/churn-rate-how-high-is-too-high#>

MANDER, J., KAVANAGH, D. (2020). Global Web Index. *Social media trends in 2019*. [consulta: 25 junio 2020]. Disponible en: <https://www.globalwebindex.com/reports/social-2019>

SILOS, J. , RUIZ, P., GRANDA, G., HERRERO, A., MONTERO, N., ANDRÉS, B., BERRUGA, B., MORENO, J., PARODI, J., TRUJILLO, R., SERCOVICH, T. (2015). Forética. *Informe Forética 2015 sobre el estado de la RSE en España*. [consulta: 25 junio 2020]. Disponible en: https://foretica.org/informe_foretica_2015.pdf

ANNEX I. STRATEGIC PLAN

Table 18. Strategic plan. Source: own elaboration.

Strategic lines (S.L.)	Strategic objectives (S.O.)					Action (A)	Indicator	
	Strategic objective	Year 1	Year 2	Year 3	Year 4			Year 5
S.L.1- Be a referent in responsible consumption.	S.O.1.1- Increase 20% the web traffic of the platform per year.	20% increase per year.					A.1.1- SEO positioning strategy. A.1.2- Link Building strategy.	Monitoring the evolution of SEO positioning of the platform.
	S.E.1.2- Appear on x websites, forums, conferences and sustainability magazines recognized each year.	10	9	3	2	1	A.1.2.1- Attend 10 trade fairs or events annually in Spain. A.1.2.2- Participate annually as an expert in 10 sustainability blogs, forums, workshops or specialized magazines.	Number of recognized sustainability websites, forums, workshops or magazines per year.
	S.E.1.3- Achieve x numbers of vendors adhered to the platform that meet at least 1 SDG annually.	113	222	272	311	336	A.1.3.1- Annual advertising campaign of the benefits of joining the platform for a vendor. A.1.3.2- Monitoring of new vendors of responsible consumption that come onto the market. A.1.3.3- Design of a standardized process to reach potential vendors.	Number of adhered vendors per year.
	S.E.1.4- Achieve x numbers of users in the platform each year.	528.966	906.704	1.074.836	1.223.293	1.292.734	A.1.4- Annual promotion strategy.	Number of subscribers and views of the platform per year.
	S.O.1.5- Implement the business in a new national city or metropolitan area with more than 300,000 inhabitants each year.	Madrid	Barcelona	Seville	Valencia	Bilbao	A.1.5- Expansion strategy of 5 years.	Monitoring of business implementation in the city planned each year.
S.L.2- Achieve financial sufficiency.	S.E.2.1- Achieve a level of income that allows to cover expenses annually.	Internal financing of 25% and external financing of 75%					A.2.1- Annual Internal Financing. A.2.2- Annual External Financing.	Annual payments.
S.L.3- Loyalty to vendors and users.	S.O.3.1- Achieve 5% of clicks from the users on each vendor subscribed per year.	5%					A.3.1- Offer additional advertising in social media.	Number of subscribers who bookmark each adhered quarterly. Number of clicks per users for each adhered vendor quarterly.
	S.O.3.2- Maintain the bounce rate between 30-20% per year.	< 30% x >20%.					A.3.2.1- Improve the web design every 3 months.	Bounce rate per quarter
	S.O.3.3- Keep the churn rate below 10% per year.	A churn rate <10% per year.					A.3.2.2- Give personalized service through subscription.	Churn rate per quarter
	S.O.3.4- Achieve an average visit time of more than one and a half minutes each year.	> 1' 30" each year.					A.3.4.1- Improving the content and services of the platform. A.3.4.2- Offer at least 25 new companies per year.	Time / session / quarter

ANNEX II. ESTIMATION OF THE NUMBER OF VENDORS ADHERED TO THE PLATFORM

Despite the lack of information from vendors that could be interested in joining the platform, it has been carried out a market study through Google in the Madrid metropolitan area to find out what could be the annual number of potential vendors that could be adhered to the platform.

In this way, it has been estimated that there are at least a total of 1.126 potential vendors that could be interested in joining the platform (718 initiatives that work at least one SDG¹⁰, 10 food stores, 48 health stores, 270 vegetarian or with vegetable options¹¹, 50 clothing stores and 30 stores for natural cosmetics and cleaning products).

Subsequently, it has been estimated the number of vendors adhered to the platform. In this way, according to a study of *Forética* (2015), which says that 4% of SMEs¹², that could be potential vendors adhered to the platform, have corporate social responsibility (CSR) policies and tools, that is, they have an economic, ethical, social and environmental management integrated in their business, it has been considered that percentage as vendors adhered to the business.

In addition, taking into account that SMEs represent the 99.8%¹³ of all companies in Spain, it has been considered that with the help of recruitment actions to vendors, it will be possible to reach 6% more vendors. Therefore, the number of new vendors adhered to the platform per year, each time a new city / metropolitan area is incorporated, will be 10% (4% + 6%).

As the market study has only been carried out for the Madrid metropolitan area, this number of new vendors adhered to the platform per year, each time a new city / metropolitan area is incorporated, it will be calculated making an estimation according to the population of each city or metropolitan area (Table 16).

In addition, it was estimated an annual growth rate of 4.74% from the Guide for SMEs to the Sustainable Development Goals of United Nations Global Compact which says that “The Global Compact of the United Nations has grown from having 145 companies adhered to more than 9.900”¹⁴. That annual growth was applied to the vendors of each city / metropolitan area from their second year adhered to the platform, annually (Table 16).

Finally, in the Table 17 it can be observed the total number of vendors adhered to the platform per year.

