



SavEn

**Welcome to the energy
revolution**

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1. - Executive summary

Who are we?

SavEn has been developed by six young Spanish professionals with different backgrounds: Renewable energies and energy markets, Environmental management, Sustainable Development and CSR. This fact, along with a strong belief in the necessity of changing the way people consume, has allowed the team to develop and implement different ideas that have complemented the final business plan that is presented in this report.

What is SavEn?

SavEn is a service provided by an APP which aim is to enhance energy efficiency all over Spain. The App will allow not just to raise awareness about the energy consumption patterns in household business and offices, but also to promote the change into energy efficiency systems, substituting high energy consumption appliances by efficient ones according to the different necessities and capacities of the customer.

What do we offer to our customers?

SavEn App offers two different service options aligned with the two different lines of business developed by the company.

(1) **Freemium service option:** The App will have a free advice option in which customers will have to introduce some basic energy consumption information such as appliances used, the surface of the apartment, local or office, contracted tariff, etc. The App will quickly analyse their consumption patterns and will recommend them different options to reach a more efficient consumption. The clients will choose their priorities according to their preferences and capacities and will be derived to different servers where they will be able to directly buy the appliances and products they want.

(2) Premium service option:

(2) a. Customers will be offered a personalized analysis of their electricity tariff/bill type, after which SavEn, as an independent advisory firm, will give a recommendation on the type that would represent the most suitable option according to the energy consumption pattern of the client.

(2) b. Customers will also be able to get a personalised report with the analysis of different energy efficiency projects. The report will be adjusted to a given budget (provided by the customer) and will include the valuation of savings in terms of money and energy, but also information about when the capital will be recovered, saving in CO2 emissions, and the possible grants and subsidies available in each case.



Who are our customers?

The interesting thing of SavEn is the diversification not just of its business options but also of the target addressed. This means that SavEn's customer can be anyone, business, families, individuals or offices, interested in reducing their energy consumption.

SavEn does not target only the conscious people or the people who are aware of the necessity of becoming more efficient in terms of energy consumption. SavEn targets everyone and it aims to reach also those deniers of climate change as they are the most challenging sector, and the once that have to be convinced.

In this regard, the potential customers are those people which comply at least with one of the following characteristics:

- ❖ Older than 25 years old with an average monthly income of at least 1,200€
- ❖ Real Estate Owners
- ❖ Long-term tenants
- ❖ Owners of viable business
- ❖ Companies with offices in Spain

How does SavEn reach their customers?

Even though SavEn's Marketing strategy will be presented in its own section, the basic plan will include online and offline strategies. The first one will combine the development of the APP and the Web page, as well as the advertising in AdWords (SEO and SEM positioning), Email, Facebook, Twitter, Instagram and other social media. The second one (offline actions), will involve advertisement in fairs and campaigns as well as magazines related to Sustainability, Climate Change, Smart Cities and Energy efficiency itself.

How do we make money?

(1) With the **Freemium option**, SavEn will receive an X% of the sales done through our App. Here the retail companies which SavEn pretends to start working with are the following: Amazon, eBay, El Corte Inglés, Media Markt, Worten, Carrefour, Tien21, Puntronic.

(2) a. With the **Premium Tariff option**, customers will directly pay to get advice of which is the best option/tariff according to their consumption patterns and preferences. The interesting part here is that in Spain, this advice has been done directly by energy utility companies, with a clear interest in selling "as much as possible". SavEn will position itself in this market niche, offering everyone, individuals, offices, business and large companies, and external advertisement on the tariff they should be paying for their consumption.



(2) b. With the **Premium personalised report**, the customer will directly pay % of the budget previously decided on efficiency projects.

How much does SavEn cost?

The cost of capital expected for SavEn is approximately 31.000 Euros. This amount will be equally invested by the six young professionals developing the company. Thus, each part will have to invest approximately 5.200 Euros, according to the intermediate scenario.

What do Stakeholders get out of it?

SavEn has been conceived as an ownership business model. This basically means that the workers are at the same time the owners of the company. Therefore, there will be no external shareholders or banks influencing SavEn, and all the accumulated dividends will be redistributed among workers at the end of the financial year.

The ownership model will be revised every two years to include those workers that have been in the company for more than two years as owners. Those workers hired in between period will be considered in the previous revision and will be included as owners depending on their performance and the company's capacity.

2. - Introduction and Definitions

Mission

SavEn's mission is to provide an easy tool for people to be able to understand the different options regarding energy efficiency. This will directly reduce not just the energy consumption at household or business level, but also in the CO2 emissions related to it.

Vision

We want to help people not just to reduce as much as possible their expenditures in energy consumption, but also raise awareness in the importance of understanding the direct impact that it has in our society and environment. A more sustainable way of consumption is needed if we want to pursue a better a happier future, and that the inheritance we want to leave for next generations to come.

Values

- ❖ Sustainable consumption.
- ❖ Social Wellbeing and healthy environment.
- ❖ Responsibility with next generations to come.
- ❖ Innovation as a solution.
- ❖ Equal access to information and tools.

Definition of the products and/or service

SavEn in an App and a Web site that allows people to select different energy efficiency measures depending on their capacity and preferences. It provides three different options in which customers will be able to a) understand their type of consumption and which appliances are consuming most, b) get impartial advice regarding their energy tariff, and c) get a report where different options adjusted to a given budget will be presented allowing them to choose which one fits them the most.

Target Market

During the first phase SavEn will target Real State owners, Long terms tenants, business owners, offices, and in general, any person who has more than 25, lives independently and wants to reduce his/her energy consumption for different reasons.

In a second phase, SavEn will try to reach other European markets where energy efficiency measures still in its first steps of development.

SavEn's SWOT analysis

In order to be competitive in the market, it is necessary to analyze the strengths, weaknesses, opportunities and threats involved in the project, and this is what is going to be presented in this section, the SWOT analysis.

<p style="text-align: center;"><u>STRENGTHS</u></p> <p>Focus on client necessities, capabilities and/or budget.</p> <p>Maximized attention to the client as well as the offered service.</p> <p>Easy to use.</p> <p>Adjusted Quality-Price relation.</p> <p>Provide and maximize facilities during the process.</p> <p>No cost derived from having a physical shop.</p> <p>Different pay methods offered to the client</p>	<p style="text-align: center;"><u>WEAKNESSES</u></p> <p>Inclusion in a relatively new sector, thus with few experiences.</p> <p>An absence of client portfolio at the beginning.</p> <p>Unknown company.</p> <p>Lack of experience and technique.</p> <p>Need many collaborations with other companies (dependency).</p> <p>Possible delay in delivery.</p> <p>Scalable only at national level.</p> <p>APP reliability problems.</p>
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <p>Savings for clients</p> <p>Raise environmental and Climate Change awareness</p> <p>Increasing Market</p> <p>Big number of potential suppliers and clients</p> <p>Increase in energy prices</p> <p>Public subsidies for energy efficiency projects</p> <p>Development of Public legislation regarding energy efficiency</p>	<p style="text-align: center;"><u>THREATS</u></p> <p>Increasing competition in energy efficiency markets</p> <p>Customers need to give information and must be relevant</p> <p>Customers mistrust</p> <p>New competitors entrance</p> <p>The need to reach previous agreements with suppliers</p>

Competitive Advantage and Key Success Factors

- ❖ Independent part assessing electric tariffs
- ❖ An innovative form of gathering information and delivering our service
- ❖ Capability to easily and fast reach our customers
- ❖ Diverse options according to different preferences, capabilities and budgets. The different options given by the App/Website, allow every type of person to use SavEn as a tool to reduce their energy consumption. It can be adjusted to any type of income as it could go from a simple purchase of led lights to a complex project with different improvement options.

Key Success Factors

Low prices that will directly lead to real savings

Diversification of options and therefore targets

Market niche in the tariff advising part

Faster in gathering the information

3. - Operations plan

Introduction

SavEn is a new company whose scope of action is highly diversified. It barely has real competition in the Spanish market, this can be an advantage from a strategic point of view, but it also requires a greater effort to attract customers.

To achieve this, from the operational point of view, SavEn must face several well-differentiated and structured stages, in order to create a strong business structure.

The operations plan is divided into three phases, from the creation of the company to the operation and its improvement.

Phase 0

Duration 6-9 months

This phase includes the entire process of creating the company, from the facilities to the determination of the resources needed to achieve a portfolio of suppliers robust enough to offer a varied and quality service to our customers.

In addition, in this phase, we intend to obtain a fully operative version of the application and a database rich enough to create a comparator. To achieve this, there will be two very important figures, the commercial and the computer developers.

Both figures must be correctly coordinated in order to provide customers with a comfortable user experience and a wide range of possibilities.

At the end of this stage, the commercial team must transmit to the consultants the know-how acquired through the visits to the suppliers in order to create guidelines for action that will allow them to advise the clients and develop their phase 1 activities accordingly with what was agreed with the suppliers.

Phase 1

Indefinite duration

It begins as soon as the portfolio of suppliers is large enough to start receiving clients, it will happen as soon as phase 0 ends. In this phase, the company will receive its first clients.

The figure of the personal advisors appear, they will be in charge of advising the client and solving the doubts that may arise in relation to the services offered by the company. The advisors will also oversee acting as intermediaries between the client and the suppliers, compiling the necessary information to prepare the budget, and in case of client confirmation, they will manage the sale with the suppliers in a telematic way.

There will still be a commercial team, but it will be reduced in personnel with respect to phase 0 since by then we should already have a significant number of suppliers in the catalogue and it will only be necessary to follow up on them and the modifications that suppliers perform in their catalogues.

Phase 2

Duration 3 months

Once the company has been in operation for 3 months, it is possible to analyze how the activity of the company has evolved. The first thing that will focus the attention of this phase is the analysis of suppliers, SavEn will analyze which sections of the company work better and why, to standardize the processes that work best.

The opinion of the personal advisors will also be taken into account, which will allow us to know first-hand which are the potential improvements of our service since they are the ones that have a closer relationship with the client.

This will allow a continuous improvement of our service and will also serve to set objectives. All this will be done every 6 months, and will also contemplate a program of loyalty of suppliers offering improvements in the conditions to those suppliers that generate a greater volume of business.

In addition, from the human resources department will be responsible for generating strategies that allow the stable and orderly growth of the company through the suggestion of hiring and training for workers.

Offices and resources

For the development of the business activity, it will be necessary to rent an office building large enough to house a call center through which the advice of the clients will be managed. Each assessor will need a computer and a landline phone in addition to basic office supplies. The offices will also have offices and meeting rooms.

