



BUSINESS SOLUTIONS FOR **LIVING** THE CHANGE

LEAN BUSINESS PLAN

Marta Garcia Soria

EOI Business School

Jorge Alonso Jiménez

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Cristian Merino Calvo

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INTRODUCTION

PROJECT OVERVIEW

The world is currently entrenched amongst a series of crises that have been forecasted to impact all systems as we know them. Whether social, economic or political all operations under which the human race functions today will be transformed.

Our dilemma stands before us like a mountain carved into a blockade, the sheer magnitude of our problem would be enough to dissuade anyone.

But in our path through EOI Business school we came to realise the innate proactivity found amongst individuals to create impact and transform these crises into the muscle that will give way to a better future for all.

With this realisation also came doubt. *What can we do? Where do we start?*

In a fast-moving world, the individual with a project and an intention to create impact, ready to embark in an entrepreneurial endeavour can find itself helpless in a hostile environment. With this in mind **HIVE** is born.

HIVE provides a **coliving** service oriented towards **supporting social entrepreneurs** focused on Circular Economy and Rural Development.

We aim to push forward and expand the potential of social enterprises by giving support to the people standing behind them through **community living** and tailored mentorship, consulting and coworking services.

OUR VISION

To contribute in building a culture where entrepreneurs can find support in realizing their projects and create impact.

OUR TEAM

Behind this project is a group of entrepreneurs that too found themselves lost when it came to finding a project that would tackle the urgent crises we saw around us.



Jorge Alonso

Bachelor of Energy Engineering
Master in Renewable Energy

Marta Garcia Soria

Bachelor of International Relations
and Social Law
Master in Sustainable Development

Cristian Merino

Bachelor of Energy Engineering
Master in Renewable Energy

Coming from different backgrounds, our experiences have brought us to understand the challenges and opportunities that society is confronted with today.

On the one hand, Marta's experience in international cooperation has brought an understanding of the opportunities found in promoting social entrepreneurship globally, hence defining the overall direction of the project.

Originally from Soria (Spain) Jorge has brought to the group an understanding of the challenges that rural underdevelopment is currently posing for many regions in Spain and how it can be transformed into opportunities for many.


Whereas, Cristian's knowledge of Circular Economy and closing the loop through renewable alternatives has opened the scope of the project even further.

BUSINESS MODEL

OUR TARGET MARKET

When we set out to do out this project, we established social entrepreneurs as our target market. As we connected with more and more people within this profile, we created a character that would embrace the needs, pains and gains of the general collective and who we could focus on.

PROFILE

	<p>ANDREA</p> <p>23–35 years old</p> <p>Foreign or local</p> <p>Has the motivation to embark in an entrepreneurial venture as he/she understands the need for social and environmental impact but lacks the resources to do implement his/her project</p>
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EMPATHY MAP



Thinks and feels

- I want to crate social impact
- There is too much risk and little support
- I do not have the resources to develop my project



Hears

- There is a need for innovation to solve increasing global issues
- There is a growing community of entrepreneurs and support systems



Sees

- Increase in the use of coworking services
- There are global environmental and social issues that need solving



Does and says

- Designs a project to cover a given issue related to Circular Economy and Rural Development
- Quits his job and sets out to become an entrepreneur

VALUE PROPOSITION

“We transform yes-buffers, not-nowers into why-notters through cooperation within a community of change makers”

HIVE provides a **coliving** service oriented towards supporting social entrepreneurs focused on Circular Economy and Rural Development.

MINIMUM VIABLE PRODUCT

To establish a community of social entrepreneurs focused on Circular Economy and Rural Development by providing a space where they can live and work (coworking + residency)

OUR SERVICES & VALUE

- Coworking + Residence
- Consultancy and evaluation
- Community building
- Mentorship
- Event Hosting
- Partnership breaking



MARKET OVERVIEW

Urban Campus is the sole coliving currently in Madrid, who as a direct competitor provides insights into the success of the service given its profitability and rapid scalability.

In the growth of Sharing Economies, we find an opportunity based on the thrive of our indirect competitors. These are housing systems under the Airbnb model or coworking spaces.

Yet, provided the increase in housing market pricing and the down fall of keeping work and housing apart with all the technicalities that this involves we believe that

HIVE comprises the needs of the social entrepreneur through adaptive and flexible services.

