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DE ESPAÑA

MINISTERIO  
DE ECONOMÍA, INDUSTRIA  
Y COMPETITIVIDAD



Escuela de  
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<https://ivelasco9.wixsite.com/movio>



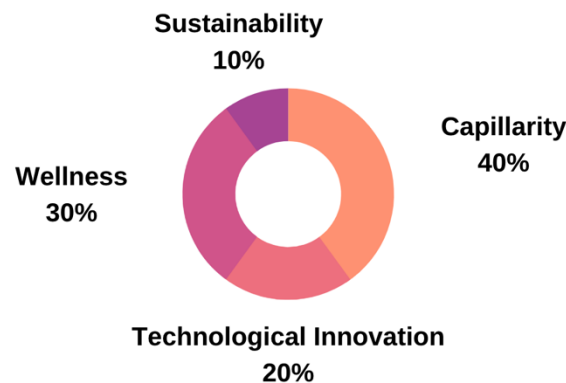
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MOVIO is a 24-hour wellness boutique which offers 45-minute indoor walking classes to its clients. Those customers can choose if they want the services of a personal trainer or not. Moreover, MOVIO is a compendium of several small establishments (usually less than 60 square meters) where sustainable products can also be bought.

MOVIO represents the evolution of classic models of specialization in health and well-being activities. In addition, it will go a step further by integrating concepts such as capillarity, innovation and digitalization in a single place.

As a key element, MOVIO recreates a new business concept in which the client can choose between sessions conducted by personal trainers or a more American concept like free training.

Finally, it is important to highlight our technological innovation - not only the ability to generate an artificial environment but also inspiration, functional sport, the introduction of technology and technical aspects, such as the opening mechanism of the establishments.



We focus on the union and compatibility of the different aspects that involve a futuristic business model and different to any other one that currently exists. MOVIO stands out as an evolution of the sports & wellness sector, which is complemented by the addition of new technologies as the automatic opening mechanism and the creation of a virtual space capable to excite all types of customers. In short, it is a 21<sup>st</sup> century concept designed to inspire future business models. That is why our capillarity and technology proposal represents more than the 50% of our business model.

## Our Business Model

There are two sources of revenue in MOVIO: the indoor walking sessions and the renting of our spaces to sustainable brands.

A 45-minute session format has been implemented, offering sessions with or without coaches and providing the customer the

Services	Prices without
45 min session	7 €
45 min session with personal trainer	15 €
5 sessions voucher	30 €
5 sessions voucher with personal trainer	60 €

possibility of booking one single session or buying a voucher of several sessions. These prices have already been tested by conducting interviews and are also based in our competitors and in our growth expectations.

Regarding Movio's e-commerce part, the renting of spaces to sustainable companies represents both fixed and variable income. The variable income comes from a certain percentage over the net sales obtained by the sustainable brands.

### Operations Plan

In MOVIO we offer an innovative service. We take a step further to offer our customers a space where sport and technology come together, thanks to the implementation of the new LED screen systems. The convergence of those elements allows the clients to enjoy endless experiences.



### Operations Plan- Strategic Alliances

To be able to overcome our competitors, it has been decided to carry out a series of strategic alliances. It should be noted that two key partners were necessary for the creation of MOVIO.

- **Retail Experience (RX)** is a company created with the help of Marta Lobo that collaborates with us in the implementation of an automatic opening system and also in the sensorial marketing part.

RX implements a new sales methodology providing simple and effective technology solutions, that allow us to save costs at the organizational level. Moreover, this company helped us to introduce in our establishments a state-of-the-art security system, becoming then a 24h service company. This system allows access to the premises to any person interested in them.

The technological solution aforementioned works in a very simple way. First of all, the customer books a session and later he/she receives an email with the code required to enter the establishment. Besides the above-mentioned system, RX is also characterized by the application in their e-commerce part of the revolutionary concept of 'humanizing the dehumanization'. In this way, the customers can 'touch the digital'.