As at the beginning of the company we will be those who are responsible for all work (except the development of the application) will not be necessary to hire anyone. A freelance computer developer will be paid for the development of the application, and one of us will be responsible for carrying out the maintenance of the application.

The commercial team, which initially will be formed by us, will need a means of transport to make visits to suppliers and a mobile phone. Initially, we will use our own resources, but in the future, the objective is to acquire company vehicles through leasing and mobile terminals.

Development of the application. Design and operation

As we have previously said, the development will be carried out by a freelance developer that will be guided by the commercial team based on the requirements of each service offered.

Among the services that our company will offer are:

Lighting *Heating and water*
Insulation *Appliances* *Study*

At the beginning of the application for the first time, an energy efficiency test is carried out in order to obtain enough information to carry out a preliminary study and suggest to users a series of measures to improve it. This questionnaire is not mandatory, although it is advisable to identify which are the potential improvements in the user's home.

In case of skipping the questionnaire, the user will access a screen in which five tabs will be shown, which correspond to the five initial services offered by the company. Each service will require the entry of specific data and after these different options will be offered that vary depending on the service and are detailed below:

Lighting

This service is part of the freemium part of the app. It is a comparator of several marketers of light bulbs and lighting elements. Depending on the type of product desired, the options available in the market and the savings that could be achieved thanks to that product when compared to the current type of lighting will be shown.

Heating and water

This service has a free part and a Premium part. In the first instance, the user must enter some information about their current installation, so that we can generate some estimated savings thanks to the current products. Once this report is generated, the user will be given the possibility of acquiring the Premium service so that we can study his case in more depth. Once the Premium service has been acquired, the user can decide if he wants to receive assistance through chat, or he prefers to be called by one of our agents, which will generate an offer adjusted to the needs of the user based on the services of our suppliers.

Insulation

This service works exactly like heating and water. It has a free and Premium part. The user enters data on the date of manufacture of your home, type of windows, etc. Automatically a preliminary report is generated showing what are the potential areas for improvement and an estimated saving. Here you will again have the option of becoming Premium and we will study your case more in depth and we will show you the offer of services from our suppliers and a budget based on the measures you wish to contribute.

Appliances

It works in the same way as the lighting part. It is also a free service, and within its tab it will be divided into different categories, being able to choose what type of appliance is valued to replace, and the savings that would be compared to the current one. For this, data on the efficiency of the old appliance, such as the brand and the model, will be requested.

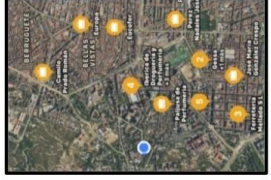
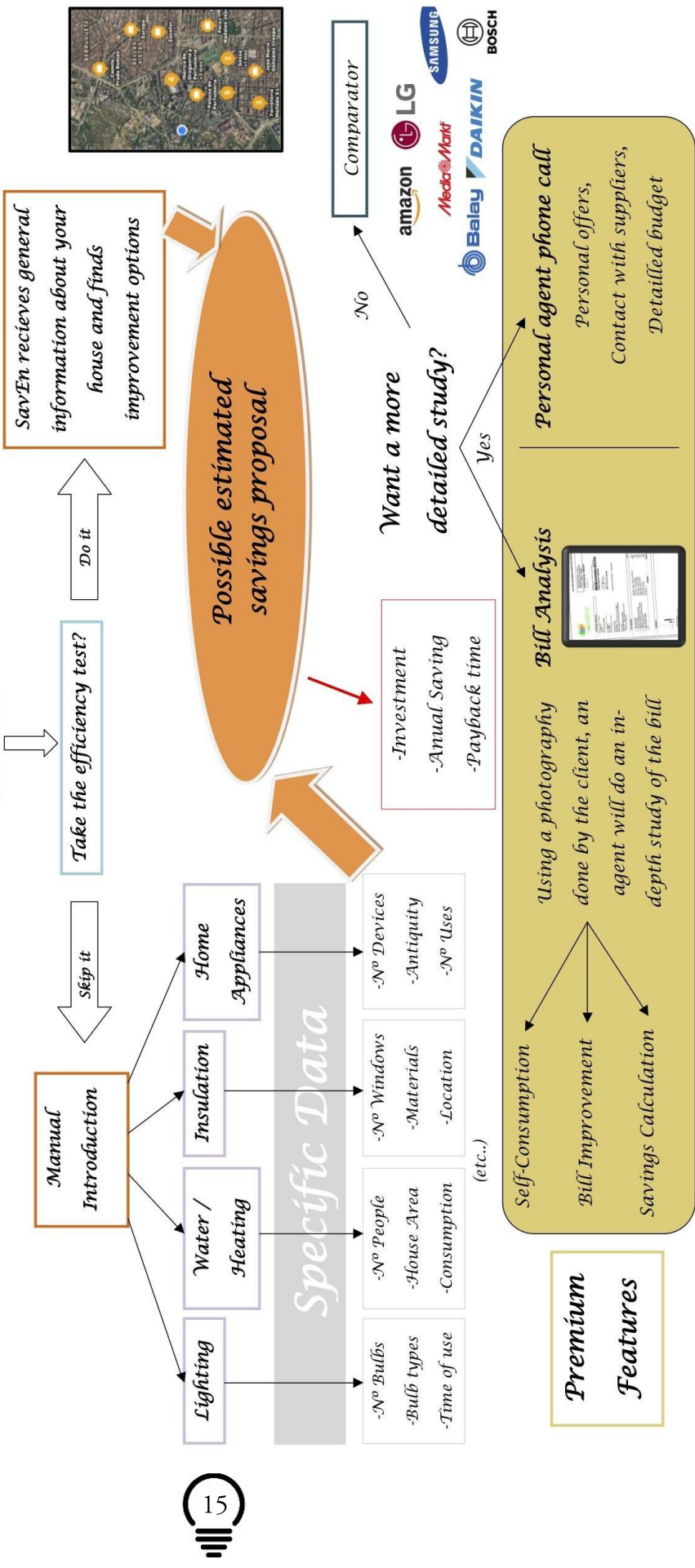
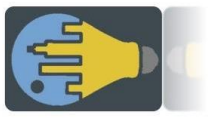
Electric bill study

This part of the application is completely Premium. This service will have a fixed cost, once this section of the application is unlocked. The user must upload at least one photo of their last invoice. The agents will study their consumption and their expense and will send the user a proposal for savings by acquiring another type of rate in the same or in another company.

In the next page there is a diagram explaining the functioning of SavEn.

How SavEn works

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Collection of service providers

This activity will be developed by the commercial team.

The first thing that this team will do is identify the potential suppliers, taking into account the segmentation carried out. We will propose personalized commercial visits in which the operation and how to establish the commercial relationship between both companies will be explained.

During these visits, a list of the possible services to be offered by the suppliers will also be prepared and the best way to implement a data collection will be studied together with them, so that the budgets can be prepared quickly, in order to put them in direct contact with the client and between them close the sale.

Another of the tasks of the commercial is to carry out a negotiation with the supplier, getting the agreement of both parties with reasonable economic objectives for collaboration between companies.

Recruitment of suppliers

The commercials will also be responsible for carrying out this activity. Analogously to what they will do with service providers, they will have to negotiate with the suppliers in order to implement their catalogue in our comparator. A key part of the negotiations will be the quantification of the percentage received for each sale obtained by the supplier thanks to the app.

Creation of the invoice analysis team and study of energy suppliers

It will be necessary to carry out a study of the electricity suppliers and their products. Depending on the consumption, the contracted power and the cost of the client, we will study which is the market option that best suits your needs and a proposal will be made.

The client will also be given the possibility to manage portability from one company to another if interested. In this way, an extra income will be obtained by agreeing a remuneration for each client that the marketer obtains. For this, it will be necessary that our commercials negotiate with the suppliers the conditions for acquisition of clients.

Phase 1

General operation of the call centre and chat services. Scope of work of the advisors

In this phase, the know-how acquired by the sales team during their visits to the different suppliers and suppliers will be transmitted to the personal advisors. As in this first stage of the company, this activity will be carried out by us, this transmission of information will not be necessary, but in future stages of the company itself.

Now it is time to develop a method through which the deal with the client will be governed. The process will be sought as quickly as possible and the information required from clients will be easily accessible. At all times, the client will receive advice on energy efficiency, resolving all their doubts regarding the different possibilities existing in the market. The agents should analyze where the potential savings of the clients are located, and elaborate a personal offer adapted to the needs of each person.

Once the offer has been made, the client will be consulted in accordance with it, and if the client so desires, we will provide the client's bidders with all the necessary information so that they can draw up a budget more adapted to the needs and particularities of the client.

If additional information is required from the suppliers, the advisors will continue to be responsible for carrying out their collection, generating a sufficiently detailed report for the suppliers.

In case of finally contracting the service with that company, the advisor will be in charge of getting in touch with the service provider company and requesting compensation for having managed to close a sale based on the conditions negotiated by the commercial team.

Satisfaction survey

Once the service with the customer is finished, we will send you a satisfaction survey through the app in order to continue improving the service and to identify what our strengths and weaknesses are, in order to retain customers.

This survey will vary depending on the services contracted by our clients and will be analyzed in phase 2 as part of the results analysis.

It will also include a field of suggestions where customers can better detail their experience with us and what are the aspects to improve, to which we will pay special attention.

Tracking of suppliers and modifications

The services offered by the different companies will vary over time, for this reason, it is necessary that the commercials keep in contact with the companies so that from SavEn we always have the latest available information, putting our clients to the vanguard.

To carry out this monitoring, it will be interesting that once a month the salespeople contact the companies and consult them if they have made changes to their catalogue, and if there is an incident in relation to our service.

After Sales Service

SavEn will provide an after-sales service to all users to attend any query, incident or help in the use and operation of the application. This service will consist of the following resources to meet the demands of customers:

Online technical support through the identification of the client with your username and password on our website or app, where you will be attended in real time by our agents.

Attend in the different business accounts of SavEn in social networks (Facebook or Twitter) It will respond to any query, doubt or complaint made by users, registering the information in a database that will be used for the continuous improvement of our application and the service provided to users.

Phase 2

Analysis of results

During this phase, an analysis of the activity of the company will be carried out. Studies will be carried out in order to determine the evolution of the company and the quality of the services offered.

To do this, it will be studied which suppliers have the highest satisfaction index and the determining factors will be investigated.

The objective of this analysis is to be able to standardize the relationship with all suppliers so that it is done in an optimal way and without failures, facilitating the work of both parties.