¹⁰ <https://losmadriles.org/>

¹¹ <https://www.happycow.net/>

¹² Informe Forética 2015 sobre el estado de la RSE en España:
https://foretica.org/informe_foretica_2015.pdf

¹³ <https://www.larazon.es/economia/las-pymes-decisivas-para-alcanzar-la-sostenibilidad-GD23645751/>

¹⁴ <https://www.pactomundial.org/wp-content/uploads/2019/12/Gui%CC%81a-para-pymes-ante-los-ODS.pdf>

Table 19. Number of vendors applying 10% and number of vendors applying an annual growth rate of 4.74% for each city / metropolitan area per year. Source: INE

City	Population by city	Number of vendors applying 10%	Number of vendors applying an annual growth rate of 4.47%
Madrid	3.266.126	113	53
Barcelona	1.636.762	56	27
Seville	688.592	24	11
Valencia	794.288	27	13
Bilbao	346.843	12	6

Table 20. Total number of vendors adhered to the platform per year. Source: own elaboration.

Rate	City	Number of vendors in the platform per year				
		Year 1	Year 2	Year 3	Year 4	Year 5
10%	Madrid	113				
14,74% (4,74%*1+10%)	Madrid+Barcelona		222			
19,48% (4,74%*2+10%)	Madrid+Barcelona+Seville			272		
24,22% (4,74%*3+10%)	Madrid+Barcelona+Seville+Valencia				311	
28,96% (4,74%*4+10%)	Madrid+Barcelona+Seville+Valencia+Bilbao					336

ANNEX III. ESTIMATION OF THE NUMBER OF USERS OF THE PLATFORM

The procedure followed to estimate the number of users of the platform was like the one used for the vendors.

In this case, knowing that 73% of Spaniards already buy guided by ethics and sustainability (2019), the number of new users of the platform per year, each time a new city / metropolitan area is incorporated, will be the 73%¹⁵ of the population between 15-34 years of each municipality (Table 18).

Moreover, knowing that “the sector of the collaborative economy is expected to increase its income by about \$335 million for the year 2025, from the 15 million of the year 2015”¹⁶, it was estimated an annual growth rate of 11,87% from that study, as estimation of the annual growth rate of the vendors of each city / metropolitan area from their second year adhered to the platform, annually (Table 18).

Finally, in the Table 19, it can be observed the total number of users of the platform per year.

Table 21. Number of users applying 73% and number of users applying an annual growth rate of 11,87% for each city / metropolitan area per year. Source: INE.

City	Population by city (15-34 years old)	Number of users applying 73%	Number of users applying an annual growth rate of 11.87%
Madrid	724.611	528.966	86.011
Barcelona	399.625	291.726	47.435
Seville	165.338	120.697	19.626
Valencia	176.482	128.832	20.948
Bilbao	66.428	48.492	7.885

Table 22. Total number of users of the platform per year. Source: Own elaboration.

Rate	City	Number of users of the platform per year				
		Year 1	Year 2	Year 3	Year 4	Year 5
73%	Madrid	528.966				
84,87% (11,87%*1+73%)	Madrid+Barcelona		906.704			
96,74% (11,87%*2+73%)	Madrid+Barcelona+Seville			1.074.836		
108,61% (11,87%*3+73%)	Madrid+Barcelona+Seville+Valencia				1.223.293	
120,48% (11,87%*4+73%)	Madrid+Barcelona+Seville+Valencia+Bilbao					1.292.734

¹⁵<https://www.ocu.org/organizacion/prensa/notas-de-prensa/2019/informeconsumosostenible070219>

¹⁶http://www.aept.org/archivos/documentos/ostelea_informe_economia_colaborativa.pdf

ANNEX IV. THE PLATFORM

The temporary link to the platform is: <https://eneri1722.wixsite.com/odsmarketplace>. Once the project is ready to be launched, the domain will be: odsmarket.org.

Along this Annex, the different screens of the platform will be shown and explained. On the main screen, the user will see a menu with 6 different tabs. The webpage is in Spanish because this project is currently limited to Madrid (Figure 15).



Figure 15. Menu of the Platform. Source: Own elaboration.

If the user does not know anything about the SDGs, he/she will go to the tab of “What are the SDGs?”, where the user will find 4 sections explaining the SDGs. The first section is a brief explanation of what are the SDGs: 17 sustainable goals defined by the UN (Figure 16).



Figure 16. “What are the SDGs?” section of the platform. Source: Own elaboration.

The second section explains how the SDGs appear, their background and a bit of the history that precedes them (Figure 17).

¿CÓMO SURGIERON?

Los ODS son una ampliación de una iniciativa anterior denominada **Objetivos de Desarrollo del Milenio (ODM)**, que incluía 8 propósitos que fueron acordados en el año 2000 por 189 países para ser alcanzados en el año 2015.

Durante 15 años los ODM impulsaron el progreso en varias esferas importantes: reducir la pobreza económica, suministrar acceso al agua y el saneamiento tan necesarios, disminuir la mortalidad infantil y mejorar de manera importante la salud materna. También iniciaron un movimiento mundial destinado a la educación primaria universal, inspirando a los países a invertir en sus generaciones futuras.

Figure 17. “How did the SDGs arise?” section on the platform. Source: Own elaboration.

The third section is designed to make the users see how they can contribute to the SDGs and what they are for (Figure 18).

¿PARA QUÉ SIRVEN?

Los 17 ODS están integrados, ya que reconocen que las intervenciones en un área afectarán los resultados de otras y que el desarrollo debe equilibrar la sostenibilidad medioambiental, económica y social.

Los ODS son una guía, un mapa que permite a las empresas medir su impacto social, económico y medioambiental, y en consecuencia, fortalecer su reputación y sus relaciones con los distintos grupos de interés.