DIFFERENTIATION

HIVE's differentiation to its direct competitors is our focus on social impact, project follow up, evaluation systems and internal mentorship programs.

That is, entrepreneurs will provide support to one another through their expertise, hence, ensuring the continuous improvement of the whole community.

Furthermore, we respond to the needs of the entrepreneur through community building and spatial relocation simplifying both the living and working experience.

BUSINESS MODEL CANVAS

<p>8. KEY PARTNERS</p> <ul style="list-style-type: none"> • Investment companies • Coworkings (Impact Hub) • Government and Public Institutions • Entrepreneurs (Social impacts) • Businesses that send their temporarily displaced workers • International Business Master Schools 	<p>6. KEY ACTIVITIES</p> <ul style="list-style-type: none"> • Consultancy & evaluation • Coworking & Coliving • Community building • Mentorship • Networking • Event Hosting • Partnership breaking 	<p>2. VALUE PROPOSITION</p> <p>HIVE provides a coliving service oriented towards supporting social entrepreneurs focused on Circular Economy and Rural Development.</p>	<p>4. CUSTOMER RELATIONSHIPS</p> <ul style="list-style-type: none"> • Web page • Social Media • Community building at Coliving • Event hosting 	<p>1. CUSTOMER SEGMENT</p> <ul style="list-style-type: none"> • Social and environmental entrepreneurs focused on Circular Economy and rural development • Foreign people looking for a place for working & living • Anyone that attends our events
<p>9. COST OF STRUCTURE</p> <ul style="list-style-type: none"> • Housing and Facilities • Staff 	<p>7. KEY RESOURCES</p> <ul style="list-style-type: none"> • Specialized staff • Facilities • Web page • Economic investments • Clients 		<p>3. KEY CHANNELS</p> <ul style="list-style-type: none"> • Web page • Social media • Advertising • Coworkings • AIRBNB 	
<p>5. REVENUE STREAMS</p> <ul style="list-style-type: none"> • Marketing campaign • Cost of activities 		<p>5. REVENUE STREAMS</p> <ul style="list-style-type: none"> • Various services sales • Facilities renting • Fundraisers • Event hosting 		

VALUE PROPOSITION CANVAS



MARKETING PLAN

During this section, the different variables related to the Marketing Mix will be developed and explained deeply. Not only will the product be analysed but we will also point out how our product will be expanded based on promotions, discounts or thanks to social media, advertisement, conferences, etc.



STRATEGIC MODEL

In order to deliver an efficient model, the Business Model Canvas will be needed as well as the SWOT and PESTEL analysis.

MARKETING WITHIN THE BUSINESS MODEL

The Business Model Canvas is a graphical chart with different elements directly related to the product's value proposition, customers, infrastructures and finances. It is used as a strategic management template. Apart from that, this model is delivered to develop a new organization in order to analyse the current market position.

Based on the previously provided Target Market assessment and the Business Model canvas we may begin to understand the direction of our market strategy.

OTHER POTENTIAL CLIENTS

First, we have focused on our customer segment in order to make our product the most efficient one by understanding their pains and what we can do to solve them. We are mainly focus on social and environmental entrepreneurs to catch our product's attention.

Yet, we would also like to provide international people a place for working and living even for short periods of time.

Finally, anyone interested in attending our hosting events, business meeting and networking sessions will be nicely welcomed.

OUR CHANNELS

Now that our clients have been stablished, we can identify the channels of communication.

The channels we are going to use will be:

WEB PAGE: Here, everything related to the services we provide will be reflected

SOCIAL MEDIA: in order to expand the coliving service around the world,
COWORKING SPACES: that share part of the product we provide
AIRBNB: as a partner that will provide a place to stay focused to people planning to attend our events, meeting and sessions.