Those suppliers that are among those that generate the most benefits will be offered improvements in the contracting conditions negotiated by commercials in phase 0 in order to strengthen ties with suppliers that are a pillar for SavEn.

There will also be a detailed study of which sections of the company work best and will try to enhance those that are having a better success. This is a fundamental part of the diversification strategy, which provides security to the company since thanks to it the range of action is very broad.

Those customers who are most active in the app will receive discounts with the aim of enhancing those sections of the company that are having a worse reception.

Finally, an analysis of the financial results of the company will be carried out and it will be verified that the address followed is correct. If not, a series of measures will be proposed, ranging from action protocols with clients to the elimination of those sections of the company that are not working as expected.

Human Resources

For SavEn, the management of human resources is very important, in order to support the expected growth of the organization and the defined process structure.

Initially, the management of human resources will be focused on a small structure based on multidisciplinary personnel and the adequate selection and training of commercial personnel in charge of recruiting suppliers.

From the administration area, the selection of personnel will be controlled, defining in detail the profiles of positions to be filled and the competencies necessary to achieve the objectives foreseen by the organization for each position.

A training plan will be established, based on the strategic lines that the organization needs to cover and an annual assessment of the effectiveness of the training given will be carried out in order to learn about the improvement of the skills of the personnel.

4. - Financial plan

In this financial plan, SavEn explains how viable the project is and how we could attract investors. In order to be able to manage a resilient company, SavEn has analyzed three scenarios. The most likely one, below those lines, that has a chance of happening of 45 %. The underperformance one, with a chance of 30%. And the overperformance, with a chance of 25%. Those percentages have been set with user surveys and the information that has been gathered around this market.

The investment costs are the 6000 € to develop the app and the cost of the laptops of the company, estimated around 6000 €. As SavEn doesn't need an office as our activity will be mainly on the internet, we will rent a space at ImpactHub. Its yearly cost is 2040 €.

The financing will come from the six partners. In the beginning, partners will add 6000 €. During the first year, an extra 25000 € will be added to that initial investment. As we are making the whole investment, the cost of capital will be 15%.

In the next table the most relevant data for the investment.

Investment needed	20000 €
Net present value	1264.75 €
ROI	66.9%
Payback	2.05 years
Cost of capital	15%

Table 1 - Investment data

The investment needed refers to the lowest amount of money our cash flow table shows.

In Table X you can see the costs of each of our services. As explained before, the premium fare is the access to all our services. The last two cells are our extra way of cash. The first one percentage of projects is the money we expect to receive from our providers. This amount is set for the first year. In the calculations made we have added an extra 200 €/ month. The last cell is the amount of money we expect to receive from our sales tool. As previously said, in the calculation we have added 100 €/ month. The sales tool provides with a 3.5% per sale that has been made through the links we will provide. One way of improving is finding new pages where this percentage is higher.

Premium	3.0 €
Bill analysis	12.0 €
Boiler project	12.0 €
Water project	22.0 €
Window project	27.0 €
Isolation project	27.0 €
% over projects	2,400.0 €
Sales channel	1,200.0 €

Table 2 - Cost of services

The monthly users that have been estimated are 60 for the first month. In the next table, you will be able to see the full itemization.

		Variación respecto al mes anterior	10,0%	10,0%	10,0%	10,0%	15,0%	15,0%	15,0%	15,0%	5,0%	5,0%	5,0%		
Concepto	Precio de Venta Unitario		Enero	Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Totales
Hacerse premium	3,0	Ciclo a vender o Euro a facturar	60,0	60,0	72,0	79,0	87,0	101,0	110,2	133,0	153,0	161,3	169,4	177,0	1.379,3
		Total Usuarios Mensual	180,0€	180,0€	217,0€	239,0€	263,0€	303,1€	348,5€	400,0€	480,0€	484,0€	508,2€	533,0€	4.138,0
Análisis de factura	12,0	Ciclo a vender o Euros a facturar	50,0	55,0	60,5	66,0	73,2	84,2	96,0	111,3	128,0	134,4	141,2	146,2	1.149,4
		Total Usuarios Mensual	600,0€	660,0€	726,0€	792,0€	878,5€	1.010,2€	1.161,8€	1.338,0€	1.536,4€	1.613,3€	1.693,9€	1.778,0€	13.793,3
Proyecto caldera	12,0	Ciclo a vender o Euros a facturar	20,0	22,0	24,2	26,0	29,3	33,7	38,7	44,5	51,2	53,0	56,5	59,0	459,0
		Total Usuarios Mensual	240,0€	264,0€	290,4€	318,4€	351,4€	404,1€	464,7€	534,4€	614,0€	645,3€	677,0€	711,4€	5.517,3
Proyecto agua	22,0	Ciclo a vender o Euros a facturar	20,0	22,0	24,2	26,0	29,3	33,7	38,7	44,5	51,2	53,0	56,5	59,0	459,0
		Total Usuarios Mensual	440,0€	484,0€	532,4€	585,6€	644,2€	740,0€	852,0€	970,0€	1.128,7€	1.183,1€	1.242,2€	1.304,3€	10.115,1
Proyecto ventana	27,0	Ciclo a vender o Euros a facturar	10,0	11,0	12,1	13,3	14,6	16,0	19,4	22,3	25,6	26,0	26,2	29,0	229,0
		Total Usuarios Mensual	270,0€	297,0€	326,7€	359,4€	395,3€	454,0€	522,3€	601,2€	691,4€	728,0€	762,3€	800,4€	6.207,0
Proyecto aislamiento	27,0	Ciclo a vender o Euros a facturar	10,0	11,0	12,1	13,3	14,6	16,0	19,4	22,3	25,6	26,0	26,2	29,0	229,0
		Total Usuarios Mensual	270,0€	297,0€	326,7€	359,4€	395,3€	454,0€	522,3€	601,2€	691,4€	728,0€	762,3€	800,4€	6.207,0
% sobre proyectos	2.400,0	Ciclo a vender o Euros a facturar	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	1,0
		Total Usuarios Mensual	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€	200,0€
Comparador (% sobre venta)	1.200,0	Ciclo a vender o Euros a facturar	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	0,1	1,0
		Total Usuarios Mensual	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€	100,0€
Total Ventas			2.300,0	2.500,0	2.720,0	2.962,0	3.228,2	3.667,4	4.172,5	4.753,4	5.421,4	5.677,5	5.846,4	6.228,7	48.577,6

Table 3 - First year income

The variation that has been described implies that our users will be more focused during the summer period. Through surveys, we have observed that people will spend summer planning projects to improve their houses. We don't need to know when they are going to implement them as it out of our scope.





Graph 1 - Variation in users

In this figure, you can see the % of sales each month contributes to the whole year.

SavEn expects that kind of trend yearly. Through the surveys we have made, we concluded that people can invest in the Christmas campaign and during the holidays. While at the beginning of the year they try to save more.

The workers will be the partners themselves. All of them will receive a retribution before dividends. The retribution has been set in 6000€ / year for the four partners who will maintain the app, work with the clients and contact with companies to work with us. The other two will receive 4500€/ year. They will be in charge of the marketing area of the company.

The operational costs of SavEn are the transport and the rent. As we have previously said, at the beginning we will work in a space rented to ImpactHub. The transport has been estimated in a 10% of our monthly sales. As we will need to travel to different areas to improve our relationship with the project companies. And we will take part in conferences related to energy efficiency.

In the next tables, a brief summary of the investing and cash flows will be shown.

	Cierre 1º Ejerc. 2019		Cierre 2º Ejerc. 2020	
	Euros	%	Euros	%
Revenues	49,577.6	100.0%	122,600.4	100.0%
Variable Direct Costs	0.0	0.0%	0.0	0.0%
Other variable costs	4,957.8	10.0%	12,260.0	10.0%
Total Costs of Sales	4,957.8	10.0%	12,260.0	10.0%
GROSS MARGIN	44,619.9	90.0%	110,340.4	90.0%
Human Resources Costs	43,680.0	88.1%	43,680.0	35.6%
Other costs (including Marketing)	14,374.7	29.0%	18,195.0	14.8%
Total Fixed Costs	58,054.7	117.1%	61,875.0	50.5%
(2) EBITDA	-13,434.8	-27.1%	48,465.4	39.5%
Amortization	5,829.0	11.8%	5,829.0	4.8%
(3) EBIT	-19,263.8	-38.9%	42,636.4	34.8%
Financial expenses	72.0	0.1%	178.0	0.1%
Financial result	-72.0	-0.1%	-178.0	-0.1%
(4) EBT	-19,335.8	-39.0%	42,458.3	34.6%
Taxes	0.0	0.0%	10,614.6	8.7%
(5) Net Income	-19,335.8	-39.0%	31,843.8	26.0%

Table 4 - Summary

Here is represented the cash flow for the first year:

(Todos los importes son en IVA e Impuestos Especiales)