Todo el mundo es necesario para alcanzar estos objetivos ambiciosos. Se necesita la creatividad, el conocimiento, la tecnología y los recursos financieros de toda la sociedad para conseguir los ODS en cada contexto.

Figure 18. “What are they for?” section on the platform. Source: Own elaboration.

In the last section, the user will be able to see all the SDGs and have more information about them. By tapping into any of the SDGs, the user will be redirected to the United Nation official Spanish website where each SDGs is explained in depth (Figure 19).



Figure 19. Menu of the Platform. Source: Own elaboration.

On the “Start” tab, the user will find a brief explanation of the platform and ODS Market project (Figure 20).



Figure 20. Main screen of the platform. Source: Own elaboration.

If the user keeps scrolling down, will find which are the main values of ODS Market: passion, transparency, responsible consumption, innovation and collectivity (Figure 21).

NUESTROS PRINCIPALES VALORES SON...



Figure 21. Values defined in the main screen of the Platform. Source: Own elaboration.

There are two ways to get to the “What we offer” section: scrolling down the main screen of tapping into the “What we offer” tab of the main menu. Once the user gets to this section will be able to see what we offer either to the vendors or to the responsible citizens which are aware of the sustainable consumption (Figure 22).

¿QUÉ TE OFRECEMOS?

¿ERES UNA START-UP O UNA PYME?

¿Sabes que eres parte de la cadena de consumo y que puedes ayudar a cumplir con los ODS?

¡Te ayudamos a dar a conocer tu proyecto sostenible y visibilizar tus iniciativas frente a los ODS!

[Saber más](#)

¿ERES UN CIUDADANO CONCIENCIADO?

¿Quieres consumir responsablemente pero no sabes cómo hacerlo?

¡Te ayudamos a familiarizarte con los ODS y te mostramos ideas, iniciativas y restaurantes para que consumas de forma responsable!

[Saber más](#)

Figure 22. “What we offer” section of the main screen of the platform. Source: Own elaboration.

If the user of the platform wants to communicate with ODS Market to talk them about their business, a window will appear so they can insert basic information and ODS Market can get in touch with them (Figure 23).



Figure 23. Window for start-ups or SMEs to contact us. Source: Own elaboration.

On the other hand, if the user is a concerned citizen and wants to see what the ODS Market has to offer, will be taken to the “Catalogue” tab. This catalogue is divided into 4 fields: initiatives, shops, restaurants, and habits (Figure 24).

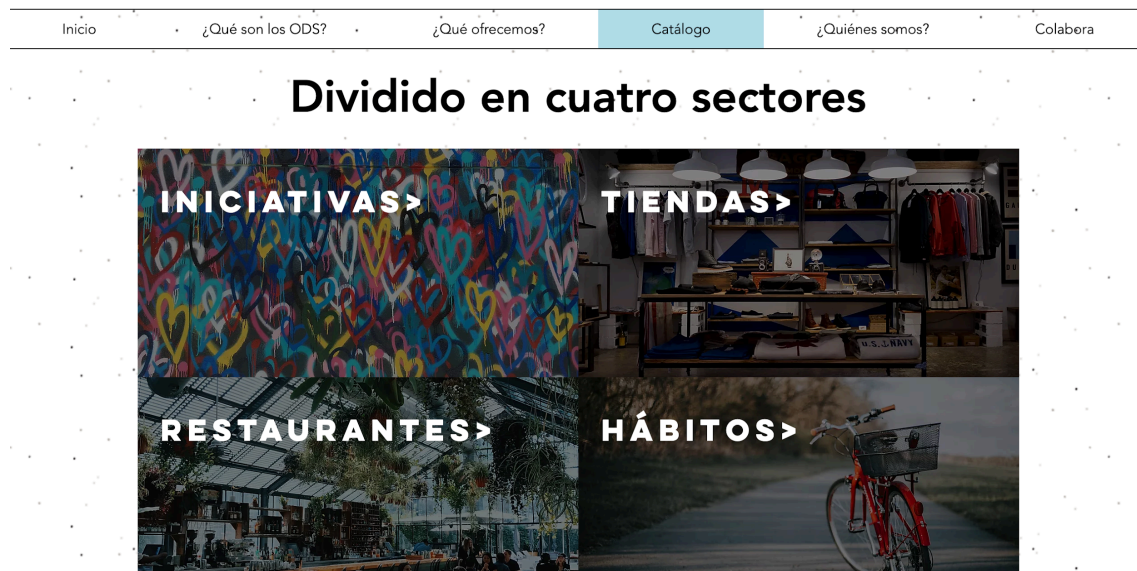
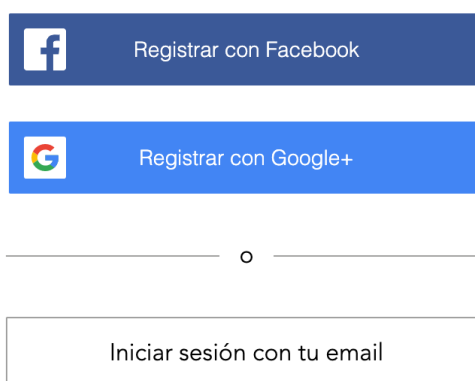


Figure 24. Catalogue section of the platform. Source: Own elaboration.

Before the user access to the catalogue information, will be required to register into the platform. To make the user easier to register, it will be able to register with their Google or Facebook users or just sign-up with an email and a password (Figure 25).

REGÍSTRATE

¿Ya tienes un perfil personal? [Iniciar sesión](#)



The registration window consists of three main elements: a Facebook registration button with the 'f' logo and the text 'Registrar con Facebook', a Google+ registration button with the 'G' logo and the text 'Registrar con Google+', and a white button with a black border containing the text 'Iniciar sesión con tu email'. A horizontal line with a small circle in the center is positioned between the Google+ and email buttons.