- An essential and critical element needed to make a safer investment and succeed in our capillarity model, is **Argongra**. It is a technological tool that helped us in order to carry an analytical study with the main goal of finding the best location for our establishments.

This operation has been divided into three phases: an evaluation of the market and our early adapter (before our first establishment opening), a re-characterization of the early adopter and analysis of the pricing (the first six months) and an evaluation of the application of a franchisee model (after the first year).

### Marketing

First, it was necessary to carry out an analysis of the Spanish gymnasium market, in order to be able to define two market niches with great potential: 24-hour gyms and style boutiques. Both are a clear example of annual increase in customers and income. The combination of style boutique with 24-hour gyms allows us to increase profit margins with higher prices that have been previously tested by Movio team.

In order to be successful, our business model requires attracting the early adopter, for which we have carried out interviews around the neighborhood studied for being the first location of MOVIO.

MOVIO is now present in several social networks, apart from having its own website. Following a digital marketing strategy, we use SEO positioning as the main tool in order to increase Movio's digital presence.

The innovation of our marketing strategy concept goes through the implementation of a content marketing strategy that distinguishes us from the rest within the sector. In quantitative terms we have estimated that 20% of MOVIO publications will be directly related to their products and services while the remaining 80% will be focused on emotional content 'e.g. sports, traveling, several recreational activities ... A community manager calendar has been developed to define when each type of content will be published, taking into account significant dates. Moreover is also necessary to perform POP (Point of Sale Advertising) marketing in order to reach those types of customers who are reluctant to visualize digital content.

## Our Finances

MOVIO's business model is based in low and steady fixed costs and also in almost non-existent variable costs, allowing us to reach impressive growth rates in a short period of time.

MOVIO Company requires an initial investment of 75.000€ that will be used to buy the required machines and technology and to provide us with enough liquidity during the initial months of operations, until we start generating a positive cash flow in January 2020. We have calculated that the cost of restoration will be around 48.000€.

	Ending June 2020		Ending June 2021	
	Euros	%	Euros	%
<b>Total Revenue from Sales</b>	<b>99.907,2</b>	<b>100,0%</b>	<b>253.552,6</b>	<b>100,0%</b>
Cost of Goods Sold (Variable Cost)	0,0	0,0%	0,0	0,0%
<b>GROSS MARGIN</b>	<b>99.907,2</b>	<b>100,0%</b>	<b>253.552,6</b>	<b>100,0%</b>
Wages and Social Benefits	15.119,3	15,4%	15.194,9	6,0%
Other Expenses	74.200,0	75,4%	48.700,0	19,2%
<b>Total Expenses</b>	<b>89.319,3</b>	<b>90,8%</b>	<b>63.894,9</b>	<b>25,2%</b>
<b>(2) EBITDA</b>	<b>10.588,0</b>	<b>10,6%</b>	<b>189.657,7</b>	<b>74,8%</b>
Amortization	4.003,0	4,1%	4.003,0	1,6%
<b>(3) EBIT</b>	<b>6.585,0</b>	<b>6,6%</b>	<b>185.654,7</b>	<b>73,2%</b>
Financial Expenses	5.023,7	5,1%	6.196,5	2,4%
Financial Results	-5.023,7	-5,1%	-6.196,5	-2,4%
<b>(4) EBT</b>	<b>1.542,8</b>	<b>1,5%</b>	<b>179.458,2</b>	<b>70,8%</b>
Taxes	231,4	0,2%	26.918,7	10,6%
<b>(5) Net Income</b>	<b>1.311,4</b>	<b>1,3%</b>	<b>152.539,5</b>	<b>60,2%</b>

Our sales projections for the first year are 99.900€. We expect a return of equity of 8,04% at the end of the first fiscal year. This ratio will increase to 90,34% in the second year of operation, as we plan to launch more establishments in 2021.

## In the future

In looking to the future, MOVIO must continue committed to innovation and technology. Our company also needs to implement Big Data solutions, as we are conscious that our value depends on the number of clients and the information we collect about their tastes and habits. This way, MOVIO will be able to adapt the customer experience model to each type of person, introducing a more personalized experience.