Cuenta de Resultados													
Conceptos	Enero	Febrero	Marzo	Abril	Mayo	Junio	Julio	Agosto	Septiembre	Octubre	Noviembre	Diciembre	Total
Ventas (Ingresos)	2.300,0	2.500,0	2.720,0	2.820,0	3.220,2	3.627,4	4.172,5	4.753,4	5.421,4	5.877,5	5.946,4	6.220,7	49.577,6
Coste de Ventas (Costes Variables)	200,0	250,0	272,0	26,2	320,8	368,7	417,3	475,3	543,3	597,8	594,6	622,9	4.957,9
Margen Bruto a Ventas	2.070,0	2.250,0	2.448,0	2.650,0	2.895,4	3.260,7	3.755,3	4.278,1	4.878,3	5.280,0	5.351,7	5.600,0	44.619,7
Sueldos y Salarios (Suave)	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	2.000,0	24.000,0
Sueldos y Salarios (Empresarial)	750,0	750,0	750,0	750,0	750,0	750,0	750,0	750,0	750,0	750,0	750,0	750,0	9.000,0
Cargos Sociales (PE TA y Seg Soc a Cargo Empres)	880,0	880,0	880,0	880,0	880,0	880,0	880,0	880,0	880,0	880,0	880,0	880,0	10.560,0
Suministros (Luz, Agua, Teléfono, Gas)	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	200,0	2.400,0
Agencia de Ochoa, Limpieza y Otros	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	50,0	600,0
Marketing (on y off)	380,0	380,0	383,2	377,7	383,7	420,0	460,4	485,2	525,3	540,7	555,8	573,7	5.374,7
Gastos de la Puesta en Marcha y Formalización	6.000,0												6.000,0
Resultado Operativo (EBITDA)	-8.180,0	-1.590,0	-1.095,2	-1.691,3	-1.378,3	-1.009,4	-585,1	-37,1	464,0	679,1	905,0	1.142,1	-10.434,8
Dotación Amortizaciones	454,1	454,1	454,1	454,1	454,1	454,1	454,1	454,1	454,1	454,1	454,1	454,1	5.329,0
Total Gastos de Explotación	10.722,1	4.724,1	4.747,3	4.751,0	4.777,8	4.804,1	4.834,4	4.859,3	4.904,4	4.924,7	4.940,9	4.957,8	53.803,7
Resultado de Explotación (EBIT) o (BAII)	-8.652,1	-2.484,1	-2.299,3	-2.096,0	-1.972,4	-1.503,4	-1.079,3	-591,2	-30,1	85,0	410,9	640,0	-10.263,8
Gastos Financieros	3,3	3,6	3,9	4,3	4,7	5,3	6,1	6,9	7,9	8,2	8,6	9,0	72,0
Resultado Financiero	-3,3	-3,6	-3,9	-4,3	-4,7	-5,3	-6,1	-6,9	-7,9	-8,2	-8,6	-9,0	-72,0
Resultado Antes de Impuestos y Res. Excepcionales	-8.655,4	-2.487,7	-2.303,2	-2.100,3	-1.977,1	-1.508,8	-1.085,2	-598,1	-37,9	76,8	402,2	629,0	-10.335,8
Resultado Antes de Impuestos (EBT) o (BAI)	-8.655,4	-2.487,7	-2.303,2	-2.100,3	-1.977,1	-1.508,8	-1.085,2	-598,1	-37,9	76,8	402,2	629,0	-10.335,8
Resultado Acumulado Ejercicio Antes de Impuestos	-8.655,4	-11.143,1	-13.446,4	-15.546,7	-17.421,8	-18.302,5	-20.010,7	-20.605,8	-20.653,8	-20.477,0	-20.074,7	-18.435,8	
Beneficio Bruto	-10.435,8					0,0							-10.435,8
Beneficio Neto													-10.435,8

Cash Flows First Year

In order to collect proper information, two more scenarios have been developed to see whether to invest or not.

1st Scenario: Underperformance

In the first scenario, we are assuming a decrease of 25% on the consumers. Also, both ways of financing that have been modelled decreased by a 25%. In this table, the main data to choose to invest are shown. The investment needed in that case will refer to the lowest amount of money the company has the worst month.

Investment needed	26000 €
Net present value	<0
ROI	67.2%
Payback	2.87 years
Cost of capital	15%

Table 5 - Investment data (Underperformance)

	Cierre 1º Ejerc. 2019		Cierre 2º Ejerc. 2020	
	Euros	%	Euros	%
Revenues	41,838.5	100.0%	103,765.7	100.0%
Variable Direct Costs	0.0	0.0%	0.0	0.0%
Other variable costs	4,183.8	10.0%	10,376.6	10.0%
Total Costs of Sales	4,183.8	10.0%	10,376.6	10.0%
GROSS MARGIN	37,654.6	90.0%	93,389.2	90.0%
Human Resources Costs	43,680.0	104.4%	43,680.0	42.1%
Other costs (including Marketing)	13,910.3	33.2%	16,782.4	16.2%
Total Fixed Costs	57,590.3	137.6%	60,462.4	58.3%
(2) EBITDA	-19,935.7	-47.6%	32,926.7	31.7%
Amortization	5,829.0	13.9%	5,829.0	5.6%
(3) EBIT	-25,764.7	-61.6%	27,097.7	26.1%
Financial expenses	60.7	0.1%	150.7	0.1%
Financial result	-60.7	-0.1%	-150.7	-0.1%
(4) EBT	-25,825.4	-61.7%	26,947.1	26.0%
Taxes	0.0	0.0%	6,736.8	6.5%
(5) Net Income	-25,825.4	-61.7%	20,210.3	19.5%

Table 6 - Summary (Underperformance)

As we can see, in that case, the investment wouldn't be so good. It's important to emphasise that the net present value has been calculated with just the expectations of years 1 and 2.

2nd Scenario: Overperformance

In that case what has changed is the monthly variation during the studied period. This variation is based on an extremely good communication strategy with a change in the mindset of people towards energy efficiency.

Investment needed	17000 €
Net present value	111702.84 €
ROI	76.8%
Payback	1.06 years
Cost of capital	15%

Table 7 - Investment data (Overperformance)

	Cierre 1º Ejero. 2019		Cierre 2º Ejero. 2020	
	Euros	%	Euros	%
Revenues	74,655.8	100.0%	320,698.9	100.0%
Variable Direct Costs	0.0	0.0%	0.0	0.0%
Other variable costs	7,465.6	10.0%	32,069.9	10.0%
Total Costs of Sales	7,465.6	10.0%	32,069.9	10.0%
GROSS MARGIN	67,190.2	90.0%	288,629.0	90.0%
Human Resources Costs	43,680.0	58.5%	43,680.0	13.6%
Other costs (including Marketing)	15,879.3	21.3%	33,052.4	10.3%
Total Fixed Costs	59,559.3	79.8%	76,732.4	23.9%
(2) EBITDA	7,630.8	10.2%	211,896.6	66.1%
Amortization	5,829.0	7.8%	5,829.0	1.8%
(3) EBIT	1,801.8	2.4%	206,067.6	64.3%
Financial expenses	108.4	0.1%	465.7	0.1%
Financial result	-108.4	-0.1%	-465.7	-0.1%
(4) EBT	1,693.4	2.3%	205,601.9	64.1%
Taxes	423.4	0.6%	51,400.5	16.0%
(5) Net Income	1,270.1	1.7%	154,201.4	48.1%

Table 8 - Summary (Overperformance)

As we can see the performance of the company, compared with the other scenarios the results are way better. The reason behind choosing this scenario is that the need for improvement in energy efficiency can be a boost for our company.

5. - Marketing Plan

As usual in service companies, marketing management is part of the company's strategic processes. In a free market and therefore highly competitive, marketing is positioned as a key process for a company like ours, of new creation one, with no branding and with a very specific market.

Market (external) analysis.

In this section, both the factors of the general environment of the company and those of the specific environment are analyzed in order to contextualize the company and support subsequent decisions of the business plan.

PESTEL Analysis

Political and Legal

Energy efficiency is currently a focus of interest on the part of the administrations, aware of the proliferation of this idea in many sectors and the lack of existing regulation on it. As a result, more and more countries at the request of the EU decide to issue laws in this regard, which means that many of the regulations themselves have recently been approved.

For the correct development of the business activity, all the regulations that affect the business must be considered. Annex 2 details some of the current Laws, Royal Decrees, European Directives and standards, both general and specific, that affect each of the services.

Environmental

Spanish society is increasingly aware of the environment, and today no one doubts about the risks of climate change. Energy efficiency, and therefore SavEn, is a tool that contributes to

- ❖ Responsibility for the use of natural resources
- ❖ Breathe healthier, cleaner and fresher air.
- ❖ Reduce environmental damage.
- ❖ Reduce the effect of GHGs.
- ❖ Water quality.
- ❖ Soil quality.
- ❖ A decrease in carbon footprint.
- ❖ Lower NOx emission from the heaters.

- ❖ Lower emission of SO₂ from coal.

Social

In Spain, energy intensity has progressively decreased since 2005, which means that measures have been taken to improve energy efficiency.

In large part, it is also due to greater awareness on the part of society. The data shows how EnAudit moves in a sociocultural environment where the idea of efficiency and energy saving is already present in the industrial sector, while the services and residential sector is still the big market to explore.

Technology

The society of today is a technological one, with great access to information through smartphones and computers.

Furthermore, technology is providing us with knowledge and tools to be able to advance as a society, improve the economy and take care of the environment. In recent years, there has been a great development of technological processes with lower consumption, which contribute to energy efficiency. A good example is LEED lighting, with the best performance than other lighting systems, and with lower consumption.

This is where SavEn emerges, combining the most advanced systems for our customers in order to save money and energy, and with the ease of doing it in an easy and comfortable way through their smartphones and computers.

Economic

We are in a situation of economic growth, so it is a good time for families not to worry only about their short-term expenses, but also in the long term, making investments that may be beneficial in the medium and long-term, as are the energy efficiency measures.

Target customer

The interesting thing of SavEn is the diversification not just of its business options but also of the target addressed. This means that SavEn's customer can be anyone, business, families, individuals or offices, interested in reducing their energy consumption.

SavEn does not target only the conscious people or the people who are aware of the necessity of becoming more efficient in terms of energy consumption. SavEn targets everyone and it aims to reach also those deniers of climate change as they are the most challenging sector, and the once that have to be convinced.

During the “lean startup” process and the market analysis, our product was discovered to be less interesting to the middle purchasing power sectors. It was possible to verify that within the group of average family income there is greater acceptance in relation to a service like the one offered by SavEn,

which requires an initial investment for a later saving.

In this regard the potential customers are those people which comply at the list with one of the following characteristics:

- ❖ Older than 25 years old with an average monthly income of at least 1200€
- ❖ Real Estate Owners
- ❖ Long-term tenants
- ❖ Owners of viable business
- ❖ Big Companies with offices in Spain

The SavEn team has performed surveys in the streets to obtain information about some of the hypotheses on which the business idea is based, applying some principles of the "Lean Startup" and "Customer development" methodologies:

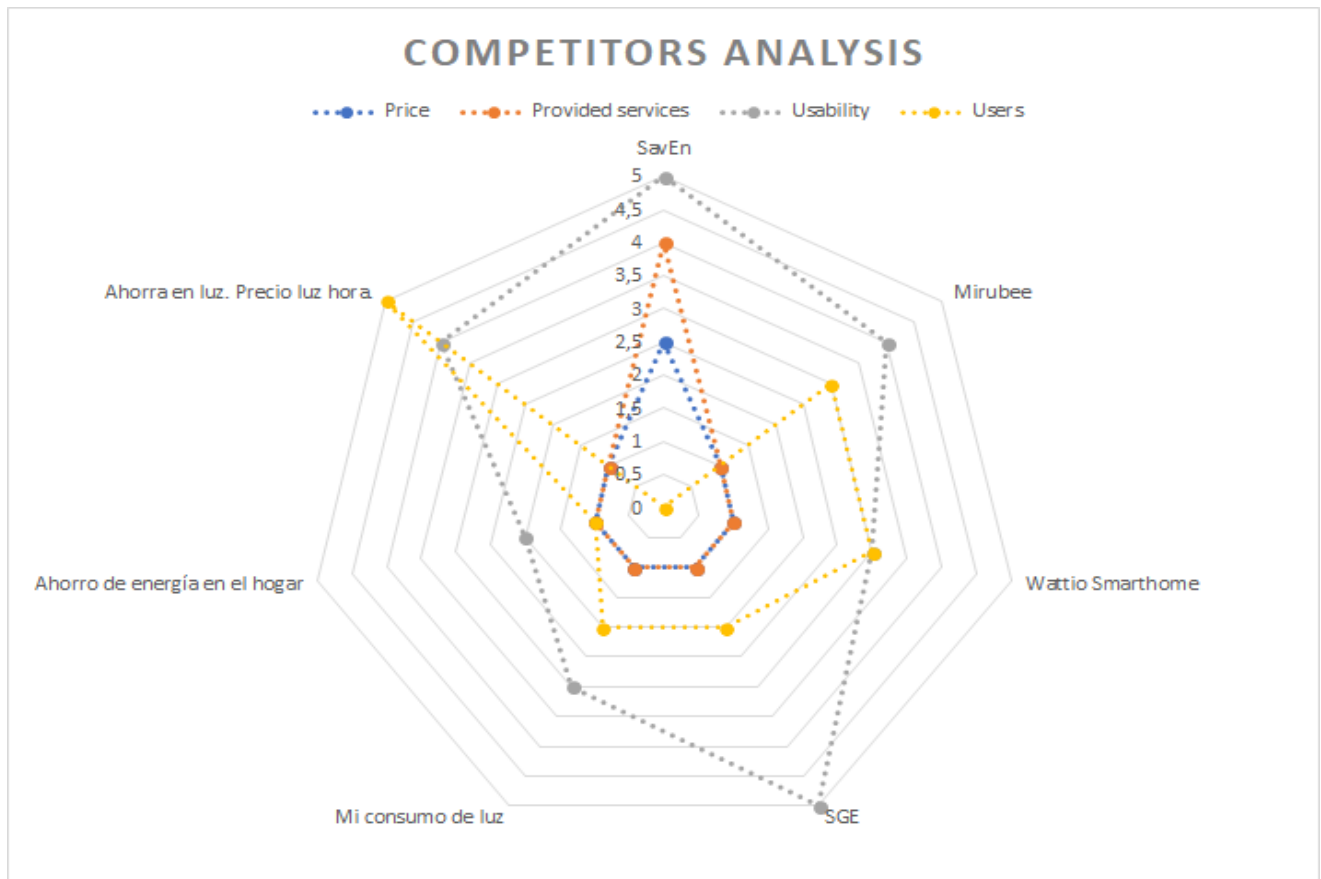
- ❖ They were carried out during the month of March in different places of the geography of Spain.
- ❖ Interviews and surveys aimed at receiving feedback on our hypotheses and validating the Business Canvas hypothesis.
- ❖ More than 30 people of different ages and professional fields were interviewed, by email or in person.
- ❖ Interviews were also arranged with two local energy efficiency products and services stores.

Competitor Analysis

The objective of this analysis is to find out the strengths and weaknesses not only of our company but also about our competitors.

The attributes that have been analyzed are:

- Price
 - Free service - 1 point
 - Freemium service - 2.5 points
 - Paid service - 5 points
- Provided services
 - Gas - 1 point
 - Water - 1 point
 - Light - 1 point
 - All together - 4 points
 - Usability
- From 1 to 5 based on 20 surveys
 - Users
 - From 1 to 5 depending on the number of users they have.



Graph 2 - Competitor Analysis

As a conclusion, it is demonstrated that SavEn has a good performance in the market due to the fact that there are no real competitors.

As it is seen in the graphic below, SavEn is the only App that provides all the services related to energy efficiency meanwhile the rest of the Apps are focused on light consumption. This leaves this startup a good space in the market to continue growing.

On the other side, all the Apps that already exist in the market are free (SavEn is freemium) so it is important to reinforce the idea that our services are truly more complete.

In the section of usability, 20 surveys were carried out and it was found out that SavEn and SGE are the apps with more usability.

In the end, comparing all the Apps that are on the market with SavEn, the conclusion is that none of them is that complete neither provides all the services that SavEn do. The only disadvantage that was found out is the price, due to the freemium option, however, thanks to the surveys it is proved that customers are willing to pay for that option because it is economically worthy.

Internal Analysis

Differentiation.

Startup's world is complicated, even though there is always a new idea on the horizon, there are also many companies, some of them already exist and others will be developed in the future, that will be direct competitors.

Despite SavEn doesn't have any real competitor nowadays, it is important to make a strategy in order to stay out from the possible crowd.

- ❖ The Audience Advantage -It is a must to understand who the audience is before taking another step in the product development process.
- ❖ Stay On The Edge - Even though all startups premise in innovation, it is quite common that most of them begin to lag after some time. Because of that one of the most important ideas of SavEn for the future is keeping updated in everything related to energy efficiency in order to offer to the customers all the best.
- ❖ Be Upfront - SavEn politics is based on transparency and communication. This startup doesn't want to hide our strategy so that the future intention of developing the business will be public.
- ❖ Feedback - In order to know which is the opinion of the customers, SavEn has developed a formulary both on the web and in the App for them to write what they think about the service.

Concept and Brand Logo

Brand concept

The brand name is the container of meaning. An innovative name is a basic core differentiator of the brand.

That is why it is been chosen SavEn as the brand name. This kind of naming is called Descriptive Brand Naming, the oldest class. Descriptive names are truly effective for describing the business, making it easier for consumers to identify our products and services.

Two words have been merged into one: Save + Energy, which is what customers are looking for, saving energy.

Moreover, the objective of this name is evocating positive thoughts in the customers.

Brand logo

In order to develop a useful logo for the business, as the logo is the first impression all potential customers are going to receive, the following logo was designed:





As was explained for the naming, the logo was designed is based on the message SavEn wants to send. The three main elements represented are:

- ❖ Yellow colour that transmits the colour of the light
- ❖ Light Bulb which makes reference to the core business of SavEn, energy efficiency.
- ❖ City skyline at night which represents a smart city, a concept where SavEn wants to contribute.

Marketing Mix

Product

After analyzing the results of interviews and surveys, it was found that there is sufficient potential in the original value proposal, so it is decided to continue with the venture. An initial prototype was created for these interviews, which was improved and will be used during the start-up phase of the Project. To date, the conclusion obtained is that SavEn solves the following problems of its potential users and customers:

Potential Users	Shops / Distributor
Know how their consumption shares and help them to reduce their electricity and gas bill	Attract new customers and gain market share
Evaluate saving energy measures	Re-directing / purchasing payments
Purchase/contract new services providing them with new offers	Feature new prices and offers

Table 9 - Problems solved by SavEn

SavEn is a service provided by an App and website which aim is to enhance energy efficiency all over Spain. The App will allow not just to raise awareness about the energy consumption patterns in household business and offices, but also to promote the change into energy efficiency systems, substituting high energy consumption appliances by efficient ones according to the different necessities and capacities of the customer.

Price policy

SavEn App offers two different service options aligned with the two different lines of business developed by the company.

With the business model proposed for SavEn, the application will be made available to the user free of charge, with the revenues coming via percentages for sales charged as committed to each of the distributors or service companies.

In addition, as previously mentioned, we will also offer a premium service to each user, and a personalized analysis service of invoices, and equipment such as windows and boilers, or insulation.

Premium service	3,0€
Bill analysis	12,0€
Boiler project	12,0€
Water project	22,0€
Windows project	27,0€
Isolation project	27,0€

Table 10 - Product prices

Placement policy

Our company will have two different ways of distribution:

❖ Distribution Via Web:

Consumers will access the service through a complete website that will include:

- Offer a complete set of information about the initiative
- FAQs
- Estimation tools
- Serve as a contact platform by means of the use of contact details, Live Chat
- etc.
- Create User's profile and complete all the main details so that the system can work more accurately
-

All the registration and data entered via Web will be automatically connected with the App and vice versa.



❖ Distribution via smartphone applications markets:

SavEn will be available in the two main application markets: Google Play and App Store. In Spain, SavEn's initial target market, Google is the clear leader with 90% ¹market share with its Android operating system. However, you do not want to disregard the 9.1% share of terminals with an iOS operating system, thus expanding the spectrum of potential users.

To reach the major number of users, the download of the App will have no cost. The publication of the App will need the previous consent of Apple and Google Play.

The annual cost to have these Apps available in the virtual market will be of around 100€/year for each one of the platforms.



¹ Source: www.movilzona.es

Promotion and Communication Plan

The promotion of our product will be based on the online channel. As aspects to highlight, we indicate the following:

- ❖ We will position our corporate website
- ❖ We will advertise using the AdWords and Facebook Ads tools
- ❖ We will post photos related to healthy eating on Instagram and Pinterest
- ❖ Diffusion in blogs and different web portals specialized in energy and services or products related to energy efficiency.

These points are developed in the following sections.

On-line.

The promotion of the App through the Internet we have contemplated the following vectors that will serve us to obtain a good positioning within our market niche:

Webpage

We have registered the domain <https://alopezromera.wixsite.com/SavEn> with the aim of serving as a meeting point for all the information of the app. This website will contain the following sections:

The App, Download, Premium Advantages, user information, contact form...

Advertising in Adwords (SEM and SEO positioning) and Facebook Ads

SavEn has a budget of € 1,720 to promote the app in the first year and € 4.170 in the second year. The intention is to highlight in Google as in the social network par excellence to create interest for the app to enough users. Depending on the price per click, which will be around 25 cents, we estimate a visibility of 35,000 impressions/month (viewings of the ads) and some hits or clicks close to 1,100 / month. A correctly done campaign is around 10% effective. Of that 10% that will click on the ads, we will be able to analyze the conversion ratio, knowing the number of users that will click on the "Download" button.

It has been estimated a figure close to 8%, that is, about 280 downloads per month, by these means, which will not be the only way of downloading.

Note: The cost of the click is not fixed. It depends on the number of advertisers who are competing at the same moment as we are for the bidding of certain keywords searched by those who browse Google.

Ads on Facebook Ads will be correctly segmented so that only ads appear to people interested in energy services.

People between 20 and 55 years old who perform searches related to energy tariffs, air conditioning

systems, windows. LED lighting...

Email

The email could be a channel to reach consumers and can also be an effective social networking tactic. The ability to conduct cost-effective email marketing campaigns will be dependent on access to lists of email addresses and the segmentation of the lists.