Figure 25. Registration window. Source: Own elaboration.

The catalogue of initiatives is divided into 6 sections: Cooperatives, Zero Food Waste, Circular Economy, Renewable Energies and Lifestyle (Figure 26).

CATÁLOGO DE INICIATIVAS



Figure 26. Initiatives catalog. Source: Own elaboration.

Once the user chooses a section, will go to a screen with a list of the initiatives found for this section. On this list will find basic information of each initiative: Name, logo, brief description, rating and the SDGs that is following (Figure 27).



Figure 27. Initiatives catalog that help the feminist movement. Source: Own elaboration.

If the user decides to know more about an initiative in particular, will be taken to this screen where will be able to find added information about it: a more detailed description, a gallery of pictures, the address, phone and email and the user will be able to add it to its favorites by clicking the star button, to rate it or to go to its website (Figure 28).



Figure 28. Screen with information about the initiative (For this example: Mama Cash). Source: Own elaboration.

The shopping catalogue is also divided into 6 sections: Home, Clothes & accessories, Food, House cleaning products, natural cosmetics, and kids (Figure 29). For each section and each shop, the user will find the information structured as for the initiatives section.

CATÁLOGO DE TIENDAS

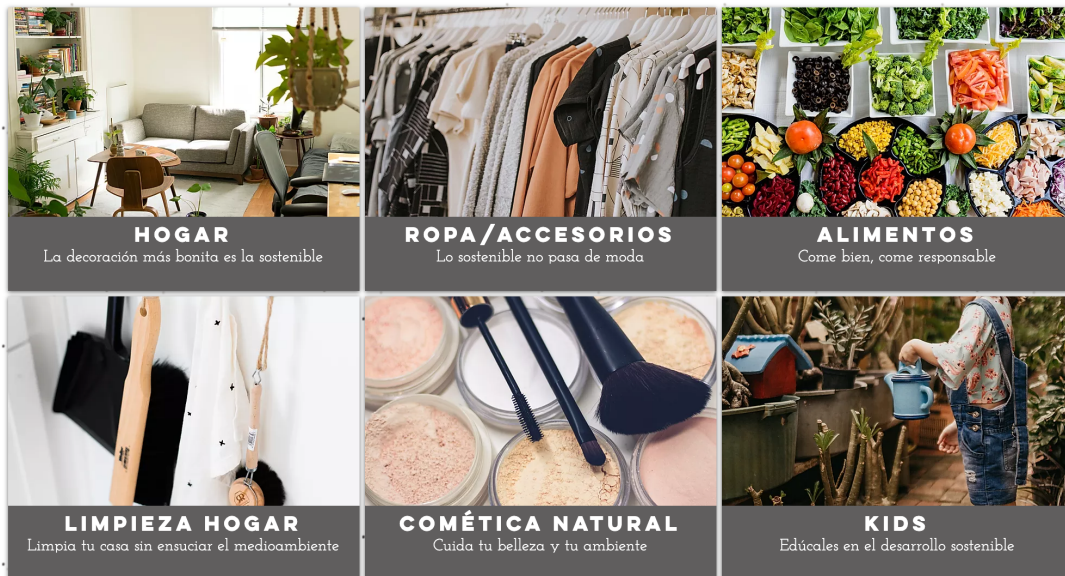


Figure 29. Shops catalog. Source: Own elaboration.

Furthermore, the restaurants catalogue is divided into 4 sections: Vegans, Vegetarians, Sustainable and Markets (Figure 30).

CATÁLOGO DE RESTAURANTES

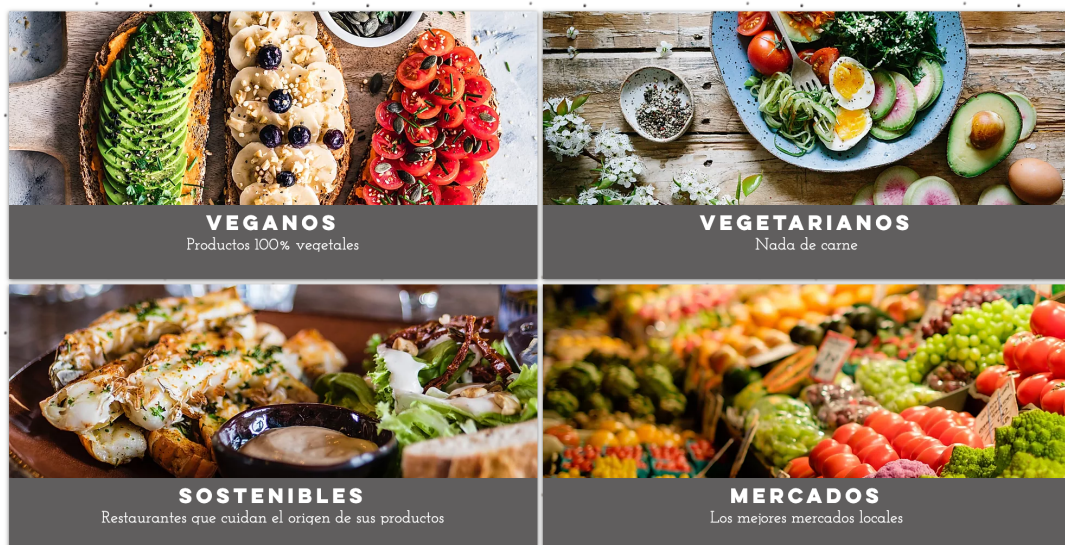


Figure 30. Restaurants catalog. Source: Own elaboration.

Once the user selects a section, will be able to see a list of restaurants of that type and a map to be able to locate them (Figure 31).