KEY ACTIVITIES

Revenue streams will come through our key activities based on the client profile

These activities are:

COWORKING + COLIVING which can be combined and will enhance our community building strategies and resource sharing

INTERNAL MENTORSHIP PROGRAMS That seeks to build a community through the sharing of skills amongst our clients and will ensure the correct implementation of our projects

CONSULTING AND EVALUATION that will provide an idea of the development of projects and ensure that the activities realised are responding to our clients' needs

NETWORKING + EVENT HOSTING in order to attract people with different profiles across the globe and enhance our mentorship programs

PARTNERSHIP BREAKING which will focus on assisting our clients in finding key partners that will boost the implementation of their projects

KEY RESOURCES

SPECIALIZED STAFF who will be at HIVE since day one providing continuous support to our clients and managing the community

DIFFERENT FACILITIES which will ensure that the coliving service are adapted to clients' needs for instance allowing clients to attend our meetings, networking, community building and so forth.

KEY PARTNERS

INVESTMENT COMPANIES

COWORKING spaces like Impact Hub

GOVERNMENT & PUBLIC INSTITUTIONS interested in topics like Circular Economy and Rural Development

INTERNATIONAL BUSINESS SCHOOLS that want to make a consortium with HIVE Coliving to help their student with entrepreneurial spirit

Finally, the cost structure will be based in housing and facilities that will be part of our business, staff, whether is temporary or permanent and the marketing campaign we want to develop to catch everyone's attention.

PESTLE ANALYSIS

PESTEL letters stand for political, economic, social, technological, environmental and legal. Before implementing any kind of marketing strategy, it is essential to develop a situational analysis where PESTEL takes part of it and it is delivered to make a company a more competitive one into the business market.

HIVE's PESTEL is represented below:

POLITICAL	ECONOMIC	SOCIAL	TECH.	ENVIRONM.	LEGAL
Public government policies. Banks and private sector. International recognition.	Current economic crisis. Low salaries. People scared about spending money.	Change of culture. People reluctant to set up companies. Entrepreneurs can find solutions taking into account different ideas.	High quality telecommunications. Social media expansion. Most of procedures can be digital delivered.	New sustainable tendency. Our project offers environmentally friendly actions.	Possible law changes to boost and make launching of new companies easier.

From a political perspective, public policies that the government promotes to make the setup of companies easier. Also, Banks and private sector are getting involved in this sector and finally coliving services are getting international recognition.

Related to an economical, we are, or will be under an economic crisis so this affects the motivation to create companies. The salaries are not as high as they have been before and until the economic situation improves, people are scared about spending money. Yet, we believe that the cost reduction in terms of housing of our service will be an incentive for people to join our community.

The social and environmental aspects are quite related based on a culture change that wants to depend exclusively on new sustainable tendencies and that is why we want Circular Economy and Rural Development to take a huge part of our business plan.

Besides, we offer synergies where the different entrepreneur can find best solutions to set up the company taking into account different ideas.

Technology is changing people lives and social media is making a huge impact in order to expand digital market where entrepreneurs present their selves in order to contact and promote services. Also, most procedures can be digital delivered in order to make processes shorter.

Finally, the legislative part shows that possible law changes to boost and make launching of new companies make entrepreneurs lives easier.

SWOT ANALYSIS

SWOT letters stand for strengths, weaknesses, opportunities and threats. The following image represents HIVE's SWOT Analysis:



The internal analysis shows several strengths such as business segmentation, community building to make our atmosphere the most ideal one to work with and so forth. We also offer internal mentorship in order to help people achieve their goals and deliver their ideas in a proper way. Finally, we offer events that will host could give us international recognition around the world.

Related to the weaknesses, there are few coliving services across the globe, we lack experience related to setting up new companies.