Off-line

Although most of the promotional effort will be based on online marketing, as it is considered that it corresponds to digital technologies, a small part of our efforts has been reserved for classic promotion.

Fairs and congresses.

A budget of 6,000 euros will be dedicated for expenses related to the fairs each year (the second year will be the soonest). For stands, gasoline, diets, business cards and tickets, avoiding overnight as much as possible.

Once the results of the fairs have been evaluated, the possibility of expanding the budget will be evaluated in the event these events bring us benefits.

All with the aim of promoting networking, making us visible among the different exhibitors and visitors of these events, creating interest in the application and looking for partners.

Once all the fairs visited have been evaluated and the benefit obtained during the first year, we can think of a possible investment in the assembly of a stand in a later edition in one of the 2 fairs that we consider most relevant.

Magazines

Since the launch of the app and web, SavEn will be advertised in important magazines in Spain related to environment and energy efficiency such as Ambientum, Retema, BE Energy, Energía de Hoy. And any contact with some of them to have the chance to appear in one of their articles explaining the benefits of our service will be accepted.

Schedule of marketing actions and budget

Action	Year 1	Year 2	Year 3	Year 4	Year 5
Designing and developing the webpage/App	2.370 €	2.000 €	2.050 €	2.101 €	2.154 €
SEO (Keywords, backlinks, branded content and inbound marketing)	1.490 €	3.800 €	3.895 €	3.992 €	4.092 €
SEM positioning	110 €	250 €	256 €	263 €	269 €
Landing page	120 €	120 €	123 €	126 €	129 €
Smart cities and sustainability fairs	- €	6.000 €	6.150 €	6.304 €	6.461 €
Magazines (Ambientum, Retema...)	800 €	1.500 €	1.538 €	1.576 €	1.615 €
Social Media Channels	500 €	1.400 €	1.435 €	1.471 €	1.508 €
Subtotal	5.390 €	15.070 €	15.447 €	15.833 €	16.229 €
Total					67.968€

Table 11 - Schedule of marketing actions and budget

In order to make SavEn grows and the business successful, the marketing plan is a must.

The planning has been organized in the first five years of the life of SavEn. The budget will duplicate from the first year to the second because, according to the earnings that have been estimated in the financial plan, it is worth the investment in these kinds of marketing strategies. After the second year the budget is expected to continue growing but not in the same way. SavEn team have asked several experts in order to find out which is the best financial marketing strategy and according to them, it has been decided to make a flexible budget. The marketing budget should not be a fixed number, it should be scalable, growing in tandem with the business but not in an excessive way. That is why there is a big rise at the beginning and after that, the growth will be only a 2,5% per year.

This is the most likely budget expected, however, there are two more alternatives:

- Over performance: In case the performance of the company was quite better than the likely scenario, some improvements in the marketing schedule will be done: Radio ads, TV adverting, public posters, etc.
- Underperformance: In the opposite case, the performance of the company was 25% lower in clients, the marketing budget will decrease, the fairs will be deleted and also the publicity in social media channels.

6. - CONCLUSIONS

Having analysed SavEn's marketing, financial and operational strategies, and having contrasted the given information through surveys, questionnaires and other market analysis techniques, it could be said that the probabilities for SavEn to success are high, and therefore it represents a good investment option.

As SavEn does not have any external investor, remember that SavEn represents an ownership model company, the cost of capital has been determined according to the investment capacity of the owners/workers. Therefore, it could be said that comparing with other start-up projects, the cost of capital in SavEn has been minimized.

Also, the calculations have been done for the next two years, and this is because, according to the conducted surveys, the owners/workers (those willing to invest) are supposed to be no more than 26-28 years old, and therefore, their needs and capacities make them want to recover their investment as fast as possible.

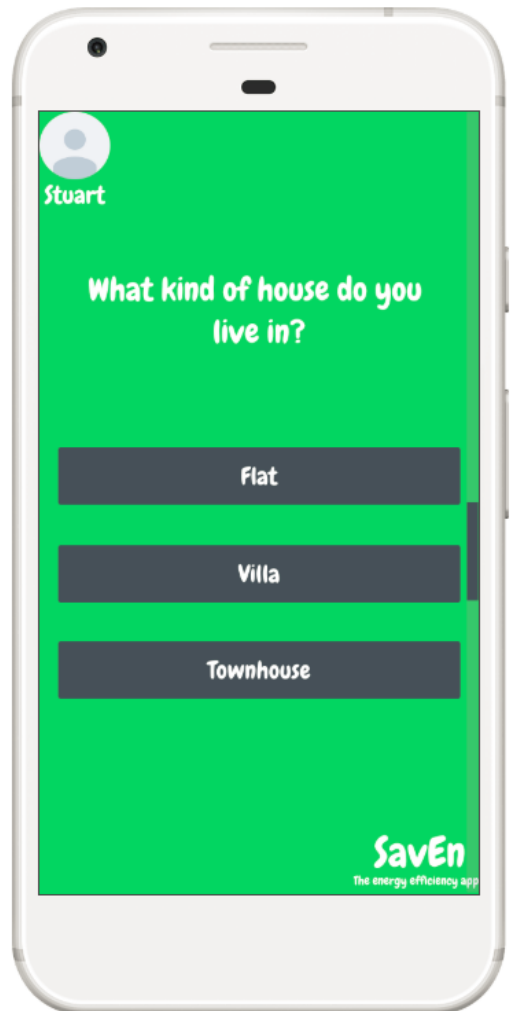
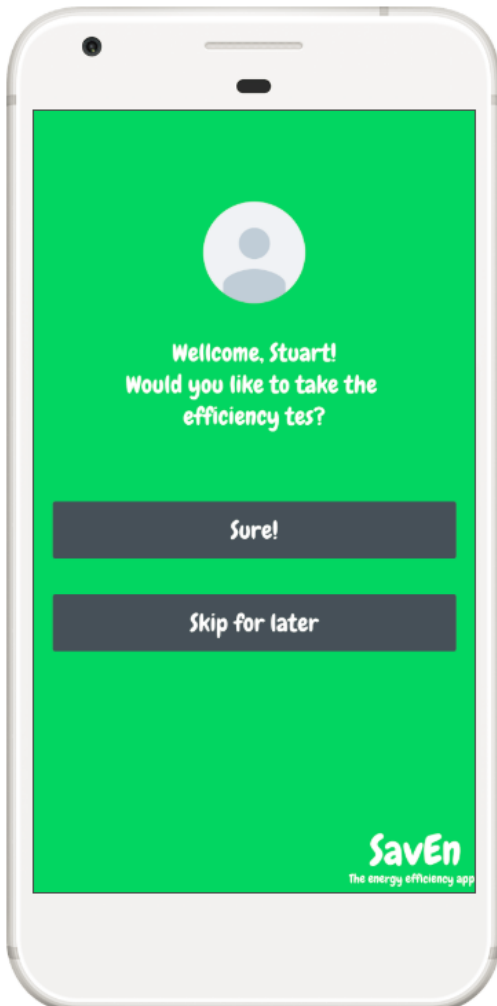
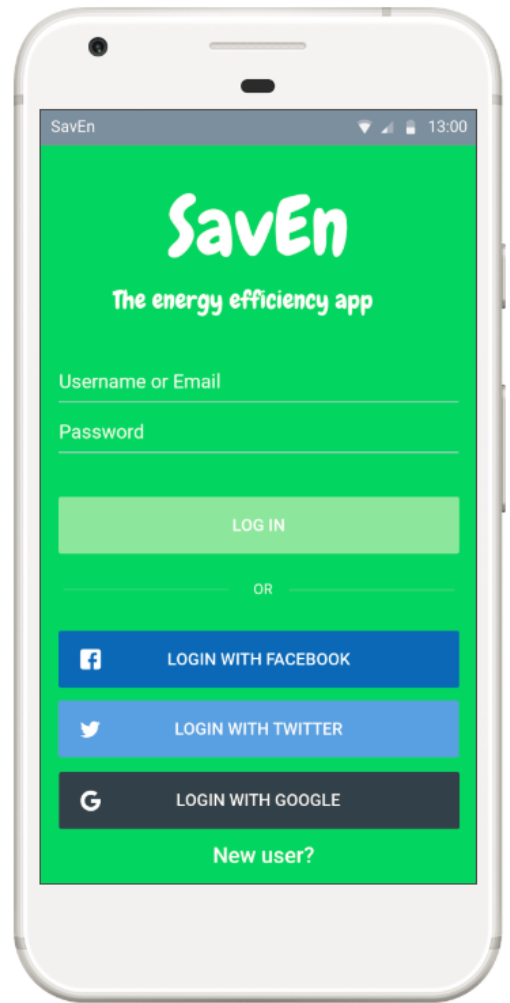
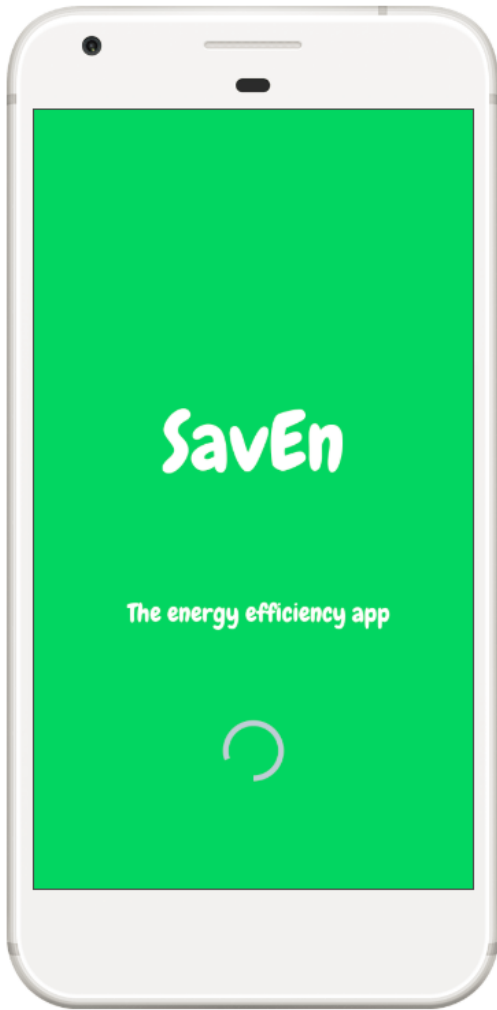
In this regard, the calculations for the most probable scenario (intermediate), present a Payback rate of 2,05 years approximately. In the worst scenario, underperformance scenario, the payback rate is approximately 3 years, that means that all the investment should be recovered by the end of the third year of activity.