Figure 31. Sustainable restaurants list. Source: Own elaboration.

If the user decides to know more about any restaurant, he/she will find the same information as for the initiatives and shop but with two added attributes (Figure 32): the timetable and the price range: € (cheap, less than 15€), €€ (medium, between 15-25€) and €€€ (expensive, over 25€).



Figure 32. Example of a sustainable restaurant (Mama Campo). Source: Own elaboration.

The last catalogue, the habits catalogue is divided in 6 sections: At home, In the bathroom, While shopping, During free time, At work and While travelling (Figure 33).

CATÁLOGO DE HÁBITOS

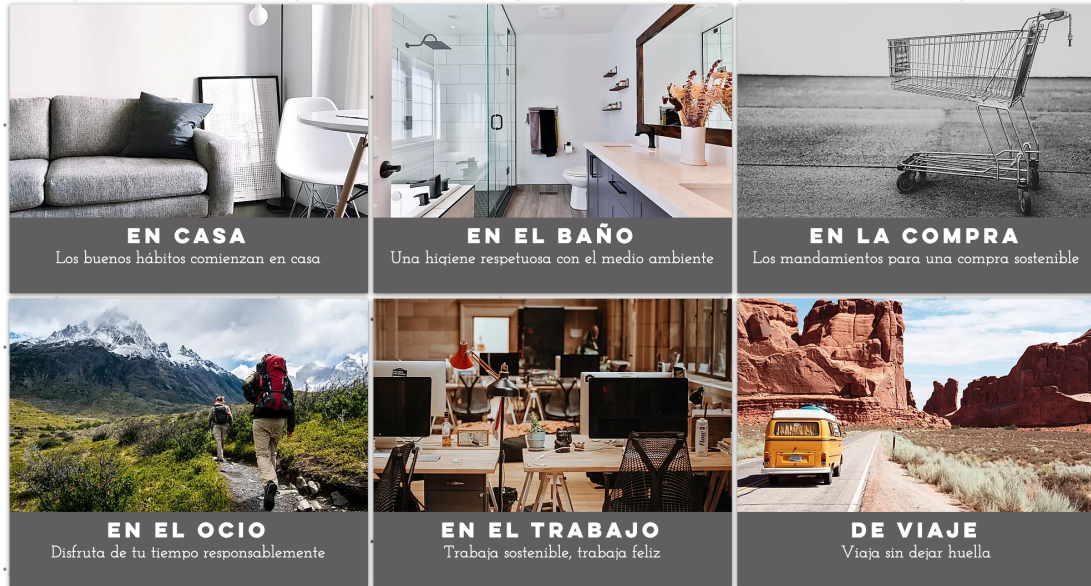


Figure 33. Habits catalog. Source: Own elaboration.

When the user chooses a section of habit, he/she will be able to check which of them they are exactly following and which not (Figure 34).

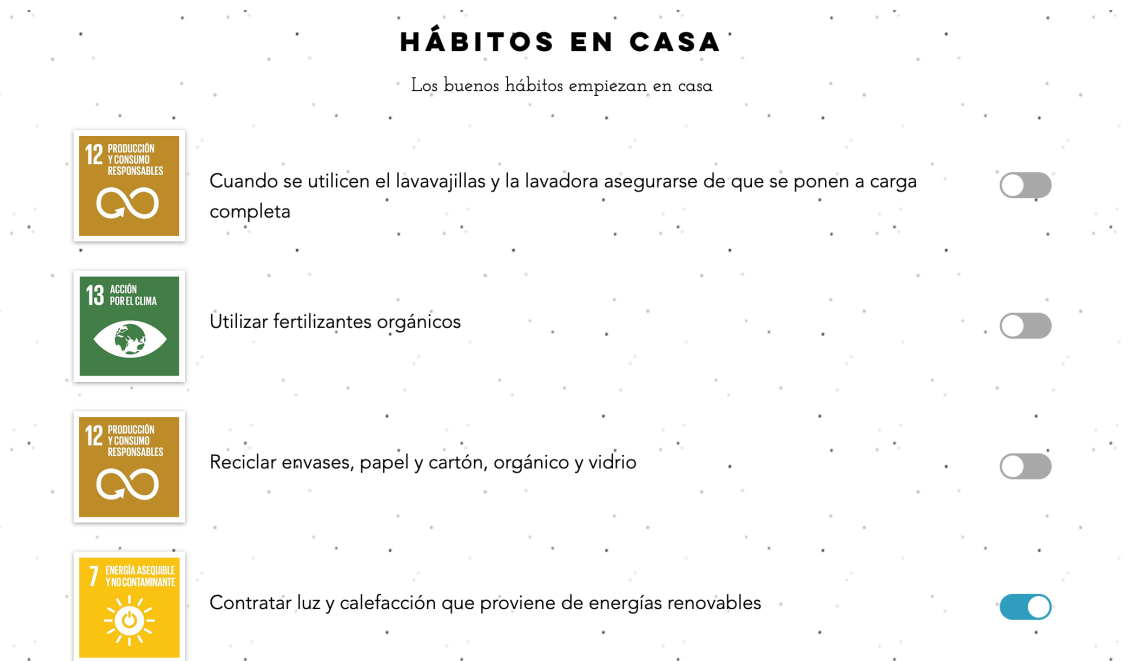


Figure 34. Habits at home. Source: Own elaboration.

Once the user has interacted with the catalogues, will be able to check in their profile the initiatives, shops and restaurants marked as favorites (Figure 35).