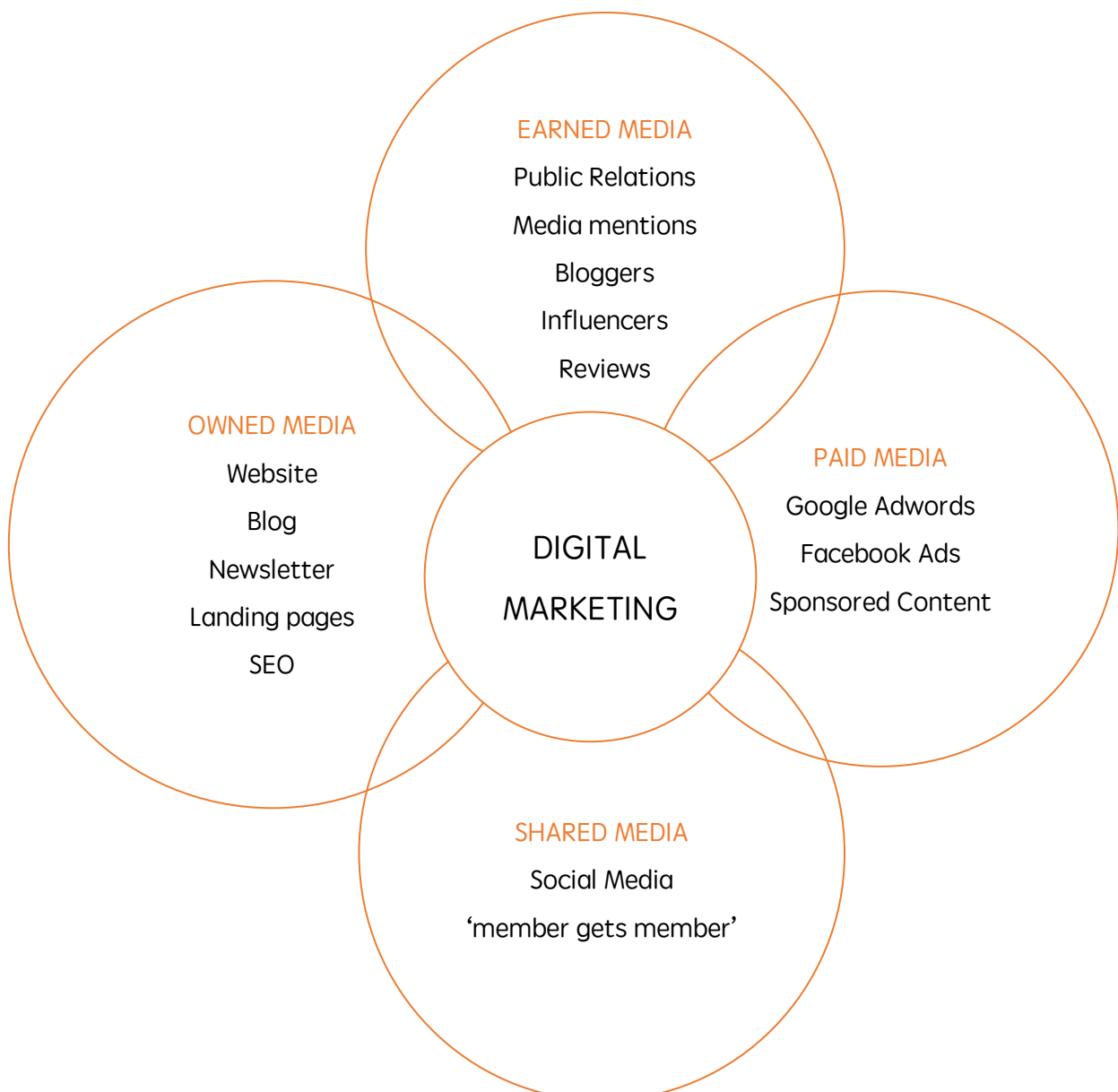
From an external perspective, we find plenty of opportunities like special relocation in order to make entrepreneurs lives easier, the growth of sharing economy

tendencies, the cost of real estate going up in Spain leading people to our facilities as we offer a coliving + coworking service at a competitive price.

Finally, the most important threat we may have to face is competing against complementary businesses (coworking spaces) that are more adapted to this specific sector based on higher experience and enhanced financial capacity.

DIGITAL MARKETING

As we see below, Digital Marketing or Online Marketing will be related to different types of media, such as Earned Media, Paid Media or Shared Media. Owned media will also take part of this strategy.



HIVE is represented through a variety of different channels where it could be known for, for example, all the mentions and reviews we get from the services we provide give us feedback to change things that we haven't done properly and also alternatives to provide extra services.

Social media is one of the most important channels because whether we can be seen on Instagram, Facebook or Twitter, we also provide information about the events that we host through these channels in order to gain popularity and recognition.

Member to member strategy is really useful because when something works out and we provide positive user experience people that live in HIVE will recommend it to others.

Although Social media makes a really huge impact in our service, Google Adwords and Facebook Ads are quite important to provide information through non-conventional channels where more people could get attracted from them.