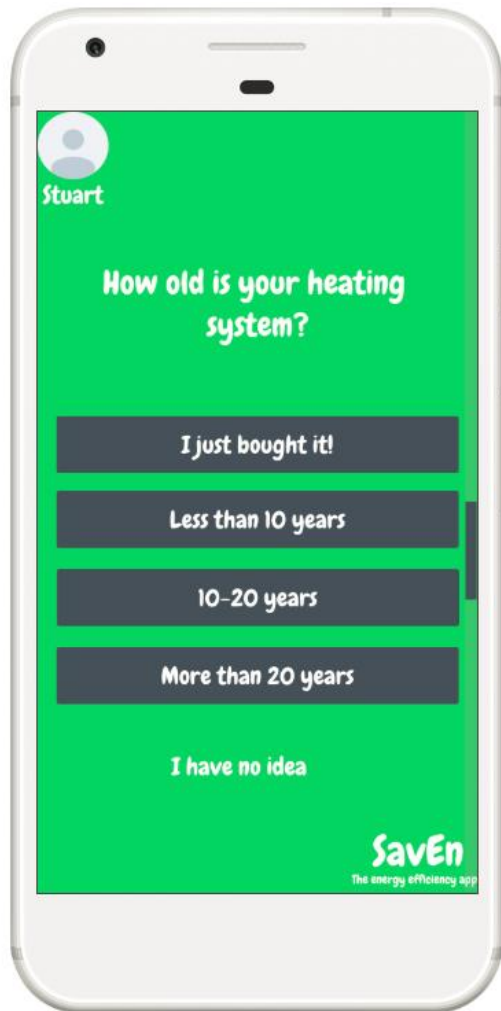
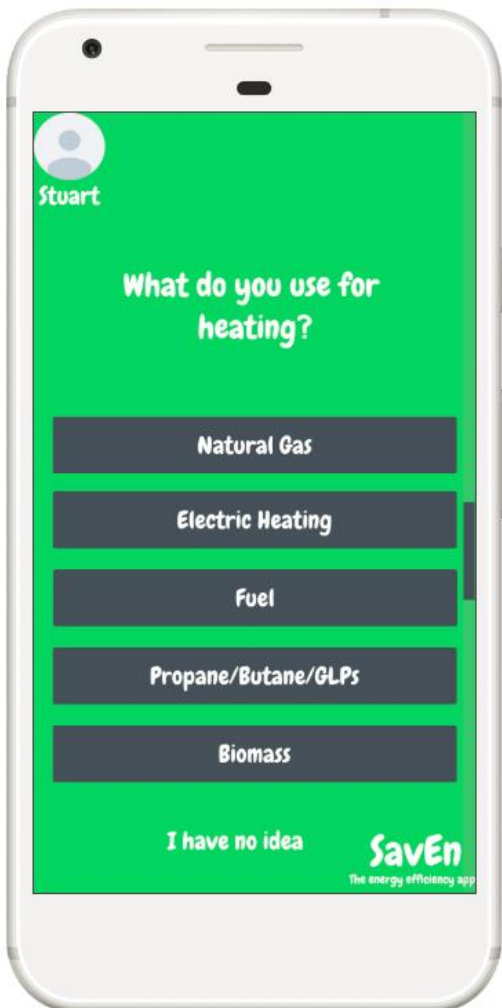
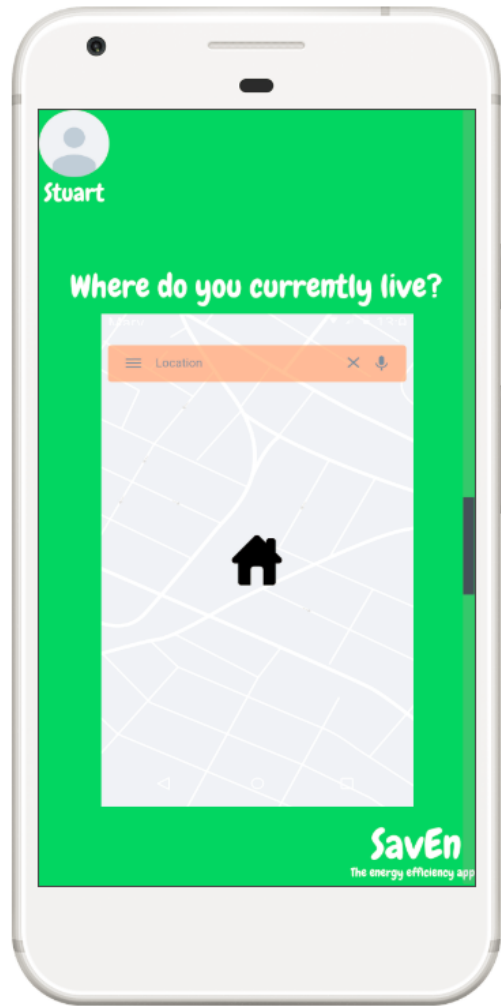
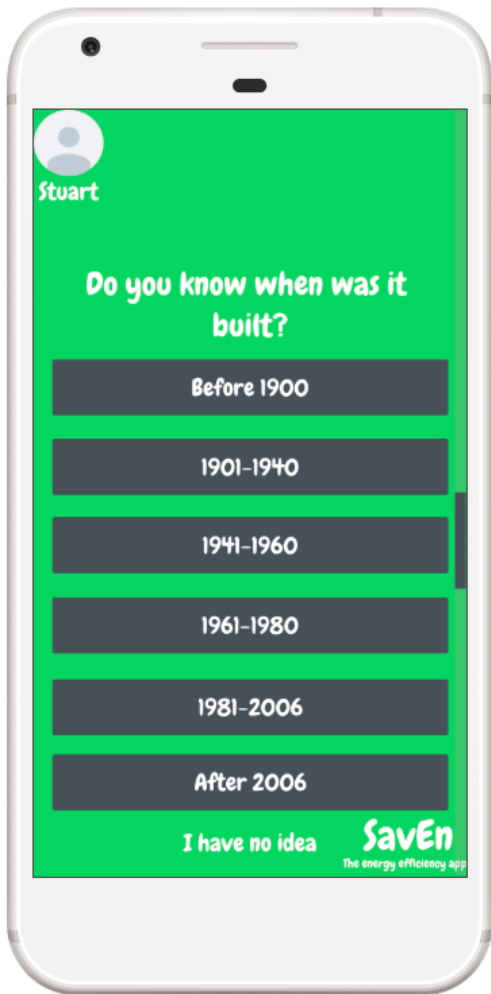
It also has to be said that the financial model presented above, appears to be coherent and strong as in the worst case, the owner will have to wait 3 years maximum to recover their investment.

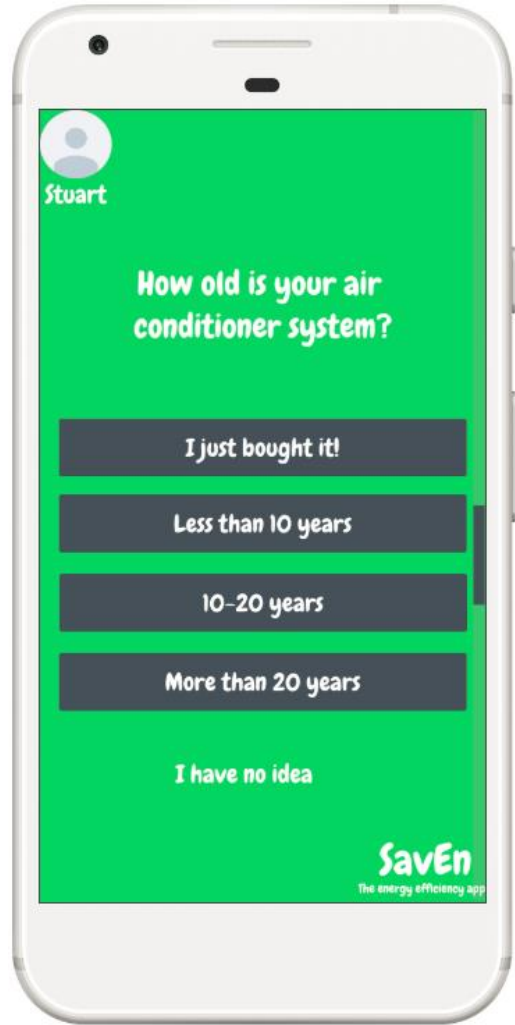
From the SavEn marketing strategy presented above, it could be concluded that once reached the online plans and programs, SavEn will start presenting itself in fairs and congresses.