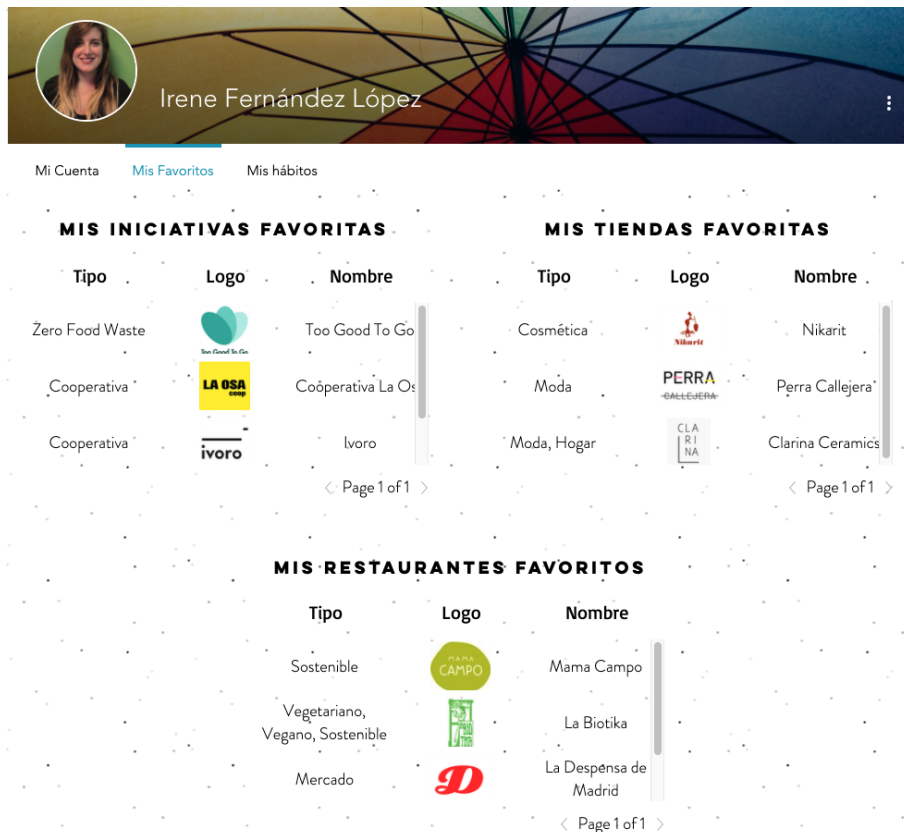


Figure 35. Personal profile of the user with his favorite's vendors. Source: Own elaboration.

The same will happen with the habits, the user will be able to check the percentage of sustainable habits he/she has for the different sections (Figure 36).



Figure 36. Personal profile of the user where it appears which sustainable habits is following. Source: Own elaboration.

Following the menu, the next tab is “Who are we” with pictures and brief description of the 5 founders of ODS Market (Figure 37).

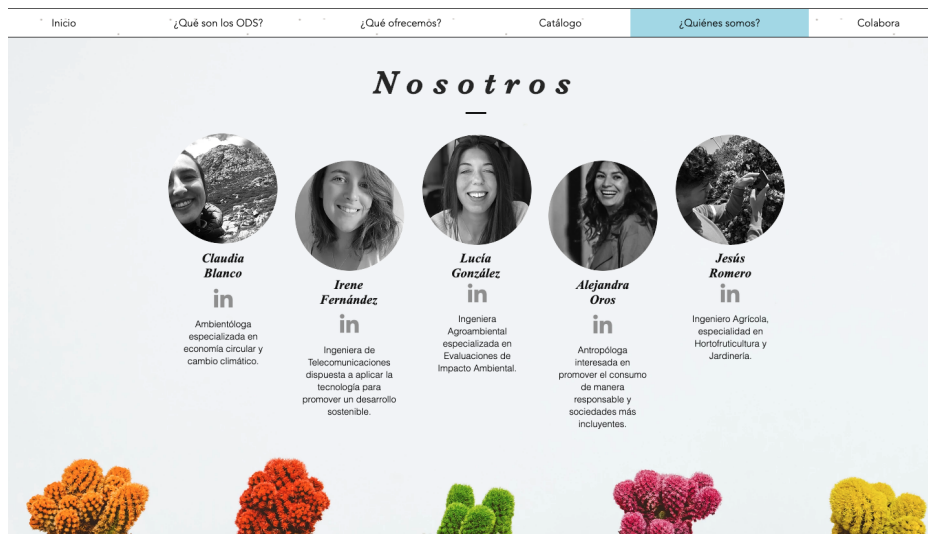


Figure 37. Team creator of the ODS Market. Source: own elaboration.

The last tab is the “Collaborate” tab, every user of the platform will be able to come up with new habits or suggests sustainable businesses or projects that they know about (Figure 38).



Figure 38. Collaborating section. Source: Own elaboration.

ANNEX V. CRITERIA TO SELECT AND FOLLOW UP ODS MARKET'S VENDORS

1. How to participate in ODS Market?

If, as a vendor (that is: SME, Startup, association or project), you wanted to advertise on the ODS Market, there are some necessary requirements to first demonstrate the current alignment with the SDGs of the particular business. If the vendor in question were not currently meeting any of the requirements, these "criteria" developed below could also be a "methodology" on what to do to start aligning with the SDGs. This, like transparency with users, is one of the reasons why this information will be public on the ODS Market platform.

If the vendor meets at least one of the criteria determined for each section, as developed in point 1.2 "**List of Criteria for Vendors of ODS Market**" in this annex, it may be advertised on ODS Market for a period of one year in that specific section. If you had more than one and several sections, you could specify with the vendor where you would like to advertise based on your preferences.

Subsequently, and if the vendor were satisfied with the results generated after advertising on the ODS Market for a year, to continue being part of the platform, it would be necessary for the vendor to prepare and report to ODS Market an annual monitoring report annually. The full report called "ODS Market Progress Report" is developed in point 1.3. and it will be identical for all vendors.