HIVE is all about how we sell our service to different profiles so we want to create a Website providing every aspect related to our variety of services. Whether someone is interested in using the coliving or coworking service or others who want to attend the events we host we have designed a marketing strategy for them.

Apart from that, a Blog will be delivered in order to give people opportunities to share their experiences related to HIVE, a Landing Page will be created adding basic information about HIVE and Search Engine Optimization will also be used to get better positioning.

MARKETING OFFLINE

As we previously saw with Digital Marketing, there are several options to promote HIVE via offline. The first aspect that needs to be mentioned is offline channels will be supported through online channels and it will be used to complement Digital Marketing in order to attract as much people as possible.



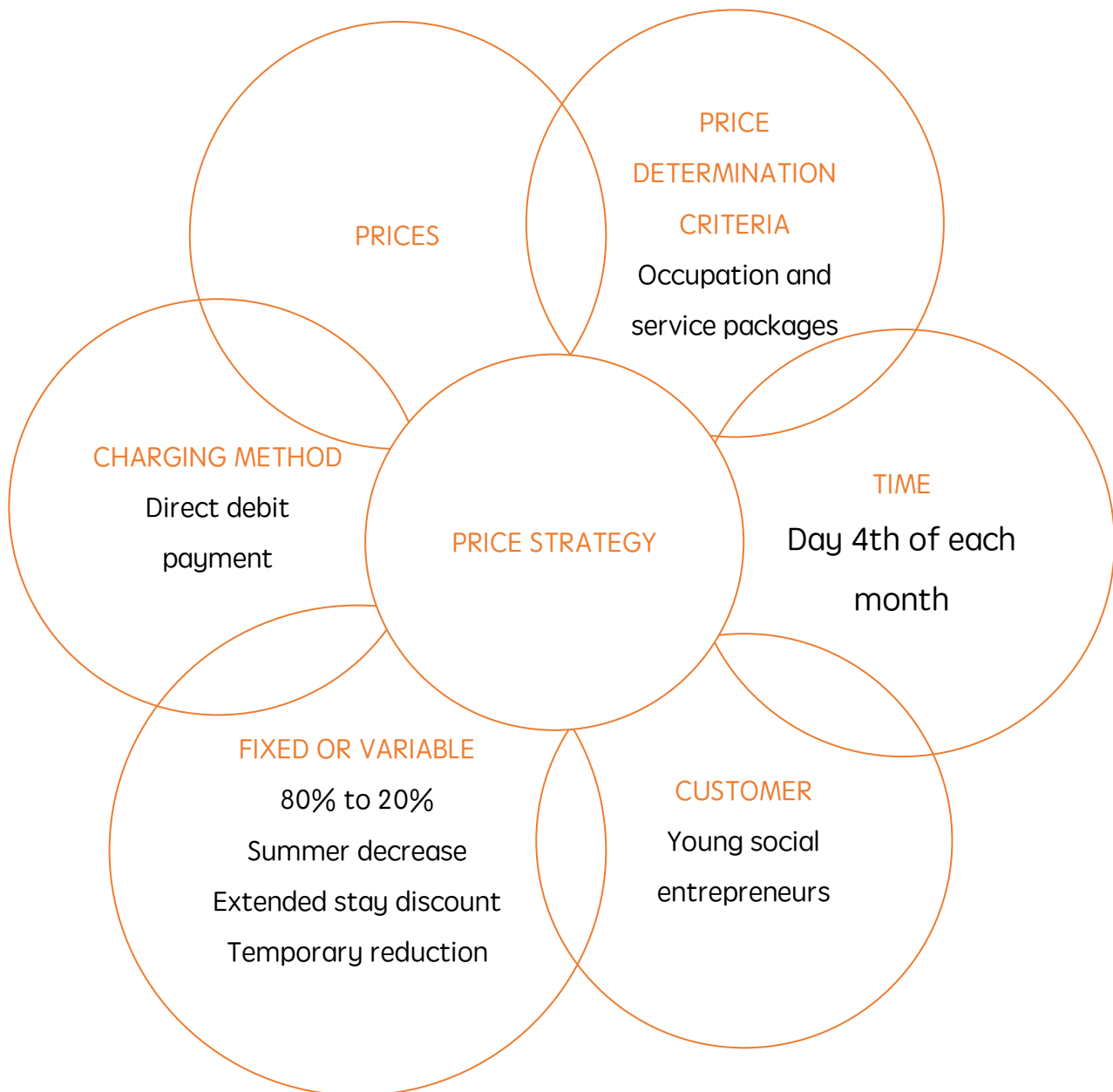
First of all, we have to mention public relations as a relevant support based on its importance delivering the message we want to bring out to the social entrepreneur collective. These people will take care of hosting events, networking sessions, interviews and managing everything related to sponsorships in order to have better recognition.