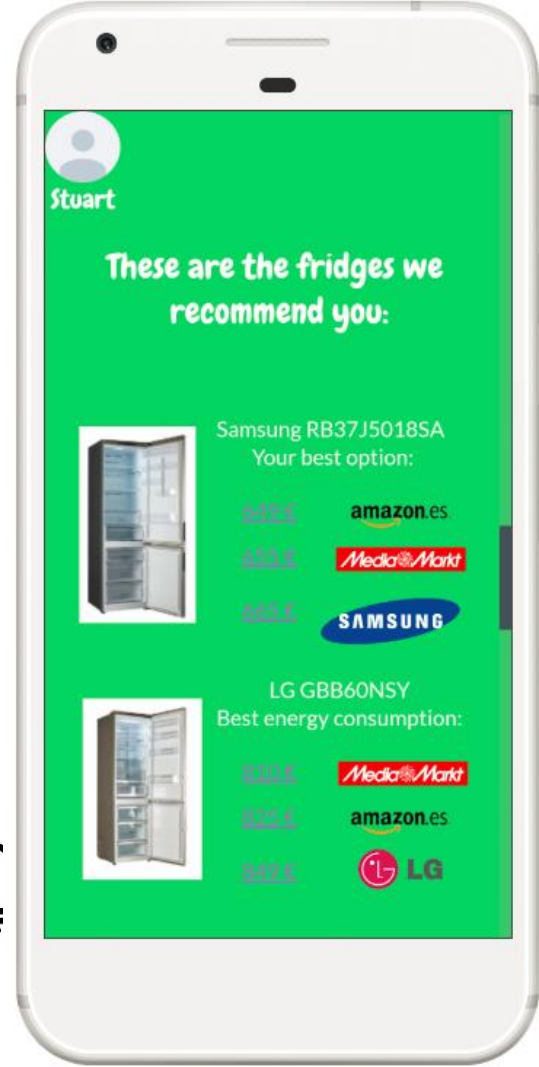
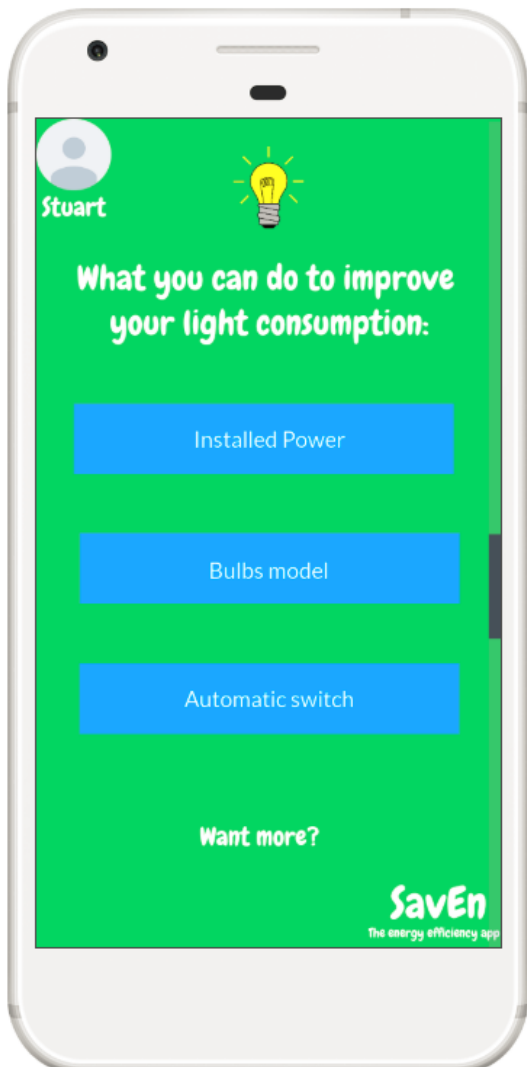
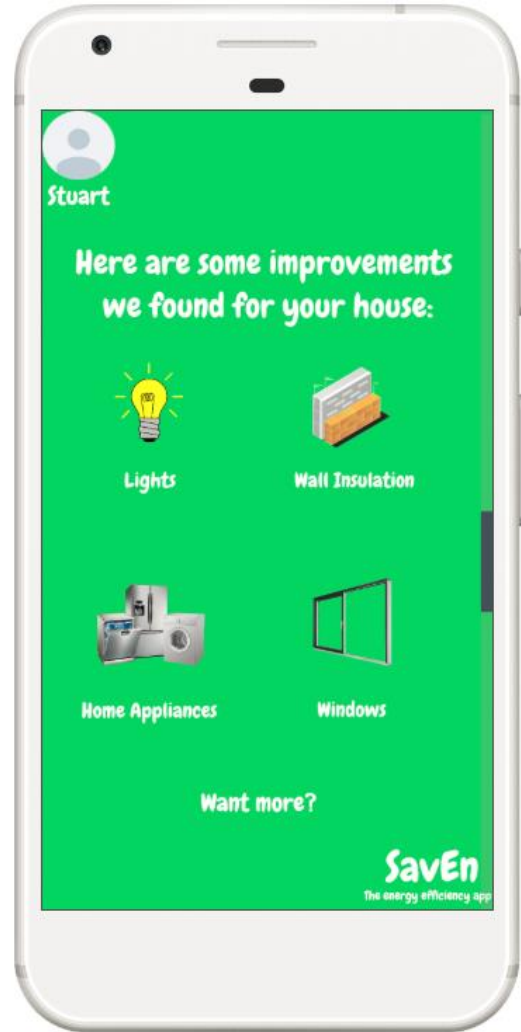
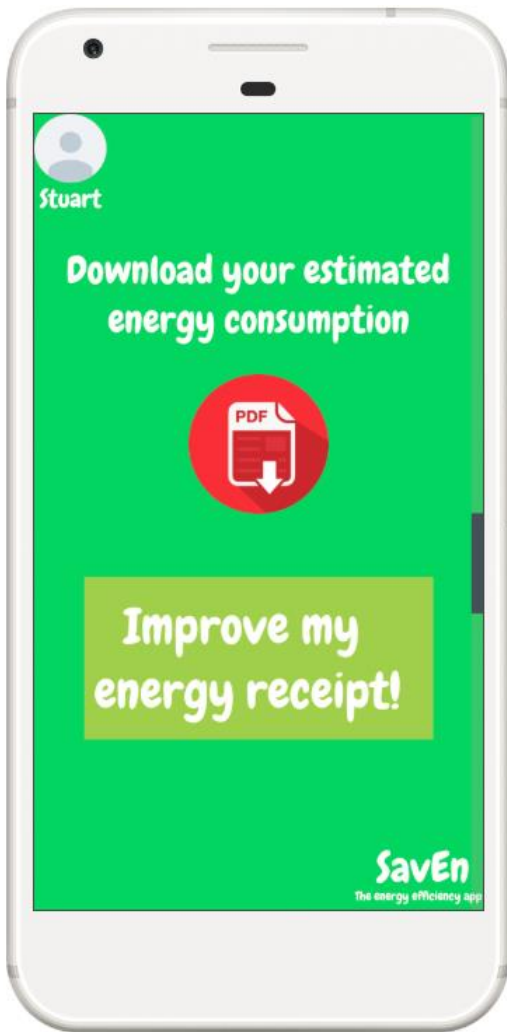
This marketing strategy is aligned and follows SavEn operational plan, as in the first steps it is expected that customers will get engaged mainly through the freemium and the tariff analysis options. But once the relationship with the customers is already reached, the off-line plan will try to engage those same customers through a more direct connection, and this is expected to lead into an increase of the customers interested in the premium personalized option.

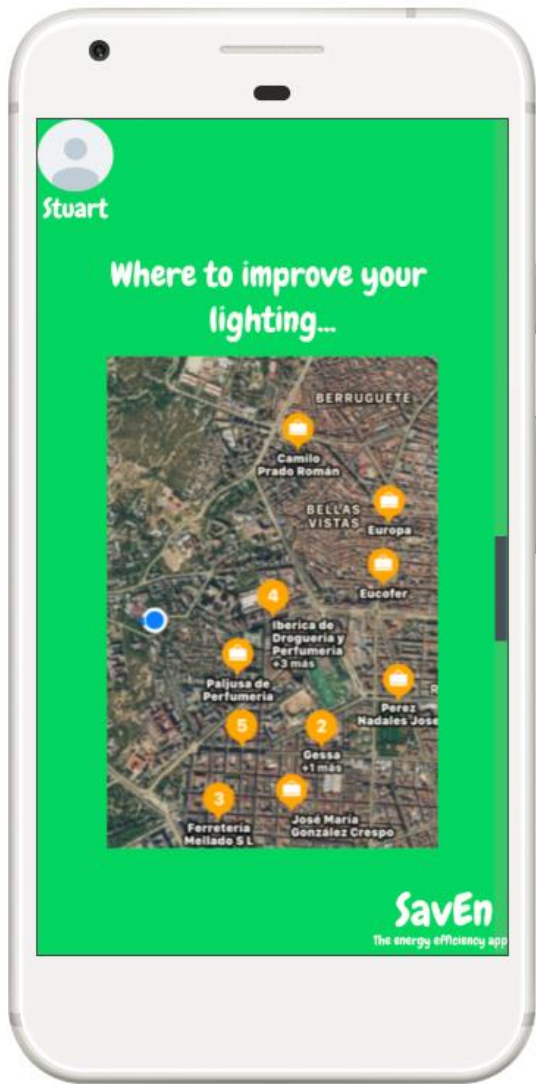
Anex 1 - SavEn App Examples











Annex 2 - Legislation

Spanish:

Law 2/2011 de Sustainable Economy: It seeks to enhance the relationship between energy efficiency and economic savings, encouraging companies to reduce their energy consumption through the improvement of efficiency. Available in:

<https://boe.es/buscar/act.php?id=BOE-A-2011-4117>

National Action Plan for Energy Efficiency in Spain 2011-2020: Its objective is to reduce primary energy consumption by 20% in 2020 by boosting energy efficiency. Available in:

http://www.idae.es/uploads/documentos/documentos_11905_PAEE_2011_2020_A2011_A_a1e6383b.pdf

2017-2020 NATIONAL ENERGY EFFICIENCY ACTION PLAN. Available in:

https://ec.europa.eu/energy/sites/ener/files/documents/es_neeap_2017_en.pdf

Royal decree 56/2016, de 12 de febrero, por el que se transpone la Directiva 2012/27/UE del Parlamento Europeo y del Consejo, de 25 de octubre de 2012, relativa a la eficiencia energética, en lo referente a auditorías energéticas, acreditación de proveedores de servicios y auditores energéticos y promoción de la eficiencia del suministro de energía. Publicado en: «BOE» núm.38, de 13 de febrero de 2016, páginas 11655 a 11681 (27 págs.) Available in:

https://www.boe.es/diario_boe/txt.php?id=BOE-A-2016-1460

Royal decree 742/2013, de 27 de septiembre, por el que se establecen los criterios técnico-sanitarios de las piscinas. Publicado en: «BOE» núm.244, de 11 de octubre de 2013, páginas 83123 a 83135 (13págs.). Available in

https://www.boe.es/diario_boe/txt.php?id=BOE-A-2013-10580

Royal decree 235/2013, de 5 de abril, por el que se aprueba el procedimiento básico para la certificación de la eficiencia energética de los edificios. Publicado en: «BOE» núm. 89, de 13/04/2013. Available in:

<https://www.boe.es/buscar/act.php?id=BOE-A-2013-3904>

Real Decreto 314/2006, de 17 de marzo, por el que se aprueba el Código Técnico de la Edificación. Publicado en: «BOE» núm.74, de 28 de marzo de 2006, páginas 11816 a 11831 (16 págs.). Available in:

<https://www.boe.es/buscar/doc.php?id=BOE-A-2006-5515>



European:

DIRECTIVE 2012/27/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 25 October 2012 on energy efficiency, amending Directives 2009/125/EC and 2010/30/EU and repealing Directives 2004/8/EC and 2006/32/EC. Available in:

<https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:315:0001:0056:EN:PDF>

DIRECTIVE 2010/31/EU OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 19 May 2010 on the energy performance of buildings. Available in:

<https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32010L0031>

Others:

UNE-EN-ISO 50001 Standard for Energy Management Systems: Its objective is to provide a tool that allows the reduction of energy consumption, the associated financial costs and consequently greenhouse gas emissions, based on the continuous improvement of the system.

UNE 216501: 2009 Standard: Establishes the requirements that an audit must have energy and the methodology to be followed for its realization. This standard represents for SavEn a great opportunity for differentiation in terms of quality of service.