Additionally, the ODS Market team will send a monthly report called "ODS Market Progress Report" in which the vendor will have information regarding the users who view their business and at the same time, useful information, adapted to their peculiarities on how You could add initiatives to your business model to get closer to the SDGs on which you decide to focus your efforts.

Finally, and if as vendor loyalty for more than 2 years on the ODS Market platform, detailed personalized evolution reports will be prepared for each vendor, with the aim that each business / project receives objective feedback, based primarily on their "Reports of Progress "and in the "Progress Reports ", as well as in the personalized assistance of ODS Market for each client. If the vendor wishes, the results of these reports could be shared on the ODS Market platform.

2. List of ODS Market Vendors Criteria

ODS Market then presents its methodology based on the "Guide for SMEs before the Sustainable Development Goals" to carry out the evaluation of the actions carried out by the different vendors in favor of the SDGs, specifying the requirements for the different products and / or services that may be advertised on the platform for each "Section" or "Filter" of the ODS Market platform.

To do this, a list of criteria has been developed that potential vendors must meet to be able to advertise on the web and that will also be published on the same platform in order to demonstrate the transparency of the information offered to potential users of ODS Market.

As a result, and if vendor meets at least one of the criteria, it will be published in the ODS Market together with the ODS logo (s) that the SME / Startup / Initiative is carrying out in favor of the Goals set by the UN for one year.

At a general level, the following general criteria, common to all vendors, will be considered essential:

- All vendors must include sustainability principles in their business models:
- Those vendors who sell products in "Purchases": They must have mostly "local products" or "local", that is, they are made / manufactured at least 50% within the Community of Madrid or at a distance not exceeding 30 km from the capital, in order to avoid a high carbon footprint.
- All vendors linked to "Initiatives" must demonstrate that they collaborate with a social project linked to education, energy accessibility, circular economy, or equality in the local, national, or international territory. In any case, the vendor must demonstrate the initiative with which it collaborates. SDG 17
- Additionally, to advertise on the ODS Market, the vendor must meet at least one of the requirements defined for each section.

Criteria to follow in the "Purchases" section

From the "ODS Market" platform, we support local companies or startups that design and manufacture products following a sustainable philosophy, that is, that promote ecological and socially responsible production methods.

Listed below are a number of criteria that are considered in evaluating and awarding the SDGs:

Section "Clothing / Accessories" or "Kids"

The vendor must comply with its products meeting the following criteria:

- Sale of second-hand clothes. SDG 12.5.
- Manufacture of clothing using recycled materials (at least 20%). SDG 12.5.
- Use of natural fertilizers for the cultivation of raw materials used in clothing. SDG 12.4.
- Underuse of synthetic fabrics (polyester, nylon, ...) and prioritization of natural plant fabrics by at least 20% (organic cotton, linen, hemp). SDG 12.2.
- Use of materials without components of animal or vegan origin. SDG 15.7.
- Promotion of national suppliers. SDG 17
- Collaboration with local or foreign social initiative SDG 17

Section "Cleaning products"

- Products made from mostly natural ingredients. SDG 12.2.
- Environmental labeling (Ecolabel Ecological Certificate). SDG 12.2.
- Use of PCR (Post-Consumer Recycled Plastic) to produce product packaging. SDG 12.5.
- Use of recyclable packaging. SDG 12.5.
- They do not use plastic packaging and promote recyclable packaging
- That they are associated with any social initiative

- That the products are manufactured locally

Section “Home”

- Biodegradable furniture: that decomposes in a natural way totally or partially once its cycle of use has finished.
- Eco-friendly furniture: designed to inflict minimal or no harm to the environment.
- Natural furniture or traditionally made with natural materials: that contribute to the conservation of culture and traditional and natural heritage.
- Organic furniture, without synthetic additives, agrochemicals, or preservatives.
- Recycled or recyclable furniture made from recycled materials or manufactured to be recycled in the future once its useful life has ended.
- That Certified Wood is used
- That is considered local artisan producers

Section “Natural cosmetics”

- Artisan and / or 100% natural cosmetics. SDG 12.5.
- Use of raw materials of natural and ecological origin. SDG 12.5
- They avoid using ingredients that endanger ecosystems (palm oil, palm kernel, castor oil, non-organic soybean oil and wax, surfactants derived from palm, etc.).
- It is preferable to use local and sustainable raw materials than others that have an ecological seal.
- Vegan options in cosmetics
- Certified labeling.
- Products not tested on animals. SDG 15.7.
- That they collaborate with any social initiative SDG 17
- Food section

Section “Food”

- Products as close as possible, quality, and fresh. SDG 12.7.
- Sustainable breeding, cultivation, and processing: products grown taking care of the soil or raising animals, respecting natural cycles and times of maturation and growth. SDG 12.5
- Producers obtain greater profit: the producer always obtains a fair and equitable profit, never less than 75% of his RRP.
- Local stores that sell national products (40% of their products of national origin as a minimum)
- That promote sustainable agriculture / livestock. SDG 2
- That they collaborate with some social initiative. SDG 17

Criteria for the "Restaurants" section

Vegans

100% of the cuisine is 100% vegetable, without using dairy, meat, fish, eggs or honey. SDG 15. SDG 14. SDG 13.

Vegetarians

Cuisine is made mainly by products of plant origin, along with some products derived from animals, such as dairy products, eggs, or honey, without using meat, fish, poultry or seafood. SDG 15. SDG 14. SDG 13.