Although digital marketing gains importance every day, we don't want to forget about other channels that have been used frequently in the past such as articles in social magazines and flyers in geographical key points like International Business Schools.

Besides we have to take into account the importance of merchandising, contests and promotional packs, specifically related to entrepreneurs looking to long-term residency in HIVE.

Finally, direct sale will be provided through our Website while mailing will be the most important direct marketing resource.

PRICE STRATEGY



Taking into consideration the different services HIVE provides, there are certain specific aspects about prices that needs detailed consideration such is 'how our price is divided?'

There is something we call base price, that represents the 80% of the total price while a 20% is destined to variable costs, depending on conditions such as type of service selected, type of season (summer, winter, autumn and spring), etc.

Secondly, depending on how long a person stays, will get an extended stay discount and also a reduction based on temporary schedule.

We also have digitalized our charging method so the one and only way to pay for the services is based on direct debit payment, whose process can be done through our website.

In relation to the payment schedule, we have established the 4th day of each month an appointment will be scheduled to get all the payments belonging to different services organised and in line.

Besides, this price strategy has been developed focusing on young social entrepreneurs which are the ones who make HIVE a competitive business idea.

Finally, the price determination criteria that has been used relates to occupation based on a market study that we have analysed where most people stay at coliving spaces during the whole year except on summer so whether you decide to stay on summer or winter, it will affect the whole service price.

COMMUNICATION AND MARKETING PLAN ACTIONS

In the following table, different examples of our communication and marketing plan actions will be shown:

Action	Objective	Target	How	Cost	Duration	Responsible	Measurement
DIGITAL MARKETING							
OWNED							
Website	Channel marketing	Potential target audience	Developer	3.000 €	Permanent	Hosting company	Number of visits Number of reservations
Blog	Become a reference	Specialized segment	Through research, information and opinions	Free	Weekly Monthly	Partner	Number of visits
PAID							
Google Adwords Campaign	Attraction to web page	Potential target audience	Keyword search Ad design Recruitment	300 €	First 3 months	Partner	Google Analytics
Facebook Ads	Attraction to web page	Housing, office, entrepreneur events search	Own design Campaign recruitment	300 €	First 3 months	Partner	Google Analytics Facebook Stats
EARNED							
Instagram	Obtaining trending status	General Public	Influencers who use hashtags	Free	Permanent	Community Manager	Number of visits Number of followers Number of likes
SHARED							
Instagram	Obtaining trending status	General Public	Positioning through	Free	Permanent	Community Manager	Number of visits

			hashtags: Hive or HiveColiving Influencers				Number of followers Number of likes
MARKETING OFFLINE							
Generator of ideas of social impact	Notoriety Leads acquisition	Young entrepreneur ecosystem	Events through agreements with universities Events designed to generate prior networking for the approach to ideas	2.000 €	Quarterly	Partner	New followers' attainment How long does it take to fill out an event Information requests
Sponsorship	Notoriety Leads acquisition	General Public	Social entrepreneurs' events	500– 1.000 €	Quarterly	Partner	Google Analytics

FINANCIAL PLAN

“In preparing for battle I have always found that **plans** are **useless**, but **planning** is indispensable”
 The aim of this section of the document is to explain how will the finances of the start-up will be carried out. This will be done by going into the different financial reports needed to know whether or not our business idea is viable. This planning is meant to be the focus of any investor who may be attracted to this project.

A excel document with a more complete financial plan has been attached in addition to this section.

SALES FORECAST

	Unit Sale Price		January	February	March	April	May	June
Room + Common Area	800 €	Units	10	10	10	10	10	10
		Total monthly Sale	8.000 €	8.000 €	8.000 €	8.000 €	8.000 €	8.000 €
Room + Private Office	1100 €	Units	10	10	10	10	10	10
		Total monthly Sale	11.000 €	11.000 €	11.000 €	11.000 €	11.000 €	11.000 €
Common Area	250 €	Units	6	6	6	6	6	6
		Total monthly Sale	1.500 €	1.500 €	1.500 €	1.500 €	1.500 €	1.500 €

July	August	September	October	November	December	Total	% on total sales
10	10	10	10	10	10	120	
8.000 €	8.000 €	8.000 €	8.000 €	8.000 €	8.000 €	96.000 €	39%
10	10	10	10	10	10	120	
11.000 €	11.000 €	11.000 €	11.000 €	11.000 €	11.000 €	132.000 €	54%
6	6	6	6	6	6	72	
1.500 €	1.500 €	1.500 €	1.500 €	1.500 €	1.500 €	18.000 €	7%

DIRECT COST

	Unitary Variable Direct Cost		January	February	March	April
House manager	600 €	Total Monthly Variable Direct Cost	600 €	600 €	600 €	600 €
Supply	1000 €	Total Monthly Variable Direct Cost	1.000 €	1.000 €	1.000 €	1.000 €
Maintainance	150 €	Total Monthly Variable Direct Cost	150 €	150 €	150 €	150 €
Security	50 €	Total Monthly Variable Direct Cost	50 €	50 €	50 €	50 €
Insurance	100 €	Total Monthly Variable Direct Cost	100 €	100 €	100 €	100 €
Rent	5832 €	Total Monthly Variable Direct Cost	5.832 €	5.832 €	5.832 €	5.832 €
DIRECT COSTS TOTAL			7.732 €	7.732 €	7.732 €	7.732 €

May	June	July	August	Septembe r	October	November	December	Total	% on Total
600 €	600 €	600 €	600 €	600 €	600 €	600 €	600 €	7.200 €	8%
800 €	800 €	800 €	800 €	800 €	1.000 €	1.000 €	1.000 €	11.000 €	12%
150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	1.800 €	2%
50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	600 €	1%
100 €	100 €	100 €	100 €	100 €	100 €	100 €	100 €	1.200 €	1%
5.832 €	5.832 €	5.832 €	5.832 €	5.832 €	5.832 €	5.832 €	5.832 €	69.984 €	76%
7.532 €	7.532 €	7.532 €	7.532 €	7.532 €	7.732 €	7.732 €	7.732 €	91.784 €	100%

SUMMARISED BALANCE SHEET

Summarised Balance Sheet

	Start 2020		End 2020		End 2020	
	Euros	%	Euros	%	Euros	%
Fixed Assets	29.266,00 €	19,51%	26.059,55 €	14,43%	23.503,09 €	12,02%
Current Assets	120.734,00 €	80,49%	154.570,54 €	85,57%	172.042,59 €	87,98%
Total Assets	150.000,00 €	100,00%	180.630,09 €	100,00%	195.545,68 €	100,00%
Net Worth	103.500,00 €	69,00%	126.161,41 €	69,85%	149.632,48 €	76,52%
Non-Current Liabilities	46.500,00 €	31,00%	29.278,82 €	16,21%	20.001,93 €	10,23%
Current Liabilities	- €	0,00%	25.189,86 €	13,95%	25.911,27 €	13,25%
Total Liabilities	150.000,00 €	100,00%	180.630,09 €	100,00%	195.545,68 €	100,00%
Cash Balance	114.588,14 €	76,39%	154.570,54 €	85,57%	172.042,59 €	87,98%
Permanent Resources	150.000,00 €	100,00%	155.440,23 €	86,05%	169.634,41 €	86,75%

Investment-Financing

	Start 2020	End 2020	End 2021
Fixed Assets	19,51%	14,43%	12,02%
Current Assets	80,49%	85,57%	87,98%
Total Assets	100,00%	100,00%	100,00%
Total Euros	150.000,00 €	180.630,09 €	195.545,68 €
Total Liabilities	100,00%	100,00%	100,00%
Net Worth	69,00%	69,85%	76,52%
Current + Non-Current liabilities	31,00%	30,15%	23,48%
Working Capital	120.734,00 €	129.380,68 €	146.131,32 €
(Permanent resources - Fixed Assets)	80,49%	71,63%	74,73%