Sustainable

What these restaurants should offer needs to meet the following criteria (SDG 15. SDG 14. SDG 13.):

- *Product level:*
 - Use of "proximity" / "local" and / or "seasonal" products.
 - Use of organic food.
 - Purchase of raw materials from fair trade.
- *Respect for the environment level:*
 - Eco-design and sustainable architecture practices.
 - Use of materials and equipment for kitchen and living room, certified as sustainable.
 - Reduction of the consumption of water, gas, light ... to be more efficient.
 - Adopt an environmental management system.
 - Use of cleaning products certified as sustainable.
- *People level:*
 - Corporate social responsibility actions.
 - Communicate the initiatives that are carried out in relation to sustainability.
 - Staff training in sustainability.

Markets

A group of grouped restaurants / sellers / producers (> 5 different entities), with physical facilities where they sell their products located in the Community of Madrid, will be considered a market. These are the requirements set for the "markets"

- Proximity consumption and artisanal and organic production prevail, bringing together mainly local producers from Madrid and its Community.
- Occasionally, a limited number of artisan producers from other Autonomous Communities also participate, provided they do so with quality and differentiated products, which are not produced or made in Madrid.

- Tasting and consumption options of the quality Madrid products on display.
- Free market for single-use plastics to encourage consumers to bring the reusable cart or bag to market.
- Use of consumables (plates, bowls, forks, knives, and teaspoons) 100% compostable, which can be deposited in the organic container in the stalls that still use them for their gastronomic tastings.
- Use of reusable cups.
- That they collaborate with any social initiative. SDG 17

Criteria for the "Initiatives" section

Projects, associations, or cooperatives, with or without profit, developed through other platforms or websites that wish to advertise in ODS Market must meet at least one of the following requirements, apart from what is defined as general requirements.

- Decent and fair wages for all your employees. SDG 12.7.
- It promotes equal opportunities within the company, regardless of age, sex, disability, race, ethnicity, origin, religion or economic situation or other condition. SDG 10.2. SDG 5.
- Promotes job opportunities for women, promoting gender equality. SDG 5.5.
- Fair trade products that contribute to more equitable trade. SDG 8.
- They offer affordable and clean energy. SDG 7.
- Offering clean water and affordable sanitation SDG 6.
- That you develop strategies to implement circularity in production processes. SDG 12.
- That facilitate alliances between SMEs. SDG 17.

If at least one of the requirements described above is met, the vendor may be advertised in one of the following sections:

- Cooperatives
- Zero Food Waste
- Circular economy
- Renewable energies
- Feminist movements

3. ODS Market Progress Report

Based on the Draft of March 31st, 2018, prepared by the Mayorality of the Community of Madrid, framed within the "ODS localization strategy for the city of Madrid" developed by the same institution for the "Plan Madrid 2030: a city for all people and all generations ", proposes a monitoring framework and a methodology for reporting that aims to be a useful tool to analyze the progress made in alignment with the SDGs within the city from Madrid.

For the ODS Market project, it is very useful, since the proposed reporting structure has been adapted so that the vendors can communicate the approach they are making (after one year in the ODS Market).

The ODS Market team will analyze this report once a year and will update the number of ODS that the vendor has entered its business model or has managed to address.

The structure for the "ODS Market Progress Report" is as follows:

a) Introductory statement: The introductory statement should be written by the head of the business / project to give greater relevance to the implementation of the SDGs within their business model.

b) Brief Summary: Synthesis of the process and the findings of the report indicating the main good practices and lessons that the vendor wishes to mention to speed up implementation. Likewise, there may be mentioned main obstacles in relation to which you would be interested in knowing the good practices of other businesses / projects in the same sector and some areas in which you would need support due to lack of resources or knowledge.

c) Introduction: This section should present the context and objectives of the report, that is, a summary of the main features of the context of the vendors' business or project:

- Location
- Typology
- Antiquity
- No. of employees
- Products / services they offer
- Business vision
- Description of the sustainability applied in the business model

d) Methodology and preparation process on SDGs:

Using the list of the UN Sustainable Development Goals, the SDGs that you initially met and those that you have worked on in the last year should be specified in this section, adding a detailed description of the actions taken to achieve it. If the vendor believes that it has reached that ODS, it must report on that ODS year by year, also describing the actions carried out to maintain that ODS within its business model.

e) Policies and enabling environment: Analysis of progress:

Incorporation of the SDGs: An analysis will be made of those actions prioritized by the vendor in relation to the SDGs and corresponding goals. The progress made in each of them and the current situation will be indicated, both quantitatively and qualitatively, as well as the main problems and difficulties encountered, the measures adopted to overcome them and the lessons learned. Progress in the implementation of other SDGs can also be analyzed, reinforcing the idea of the comprehensiveness of the Agenda.

Integration of the three dimensions (economic, social and environmental): The report will examine how the three dimensions of sustainable development (economic, social and environmental) are being integrated, as well as how sustainable development policies are being developed and applied in light of that integration. The extent to which other principles emanating from the 2030 Agenda have been incorporated into the work of the SDGs will also be evaluated.

Certifications: It will be positively evaluated, and it will be necessary to detail by the vendor all those certifications, seals, accreditations ... related to sustainability that the business / initiative complies with.

f) Means of implementation and next measures: The vendor must report on the obstacles and difficulties it has detected for its business / project model when it comes to achieving any of the SDGs. The report will explore how to mobilize means of implementation, including: funding, capacity development needs, including data and statistics for knowledge-sharing purposes, technology, and partnerships... to address difficulties you encounter. In this way, in the “ODS Market Progress Report”, it will be possible to personalize and collaborate with tools and useful information for each vendor, focused on working on the obstacles and difficulties to be faced.

g) Next year approach: The vendor should explain which will be the next steps that will be followed for the next year to try to reach one or more SDGs.