SUMMARISED PROFIT AND LOSS ACCOUNT

Summarised Profit and Loss Account

	End 2020		End 2021	
	Euros	%	Euros	%
Revenues (Sales)	246.000,00 €	100,00%	246.000,00 €	100,00%
Variable Direct Cost	91.784,00 €	37,31%	91.784,00 €	37,31%
Gross Income	154.216,00 €	62,69%	154.216,00 €	62,69%
Structural Cost	91.600,00 €	37,24%	91.600,00 €	37,24%
Other Structural Cost	27.710,00 €	11,26%	27.060,00 €	11,00%
Total Structural Cost (Fixed Cost)	119.310,00 €	48,50%	118.660,00 €	48,24%
EBITDA	34.906,00 €	14,19%	35.556,00 €	14,45%
Depreciation and Amortization	2.556,45 €	1,04%	2.556,45 €	1,04%
EBIT	32.349,55 €	13,15%	32.999,55 €	13,41%
Finance Expenses	2.134,33 €	0,87%	1.704,78 €	0,69%
Finance Result	- 2.134,33 €	-0,87%	- 1.704,78 €	-0,69%
EBT	30.215,22 €	12,28%	31.294,76 €	12,72%
Income Tax	7.553,80 €	3,07%	7.823,69 €	3,18%
Net Profit	22.661,41 €	9,21%	23.471,07 €	9,54%

Sales-Range

	End 2020		End 2021	
	Euros	%	Euros	%
Revenues	246.000,00 €	100%	246.000,00 €	100%
Sales Growth	- €	0%	- €	0%
Gross Income	154.216,00 €	63%	154.216,00 €	63%
EBITDA	34.906,00 €	14%	35.556,00 €	14%
EBIT	32.349,55 €	13%	32.999,55 €	13%
Net Profit	22.661,41 €	9%	23.471,07 €	10%
Economic Cash-Flow	25.217,87 €	10%	26.027,53 €	11%

RATIOS AND METRICS

Financial Ratios

	Start 2020	End 2020
ROE (Return On Equity) = Net Profit / Net Worth	18%	16%
ROI (Return On Investment) = EBIT / Total Assets	18%	17%
Treasury = Current Assets / Current Liabilities	6,14	6,64
Indebtedness = Total Debs / Total Liabilities	30%	23%
Ability to devilver inancial debt (Net Profit + Amortization / Financial debts)	66%	89%
Break Even Point	197.801,74 €	196.079,68 €
Safety Coefficient = Sales / Break Even Point	1,24	1,25
Pay-Back	5,9 years	

Marketing	% on sales
Marketing Digital (SEO, SEM, etc)	10%
Marketing Offline (Advertising, RRPP, Promos, etc)	1%
Metrics	
CAC (Costumer Adquisition Cost)	451,00 €
LTV (Lifetime Value)	1.482,85 €
LTV/CAC	3,29

CONCLUSION

HIVE's vision is to engage in the creation of a culture that will encourage social entrepreneurship amongst those individuals and communities who have the capacity to understand the urgency of our global issues and the motivation to be part of the solution.

We believe anyone can be an entrepreneur if provided the right means and surrounded by adequate support groups that can empower the implementation of their project.

Throughout this document we have seen the different approaches by which HIVE will provide such support and we have demonstrated the profitability and the potential of the project.

This impact will not only occur at a personal level for HIVE. The profitability of the enterprises we support will further enhance the economic development at a higher level since their operations will encourage the transition towards greener and more inclusive economies that can reduce the externalities and market failures of the current system. In this vein, HIVE will have an enormous impact for, in this case, the Spanish economy.

There is a clear opportunity right now for the launching of this service, given not only the increasing urgency of environmental and social issues that have created a market for social enterprises. Furthermore, considering the increasing tendencies towards Sharing Economies through coworking for instance. We believe that community creation is the best approach to tackling the fears of many entrepreneurs who will find support in one another through the uncertain times and provide services and expertise in different fields.

All in all, HIVE accommodates the needs of the social entrepreneur providing support through different services. Through coliving facilities, we encourage the creation of a community of changemakers that will generate high value impact both at a social and an environmental level transforming yes-buffers, not-nows into why noters.